

Knowledge is key:

Designing a digital platform &
strategy for industry-related
knowledge management

Master Thesis by
Andrés Cruz Grimaldos
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by Andrés Cruz Grimaldos

Master Thesis

MSc Strategic Product Design
Faculty of Industrial Design Engineering
Delft University of Technology

Supervisory Team

Chair: Giulia Calabretta, TU Delft
Mentor: Erik Jan Hultink, TU Delft
Company Mentor: Daniel Trémola, Opinno


Delft University of Technology
Faculty of Industrial Design
Langbergstraat 15
2628 CE Delft


Opinno
C. Sánchez Pacheco 101
28002 Madrid, Spain

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Executive Summary

As we live in a competitive world, companies need to update their value proposition constantly. When it comes to consultancies, they need to be innovative and improve their service in terms of efficiency, effectiveness and wow-factor in order to be chosen by clients. The service can be innovated in different ways, such as improving the service concept, the client interface, internal processes or the delivery system.

This is the case of Opinno, a global innovation consultancy headquartered in Madrid who wants to focus its office in Barcelona on Pharma clients and become a key player in the field. Pharma is an industry with a lot of regulations and barriers, so consultancies that solve challenges in this industry need to be prepared for it.

This project is born with the aim of improving the Business Design value proposition of Opinno, regarding its process,

management or approach. Since the challenge is really broad, this project will first focus on defining a direction informed by the appropriate research.

Based on literature, analysis of Opinno Business Design practices and interviews with Opinno consultants & external experts in the fields of Pharma & Business Design, this project focused on tackling two issues to improve the value proposition of the department.

Firstly, misalignment was found in terms of Business Design, and a Business Design definition was created in the form of a Playbook. Content was created from literature, trends and current practices inside Opinno.

Secondly, the core of the project focused on knowledge management. Research showed that the best practices and knowledge generated during projects were not stored and

transferred in a structured way and some of it was lost. A process to capture, store and access knowledge was designed to solve this issue. Its backbone, a digital platform, was designed, prototyped and tested. This platform uses AI to provide all the existing resources when a consultant types the challenge; knowledge related to the industry, clients, processes or contact people will be displayed so consultants can use it during the proposal creation or project execution.

This set of solutions will help Opinno to keep the knowledge once an employee leaves, save time, improve projects and proposals and support their journey towards Pharma verticalization. In the end, it will create a reference site where employees can go when they feel lost with the methodology or they have industry knowledge gaps when executing projects.

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Chapter 1

Project

This chapter introduces the context of the project, including the company where it takes place and the challenge that needs to be solved. Also, it is explained the methodology and the approach used for the project.

1.1 Introduction

This thesis is in assignment for Opunno, a global innovation consultancy with offices in several countries. The Barcelona office started working on Pharma projects two years ago and because of that they are facing a range of new challenges. They are experts in methodology and consulting; the range of services they offer to Pharma clients include Strategy, Open Innovation and Business Design, the latter being the last one to be adopted; however, they are not experts in the Pharma industry. They learn as they work on projects, so they find new barriers every day. Pharma is an industry full of regulations, red lines, internal processes and vocabulary. They wish to not skip important things and to not lose time in issues that are not relevant.



Figure 1. Barcelona

1.2 Opunno

Opunno is a global innovation consultancy that aims to transform organizations through methodologies based on the Lean model. It started operations in 2008 and nowadays they are more than 250 employees from 20 different nationalities. It is headquartered in Madrid, Spain

and has 12 offices in 7 countries: Spain, Italy, United States, Mexico, Colombia, Ecuador and Argentina. During these years they also grew their service offering, starting with Open Innovation and now being able to solve challenges from many different fields and industries.



Figure 2. Opunno Logo

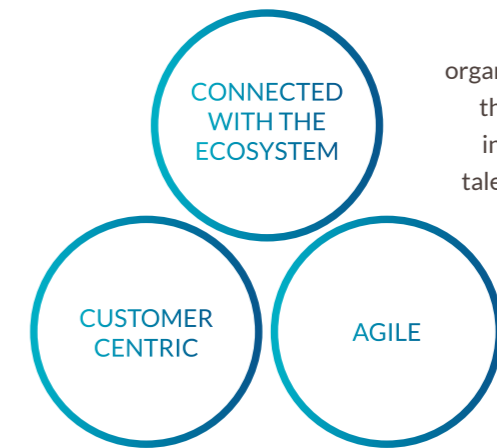


Figure 3. Opunno offices

Approach

Opunno understands innovation as a process that starts by listening to people and ends with the design and prototyping of new products and services that generate impact on society. Its approach consists in 3 pillars (figure 4):

The purpose of Opunno is to implement innovation methodologies to make companies more resilient and adaptable to the new changing environment. They try to differentiate themselves from traditional consulting firms; they involve their clients, they have an agile philosophy and they are very flexible and horizontal.



Connected to the ecosystem: We help organizations to interact with the innovation community in order to access the best talent, ideas and technology

Agile: We reduce time to market by working in short sprints to deliver an increment of value for our clients.

The client first: We listen to our clients to gather insights that we transform into disruptive business concepts

Figure 4. Opunno Pillars

Services

Opinno's services include the design of innovation strategies, cultural/corporate transformation, design of digital products, services and business models, prototyping, and the design and implementation of open innovation strategies. The services are divided in 3 areas: Business Strategy and Architecture, Technological

Solutions and Open Innovation.

This project takes place in the Strategy and Business Architecture Area, which is formed by 3 different disciplines:

- Strategy, that focuses mainly on corporate internal strategies and processes
- Transformation, related to transformation of corporate

culture and way of working

· Business Design, which encompasses projects of Product/Service Design and Customer Experience

The focus of this project will be on Business Design, which is their newest discipline inside their Strategy and Business Architecture Area.

OPEN INNOVATION	INSIGHTS & MARKET INTELLIGENCE	ECOSYSTEM DEVELOPMENT	DIGITAL STRATEGY
	Content curation	Corporate accelerators	Potential marketing
	Scouting and observatories	Intrapreneurship programs	Branding and communication
	Trend analysis	Venture building	Brand experience
STRATEGY & BUSINESS ARCHITECTURE	STRATEGY	TRANSFORMATION	BUSINESS DESIGN
	Moonshot thinking	Cultural transformation	Customer Experience
	Governance transformation	New ways of working	Service Design
	Strategic foresight	Enterprise agility	
TECHNOLOGY SOLUTIONS	DIGITAL EXPERIENCE UX/UI	ARCHITECTURE & ENGINEERING	DEVELOPMENT
	Prototyping	PMO and architecture	Web and mobile
	Data visualization	DevOps and cloud	E-commerce
		Data governance and stewardship	Corporate applications

Figure 4. Opinno disciplines

1.3 Assignment

Opinno desires to become more efficient and effective when performing their Business Design projects for Pharma clients. The ultimate goal is to improve the value proposition of the Business Design department in Pharma, which is a difficult industry due to its many regulations, red lines and compliance issues. This said, Opinno's key milestones are two: a clear understanding and portrait of the current Business Design process of the organization, and a solution to improve their value proposition

on the field. Then, this thesis project aims to answer the following research question: How can Opinno improve their value proposition in Business Design Pharma projects in order to improve its position in the Pharma market in Spain?

Considering that the research question is really broad and can follow multiple directions, it will be needed to study the context of the Business Design department to look for opportunities of improvement.



1.4 Project Approach

The double diamond process model was used to structure the project, since it helps to approach problems in an analytical and creative way. It is a broad framework that consists of a research phase, which diverges

and converges, and a design phase, which also diverges and converges. The aim is to narrow the project scope only when many possibilities have been studied. By following this approach the project is always open to different

directions before delivering a solution. It consists of 4 phases distributed in 2 diamonds, following the structure converge-diverge-converge-diverge (Design Council, 2004).

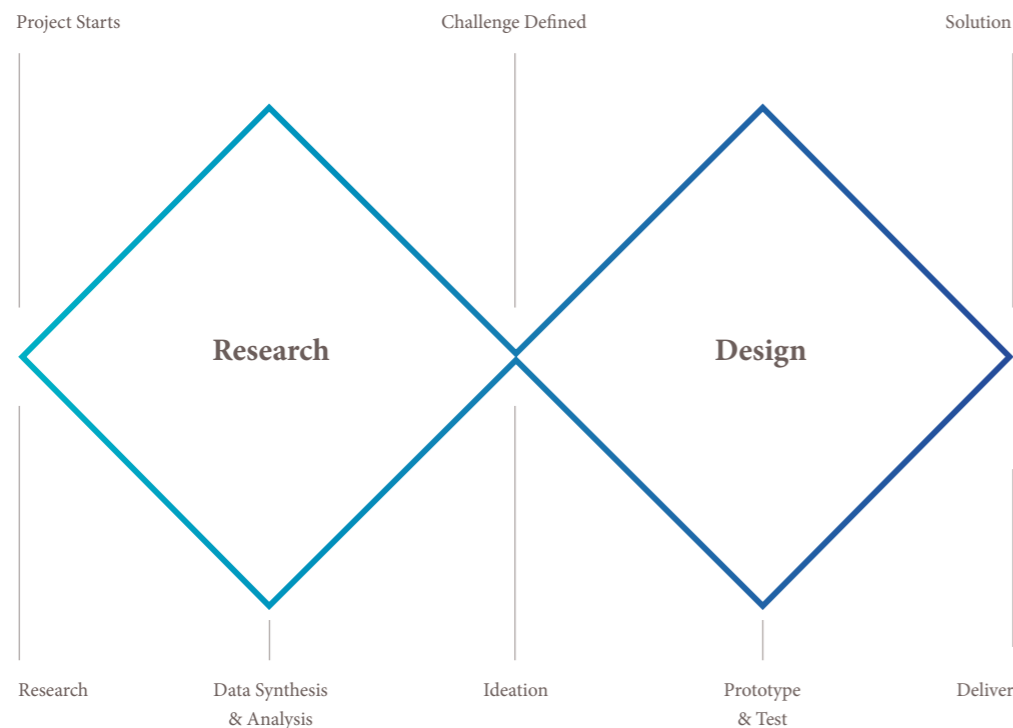


Figure 6. Double Diamond (Design Council, 2004)

Diamond 1: Understand the problem

Discover

The goal of this phase was to understand the context and identify relevant problems. Three main data collection methods were used in this project: it started by researching existing literature about Business Design and Service Innovation, to have a clear image of the state of the art; then Opipno processes and projects were analyzed, to understand the current situation of the department, and finally in-depth interviews with Opipno employees, experts in Business Design and Pharma managers were conducted, to detect opportunities inside the department, trends in Business Design and Pharma needs.

Define

During the Define phase data was synthesized and analyzed. The aim was to spot patterns, needs and trends that could lead to potential opportunities to improve Opipno's performance in Business Design Pharma projects. Once they were defined

they were clustered, prioritized and conclusions could be drawn. The final results of this phase were two: a diagram explaining the findings and a How Might We question setting the design direction.

Diamond 2: Create a solution

Develop

This phase focused on the idea generation for the solution. It was divided into 3 parts. It started with a round of literature research into the design direction topic, followed by an external brainstorming session to define the format and an internal co-creation session to set a more concrete scenario and define the design requirements and interaction vision. Finally, considering the format and design requirements, a digital prototype, canvas and process were created.

Deliver

Lastly, in the Deliver phase, prototypes were validated considering desirability, viability and feasibility and a strategy of

use was created. Also, a set of next steps and recommendations were defined to continue with the project. Since during the research phase some of the extracted insights were not relevant for this project in particular but potentially interesting for the company, they were reviewed again and collected for future projects.

Chapter 2

Literature

This chapter provides findings from literature review on Business Design, Service Innovation Success Measurement, which will be used as the starting point of the research.

2.1 Business Design

2.1.1 What is Business Design?

After conducting a literature review, it was clear that an universal definition of Business Design doesn't exist yet, or at least, there is misalignment between entities.

Some definitions understand Business Design as an approach while others as a discipline; some focus on how those projects are developed while others on what kind of challenges they try to solve. But what is common in most of them is that they are broad enough to include activities that would contradict and not be considered Business Design in the rest of definitions. Business Design definitions were studied, and the following definition, which was informed by existing literature, was created.

Business Design is a discipline that focuses on the understanding of the user, context and the

Business Design is a discipline that focuses on the understanding of the user, context and the business model to generate new design opportunities that will inform the design of products, services, business models and strategies.

business model to generate new design opportunities that will inform the design of products, services and business models and strategies. (Board of Innovation, n.d; Faljic, 2019; IDEO, 2020; IDEOU, 2018;The Rotman School of Management at the University of Toronto, n.d.).

2.1.2 Why firms should embrace Business Design?

Companies need Business Design because it starts by understanding the problem

ecosystem. A lot of companies develop and implement solutions without understanding what the problem is and what they are aiming to solve (Tallon, 2018). Business Design is based on doing research to understand the problem and identify what questions should be asked. Seeing business problems with a design mindset will help to identify the right pains that will lead the solutions. Human-centeredness is not widespread amongst many corporations and business people rarely watch how people use their services or products. By

using a design mindset, Business Design becomes an empathetic approach. Business Designers can understand why people do what they do by seeing experiences through someone else's eyes (Kelley & Kelley, 2013).

This research (called design research) can be resource consuming, but not spending the right amount of resources can make the company miss meaningful insights that would lead to great products, services or business models.

Business Design also focuses on the viability part of the solution.

Product Design is the process where designers create usable products that meet the needs of its users (Bergmann, 2019; Lascar, 2017).

Business Designers are able to translate the design solutions into business value and impact, using a language that business managers can understand.

By combining business and design tools, Business Designers can deliver solutions that are viable, feasible and desirable.

2.1.3 Decomposing Business Design: Service Design, Product Design and Business Model Design

Business Design practices involve

Service design is the process where designers create experiences for both customers or employees in a particular context and any service providers involved. (Gibbons, 2017; Interaction Design Foundation, 2020)

identifying opportunities to design new products, services and business models that differentiate the company from its competition (IDEO, 2020).

The philosophy of all 3 processes (Product, Service and Business Model Design) is the same, what is different is the goal, outcome and some particular practices.

All of them follow the double diamond process, explained in chapter 1.

In order to understand and differentiate the 3 processes, definitions of each process were created informed by literature.

Business Model Design is the process where designers create models that describe the rationale of how an organization creates, delivers and captures value (Osterwalder & Pigneur, 2010).

After the processes are defined, a map could be created explaining Business Design and its practices.

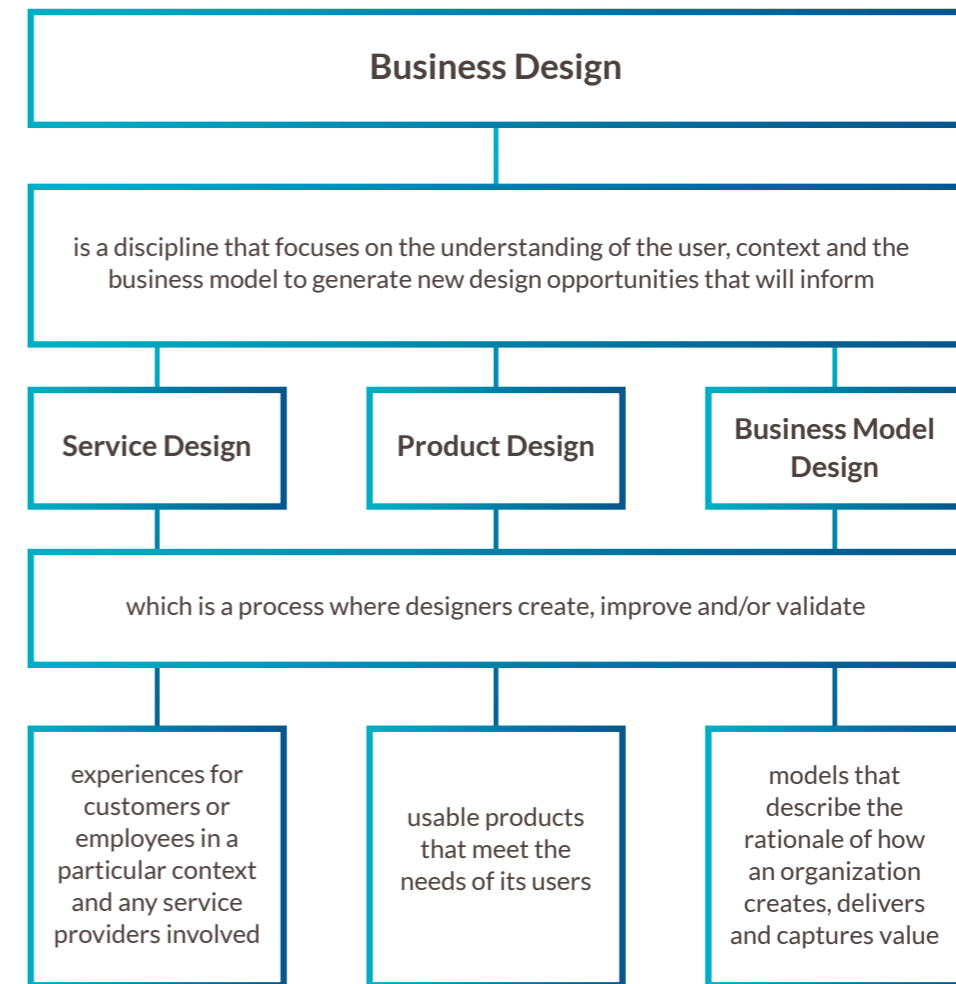


Figure 7. Business Design definition

2.2 Service Innovation

2.2.1 What is Service Innovation?

In today's world, where dynamic market environments are the norm, organizations that offer services need to improve their current set of services and create new ones, considering services as the application of competences (knowledge and skills) through performances and processes for the benefit of another organization or for the organization itself, which can only be experienced (Vargo & Lusch, 2004). They need to embrace service innovation.

Service innovation emphasizes innovation as a collaborative process happening in an actor-to-actor network, being resource integration fundamental for its achievement (Lusch & Nambisan, 2015).

In order to do so, organizations need dynamic service innovation capabilities, which include:

- Sensing
- Scanning for new public tenders
- Scanning for new technologies
- Scanning for own ideas
- Seizing
- Conducting joint workshops
- Selecting appropriate partners
- Inclusion of universities in new service development
- Transformation
- Knowledge transfer in regular team meetings
- Introduction of new services through direct application at client

(Plattfaut, Niehaves, & Becker, 2012).

