



# TOWARDS COLLABORATIVE CHANGE: CONNECTING THE TEXTILE INDUSTRY

*A service design vision for Byborre & The Window Of Textile Opportunities*

Graduation report  
Msc. Design for Interaction  
Sytze van der Wolk, 2023

**BYBORRE®** -  **TU Delft**



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# EXECUTIVE SUMMARY

In recent years, we have become increasingly aware of the vast impact of the fast fashion and textile industry. Over the years the fashion industry has been abundantly criticised over its limited consideration of social and environmental issues and the widespread impact that these have. By now, textile creation itself has a larger carbon footprint than all international flights and maritime shipping combined. The biggest change can be made within the creation of these textiles. This is where Byborre and the Window of Textile opportunities (WoTO) come into play.

This project is executed in collaboration with Byborre: a frontrunner in creating transparent and responsible textiles and trying to change the way the textile industry operates. As part of their mission they launched WoTO: a platform and exposition that connects Byborre's transparent textile supply-chain in order to collaboratively solve the industry's sustainability challenges and aims to educate on responsible textile creation and use. This raised the following question that served as the kick-off for the project:

“How can WoTO educate, inspire and connect textile users, academic and industry professionals in order to drive collaborative, transparent and responsible textile innovation and creation?”

In order to find out, the project took a user-centred approach: the user's perspective is leading in order to gain insight. User research consisting out of qualitative interviews, user-journeys and persona's along with literature research on open and networked innovations was performed. The analysis of this research phase shows the complexity of interdisciplinary collaboration and the problems that users experience within WoTO:

The concept of WoTO lacks clarity, resulting in different interpretations and expectations of the platform. The network partners experience a lack of guidance, facilitation and moderation which makes it hard to keep overview and manage expectations. Due to a lack of, - or unsuitable collaborative systems and tools it becomes challenging for the partners to stay involved, connected and aligned. This consequently results in an unclear narrative for the visitors.

Based on ideation, co-creation and evaluation with stakeholders a service design vision for WoTO is created to alleviate this problem:

The service design offers WoTO partners an accessible way to engage with the Window of Textile Opportunities and stimulates and facilitates interdisciplinary working and communication within, and outside of the WoTO network. Decreasing the gap between the textile supply-chain and brands/consumers. By doing so aiming to strengthen WoTO's primary functions: to forge interdisciplinary connections & educate on responsible creation and transparency.

It does so by offering guidance, orchestration and structure through various touch-points that support the the newly constructed collaborative model and user flow. These touch-points can be attributed to four themes:

- I. Stimulate engagement
- II. Create uniformity in collaboration
- III. Guide towards alignment and change
- IV. Decrease the gap between the supply-chain and brands/consumers

To implement the service successfully a roadmap is given to help prioritise activities for the short term implementation. In order to make this possible it is recommended to further develop and test the service and keep the partners involved in this process.

Ultimately, active partner orchestration and community management is essential to WoTO's operations and interdisciplinary work. If not performed, partners can't align and the service won't be able facilitate its purpose.



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# 1.INTRODUCTION



## 1.1. Topic background

Most of us, whether we are in fashion or not, know the vast impact of the fashion and textile industry. The growth of this impact came hand in hand with the rise of fast fashion or as some call it “the democratisation of fashion”, making trendy and current items accessible for all. With offering high accessibility and low pricing, naturally an increase in garments purchased per capita also came. Rising by 60 percent between 2000 and 2014 (Remy et al., 2020).

Over the years the fashion industry has been abundantly criticised over its limited consideration of social and environmental issues since its impact is widespread. I could give dry facts and s but a good, vivid example is the overproduction of H&M. In 2018 it had accumulated \$4.3 billion worth of unsold inventory (H&M Group, 2018; Dottle et al., 2022). This unused textile either ends up on landfills or is incinerated. Ironically, in 2017 a Swedish power plant switched from burning coal to solely H&M waste (Dottle et al., 2022).

By now, textile creation in itself has a larger carbon footprint than all international flights and maritime shipping combined (UN, 2019). An overview of other important impact factors is shown in figure 1. “Global Life Cycle Data” shows that fashion’s biggest carbon emissions stem from the material phases of the supply chain (GLAD, 2020). Thus, a big positive change can be made with regard to the sustainability of the fashion sector by improving material creation and collaboration on tackling these issues. However this is a challenge in itself since the industry is outdated, overly competitive and non collaborative. This creation stage of the supply chain is exactly what Byborre and the Window of Textile opportunities (WoTO) are addressing and consequently the trigger for this project.