Some foundations related to resources are relevant for service innovation. Knowing how to read and decouple information from the situation (resource liquefaction) and how efficient and effective can the organization mobilize relevant knowledge and resources (resource density) are key to successful service innovation (Lusch & Nambisan, 2015).

Den Hertog (2000) defined 4 dimensions of service innovation: new service concept, new client interface, new service delivery system and technological options. He stated that any service innovation involves a combination of these dimensions. After 20 years, new opportunities and barriers appeared, and an updated version of the model was made; data was added as a new dimension, since it is driving

key technologies and solutions. Along with it, data exploitation capabilities are introduced as a need for service innovation. Lastly, the ecosystem is added as a dimension, which includes partnerships and alliances (Tacy, 2020).

These dimensions can be useful to consider when trying to improve a service in an innovative way.

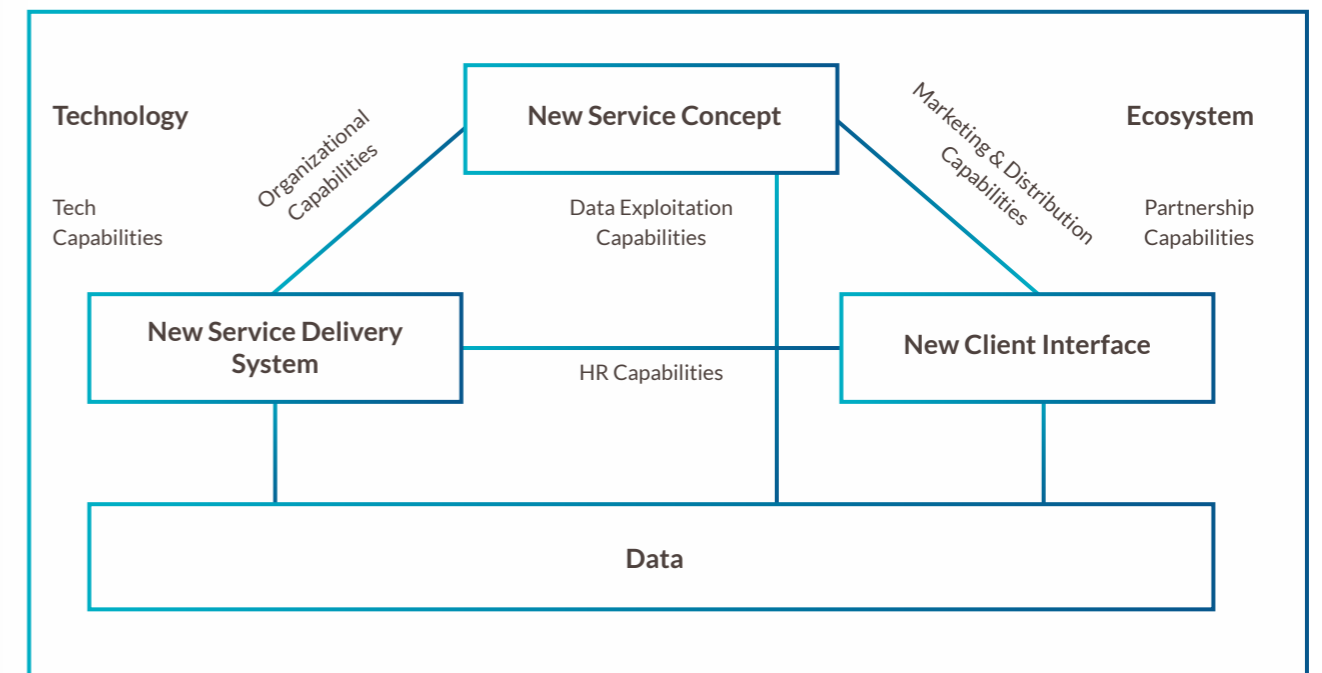


Figure 8. Updated Den Hertog Model (Tacy, 2020)

2.2.2 Service Blueprinting as a service innovation approach

Service blueprinting is a tool that visualizes the user or employee journey, the touch points and the backstage processes (Polaine, Løvlie, & Reason, 2013). This involves all the phases, steps, channels, stakeholders and actions that participate in the service.

Service blueprints have 5 main elements:

- Customer actions
- Onstage/visible contact employee actions
- Backstage/invisible contact employee actions
- Support processes
- Physical Evidence (Bitner, Ostrom, & Morgan 2008)

There are different ways the process of blueprinting can boost service innovation. Firstly, by providing a platform for innovation. It is a point of discussion for new service development or service improvement, since it gives

an overview of the service process and allows employees to give their perspective. Also, roles and interdependencies are highlighted, so critical touch points can be detected and studied. Finally, one of its

strongest characteristics is that it is used as a map, which can be posted on a collaborative site, providing employees with access to check it or to add suggestions (Bitner, Ostrom, & Morgan 2008).

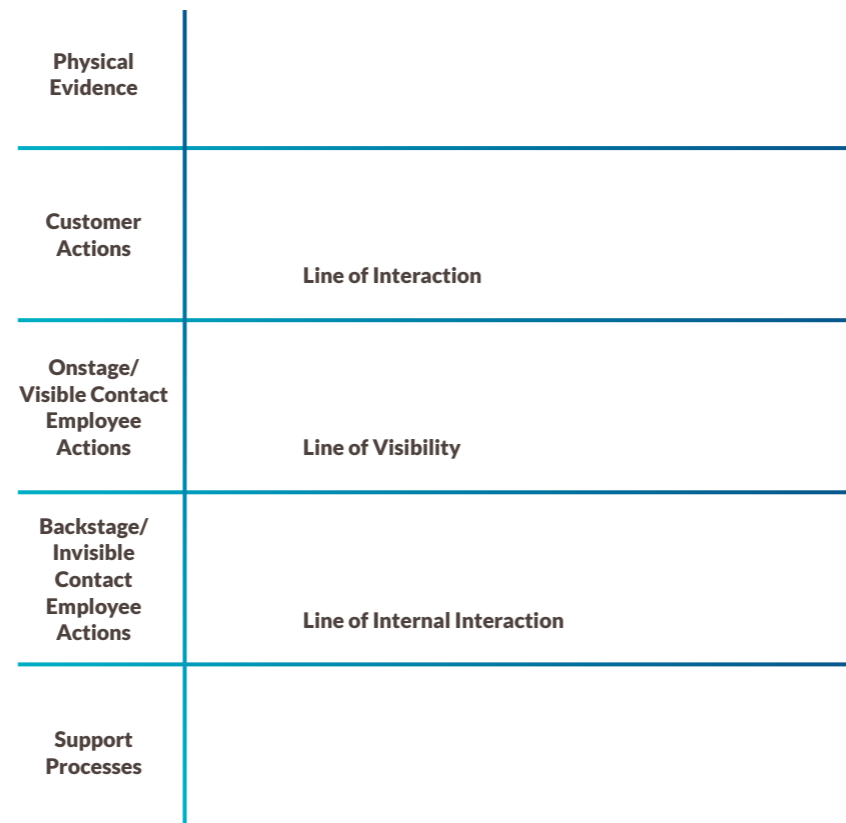


Figure 9. Service Blueprints Components (Bitner, Ostrom, & Morgan 2008)

2.2.3 Innovation Success Measurement

Innovation is difficult to measure; it is difficult to define its success. There are a lot of factors and it can be difficult to choose the right metrics and the right methods to measure those metrics. Innovation needs to be measured so it can be improved continuously, and areas like revenue sustainability, customer satisfaction or brand reputation should be addressed by the set of innovation performance metrics (Zhu, 2020).

It is important to set the goals or the desired impact before establishing metrics. Before that, it is not possible to develop a meaningful performance measure (Malinoski & Perry, 2011).

These can be divided in macro innovation goals and micro innovation goals.

· Macro Innovation Goals refer to top-level organization goals and the purpose of innovation inside the business. They usually are long-term goals, and their goal is to create value for the company. For example:



Figure 10. Macro and Micro Innovation Goals (Fisher, 2019)

- Becoming a market leader
- Launching new products or services
- Outperforming competitors

Micro Innovation Goals are specific goals to the project needs. They are the achievable outcomes for the steps of the project plan. They also help the team to focus along the way. For example:

- Increasing the number and quality of new ideas
- Increasing efficiency
- Improving existing products or services (Fisher, 2019)

In order to choose the measures that have the best correlation with the desired results, questions like how accessible is the data, over what measures do we have more influence or if it is possible to set meaningful targets for the selected measure should be asked (Malinoski & Perry, 2011). Measures can be grouped in four different approaches:

- **Results-based measures:** These measures focus on the business outcome, like sales, user referrals, customer loyalty or rapid customer adoption.
- **Process measures:** While result-based show how the company performed in the past, process

measures try to show how the company will do in the future. Some examples are the number of projects in the pipelines, average time to market, number of ideas that get funded or number of patent applications per year.

• **Project measures:** These use the returns and investments from projects. They are especially important in pharmaceuticals

or consumer electronics. Some examples are time to cash, ROI or Real Options (what kinds of products and services can this project enable in the future). Andrew, Sirkin & Butman (2007) proposes the cash curve (Figure 11) to understand the situation and better analyze risks to minimize early investment and maximize cash returns.

• **Portfolio measures of innovation performance:** These measures are the best way to measure the diversification level in innovation projects. Some examples are how much is being invested in breakthrough projects, how much in line extensions or inter-relationships between innovation projects (Mankin, 2007).

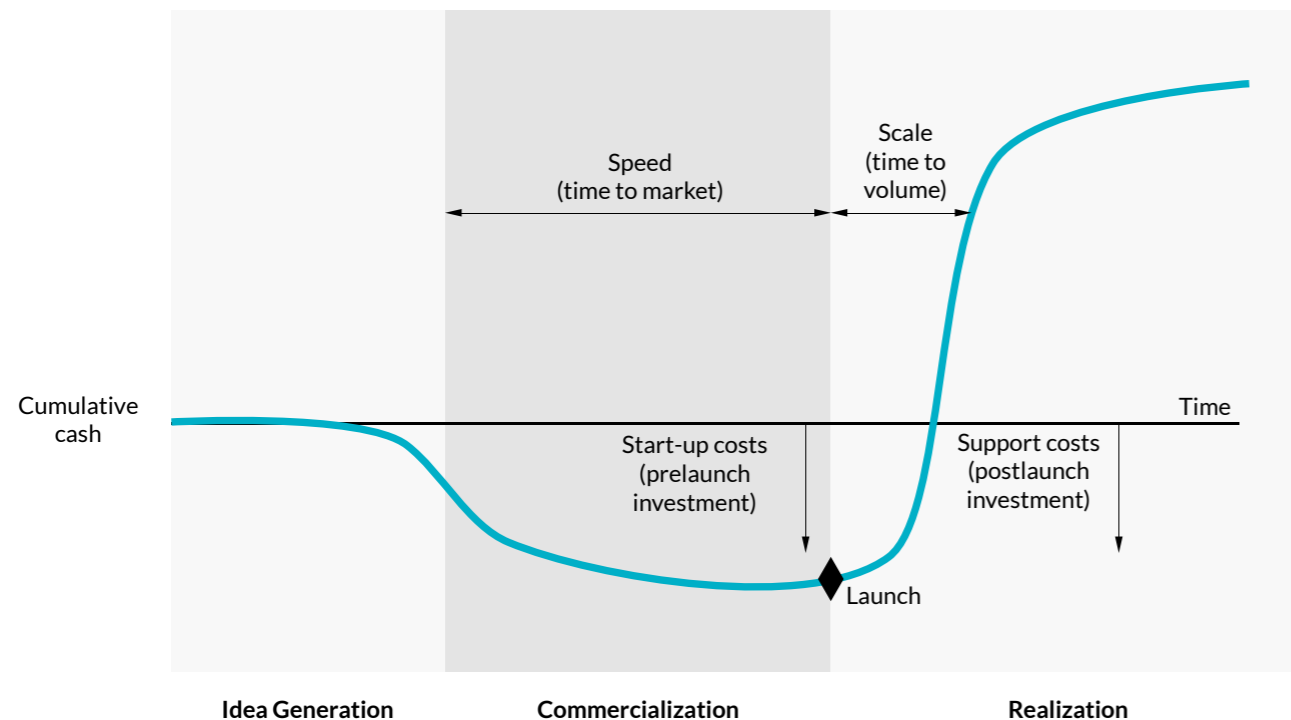


Figure 11. Cash Curve (Andrew, Sirkin & Butman, 2007)

Chapter 2 Key Takeaways

This chapter focused on analyzing the state of the art of the discipline and how to innovate. Different conclusions could be drawn:

Business Design is a relatively new discipline, and therefore there is not a clear definition. Different sources give different definitions.

Business Design is needed because it helps to detect the right problems and to deliver viable, feasible and desirable solutions.

Service innovation can have 6 dimensions of innovation: new service concept, new client interface, new service delivery system, new technological options, new data exploitation capabilities and new partnerships.

Any service innovation involves a combination of these dimensions.

Innovation is difficult to measure. However, measures need to be chosen regarding their relevance. They are divided into 4 groups: results-based measures, process measures, project measures and portfolio measures of innovation performance.

This research helped to have an understanding prior to the following research phase, which will focus on the analysis of Opinno projects and in-depth interviews.

Chapter 3

Research

This chapter explains the QL research conducted to explore what opportunities, needs and trends could set the direction of the project. It shows the methodology used, the analysis of the data and the conclusions that could be drawn.

3.1 Research Approach

3.1.1 Research Goal

The objective of this project is to explore how Opipno can become a Business Design leader in the Pharma industry in Spain, therefore research was needed to understand the current situation of the firm and detect opportunity areas and pains.

3.1.2 Research Method

In order to gain insights about the pains and opportunities of the practice of Business Design of Opipno, in-depth interviews were conducted, involving different professional profiles, sectors, geographies and firms, as well as an exploration of internal documentation. This way, sources and methods were triangulated, which enhanced the consistency of the research (Patton, 1999).

Interviewing was chosen as a method to gather information because of the nature of the research, since it allows to

understand experiences, processes and attitudes (Rowley, 2012).

3.1.3 Sample

The unit of analysis of this project was the Business Design subdivision of Opipno. A total of 24 in-depth interviews were conducted, participants were chosen regarding their role, professional background and the department where they worked,

so different points of view could be studied (Ravitch & Carl, 2015).

Therefore, participants were selected from Opipno's three main divisions (Ideas, Solutions and People), corporate area and external firms; interviewees from the subdivisions Open Innovation and UX/UI were selected from PEOPLE and SOLUTIONS (respectively). Regarding IDEAS, employees from all three subdivisions were selected



Figure 12. Sample

(Business Design, Strategy and Transformation). In the Barcelona office these 3 subdivisions are not fully detached in practice. It was enriching for the research to gain insights from different levels of expertise and knowledge about Business Design inside the firm. Generally, Business Design and Corporate were the top, Strategy and Transformation stood in the middle and Open Innovation was in the bottom.

Also, different positions were chosen to conduct the interviews: from the Europe CEO to a junior consultant. This way different perspectives could be spotted depending how they are positioned inside the firm.

Finally, external interviewees were chosen because of their expertise in Pharma and Business Design. A client point of view could be gathered by interviewing Pharma experts, while an external understanding of Business Design and future directions could be drawn from Business Designers established in countries where the discipline is settled.

Snowball sampling technique was used during the research (Patton,

2014), so interviewees could (and did) propose potential interesting actors that could add relevant data to the research.

3.1.4 Data Collection

Two data collection methods were used over a 2 months period: studying Opinno past projects & documentation and conducting in-depth interviews. Two areas of study were chosen: the Business Design process and its Communication Strategy towards Pharma clients.

Opinno past projects and documentation provided information about their Business Design process, their current state of the discipline and a basis of knowledge with which to start the interviews.

Interviews provided insights about Business Design, the way it is communicated to Pharma clients and their best practices and pains. The interviews were semi-structured; interview guides were created (Appendix FIXME) but participants had the chance to explain extra concepts or issues they found relevant (Longhurst, 2003).

3 different interview guides were developed for this research: The first one focused on Opinno's internal processes & vision of Business Design and the way they approached Pharma, the second one focused on how Pharma clients approached consulting innovation projects and the third one focused on the concept and future of Business Design.



The interview guides were created following Patton's criterion (Patton, 2003). Since they were semi-structured, some conversations led to questions that did not appear on the interview guide. They consisted on different topics of Business Design, including current practices, future vision, how it is being communicated and the barriers for pharma projects. The research question for the interviews was:

How can Opinno improve its value proposition in Business Design Pharma projects in order to improve its position in the Pharma market in Spain?

Because of COVID-19, all interviews were held via video call and they lasted between 30 to 60 minutes (the average was

50 minutes). Interviews were in Spanish, Catalan and English; they were not translated in order not to lose the richness of the data. All interviews were video recorded and transcribed.

3.1.5 Data Analysis

Atlas TI 8 was used to analyse the interviews. Although transcriptions were in several languages, codes were always written in English.

Data was analysed following Thematic Analysis guidelines, since the aim was to identify and organize insights into themes (Braun & Clarke, 2012).

First of all, all transcripts were read in order to be immersed in the data and notes were taken when necessary. After that,

transcripts were coded. Codes were generated trying to capture the meaning of the data in a short sequence of words. Some codes were modified so new material could be incorporated. After the first round of coding was completed, a total of 250+ codes and 500+ quotations emerged. This was followed by the generation of themes and sub-themes. Sub-themes were created by clustering codes and once sub-themes were clustered, themes were created. This phase involved a lot of iteration, since there was not a rule about what characteristics should be considered when looking for the patterns. Some sub-themes became themes and vice versa. This resulted in 3 main themes and 8 sub-themes.



Figure 13. Thematic Analysis procedure (Braun & Clarke, 2012)

3.2 Research Results

This section describes the main pains, opportunities and themes that emerged after analysing the collected data. The results were categorized into 3 main topics and 8 subtopics.

BDJC: Business Design Junior Consultant	OIJC: Open Innovation Junior Consultant
TPL: Transformation Project Leader	MP: Management Position
BDSC: Business Design Senior Consultant	OIPL: Open Innovation Project Leader
SPL: Strategy Project Leader	BDE: Business Design Expert
BDPL: Business Design Project Leader	TJC: Transformation Junior Consultant
SA: Sales	PE: Pharma Expert

Figure 14. Legend

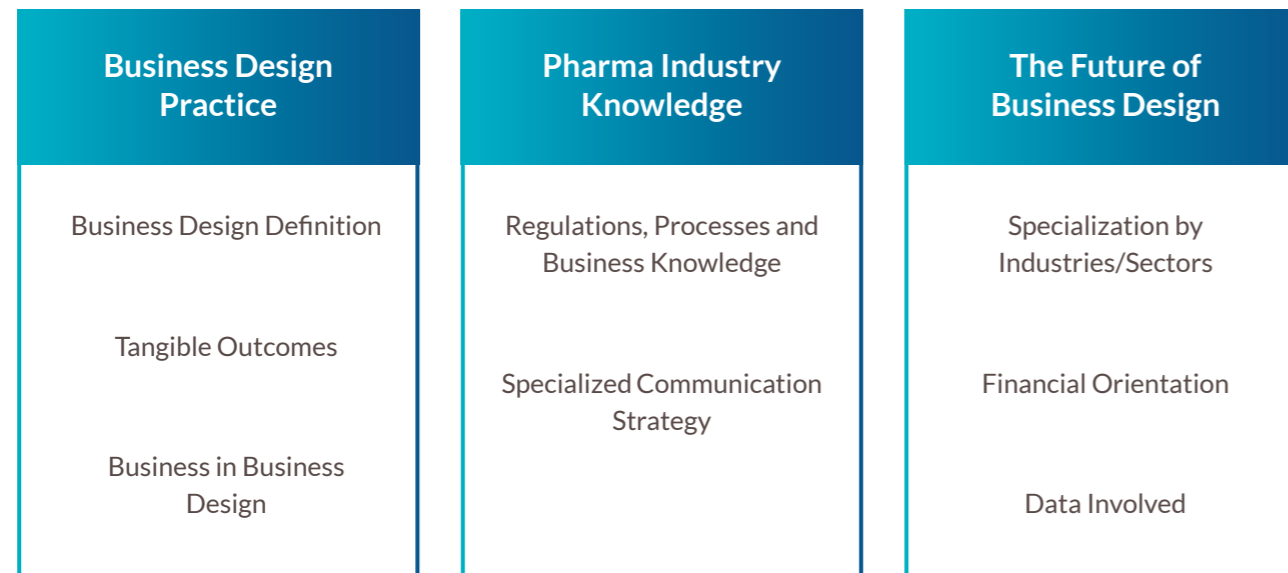


Figure 15. Topics and subtopics

3.2.1 Business Design Practice

The main focus of the research was the current state of the Business Design practice at Opinno. Questions related to the interviewee's perspective about the process, collaborations, implementation or future of the department.

Different pains and opportunities of the department appeared during the interviews. These were clustered in 3 subtopics.

1. Business Design Definition

Compared to other disciplines or departments inside the firm, Business Design is relatively new. It was easy to spot that there was a lack of definition of Business Design in different ways. A clear definition of the concept Business Design, its boundaries and a representation of the process were missing.

BDJC2: *"I wouldn't be able to define Business Design, I could explain the approach of how I would use it"*

BDJC1: *"They tell you to look into some particular projects, but*

there isn't a structure that shows you how we are going to work in Business Design."

Also, they missed a place where they can look for these kinds of definitions or representations. When they want to know something about processes or methods of Business Design they have to go back to past projects and check what was done.

OIPL1: *"I don't know where to look for it [Business Design]. If I had a place where I can look for it and understand the structure, examples, etc., a database where I can filter projects, clients, etc. we would save a lot of time"*

This lack of definition led to other problems, such as the definition of the boundaries between departments, for example Strategy and Business Design. Sometimes it was not clear enough if a project should be developed in one department or another. On occasions this led to misalignment or frictions between Project Leaders.

SPL1: *"Where is the line that differentiates strategy applying Design Thinking and Business Design?"*

BDPL1: *"(about the ease of knowing if a new project belongs to Strategy or Business Design)" No [...] "It is not an objective decision"*

Sales was also affected by the lack of definition. They have problems when communicating, and stated that since Business Design is not as settled as other disciplines or departments, it was more difficult for them to transmit the message. Also they missed a clear definition of the portfolio, which was not completely spread internally. Thinking about past successes and communicating them sometimes could be difficult for the team.

SA: *"I don't have the process of Business Design as clear as the process of Open Innovation, nor do I have properly mapped the success cases of Business Design projects." [...] "Probably because internally we don't completely know the whole portfolio and that makes it more difficult to communicate"*

The company started some projects to solve this, but because of the need of investing time in billable projects they never worked on it deeply and in a regular way, so they don't have

anything solid.

Solving this would improve several internal alignment as well as the sales message and the quality of the proposals.

SPL1: *“I would like the process to be defined, so everyone had a guide to follow, instead of each Project Leader going his/her own way.”*

2. Tangible Outcomes

Research showed discontent towards the deliverables of Business Design projects. They felt they were not tangible and applicable enough. Most of the consultants have a Product Design background, so they have the need of “touching” the solutions they design. This led them to miss seeing the implementation of many project solutions.

MP1: *“We miss a bit the tangibilization, delivering solutions that are concrete, tangible and actionable.”*

From a pharma client perspective, this was a concern too. It was explained that one of the biggest challenges about working with innovation consultancies is that they don't deliver something that can be actionable, tangible and that solves 100% their problems.

PE2: *“Sometimes they [innovation consultancies] are too much in the clouds, it is difficult for them to deliver something tangible”*

Some of the reasons explained were that the team doesn't deep dive enough because of a lack of knowledge of the industry.

MP1: *“Because we don't deepen enough, we don't deep dive into the particular processes of the industry of the project” [...] “I think it is because of lack of knowledge”*

BDJC3: *“We don't sell projects to develop, programme and implement an app in a hospital because there are internal topics that we don't know”*

Others referred to the lack of communication with the department of SOLUTIONS (UX/UI and digital development). Some stated that because of the lack of communication and cooperation some potential solutions were not proposed, because of the lack of digital knowledge in the Business Design department.

BDJC3: *“I don't know what software development capability SOLUTIONS has. [...] Nowadays almost all solutions are digital, and we are not experts about it, so we can not propose certain things”*

OIPL1: *“I think we should have*

SOLUTIONS closer to the projects we develop, so they can design solutions for what we offer”

Some opportunities of improvement were exposed, such as involving experts of the industry during ideation phases. These kinds of collaborations are not new for the department, but they think it should be done regularly.

MP2: *“It is difficult to ideate if you don't understand AI, Machine Learning, etc. We need more experts during the ideation phase”*

BDPL3: *“Many times these external experts allow us to create solutions or new products that change the way something is done”*

3. Business in Business Design

Another area of improvement was the Business Development component in the projects. It was thought that projects should take more into account the business part. It was shown that not knowing enough the company or industry would be one of the reasons why they don't reach the level they want.

MP3: *“We would like to make the step between innovation and product really smooth, involving a business model, considering*

ROI, implications, technologic development.”

This also affected them when arguing a solution to C-Level positions; they found they could improve business argumentation and their business language.

BDSC1: *“We need to add more Business to Design. We need to talk more business language, so when I show you a solution you can clearly see business”*

3.2.2 Pharma Industry Knowledge

For the past two years the team of Barcelona started to focus on pharma clients. One of the biggest issues is industry knowledge. Pharma is a highly regulated industry, with a lot of red lines, regulations, etc. plus it is a very technical industry. Interviews showed that knowledge of the industry is decisive in order to develop projects, even to get them. Pharmaceuticals don't rely on consultancies without experience in the industry because of these reasons.

Pharma knowledge could be divided in 2 parts.

1. Regulations, Processes and Business Knowledge

One of the points that makes

Pharma an especial industry is its amount of regulations and compliance-related issues. These regulations shape the project, so it is important to know them in order not to lose time in solutions that involve illegal aspects. The same happens if we talk about internal processes or how the business works. There are complex structures and processes that are crucial to know for the project development and its success.

BDPL3: *“For example, when working with a hospital focused on cancer, knowledge and understanding the processes is critical, which makes it more difficult.”*

Knowledge about internal processes and regulations in Pharma is a differentiating point for clients when choosing for a consultancy to develop a project. The bigger the project, the more essential it is;

PE1: *“One thing that has broken relationships with consultancies is that during the first interactions you could already detect that they didn't know about our Business Operating Model, how a drug is sold, internal KPIs, what is prescription, success factors, etc.”*

Opinno is working towards acquiring more knowledge by

doing training sessions, talks, expert coachings and by doing projects. Even though they are doing a good job, consultants still think they need more support. Moreover, they miss time to investigate these subjects.

One pain that was spotted is the lack of a knowledge management system. When a project starts, they always include a Project Leader that previously worked with Pharma on the team. If they want to know past successes, experiences or pains, they have to ask another Project Leader/Consultant or check previous documents. They don't know where to look for Pharma organograms or procedures. Also, they state that sometimes this knowledge is lost with the person.

SPL1: *“We talk about the good practices but they are not registered anywhere, you don't know what to do to make the project go well. We don't map critical points, good practices or the process.”*

Lastly, pharma experts recognized that they could improve by giving more information about processes, their clients and the definition of success.

PE2: *“We should give all the knowledge we have about our client [...] Even though it is time*

consuming, I think it is important to let the consultancy know what is the situation of your client, because if you don't give this to them they might miss some insights to develop the project."

2 Specialized Communication Strategy

Pharma needs specialized communication. Since it is a highly regulated and particular industry, it is required an adapted speech and portfolio to be considered. Interviews indicated that compared to others, it is an industry with low levels of digitalization and innovation. Also, a lot of times the concept Business Design is unknown for them.

PE2: "Since we are not in that part of the business we don't know the whole process involved in a project, and sometimes we want something in 2 months and they tell us that's impossible."

Pharma experts assured that a proof of the industry knowledge during the first interactions is decisive for a longer relationship. Explaining detailed business cases in the industry showing

results, or deepen into the topic using the correct language were elements that would help to start the relationship.

3.2.3 The Future of Business Design

Business Design trends were identified during the interviews, which were divided into 3 themes. Business Design experts from Singapore, Germany, Finland and Spain explained their perspective of the future of Business Design, based on their experience and mindset. It was divided into 3 subthemes.

1 Specialization by sectors/ industries

Business Design experts explained that since Business Design is getting deeper into businesses, a higher level of verticalization and industry expertise will be more and more necessary. If consultancies don't want to stay on a high level of abstraction, they will need to master the industry, so they can deliver solutions that really solve the clients' problems.

EBD2: "I think it is good to

generalize, but you will need to focus on sectors. Business Designers will need to specialize, since the market will demand it."

2 Financial orientation

It is thought that Business Design will become a discipline that focuses even more on business and financial aspects. A stronger economic analysis will be required and viability will be more present when arguing a solution.

Participants said that Business Designers will need to learn methods to quantify results and more business language to communicate them, since the discipline will get closer to C-Level and Innovation Management positions.

BDE1: "I think more and more design consultancies will try to quantify their outcomes. They will try to tag numbers or quantifiable metrics to design."

BDE2: "I think BD will work a lot with business managers to get them an idea of design."

Also, consultancies will work more on business models.

Projects like helping a corporation to develop a SME, creating new products / services that disrupt the current business model or propose new business models that can benefit the firm will be more frequent.

BD2: "This is a failure that most companies do, they focus on the product and forget the business model. I have the feeling that engineering or product development is too strongly focused on product and Business Design can innovate on that."

3 Data involved

Firms are demanding consultancies to involve data in their projects. They know they have a lot of information and don't want to waste it. They see potential in data, and how research budgets can be reduced by exploiting it.

BDPL3: "Data will be the core business of many consulting firms because clients are asking themselves: why am I going to ask for an observation project if I already have a huge database which I don't need to pay for?; I just have to pay for analyzing

them, determine insights and find new opportunity areas."

Also, consulting firms will be able to use data to detect potential problems in businesses and propose projects proactively.



3.3 Research Conclusions

Opinno has been developing Business Design projects for a short time compared to other departments they have, such as Open Innovation or Cultural Transformation. Same happens with Pharma. They started focusing on Pharma recently compared to other industries where they have more experience, like banking or assurance services. Since the department is young and growing really fast, they didn't have time to address some internal opportunities.

Research showed different pains and opportunities of the Business Design department in Opinno.

Even though the initial assignment was to improve the value proposition, it was found that some steps were needed previously.

It was seen that a definition of the Business Design concept, boundaries, process and portfolio was missing. Since this was

a cause of misalignment, a definition was needed in order to improve their practice of Business Design in Pharma. When the foundations are not laid, it is more difficult to improve other aspects, or at least to improve them in the right direction.

Apart from that, two big areas of improvement of the Business Design practice were detected: Tangibilization of concepts and the involvement of business aspects in projects. Regarding tangibilization, they missed more industry-related and technology knowledge, as well as a more solid relationship with SOLUTIONS. With respect to the involvement of business aspects, they also missed industry-related knowledge, along with business capabilities, such as business language or methods.

Research demonstrated that the main concern about working in the Pharma industry was knowledge of the industry.

Knowing about the industry was essential to start relationships with clients and to win big projects. Opinno has a training plan but lacks a knowledge management plan. This produces a loss of knowledge between projects, different levels of knowledge between employees and the uncertainty that if someone leaves, all his/her knowledge will vanish too.

Pharma communication strategy was also affected by this lack of knowledge, plus by the 3 subthemes about the Business Design practice:

- **Knowledge of the industry** was seen as a presentation card. Pharmas only trusted consultancies with a solid knowledge of the industry to work on big projects

- Since many clients **don't know about Business Design**, it is important to have the concept, process and portfolio clear to

transmit a convincing message.

- The study showed that Pharma clients might be worried that consulting firms **don't solve their problems 100%**. Showing past tangible outcomes and how that solved a problem would increase trust.

- Involving **more business analysis** and development into projects would generate metrics and success measurements that can be used when talking to management level in Pharma firms. It would be easier to

communicate success with numbers, so this also would increase trust.

Business Design trends were spotted and matched with current concerns. They will be used to inform the solution.

- The **aim of verticalization**. As Opinno is aiming to achieve with Pharma, Business Designer Consultancies will need more and more to verticalize and create industry-specific departments, since project requirements will demand a high level of industry-

related knowledge

- **Financial orientation**. Since Business Design is solving problems higher in the firm than years ago, the target is different and therefore the practice and language need to adapt too. Talking to Business Managers or C-Level will require this change.

- **Data**. Data will change the way research is conducted, so consultancies need to be prepared for that shift.

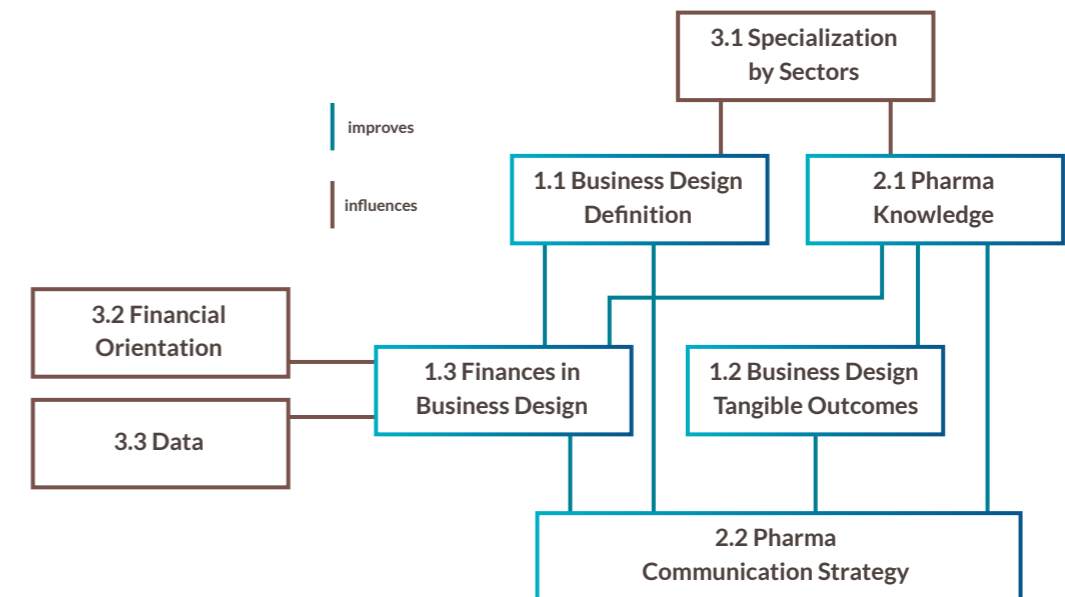


Figure 17. Subthemes relationships diagram

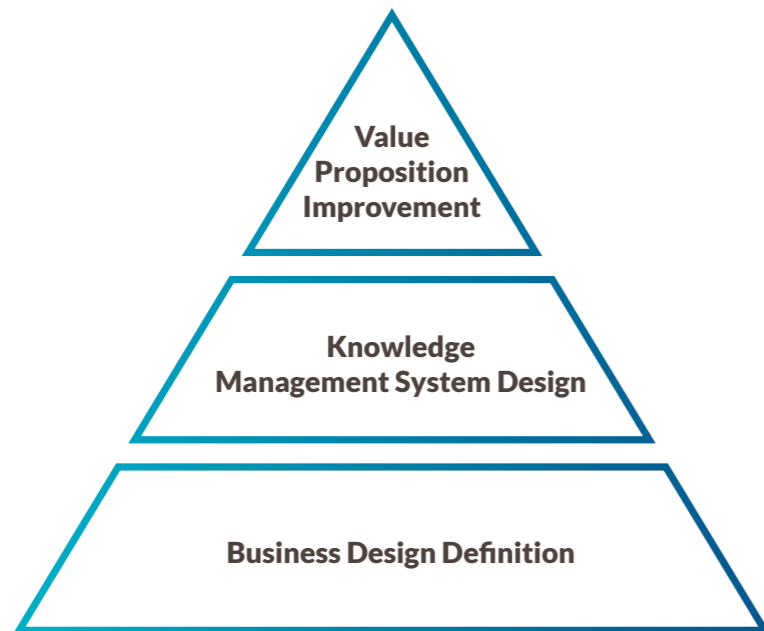


Figure 18. Department needs

The final conclusion is that a Business Design definition is needed to set the foundations of the department and create alignment, then a Knowledge Management System needs to be designed in order not to lose knowledge and to grow forward. Once this is set internally, the value proposition can be improved.