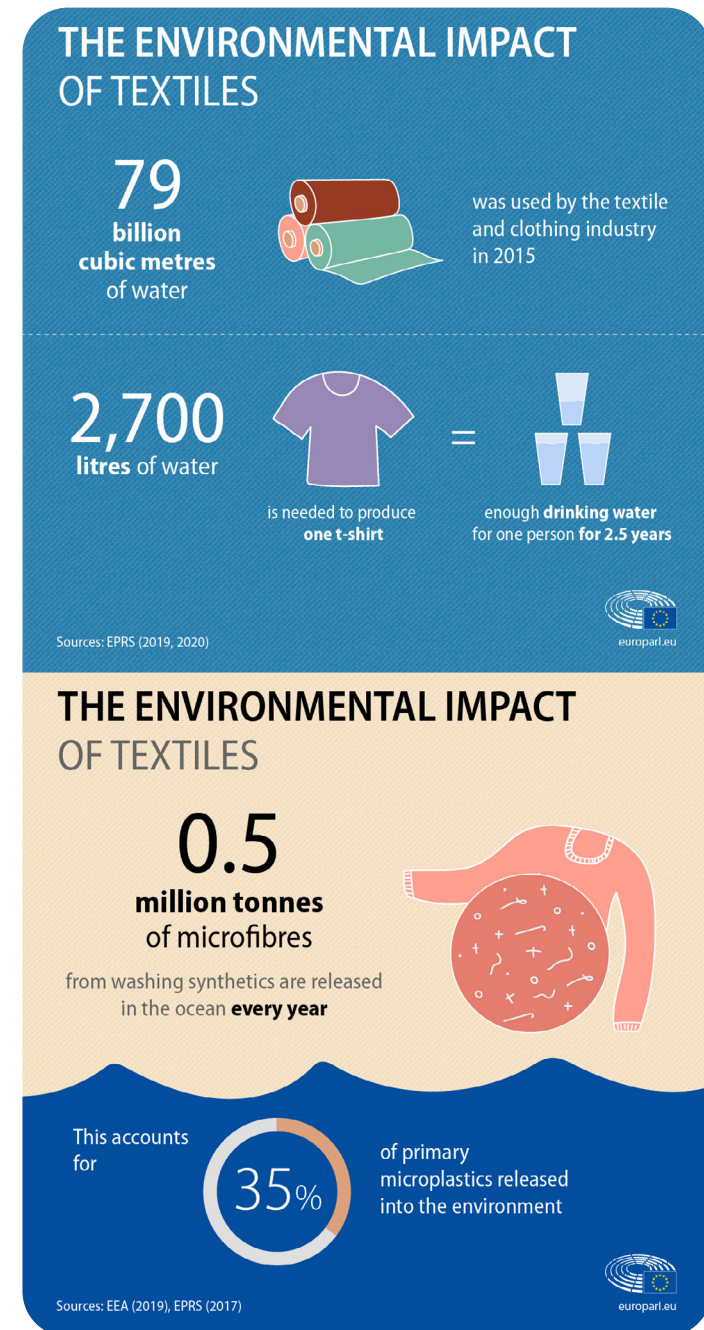


Figure 1: the environmental impact of textiles.



## 1.2. Project context: Byborre & WoTO

This project explores the current workings of Byborre's platform WoTO and what is needed to further develop this concept or to challenge it. In order to understand this platform it is first important to have an understanding of Byborre and its offering.

**Byborre** is a platform that revolves around “textile as a service” and supply chain transparency. Through their services “Create” (figure 2-4) and “textiles” they strive for the digitisation of the textile industry and the creation of on-demand textiles that can be created via their own tool (Byborre create) or simply by choosing a predesigned textile on their website. Throughout their services they communicate the textile's ecological footprint, where it is sourced and how it performs in a “textile passport” (appendix A). By offering this transparency they inform the buyer of the fabrics direct impact and allow them to base decisions on the given information.

Instead of having “stock” of their own textiles, Byborre allows for rapid and small scale sampling (small test batches of textile) that is produced locally in their own office. This allows for rapid prototyping and fit for purpose textiles: specifically made for their intended use optimising (aesthetic) performance. they contact their production partners to produce the exact amount of fabric needed on machines that are at that point inactive. This way no estimations have to be made on projected sales and thus less overproduction is caused. The main differentiator for Byborre is an agile working process in an otherwise slow and outdated sourcing process and striving for transparency along the way.

**WoTO** is a channel of Byborre and came to life only a year ago. Together with its partners in industry and education it aims to drive positive change in the textile industry and educate and inspire ethical, transparent and fit for purpose textile creation.

*Vision: “We are committed to lead the responsibility movement and change the textile industry for the better”*

*Mission: “We do this by pushing conversations on how to fix the industry that is ruining our planet, sharing knowledge and facing challenges together”*

Like mentioned earlier this is a challenge in itself due to the non-collaborative nature of the textile industry and this is exactly where the challenge lies. The exact workings of the concept will be further discussed in chapter 3 and 4.