The How Might We format was used to frame the challenge. A

good How Might We question should not be too narrow, since it would suggest a solution and some good ideas would never be proposed; it shouldn't be too broad either, since that wouldn't help to set the direction of ideas (Kelley & Kelley, 2013).

“How might we improve knowledge preservation and accessibility in Opinno in order to create better Business Design proposals and solutions?”

This HMW question was formulated based on the assumption that improving the knowledge management of Opinno will help them in the design of new proposals and solutions and that a definition and visualization of Business Design is needed before that to create alignment.

Chapter 3 Key Takeaways

This chapter shows the insights and conclusions gathered during QL research. The research question that was guiding the interviews was: How can Opinno improve its value proposition in Business Design Pharma projects in order to improve its position in the Pharma market in Spain?

Opinno employees, external Business Design experts and Pharma clients were interviewed to find opportunity gaps and needs that would set the direction of the project. Different conclusions could be drawn.

1. In order to improve the value proposition of the department a Business Design alignment needs to be done, by defining the line.
2. An opportunity in knowledge

management was found, since Pharma requires a lot of knowledge expertise from the consultants and Opinno is missing a proper knowledge management system, so learnings and best practices get lost.

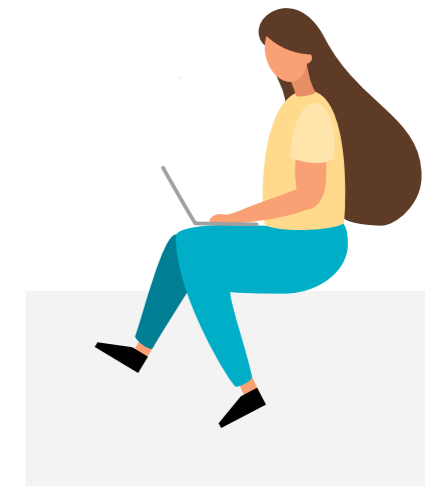
3. By improving the Business Design definition and Knowledge Management the rest of needs will improve in a way, which are:

- a. Communication Strategy
- b. Tangibilization of Business Design outcomes

c. Business/Financial aspects in the Business Design practice

4. Trends can help to guide the directions of the project, since they are aligned with the company needs and aims.

The insights and conclusions of this phase allow to understand the context and the current opportunities. A creative session will be conducted, and jointly with literature research, they will inform the design direction of the project.



Chapter 4

Business Design Foundations

This chapter focuses on the playbook created with the Business Design insights gathered from different sources, and its aim is to act as a guide in the Business Design discipline.

4.1 Business Design Playbook

As it was argued in the last chapter, a definition and organization of Business Design is needed in order to create internal alignment and set the right direction of Business Design.

This is why, a Business Design Playbook was created using insights of:

- Existing Literature
- Opunno Business Designers
- External Business Design experts
- Opunno Business Design projects

This playbook is meant to be a guide in Business Design at Opunno. It tries to solve the lack of definition employees felt they had, delivering a detailed guide of what is involved in Business Design. The aim is to teach both Business Designers and non Business Designers, so it is explained in an easy way.



Figure 19. The Business Design Playbook

The Playbook is organized as follows:

1. What is Business Design?

Business Design approach is explained, setting the boundaries and the possibilities it has.

2. Why Business Design?

Questions like Why should organizations embrace it? or what problems does Business Design solve? are explained in this section. It aims to be a guide when “selling” Business Design.

3. How to execute Business Design?

In this section design processes, different approaches and tools are explained.

In order to be easier to understand, tools include:

Description

Why?

When?

Step-by-step

5. Trends

The trends gathered from

the Business Design experts interviews are displayed.

6. Vocabulary

Explanation of different concurrent words that are used during Business Design practices.

7. References

A list of companies, organizations, blogs or people that influence the Business Design scene

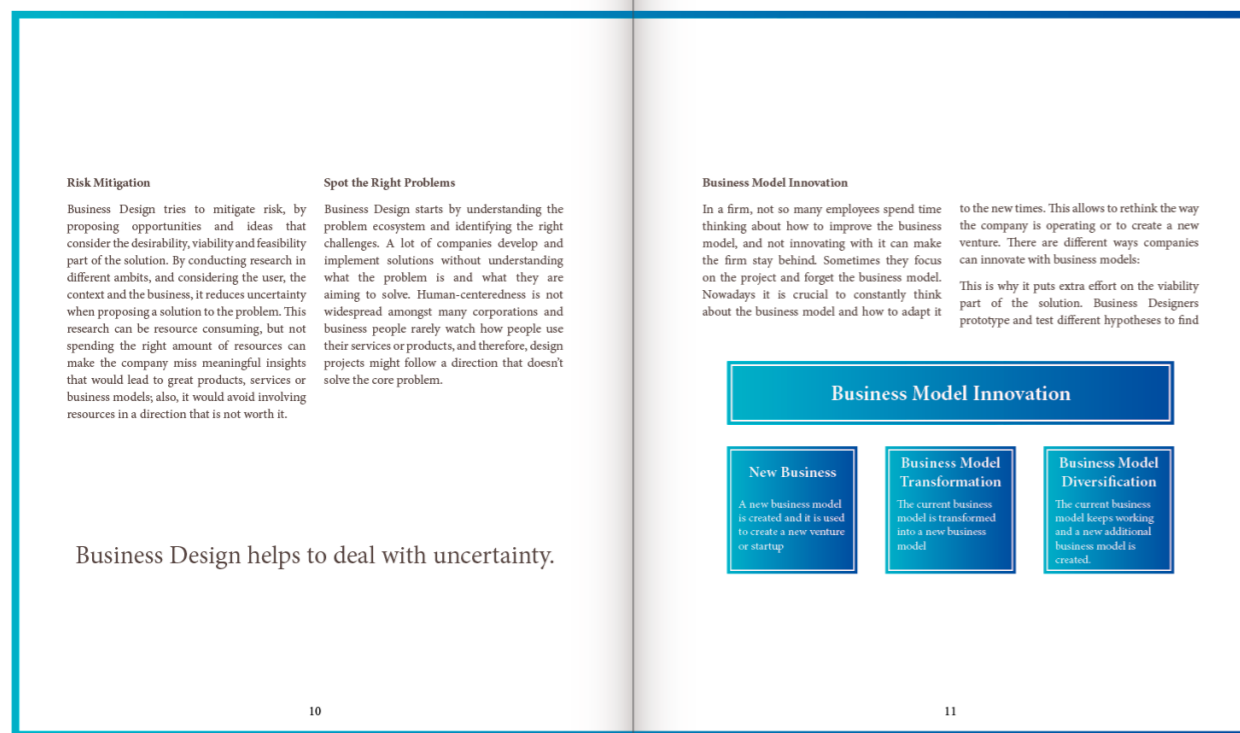


Figure 20. Why section

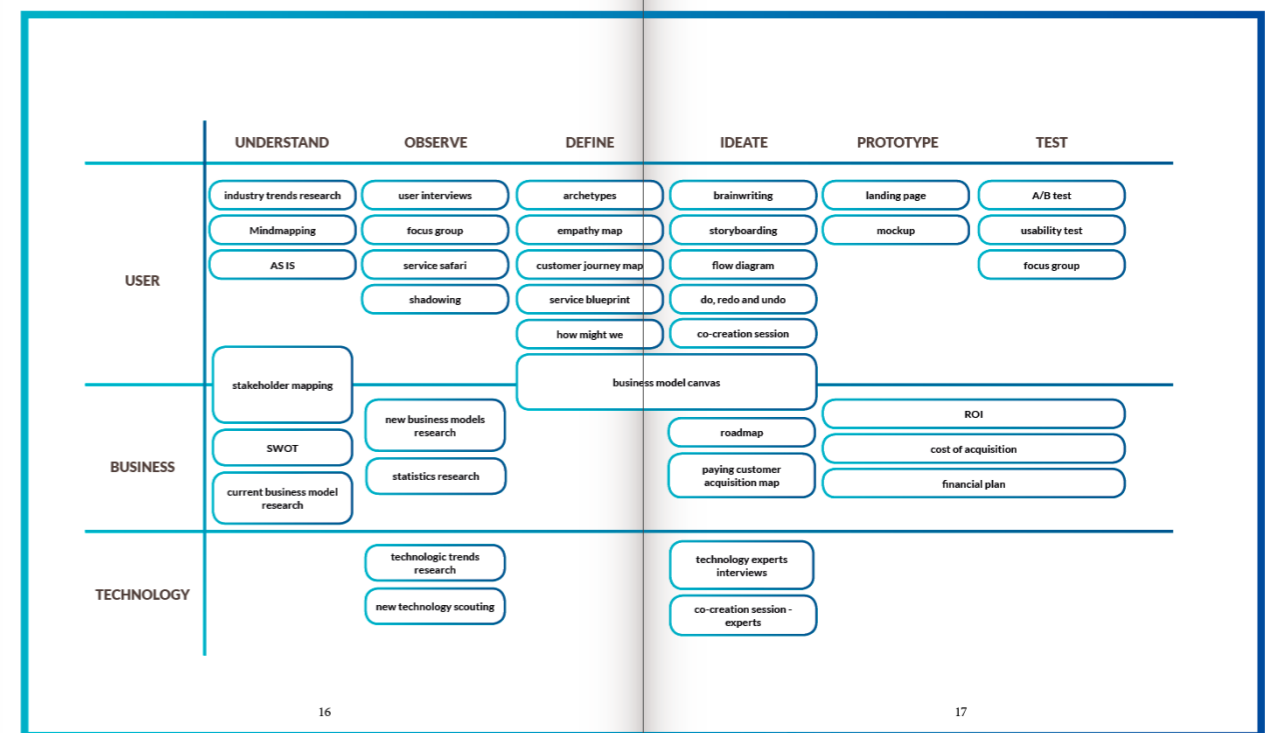


Figure 21. Business Design Phases and Tools Map

Knowledge Solution Space

During this chapter the solution space is defined. Knowledge management is researched to understand the current solutions in the field and a creative session is designed and conducted to get deeper into the problem and define design requirements and possible solutions. Lastly, a design direction and interaction vision are created to lead the solution.

5.1 Knowledge Management Literature

Once the opportunity gap was found and knowledge management was defined as the topic of the project, existing literature was explored in order to have a better understanding of the topic and its state of the art.

Let's start with the basics. What is Knowledge? Knowledge is the understanding of or information about a topic acquired by one or more people through experience or education (Knowledge, n.d.)

Knowledge is becoming more important than ever. Companies must know their customers, their clients and their ecosystem in order to understand them and decide how to operate. This is why knowledge transfer inside organizations is a key basis for competitive advantage (Argote & Ingram, 2000). Argote and Ingram defined knowledge transfer as "the process through which one unit is affected by the experience of another".

Employee mobility is increasing every year since 2010 (Work Institute, 2018), and therefore knowledge becomes vulnerable. When it is not well transferred, knowledge may disappear when certain employees leave, which might generate knowledge gaps inside the firm. This can be crucial for the proper development of future projects, since losing knowledge can mean to take steps back.

Having the right knowledge management system for the right sections helps to improve business processes, development of people & community and the process of decision-making to detect opportunities & add value to clients or customers (Córdova & Gutiérrez, 2018). An involvement culture and commitment among employees are needed in order to maintain a dynamic learning system (Nielsen & Rasmussen, 2011).

Knowledge is one of the key

assets of firm competitiveness, therefore it is wise to create a system and culture that support knowledge transfer inside the organization.

In order to achieve that, a Knowledge Management System (KMS) shall be implemented. A KMS is a system that is designed to manage knowledge, which enables employees to generate, store and find information efficiently (Edwards, 2004).

3 common applications of KMS can be found (Alavi & Leidner, 2001):

- **Coding and sharing of best practices.** Storing the best practices enables to move into profitable markets and increase income
- **Creation of knowledge directories.** A lot of knowledge inside a firm remains uncodified, so mapping internal expertise is useful in order to have access to

it.

· **Creation of knowledge networks.** Knowledge networks like forums or face-to-face sessions bring people together to exchange knowledge and build collective knowledge.

Pluralistic Approach for KM

Some consultancies do not use solely one form of knowledge management strategy, but a mix of approaches to satisfy needs and focus in targeting specific knowledge-related objectives, and potentially can produce superior results than using a single approach. Two main strategies can be used.

Codification Strategy

The aim of a codification strategy is to form the store of all firm knowledge. In order to be useful, only a limited quantity of knowledge should be coded; knowledge that is novel, highly demanded and durable. A codification strategy improves performance via leveraging organizational knowledge, since quality goes up and problems are fewer. It also creates security benefits via ensuring that

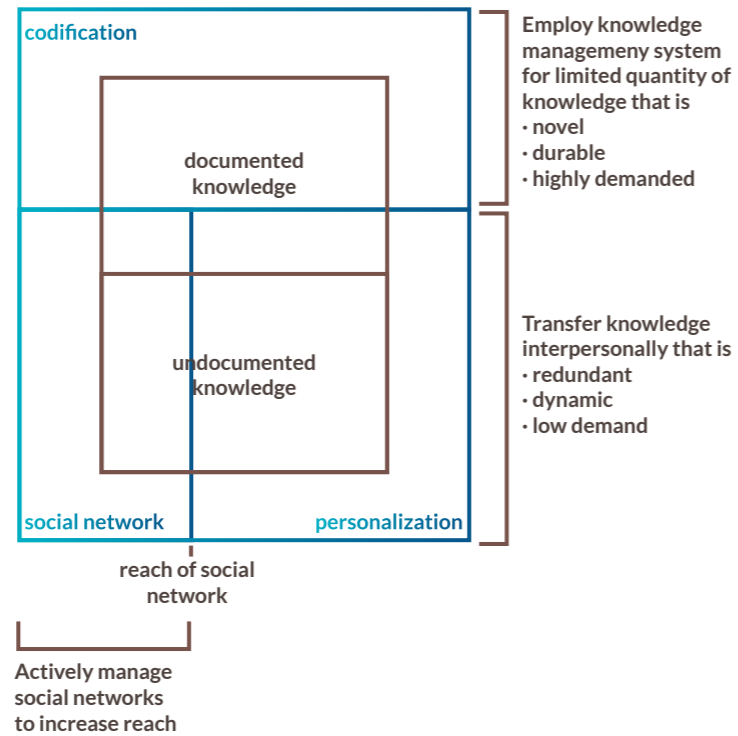


Figure 22. Pluralistic knowledge management model (Powell & Ambrosini, 2012)

knowledge is not “dying” when someone leaves the firm.

Personalization Strategy

A personalization approach encourages communication and knowledge sharing person-to-person (Mäki, 2017). Social networks help the team to learn from each other. These informal social networks are effective but limited, especially when the organization has a big number of

employees. A particular selection of employees to form project teams, job rotation and events can help to create benefit from social networks (Powell, 2012).

Why does Knowledge Management fail?

Many companies fail in their attempt to create a KMS that lets them capture, organize and use knowledge that has been generated by the employees.

Some of the main pitfalls are the following:

- Lack of User involvement. User buy-in is needed in order to create a sustainable system; knowledge requirements of the users need to be understood.
- Lack of a proper Implementation Strategy. A proper rollout strategy is key for the success of the system, and a pilot is needed to mitigate problems from the beginning.
- Lack of a mechanism to distil knowledge. An effective way to extract knowledge from training, projects, discussions or debriefs is required.

- Lack of project success measurement. A systematic project evaluation is necessary to publicise early success stories or correct mistakes as soon as possible (Chua & Lam, 2005)
- Lack of Time. KMS requires time, and some firms don't invest the required time to make it work. (Guptara, 1999)
- Lack of Incentives. Incentives help KMS processes to take place. Compensation in the form of public recognition to the employees for the provision and creation of knowledge can be really effective (Dermol, 2011).

5.2 Creative Session

5.2.1 Introduction

A creative session was chosen as a method to explore ideas for the design direction of the knowledge management system. This session was used as a starting point of the ideation process, setting the foundations of the solution.

It had three main goals:

- Capture the current context related to knowledge management.
- Generate the design requirements for the solution
- Generate solution directions

By the time it was held, COVID-19 restrictions and recommendations were present, so it was decided to conduct it remotely. Miro was chosen as the tool to conduct the session.

5.2.2 Participants

Considering that the session

was online, 4 people were asked to attend the session, so it was less likely to lose control of the session. The team was formed by 2 Project Leaders and 2 Innovation consultants, each of them having worked a different amount of years in the organization.

5.2.3 Structure evaluation

In order to facilitate a solid workshop, an evaluation session was conducted with 2 colleagues, prior to the co-creation session. Since the session was focused on a project journey map, it was necessary that both of them had jobs related to developing and managing projects, so they could give relevant feedback about the structure.

The evaluation session was useful to detect aspects that didn't add value or opportunity gaps to improve the session. For example, knowledge interactions

were divided into 3 and relevant definitions were added so participants were aligned. Also, the time planned for each activity was redefined.

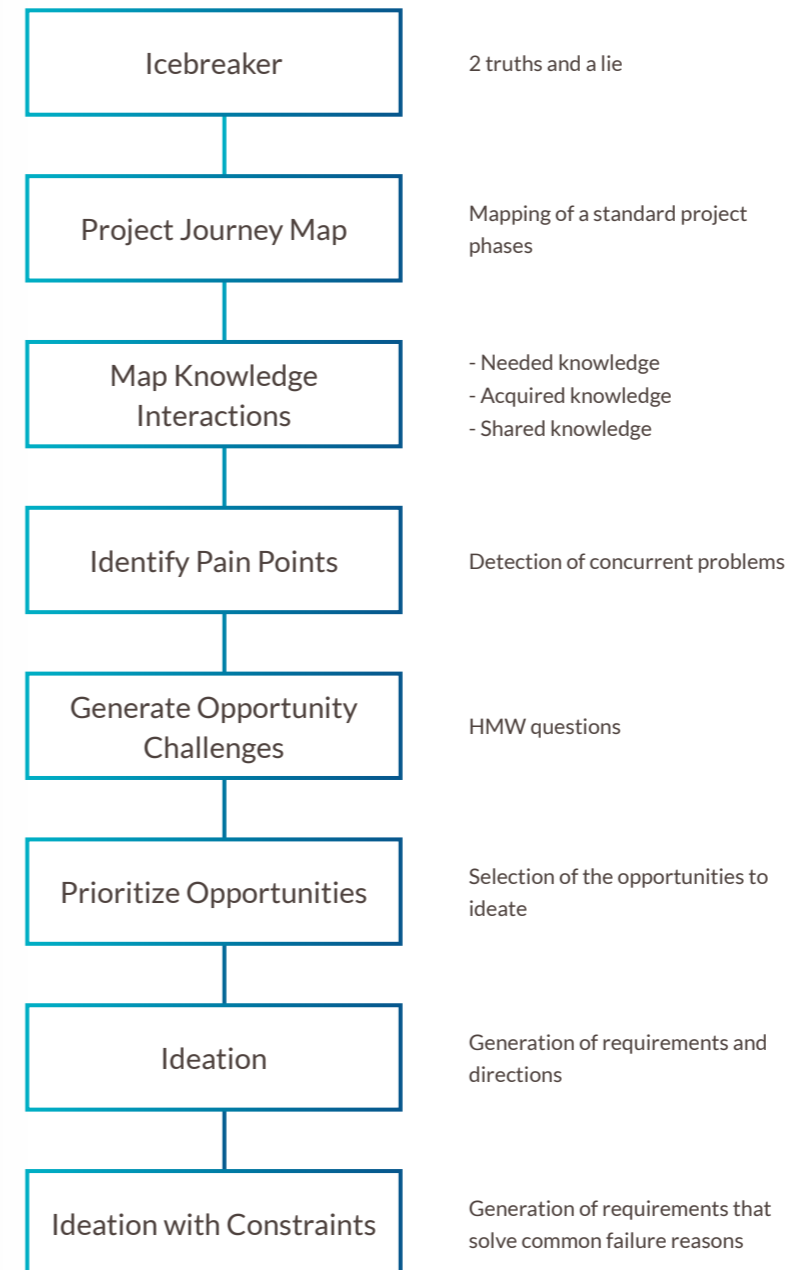


Figure 23. Creative Session structure

5.2.4 Approach

The session lasted two hours and was divided into 4 phases.

First, it started with the introduction of the project, the aim of the session and its structure. This was followed by an icebreaker to create a good atmosphere and engage the team.

The first phase involved the portrayal of the current project process, from commercial activities to project validation. Participants discussed together all the steps that a standard project at Opinno would have. Once it was drawn, participants defined different knowledge interactions and touchpoints in each phase. They had to explain different situations in the project process where they shared knowledge, needed knowledge or acquired knowledge. Once they were mapped, the team was required to think about pains related to the touch points.

The second phase consisted in prioritizing pains and selecting the 3 most relevant for the project. This was followed by the generation of different

opportunities in the form of How Might We questions that would create a space to solve that pain. The participants thought about the root causes of the pains, and from that the HMWs were generated. By the end of the activity, HMWs were prioritized to move on to the next phase.

The third phase focused on the brainstorming of solutions and requirements to solve the HMWs. Participants wrote in silence

different ideas which later they shared and discussed. They had to think about design requirements that would help to solve the HMW, considering that the overall direction was related to a knowledge management system.

The last phase was a Failure Matrix. During previous research on knowledge management, some of the main reasons why knowledge management fails were detected. These causes

were used to create a matrix, and the team had to think on ways/requirements to avoid these failure reasons related to the HMW they were using as reference before.

5.2.5 Insights

Different insights and needs could be uncovered during the session. The most relevant were:

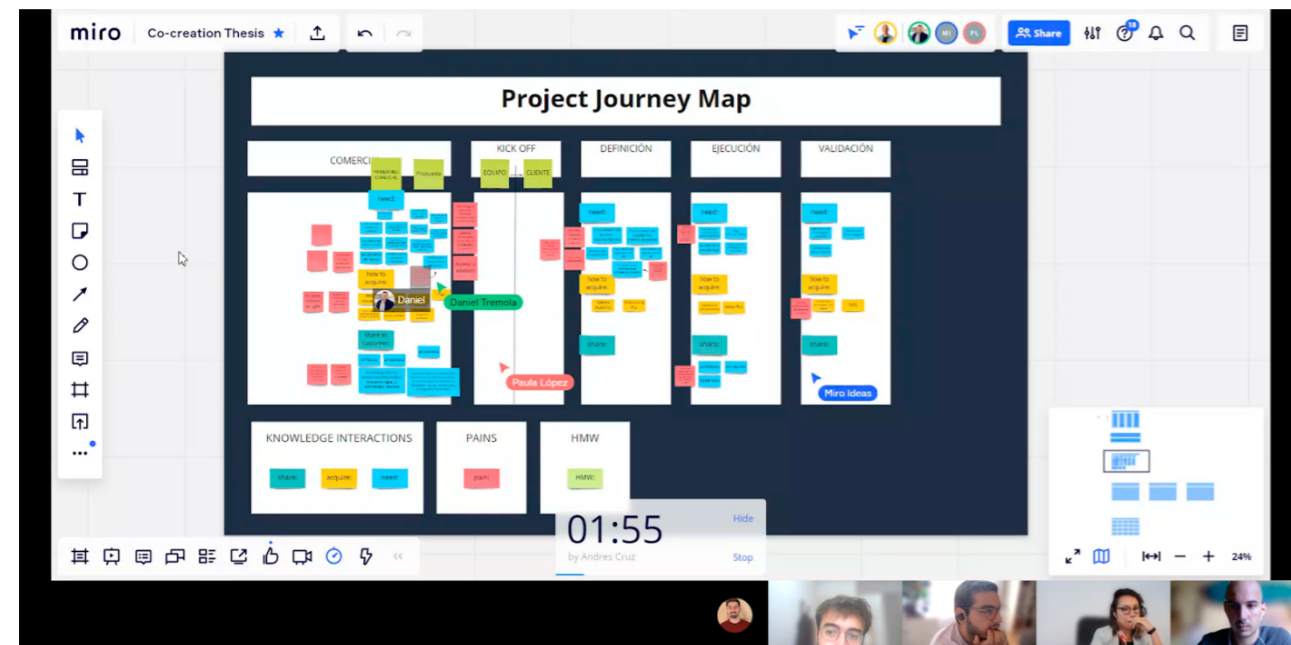


Figure 24. Creative Session

Silos between offices and areas

Opinno has grown radically during the last years, growing in number of people, areas of work, offices, countries and continents. They feel that companies and departments are working independently, being more similar to different sub-companies rather than departments or offices.

Information from past projects gets lost

They felt they started from scratch every time they worked on a new project. *"We don't have in mind similar proposals or projects when working on a new project, and we do a lot from scratch. Transfer is never done."* Same happens with information extracted from the advisors they hire. Information gets lost. In both cases, when an employee leaves the knowledge can disappear.

Knowledge needed prior project Kick Off

One of the phases where most knowledge from past experiences is needed is during the proposal creation. Topics like client context, industry needs or specific vocabulary to strike up a conversation are required.

Find the client's specific challenge

Sometimes clients don't know exactly what they want or what are their problems. Opinno consultants showed that sometimes was difficult to find the right challenge for the project.

Lack of advisors in all industries / services

Participants complained that even though they were starting to have a good network of advisors, they were missing them in some of the industries or offerings they were working on.

Search efficiency

Consultants said that they missed an efficient search system for projects, proposals and deliverables. When they need referrals they have to ask to colleagues or search by themselves without having a clear organization structure.

5.2.6 Requirements

The team could come up with different requirements that the final solution should satisfy in order to be successful and sustainable. They were clustered and organized in different themes. This requirement will be evaluated and considered to design set the design direction and design the solution.

Human Touch	Specific Information	Educational
<p>The platform should involve a human atmosphere, so it is easier to engage. Also, in COVID19 times, when a huge % of work time is remotely, a warmer atmosphere is needed. Consultants should see that there are other consultants behind what they are reading/watching, creating this proximity feeling.</p>	<p>Knowledge displayed should be specific; it is the most useful for consulting practices, while generic knowledge would detract the platform and therefore diminish use. Knowing specific industry needs or industry vocabulary will be beneficial for consultants and salespeople, which can be illustrated with examples. Also, knowing about what are each clients' needs and challenges will help to create a personalized service.</p>	<p>The main purpose of the platform is to teach, employees should have more knowledge after using it. The platform should focus on relevant knowledge for the organization. It should be a place where the best practices and personal experiences are displayed. Also, trainings should be captured and stored so they can be checked over time. Finally, sources and materials should be kept there, since research showed that papers in emails are lost.</p>

Figure 25. Design requirements (1)

Feel in Control	Foster Curiosity	Efficient search
<p>One of the pains uncovered during the research and co-creation session was that employees felt they didn't have a place to go when they were lacking some information. The platform should give this "safety" feeling. In order to achieve that, content should always follow the same structure, in terms of chapters and topics. Also, it should display contact people and sources, in order to continue the research outside the platform. Finally, aesthetics should be familiar, related to Opinio and welcoming.</p>	<p>The platform should be able to encourage reading and discovering new things. It should be motivating, both in discovering and contributing to the platform growth. In order to achieve that, it should be attractive and user-friendly: the structure should be visual. By adding sources and papers, users might continue the research outside the platform, but with some starting points.</p>	<p>Users shouldn't invest too much time searching for information. Involving too much time to find something would make users lose interest and look for other ways to find such information. Therefore, the search engine and content organization will be the most important aspects of the platform.</p>

Figure 26. Design requirements (2)

5.3 Design Direction

5.3.1 Design Goal

The design goal of the project knowledge part was informed by 4 sources.

1. Consultants interviews and creative session

The concerns and requirements gathered during the qualitative research and co-creation session (chapter 3 and chapter 5.2).

· Lack of a safe place: Consultants miss a place where they can check everything that is needed to create a proposal and execute projects.

· Best practices are lost: interviewees explained that they didn't have a system to capture and store the best practices, and those were lost. When a consultant left, knowledge vanished.

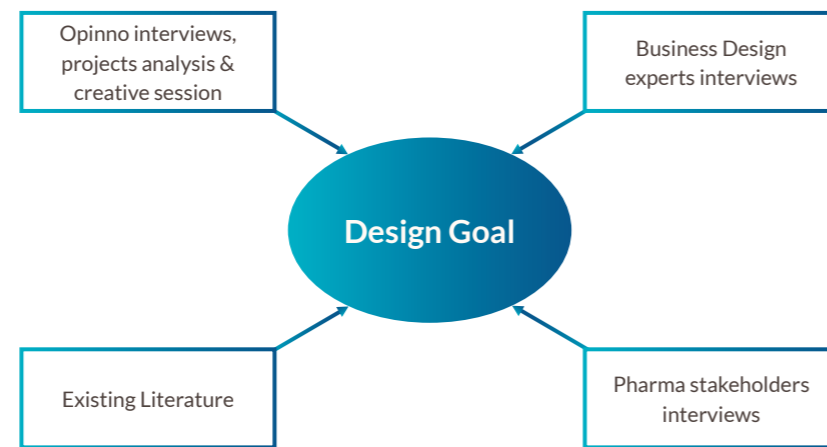


Figure 27. Design Goal sources

2. Business Design experts interviews

The trends extracted from the experts interviews (chapter 3).

· Verticalization of Business Design: Business Design consulting is specializing by sectors and industries, since more expertise is needed.

3. Pharma stakeholders interviews

The needs explained by the Pharma experts (chapter 3).

· Pharma industry knowledge as a presentation card: When Pharma clients see that consultancies representatives don't have the right knowledge and vocabulary of the industry they tend to reject them.

· Communication: Pharma stakeholders explained that sometimes they missed more communication with consultancies.

4. Existing Literature

Existing solutions and barriers to the problem (chapter X)

Codification Strategy: Coding leverages company knowledge and makes it sustainable and accessible.

User involvement: Literature showed that one of the key barriers to success is the lack of user involvement, which leads to an outdated platform without relevance, and therefore its lack of use.

Once drivers and needs were understood, a design goal was defined.

The design goal is to create a platform and a detailed process that helps Opinno consultants to capture, organize and access industry related knowledge gathered during their consulting practices, enabling them to perform better during project execution, proposals creation, commercial tasks and conversations with clients.

Figure 28. Design Goal

Initially, the target group for this assignment was the Business Design department, but the solution will be applicable to the rest of the consulting departments, as well as the sales department. Same happens with Pharma; the process will be applicable to knowledge from other industries.

5.3.2 Interaction Vision

An interaction vision sets the directions on the experiential effects that products or services should have on the user while interacting with them (Pasman, Boess & Desmet, 2011).

“Good practices aren’t recorded anywhere, you don’t know what you have to do to achieve project success”

This quote illustrates the chosen problem. There is a lack of proper knowledge transfer, and sometimes project leaders and team members might feel lost or alone.

Therefore, the experience during the execution of the process, and thus during the use of the platform, should be:

Guiding

the solution should act as a guide, from the start of a project until the end of it. The platform should explain step by step processes and practices so consultants have a guide to follow.

Reliable

consultants should feel that they have a safe place to go when they need to fill knowledge gaps. They have to feel that they have their backs covered when they are not sure what direction they should follow.

Immediate

the process shouldn’t be tedious, users want to solve problems, not create more; the experience has to be smooth in order to be sustainable in time.

Figure 29. Interaction characteristics

Chapter 5 Key Takeaways

This chapter focused on the design direction of the project. In order to define it, literature was researched and a creative session was conducted.

1. An extra round of literature research, this time focused on knowledge management, helped to understand the different approaches and the common causes of failure.
2. More concrete insights could be gathered from the creative session, since the specific problem was the center of the workshop. These were the following:
 - Disconnection between silos and offices
 - Information gets lost

- The phase that requires more existing knowledge is the proposal.
3. The insights from the session led to generating different requirements that will inform the solution.
 4. A design direction was defined, by setting a design goal and an interaction vision.

- The design goal narrowed the initial brief, by focusing on a single problem. It explains who will be the user, what needs to be designed, what will be its main functionalities and what are the end goals.
- The interaction vision was based on a representative quote, and it defines the experience of

the solution. The main aspect that needs to be achieved is the feeling of having a safe place to consult.

The Design direction and interaction vision will act as guides for the development of the solution.

Knowledge Service Process

This chapter describes the proposed service process that aims to achieve the design goal presented in the previous chapter. The different elements of the process will be explained: the digital platform with its prototype, the canvas and the process strategy, as well as the value it is creating. Finally, the solution validation and implementation will be discussed.

6.1 Introducing the solution

As shown in previous chapters, there is room for improvement in knowledge management inside the organization. This is why a new process and a platform to sustain it have been designed.

The Knowledge Service Process is a structured way of generating,

distilling and using knowledge at Opinno. It works in parallel to a project process, from proposal creation to project closing.

The process is built around a digital platform which is used to collect the knowledge generated.

The solution consists of 3 different elements.

Digital Knowledge Platform

Knowledge Capture Canvas

Process strategy

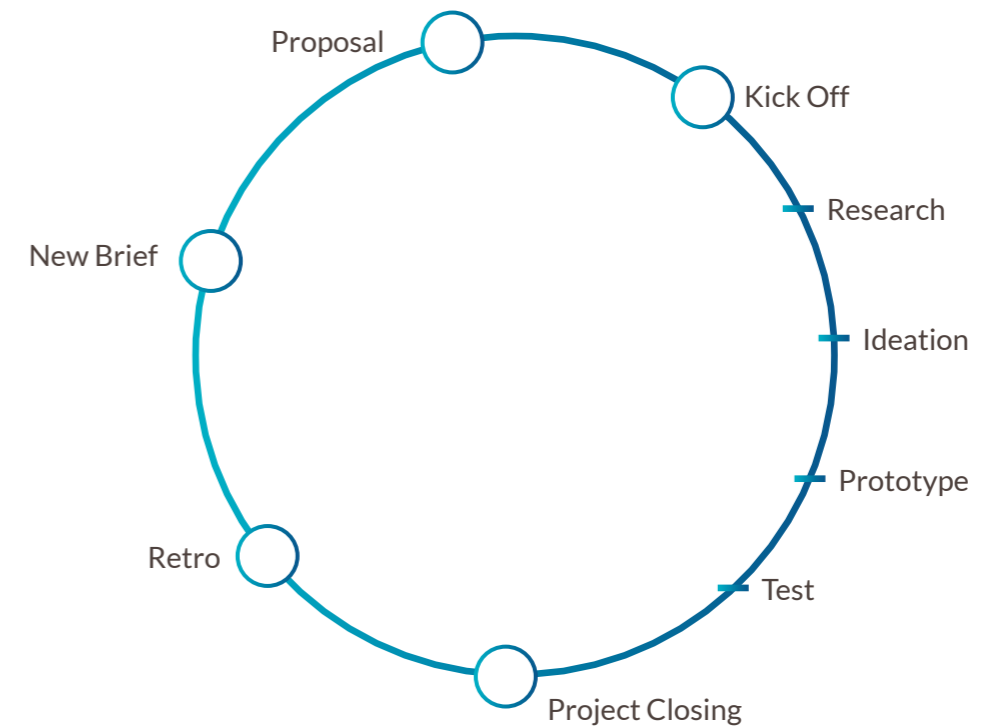


Figure 30. Current Process

6.2 Digital Knowledge Platform

A platform was chosen as the format for the backbone of the solution, since it is the one that would best fit the requirements. It was thought that content would be organized by industries, and specific knowledge would be displayed in a user friendly way. Several arguments informed the decision:

Because of COVID-19's restrictions and recommendations the team is divided. Work has been remotely for some months and it looks like it will continue this way for some time. A digital platform would work as a bridge between employees' knowledge, especially when they are not physically together.

A digital platform works as "home" regarding content. It provides a flexible environment where to store and search knowledge.

A digital platform prevails, it

works as a sustainable solution.

6.2.1 Sitemap

In order to start sketching the platform, the information architecture was created. The aim was to organize the content in a findable and easily discoverable way, so users could complete tasks efficiently and effectively.