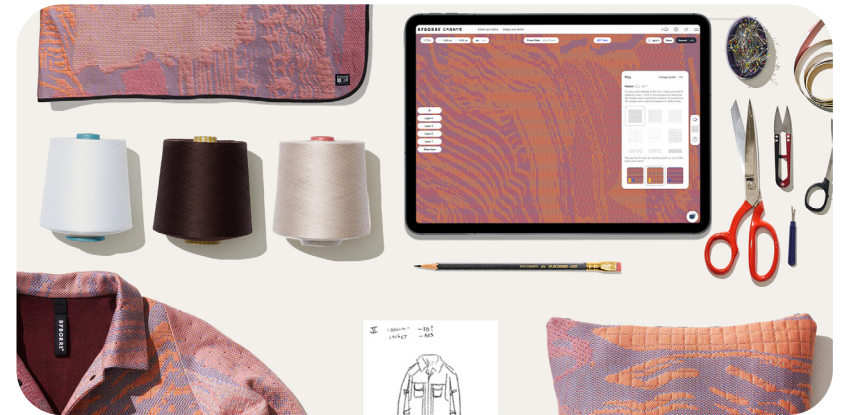


Figure 2: Byborre create - from screen to textile

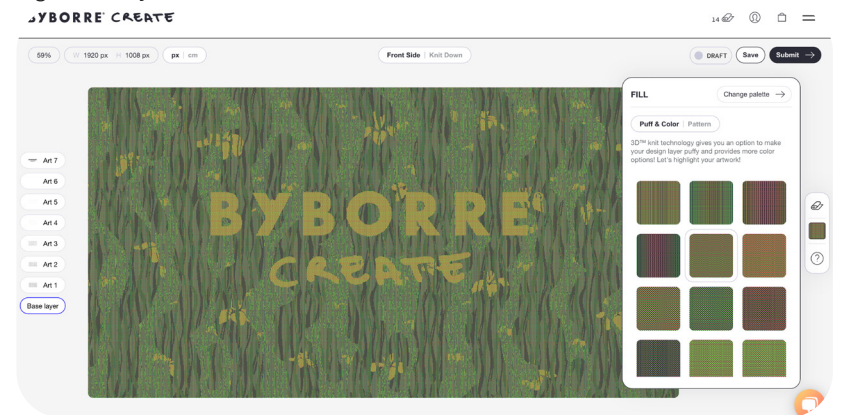


Figure 3: Byborre create - interface

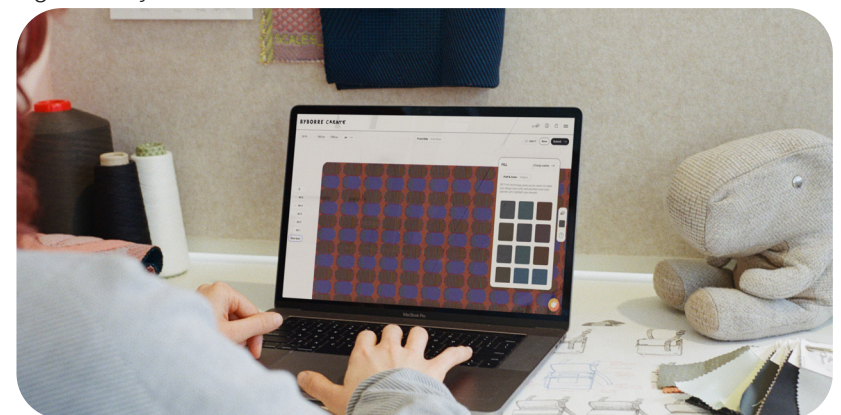


Figure 4: Byborre create in use

### The textile supply chain

In order to understand this non-collaborative industry you need to have an understanding of the textile supply chain. Figure 5 shows an abstract overview of an extended textile/fashion supply chain from raw material through to the businesses that make or buy textile (lead firms). The consumer is the final step and is left out of this supply-chain. A textiles journey starts with raw materials: either natural or fossil based. From these raw materials fibres are produced out of which yarn can be spun. This yarn will be knitted or woven into fabric and manufactured to the needs of the market. This can be done by vertically integrated brand related manufacturers or contractors. A second option is that textile is made for trading companies who sell textiles to brands or buying companies that operate in a vendor type scenario for brands (so less vertical integration).

Byborre reframes this traditional supply-chain by creating on-demand textiles made possible by a tightly connected supply-chain. Having direct contact with all parties and thus providing transparency in origin and impact. In this supply chain they act as manufacturer for small batches (anything to scale will be done by a partner) but also as trading company/ buying office by providing services and a various selection of custom textiles.