The content was divided into two different areas, Consulting Services, referring to the offering of Opipno and its internal processes, and Industries, involving the different industries of Opipno's clients. It also has a Search area, a Recommendations area and a Guide.

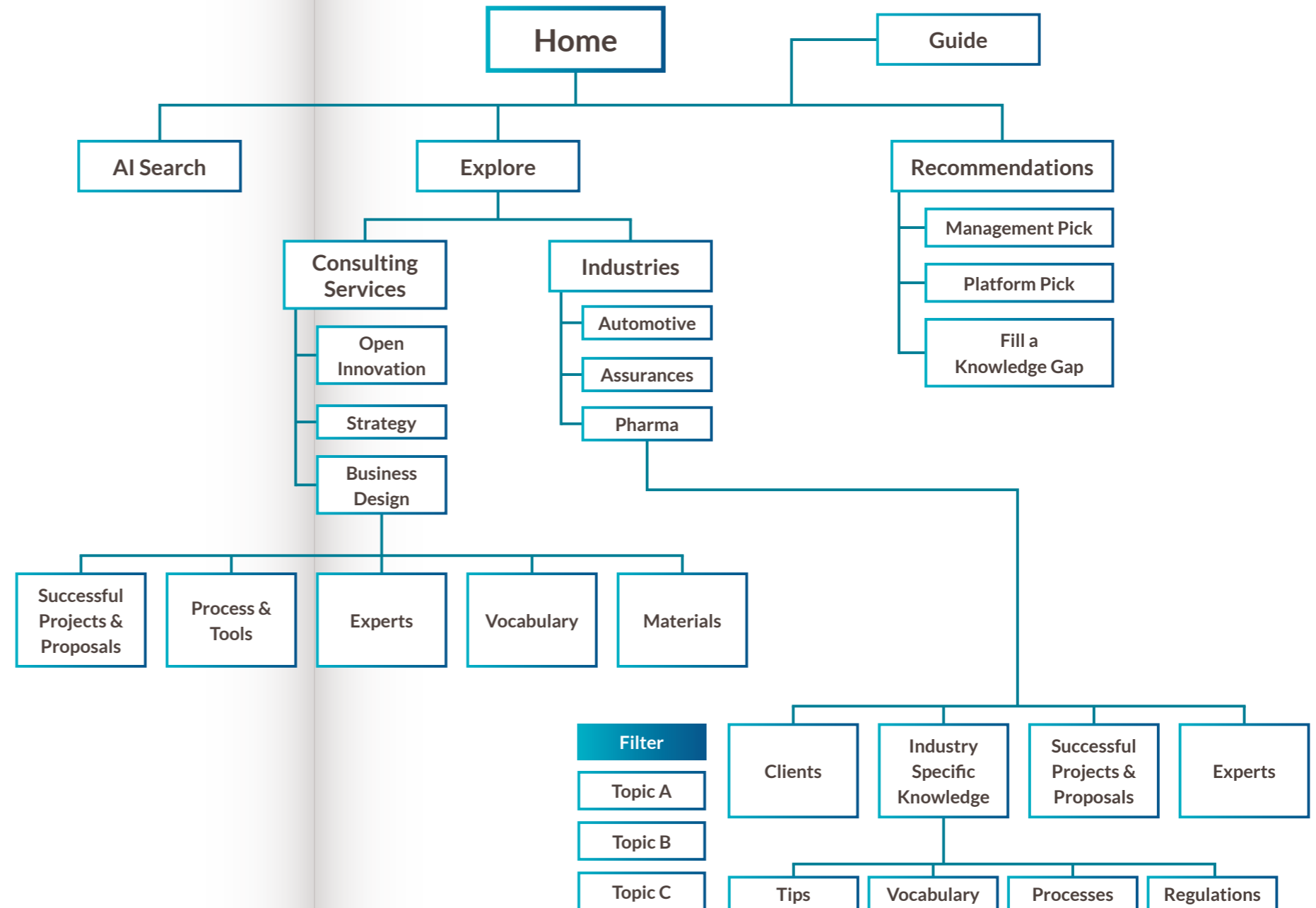


Figure 31. Platform Sitemap

6.2.2 Prototype

A first prototype was created using Figma. Figma was chosen as the prototyping tool because it allowed quick design and iterations. Figma has a prototyping option that allows to create links between sites and test aspects such as navigation or composition. This prototype had different goals:

- Test information architecture
- Test value proposition
- Test the concept
- Test aesthetics

Considering the goals, the sections and content prototyped were chosen strategically to get the most value from the evaluation discussions.

The prototype can be checked [here](#).

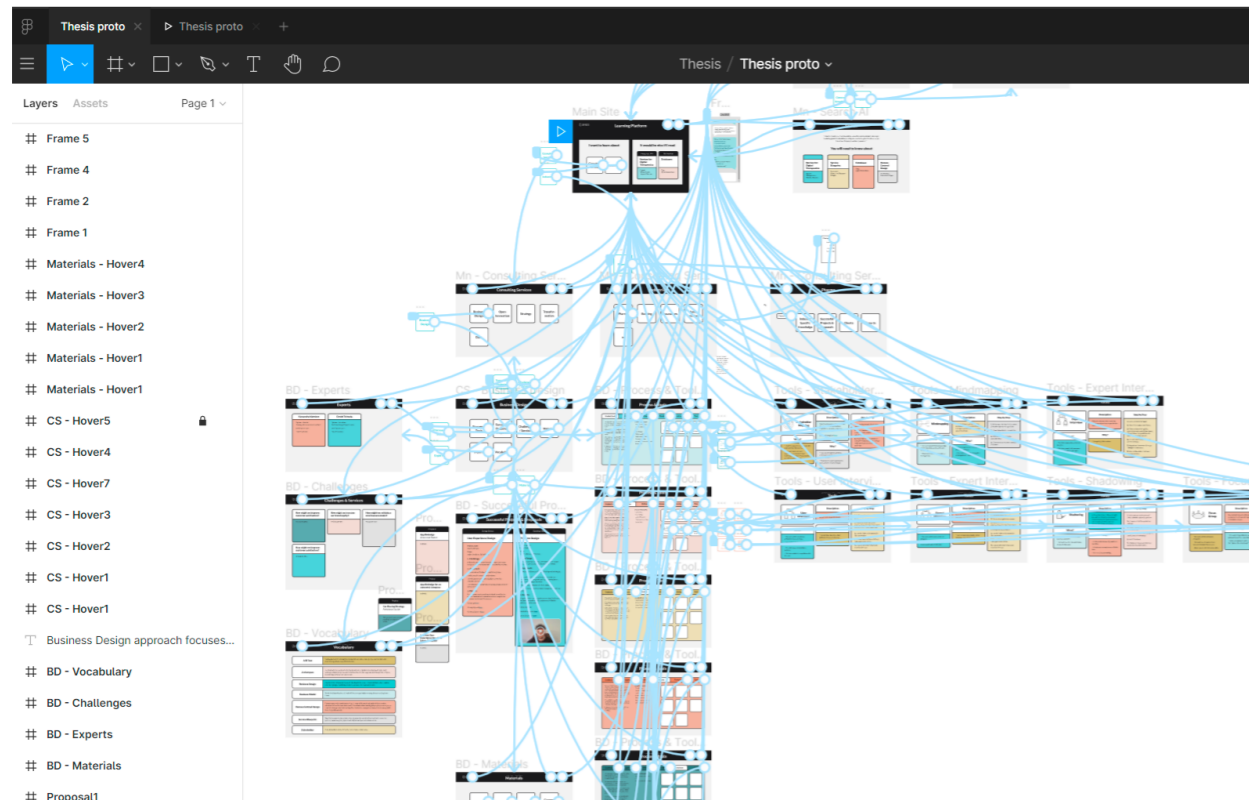


Figure 32. Figma Prototype

6.2.3 User testing

4 user testing sessions were held to receive feedback about usability. Participants were consultants that would use the tool once it is implemented. Aspects such as navigation or sections organization were tested. By the end of the interviews questions like “How would you look for a particular issue?” or “How intuitive is the content organization?” were answered.

Different recommendations could be defined from the user tests.

Good aspects

The content is divided properly. Sections like vocabulary or the process with tools were found really interesting.

The AI powered search was considered super useful, since only investing a few seconds you could have access to all the relevant knowledge Opinnno has at the moment.

It is easy to use.

Good aesthetics.

Things to change

Encourage the AI briefing search for any kind of search, not only initial briefing.

Add examples of use for tools.

Connect proposals and projects.

Include categories that are more specific.

Create 2 different categories, 1 for consulting services and another for industries.

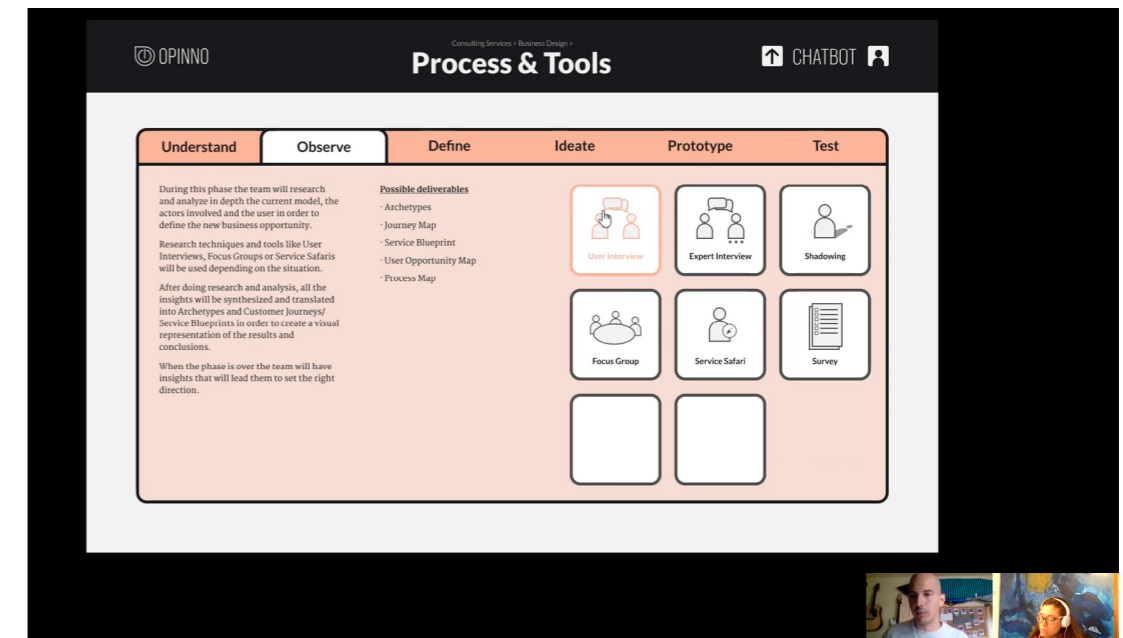


Figure 33. User Testing

6.2.1 Final Design

After analyzing the feedback and applying the convenient improvements, a final version of the platform prototype was made. The different aspects of the platform will be explained as it follows.

Knowledge Search

There are 2 ways of searching:

Exploring: The user will navigate the platform freely. Knowledge is organized in two different ways: by industries/consulting services and by type of content.

AI Search Engine: Research showed that users were in need of a place where they could go and receive guidance for their project. The user will introduce the challenge or brief and the search engine will show everything that is needed for that challenge:

Tools & Processes needed

Client information

Similar Projects & Proposals

Industry specific knowledge (processes, vocabulary, industry needs, etc.)

Contact experts

Tips

Materials

Content Organization

Successful projects & proposals

Interviews showed that consultants missed a place where they can check best practices or similar projects, so new projects wouldn't be started from scratch.

In this section, employees will have access to past projects that are connected to their respective proposals. Each project will show

the team involved in the project and a project summary divided into challenge, approach and results. It also will include an explanatory video made by one team member explaining the project in 4-5 minutes.

Why?

This section will allow consultants to find similar challenges and to check how those were dealt in the past, then use them as

reference. It will help them with the creation of proposals by letting them choose a relevant range of topics in the credentials. Finally, it will let salespeople have easy access to them, so they can have an overview of the successes of the department during their commercial process.

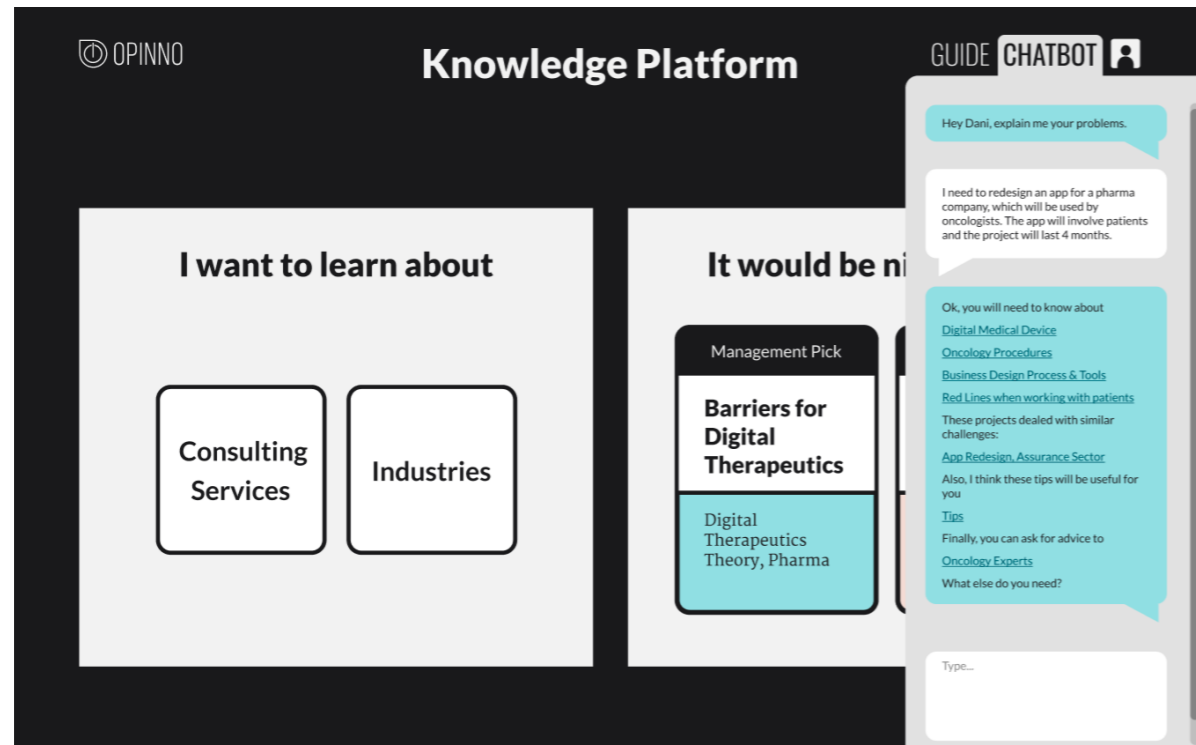


Figure 34. Knowledge Search

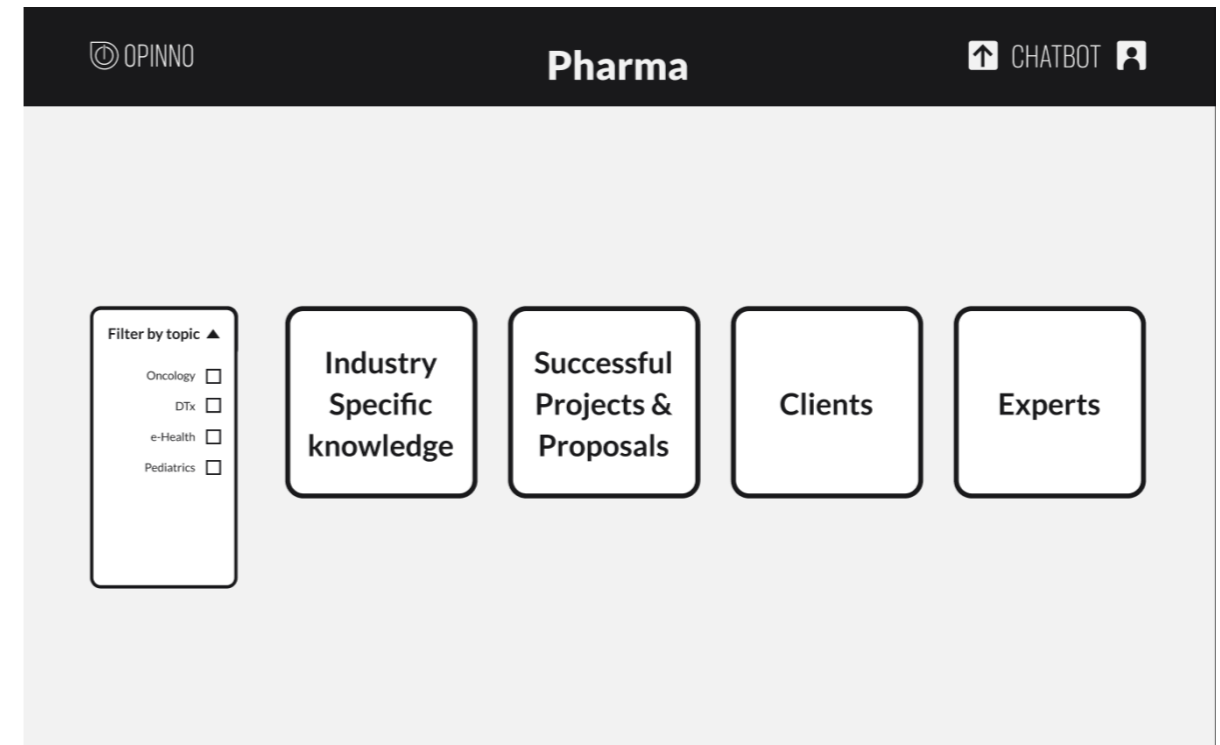


Figure 35 Content Organization

Project process & Tools

Research indicated that the process of Business Design at Opinno was not fully defined, not visualized at least, and sometimes consultants were not sure what kind of tools or steps they should use and follow.

This is why the project process for each consulting service will be visualized and tools will be organized by project phase. When

employees type their challenge, the platform will recognize the type of project and will deliver the needed process and tools for it. However, each tool will have a When and Why sections. This will show in what situations and for what purposes they should be used, helping to decide the range of tools and methodologies used in a project. There is a link to the template when the tool requires it, and lastly, they include a step-by-step section, explaining the

tool, and a link to a project where the tool can be seen used.

Why?

This section will provide an overview of the processes of the services inside Opinno, as well as the range of tools available or already used, giving consultants the resources needed to execute their projects. Also, it will let consultants and salespeople to have the process and range

of tools clear enough when explaining it to clients.

Experts

A list of the contact cards of the internal experts on the topic will be displayed, so they can be reached. These will be internal employees that have executed several projects in the topic and now are reference people in Opinno as well as Opinno's advisors for each industry.

Why?

Consultants will know who to contact when not being able to fill their knowledge gaps with the platform. This also will help to keep nurturing the digital platform.

Client

Study showed that knowing how to approach client conversations depending on their profile is

key to success. Business Design experts explained that Business Design is getting closer to C-Level positions, thus arguments and vocabulary must change, compared to a conversation with a product manager. Concerns and objectives are different.

So, one of the sections of the platform is related to clients. In this section different tips and comments will illustrate the particularities for each client:

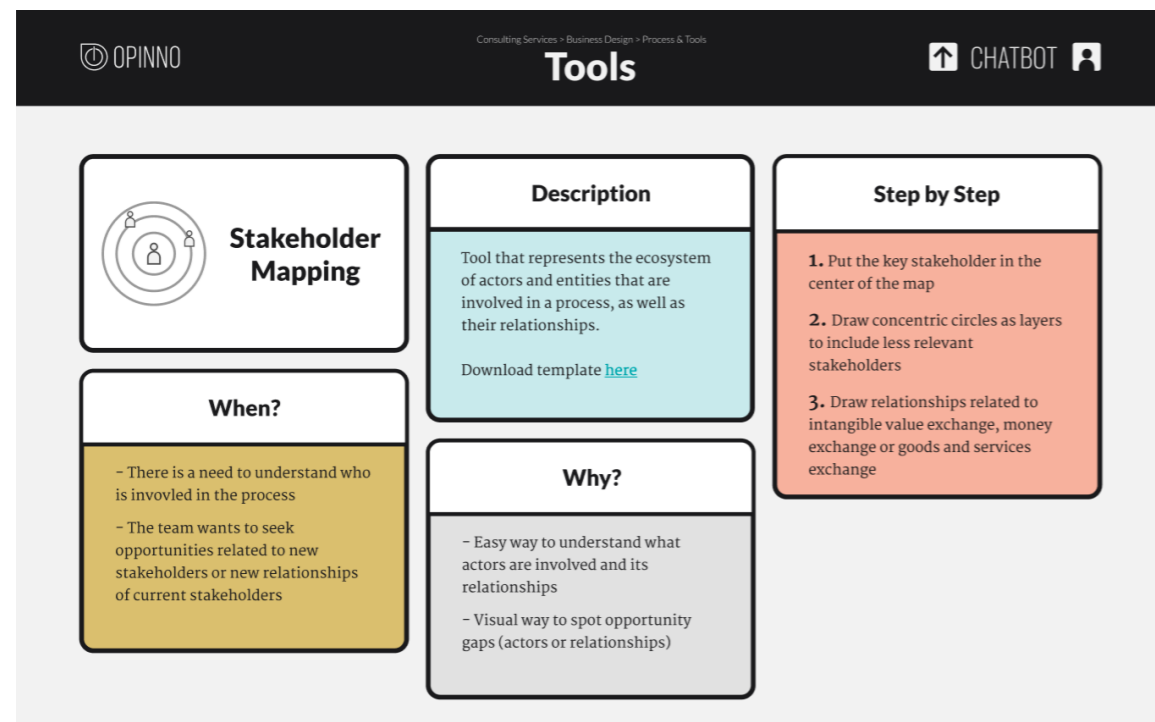


Figure 36. Stakeholder Mapping Tool

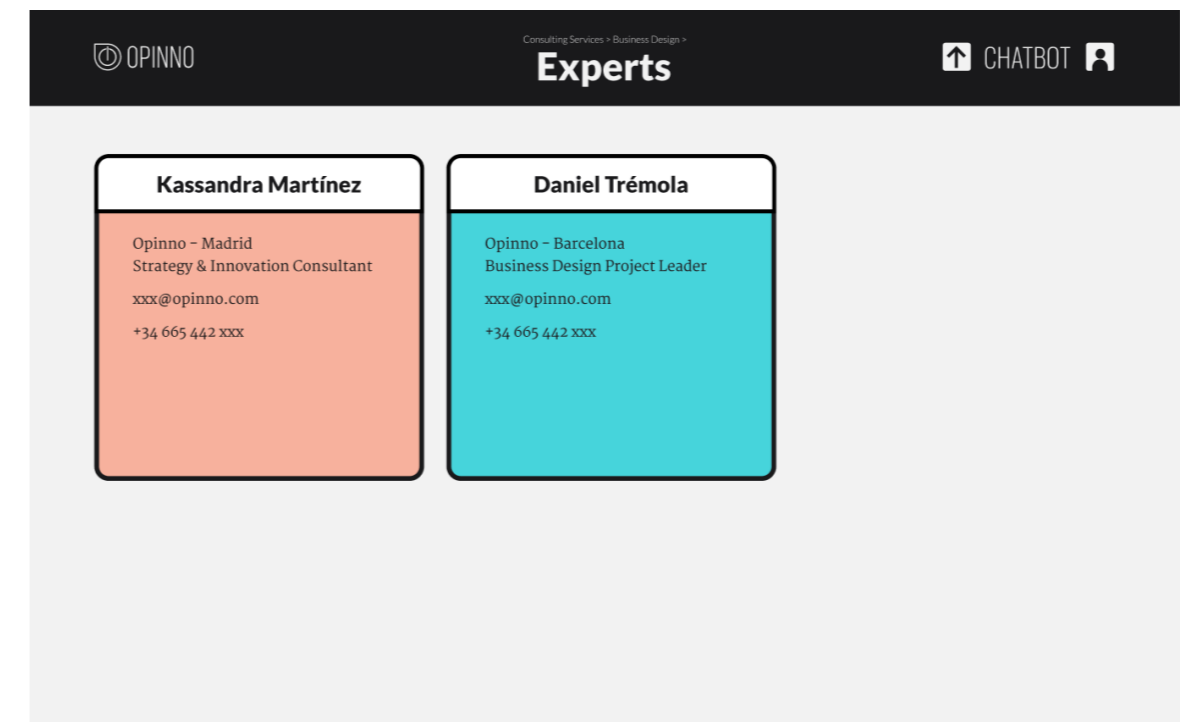


Figure 37. Experts

who are the contact people, what are their strengths, weaknesses, barriers, what do they like, how are they used to receive information, what is their structure, what profiles compose the teams, etc.

Why?

Employees will have access to information about the experiences with the clients, letting them know what are their motivations, what they should care about and what are their preferences, helping them to improve the service.

Industry specific knowledge

Several sources informed this section.

One of the biggest concerns of the consultants was the lack of knowledge of Pharma. By collecting learnings from training, projects, webinars and clients' discussions, knowledge will be more accessible to the rest of the team.

Business Design experts explained that Business Design consulting tends to specialization by sector/industry, which involves

more knowledge of each scene.

Lastly, Pharma clients explained that knowing about internal processes and vocabulary was key to start a new relationship with a consultancy.

Industry specific knowledge involves categories like industry needs (macro perspective), industry vocabulary or industry processes.

Why?

As research showed, knowing about processes and vocabulary in the Pharma industry is key to success. By collecting relevant knowledge and being able to access it when introducing a challenge, consultants will be more prepared in conversations with clients, will spend less time with proposals and projects and will be able to detect new opportunities.

Platform Recommendations

There will be different types of recommendations, depending on the stage of the platform development.

Management will be able to pin content on the main site. One problem detected during research was that some informative emails with articles that management sent were lost if the employees didn't need that information right away. This way management can recommend content for more time.

The AI engine will recommend content to the user according to their professional profile, their current projects and the checked knowledge.

Once the AI engine is fully developed, the platform will be able to detect knowledge gaps and suggest questions for clients and advisors, so the missing knowledge can be generated.

6.3 Knowledge Capture Canvas

A canvas was designed to not lose learnings and knowledge during the process of a project.

It works as a structured way of capturing knowledge, a systematic way that allows the team to collect data.

When retros are done at the end of a project of several months some knowledge might be forgotten, since the biggest acts might eclipse smaller ones, even though they might be interesting too.

This is why this canvas was divided in 2 sections. During and after the project.

During the project: this section is meant to be used during the project. In order to make it easier, phases were organized into 4 blocks, which are:

Research & Definition, Ideation, and Prototype & Test. The canvas will be used after each

block of phases, and questions about learnings related to tools, industry processes, project regulations and workshops will be answered in order to capture the new knowledge.

After the project: the project team will have a retro session when the project is closed. The team will need to answer questions related to best practices, aspects to improve and takeaways.

During the project			
	Research & Definition	Ideation	Prototype & Test
What did we learn about recurrent or new tools?			
What did we learn about industry processes?			
What did we learn about industry regulations/red lines?			
What did we learn from the workshops?			
After the project			
What would we do differently if we did the project again?	What were the best practices?	What did we learn about the client?	What are the key takeaways?

Figure 38. Knowledge Capture Canvas

6.4 The Process

The proposed process works in parallel to a project process. It is divided into 4 phases. The first phase focuses on the creation and presentation of the proposal of the project, the second one on the kick off, the steps after the proposal and before starting the project. Phase three consists

in the execution of the project, involving the project phases required for the case. During this phase knowledge will be generated and captured. Lastly

phase four consists of the activities done after the project is presented and closed. The aim of this phase is to store all the documented knowledge.

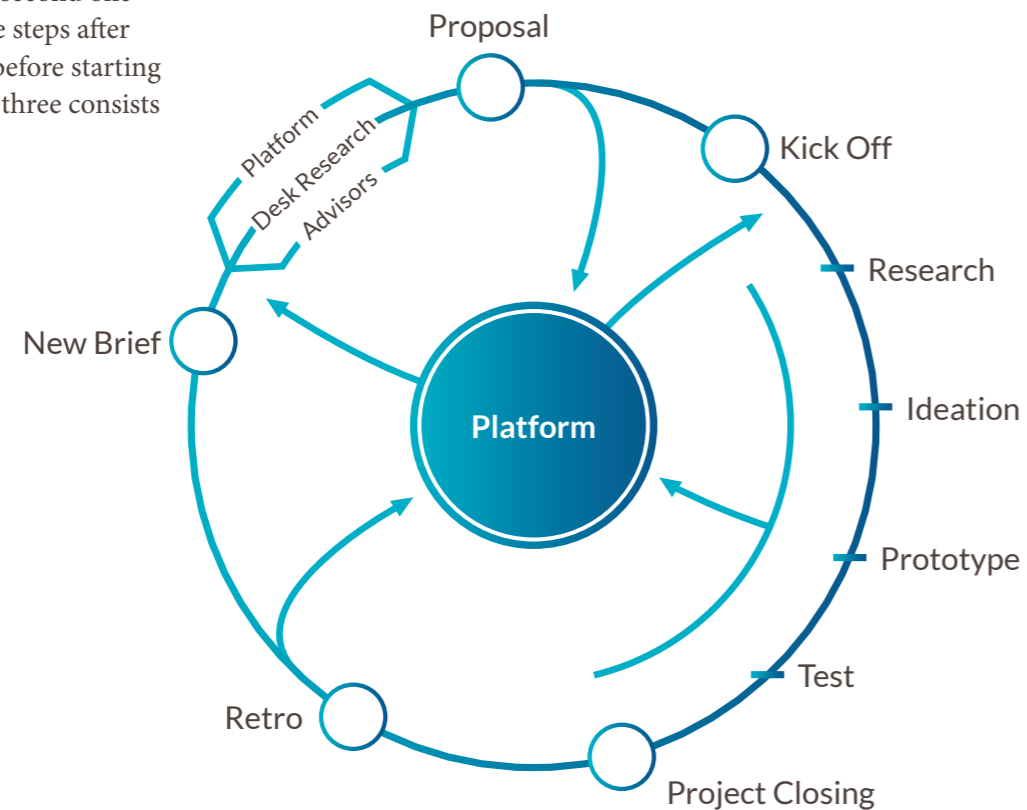


Figure 39. Updated Process

6.4.1 Phase 1 - Proposal

Generally, projects at Opinno start with a proposal for the client, explaining about Opinno, credentials of completed projects, relevant offerings for the case and what value can Opinno create for the client. When doing the proposal consultants will need to address the following aspects:

Methodology

What process should we follow to solve the client's challenge?

What range of tools should we use?

How many participants should we involve in research?

How much time do we need to execute this project?

Client

What kind of professional profile are we going to deal with?

Who are the contact people?

How is the structure (teams, departments) of the client?

What is their strategic plan?

Industry

What are the current needs of the industry?

What are the red lines of the industry?

What vocabulary will we need?

What are the internal processes?

Opinno

What consultants should we involve in the project?

What relevant projects should we show as credentials?



Figure 40. Proposal phase - Knowledge gaps

During this phase consultants will have 3 ways to acquire the required knowledge.

Digital Platform

They will use the digital platform to scout the tools and phases that the project should involve. Using the AI powered search engine employees will be able to get knowledge by introducing their briefing. As it was explained in the last chapter, employees will have access to past proposals, tools, clients' information and industry specific knowledge.

Desk Research

Information that can not be found in the platform will be collected from the internet. All relevant knowledge that can be used again will be introduced to the platform once the proposal is delivered, so time is not spent twice when a different consultant has to search for the same thing for a new project.

Advisors

The last source of information will be the board of advisors that Opinno has access to. Advisors are experts in particular industries, like Pharma or Banking. They have periodic chats and training, so it is important to capture the knowledge generated and store it in the platform. This way the rest of the team and newcomers will have access.

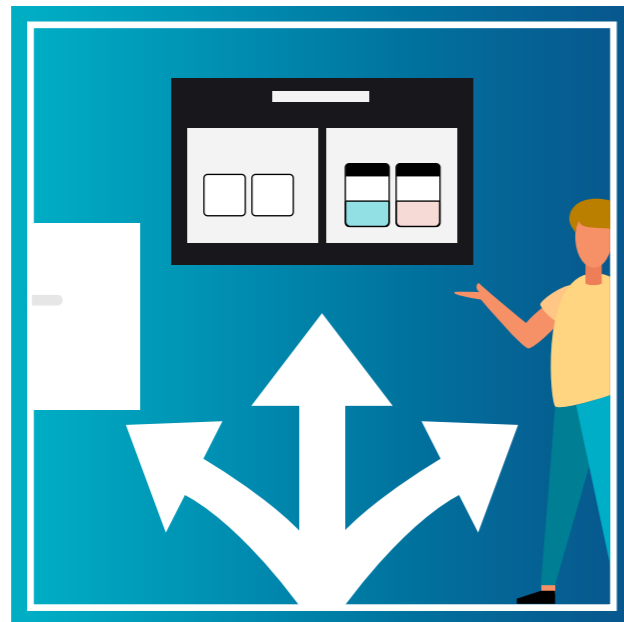


Figure 41. Proposal phase - Knowledge sources

6.4.2 Phase 2 - Kick Off

During Kick Off it is important to have a series of discussions with the client about the challenge. During research, a Pharma Product Manager explained that from her perspective, consultants didn't ask enough to the client, at least relevant matters. She thought that way more information could be delivered by the client, and projects could

be smoother if the consultancy asked the right questions. These questions involved internal processes, real needs or barriers that can hinder the project solution.

Consultants will check the Client section on the platform to gather information about them before reaching them. They will gather detailed information about the client, its processes or even tips

to communicate better with the contact person.

One of the functionalities of the platform is to detect existing knowledge gaps and recommend questions for clients and advisors.

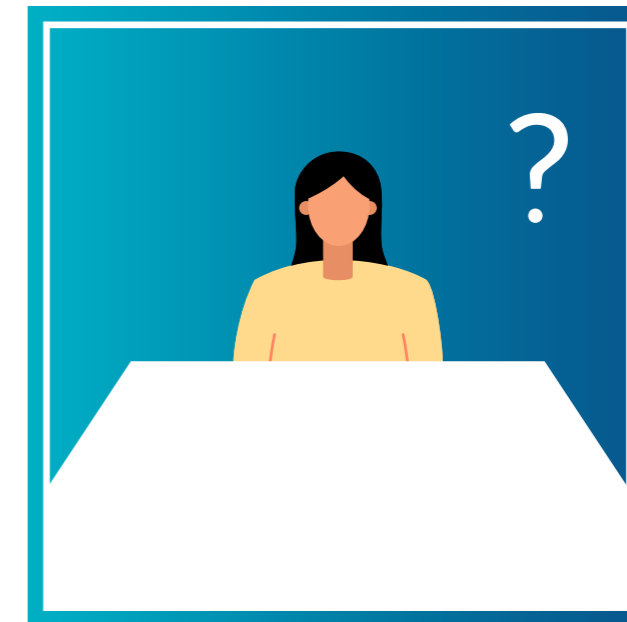


Figure 42. Kick Off phase - Client conversation

8.2.3 Phase 3 - Project

The goals during this phase are to use the knowledge collected previously to avoid possible flaws, use projects' time more efficiently and capture all the knowledge generated while working on the project.

When a consultant is facing a challenge, the platform will be used to see what relevant knowledge has been gathered during past projects. The consultant will type the challenge and the platform AI search engine will provide the relevant knowledge related to clients, industry processes, tools and experts on the field that are necessary to execute the project successfully. In case more knowledge is needed, it will be added by the consultants once the project is over.

The platform will be the place where employees will start their searches about doubts related to the industry, process or client of the project. It will give them either the needed content or the people to contact in order to resolve their doubts. In other words, it will act as a reference

point throughout the project, where users will go several times to check past experiences.

Regarding knowledge generated during the project, consultants will use the Knowledge Capture Canvas to track what new insights gathered that can be used in the future. At the end of each block of phases, consultants will have a meeting to discuss learnings and fill the canvas. Learnings from

Research & Definition, Ideation and Prototype & Testing will be distilled and reflected in the template, extracting knowledge related to the client (how is it organized, what are they needs and worries, how to address to them, etc.), tools (new tools used, new ways of using existing tools, tips, etc.), red lines and workshops (new target groups, new facilitation techniques, tips, etc.).

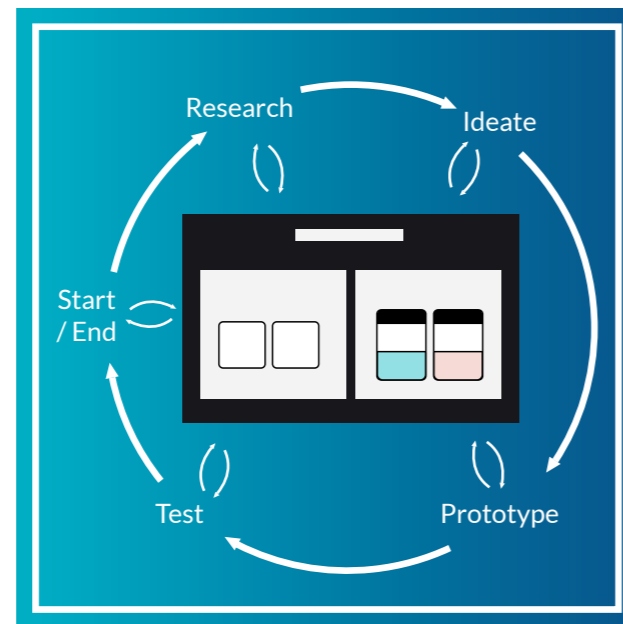


Figure 43. Project phase - Use of the Platform

6.4.4 Phase 4 - Closing

Finally, when the project is closed, two more activities need to be done. The aim of this phase is to make sure that the learnings are captured and translated into content in a way that can be understood by the rest of the team and future team members.

Retro Session

A final session to recap the best and worst practices, learnings and knowledge acquired will be

held by the end of the project, following the Knowledge Capture Canvas. The whole project team will participate in this session. A discussion will be held with the goal of capturing learnings that will be relevant for future projects and consultants, so aspects that are not considered applicable will be rejected. If the platform content is not well filtered and irrelevant content is added, the platform will lose strength and reliability.

Knowledge distillation and upload

Finally, the project leader will choose a team member or himself/herself to organize and translate all the new knowledge captured into posts. The selected person will record a 4-5 min video of himself/herself explaining the project and the key learnings. This video will be supported by a presentation to illustrate the results.



Figure 44. Closing phase - Retro session

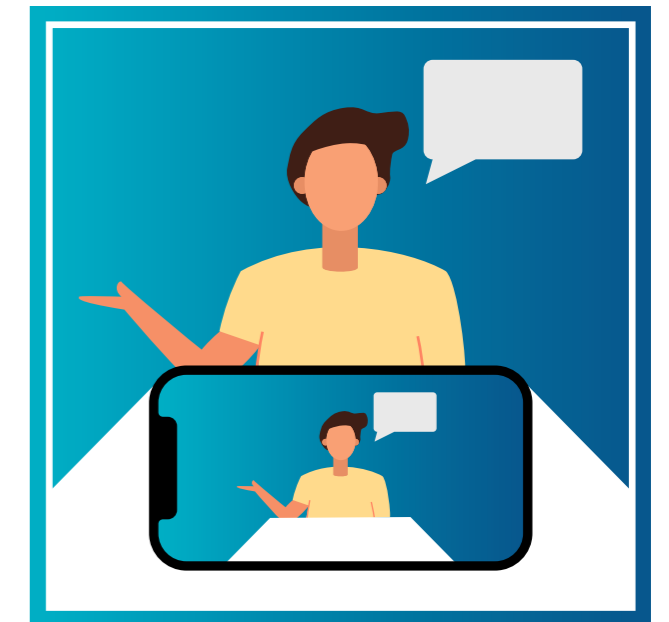


Figure 45. Closing phase - Video recording

6.5 Solution Validation

Two types of interviews were held to validate the prototype: in the one hand, 4 interviews and user tests were held to test desirability; in the other hand, a head of development was interviewed to validate feasibility and viability. However, it is clear that more resources would be needed to see how much time and money would need to be developed, how it would be implemented and if it is sustainable in time, and therefore confirm that it is viable.

Viability

- An independent platform is not viable in terms of investment. Opinno won't want to invest the required amount of resources and time to develop an independent platform. Development stakeholders see it viable to integrate this concept to one of their existing platforms, Opinno. IO. This platform could be a site inside their platform.

- It was stated that in order to be successful, the platform needs an owner that manages content and takes care of the site.

Feasibility

- The development department of Opinno has the capabilities to develop both the platform and the AI powered search engine. However, the resources needed to develop it could not be calculated during this project.

- It is possible to create a CMS, creating a standard site that contains static elements, a title, tags, body and links to the projects and proposals stored in Sharepoint.

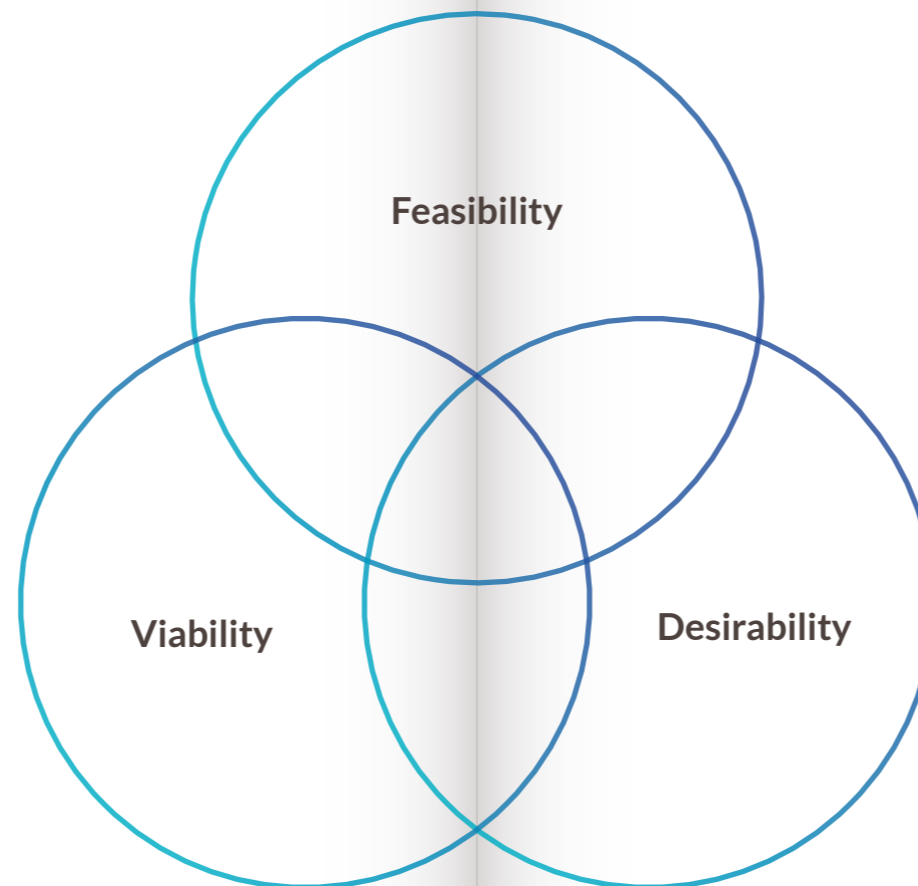


Figure 46. Validation areas

Desirability

- The content is organized properly. Sections like vocabulary or the process with tools were found really interesting

“The vocabulary and tools sections are really useful, I think they would be beneficial for the team”

- The AI powered search was considered really useful, since only investing a few seconds you could have access to all the relevant knowledge Opinno has at the moment.

“I really liked the chatbot, I think it is very cool, since when you start a project and you need references and you never know where to look for or who to ask and then you

have to ask everyone”

- Participants considered it attractive, user friendly and easy to use.

“I like the aesthetics, I think it is really clean and easy to use.”

- Users liked the fact that the tool can let them be more autonomous, especially for newcomers.

“I like the fact that everything is properly mapped, so every time I need something I can fend for myself”

6.6 Solution Value

How is this solution creating value?

The platform and process will impact different stakeholders in different ways, helping the organization, consultants, salespeople and the client to win more projects and achieve better results in less time. The

value generated is focused on the communication between salespeople and potential clients, the communication between consultants and clients, the execution of proposals and projects and the preservation of the knowledge. It is intended as an internal service, for consultants by consultants. Since

information will be carefully selected and processed by the consultants that attended to the training or that executed the project, the platform will display only relevant knowledge for future projects and proposals.

Who are the benefited stakeholders?

The main benefited stakeholders will be Opinno consultants, since this will help them in their project journeys, by involving less time doing preliminary research, as well as being more informed about the topic and

therefore being able to ask more relevant questions to the advisors and clients. The second group that will be benefited are salespeople, which will have more tools to be informed about Opinno's processes and industry processes and vocabulary when selling a project or creating new relationships with potential

clients. Finally, the client will also be benefited, since they will deal with consultants that are more prepared in the topic, that will ask the right questions and that will address the core of the problems.

Several value creation pillars were defined:

Consultants



No more starting from scratch

One of the pains consultants described was that they used to start every project from scratch, and sometimes they felt they could save time by reaching the right person inside the organization or the right project. The system is meant to solve this issue, giving the tools and references needed to reduce the time spent in preliminary research.



Safe place

Another pain that consultants explained was that they felt they didn't have any place where they could look for processes, tools or definitions. This created a feeling of uncertainty, not knowing if they were developing projects in the best way. One aim of this system is to minimize this feeling, by creating a place where they can have access to the required knowledge whenever they needed it.



Clear Process

One of the pains uncovered during research was that the Business Design department didn't have a clear visualization of its process. One of the goals of the platform is to collect the process for each consulting service, so employees will have a place where they can check it and follow it.



Newcomers autonomy

Consultants will need to spend less time on newcomers, since they will have access to the existing knowledge, and questions they might have can be answered by checking the platform. It also works for internal mobility; when the organization is fully verticalized, it will be easier to move between departments.

Opinno



Employees leave, knowledge stays

By capturing knowledge in a structured way, there is no fear that knowledge disappears when certain employees leave. The goal is to preserve the knowledge generated during projects execution and talks to experts and clients.



Time saving

At the beginning it can be time consuming, but in the long run the system is time saving. Consultants won't repeat unnecessary research for tools or processes that have been already researched and used by someone in the organization. Also, the more the platform is used, the better the AI search engine will be and most accurate searches will be possible.



Solid Proposals

Proposals will be informed by more sources once the system is implemented. This will help the organization to deliver proposals that are more solid in industry knowledge and in the use of tools and processes, which increases the chances of winning a project.



Verticalization

Capturing the knowledge of every industry makes verticalization easier inside the organization. Employees become more experts in the desired industries by having easy access to past learnings and ways problems were solved.

Clients



Opinno.io

Opinno.io is a Opinno's platform; its aim is to be a concurred site, where users have access to trainings, news and more. Currently, it is not being used much, and by adding the knowledge platform as a site will empower the platform, since consultants and salespeople will use it during projects.



Needs met

Since consultants will be able to manage industry and client knowledge more efficiently, proposals and solutions will fit more to client and industry needs. This is welcomed by clients, since during research they explained that when they work with consultancies sometimes they missed more industry expertise.



Communication improved

Consultants will have more resources like vocabulary, processes knowledge and needs to maintain a higher level conversation with clients and project execution. This will lead to make better use of time with clients and advisors, being able to get deeper knowledge from them.

Salespeople



Tools

Salespeople will be equipped with tools to sell more effectively Business Design projects for each industry. They will have access to the Business Design process, tools, past projects and industry-specific knowledge, helping them to have a better understanding and resources to talk to potential clients. Communication with potential clients will be more solid and contentful.

6.7 Connection to the Design Goal

The Design Goal defined in the previous chapter was the following:

“create a platform and process that help Opunno consultants to capture, organize and access industry related knowledge gathered during their consulting practices, enabling them to perform better during project execution, proposals creation, commercial tasks and conversations with clients.”

This Design Goal is achieved because of several reasons:

- “create a platform and process”

A process was created, following Opunno’s project structure. The main element of the process is a digital platform that will work as the reference site of it.

- “that help Opunno consultants to capture, organize and access industry related knowledge gathered during their consulting practices”

Capturing, organization and accessibility are the 3 main aspects of the solution. The canvas helps to capture knowledge during the projects and training, the platform gives accessibility and an organizational structure to the content, setting the different sections and finally, the overall process gives shape to it, guiding employees step by step.

- “enabling them to perform better during project execution, proposals creation, commercial tasks and conversations with clients.”

By letting consultants and salespeople acquire existing knowledge in an efficient way, proposals will be more nurtured by past experiences and they

will be created faster. It will be easier for the employees to be informed about the client, the industry and Opunno’s services, regarding offerings and tools, so commercial tasks and conversations will be more solid

6.8 Connection to the Interaction Vision

The interaction vision was created to define how the experience should look like. Three main aspects were defined: guiding, reliable and immediate. The solution is meant to generate these experiential effects.

Guiding: Once employees type the challenge/problem in the platform, the chatbot will explain what are the steps to achieve project success, by providing the process and tools to follow, expert contacts for further inquiries, internal processes, etc. Apart, the full process to capture, organize and access knowledge is explained step by step, following the current project process.

Reliable: Knowledge will be captured from projects’ experiences, training and advisors. All the knowledge captured will be first-hand content; knowledge will be managed by employees, which would have generated it previously. Furthermore, there

will be validation rounds, that will be assigned randomly to employees that will have to read the content and validate it, ensuring that it is relevant content and that it is well structured. This way they will also learn about the new topic. This will allow the platform to keep a standard of quality.

Immediate: It is necessary that the platform and process are

smooth and not time consuming. Even though employees will need to spend some time translating the knowledge into content, the search is meant to be straightforward: just by introducing the challenge or problem the platform will give on the spot the resources needed to solve it. Also, the organization was tested and iterated to give a flawless exploration experience.



6.9 Recommendations

Define the owner of the platform

A person will need to be in charge of keeping it clean. This person is not meant to do all the work, all consultants will upload content, but the duty of the owner will be to manage the portal, ensuring periodically that the platform is not getting disorganized.

Led by management

Implementation should be powered by management, so projects (billable hours) don't hinder the system's performance. Management should believe in knowledge management and be involved. Just like any movement, if the team doesn't feel that management positions care about it, it is easy that it diminishes over time.

Peer evaluation

Set an evaluation system where employees can check new content

randomly and validate it. This also will help to keep the system alive.

Enhance AI features

When technology enables it, mix AI with data to create automatic pieces of content, so consultants will only have to validate it.

Communicate it to all silos and offices gradually

Once it is proven that the system works in the office of Barcelona, it should be reproduced in Madrid, considering the rest of consulting services. It is important to move to other offices and silos once the process is validated in practice and settled, otherwise, it can lose homogeneity.

Understand the long term

It is easy to think short term and to not invest some time in capturing knowledge from projects, since the pace is hectic in consultancies and

billable hours tend to rule the environment, but in the long run having a proper knowledge management system that employees use continuously is time-saving.

Chapter 6 Key Takeaways

This chapter shows the translation of the design goal and interaction vision into a tangible solution.

1. A process that aims to capture and provide knowledge was created, formed by 3 different elements:

- a. Knowledge Digital Platform
- b. Knowledge Capture Canvas
- c. Step by step process

2. The Knowledge Digital Platform was prototyped and tested; feedback was positive regarding navigation and content organization. Further analysis should be performed to define the resources needed to make it come to life.

3. The process has 4 phases, following a project process. It aims to help consultants to capture, organize and access the knowledge generated during project execution and training.

4. The solution aims to create value for Opipno as an organization, Opipno's consultants & salespeople, and Opipno's clients. Some of the main ways it is creating value are:

- No more starting from scratch
- Having a clear process
- Enabling verticalization
- Improving communication

5. In case the solution is successfully implemented, it

will meet both proposed design goal and interaction vision, formulated after research.

Chapter 7

Conclusions

This chapter discusses the final solution and its connection with the initial assignment. It concludes with a personal reflection on the project.

7.1 Addressing the initial assignment

The aim of this project was to improve the value proposition of the Business Design department in Pharma projects.

The first step was to narrow the scope of the project. Research showed different opportunity areas, and studying it jointly with the Business Design trends and the Pharma needs gathered during research, a solution direction was chosen.

Several opportunity areas were found, but this project focused only in two, related to each other, in order to set the right environment for a future project that will improve the value proposition of the department. It was thought and agreed that the project would focus on these aspects that were understood to be more important.

The first one was about Business Design Knowledge alignment inside the organization which due to a lack of a tangible

definition of it should be improved.

The second one was about management of industry specific knowledge, since research indicated that it was lax and showed how important is specific knowledge inside the Pharma environment.

The first opportunity was covered by designing a Business Design Playbook, collecting all the data gathered from literature, experts interviews and internal practices & projects. The goal of this playbook is to have a clear definition of Business Design and its range of possibilities.

Regarding knowledge management, a Knowledge Service Process was created, including a platform, a canvas and a strategy, with the aim of capturing and delivering knowledge, making the team more efficient and effective when creating proposals, having

conversations with clients or executing projects.

Both solutions will help to improve the current situation, and will set the right environment to focus on the value proposition of the department.

7.2 Personal Reflection

This project was the best way to end my Master, I learned a lot in so many different aspects, both in professional and personal levels.

The research phase has been the largest I have had to deal with. I never had to deal with so many interviews, projects and data for analysis. The fact of having a broad brief was one of the most challenging things, since it was difficult to set a direction or think about the next steps. I learned to work leaner to optimize the hours invested and take the best of them. Now I know how I would do it if I had to do a similar project, fixing mistakes and repeating the best practices.

Also, during this project I could deepen a lot into Business Design. I started my specialization on the topic during my internship in Singapore and doing this

project at Opinno was the perfect following step to consolidate it. After spending some months on the topic, I can say that I would like to focus my professional career on it.

I hope my research and directions contribute to the greater good of the team members and the organization, since definitely they created a positive impact on me.

Lastly, even though I could only go a few days to the office because of COVID-19 restrictions, I really learned a lot about consulting practices by being at Opinno. I didn't have much experience working in consultancies and this was the last opportunity during my Master's to see how it works. I am glad I could write my thesis at Opinno and therefore be surrounded and supported by amazing people.

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