### 1.3. The initial challenge

Like mentioned earlier this project will focus on WoTO and its workings. Within its first year, WoTO gained a lot of traction and exposure. Almost outgrowing its own context and concept and resulting in more expectations that needed to be met. This rose the question:

*“How can you educate, inspire and connect textile users, academic and industry professionals in order to drive collaborative, transparent and responsible textile innovation and creation?”*

To answer this question I will research the current workings of the Window of Textile Opportunities and the context in which it operates and create a concept that takes WoTO further, while taking users and stakeholders along in this research process. For the full project brief, see appendix B.

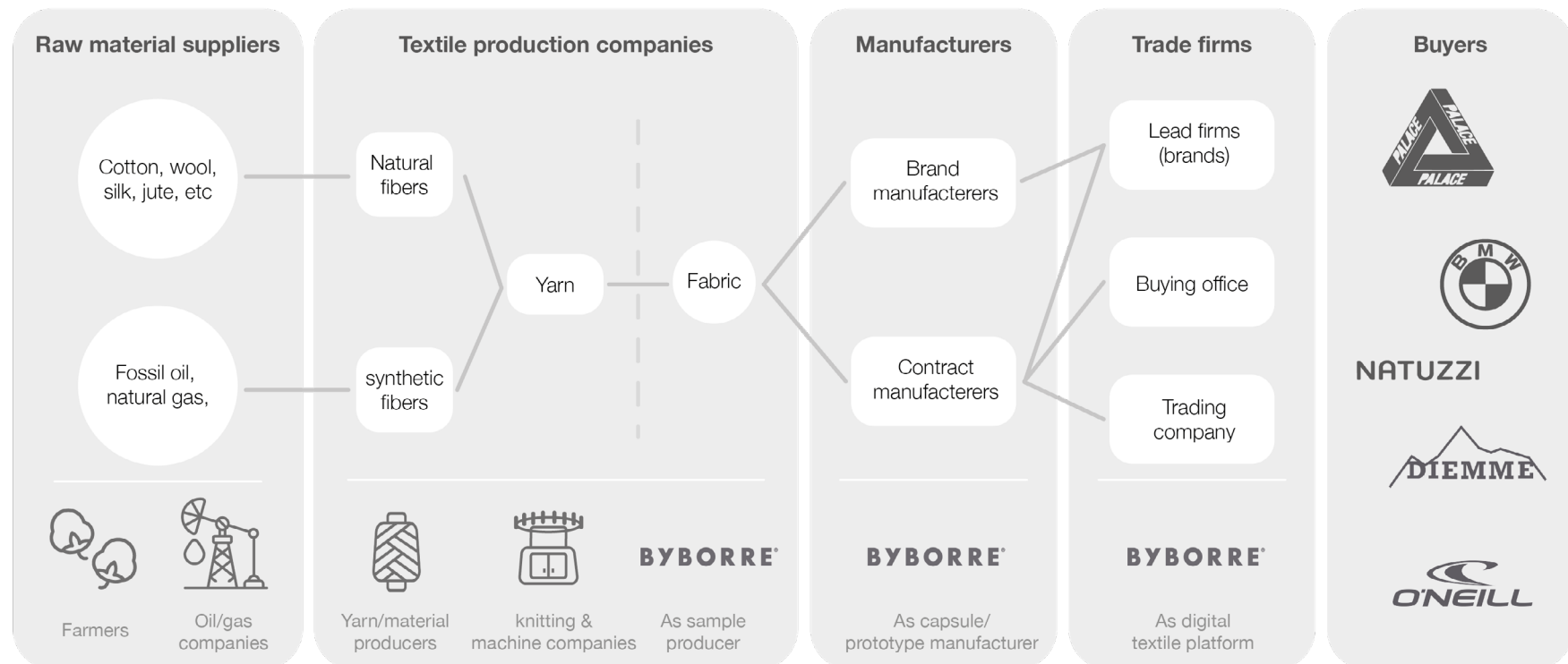


Figure 5: the textile supply-chain

## 1.4. Project approach

### 1.4.1. User-centred & multi-partner approach

The goal of this project is to thoroughly understand what users expectations and needs are but also why they use WoTO as a platform. This in order to accordingly cater to these needs with a strategy and concept. Hence a user-centred approach is most suitable: an approach to interactive systems that aims to make these systems usable and useful by focusing on the users, their needs, experiences and requirements (ISO, 2019). However as we will further discuss in chapter 4: the current workings of WoTO, the platform operates in an intricate ecosystem of partners who all have an important role in the actual operations of WoTO as well. This is why we won't only look at the end-user of the platform but also actively involve and take into account the multiple partners that are present. These partners vary from educational institutes to yarn developers and are all somehow related to the textile supply-chain.

### 1.4.2. Co-creation as additional tool

An additional tool for understanding the users is to actively involve them in the design process. This way of working involves designing collaboratively with users and stakeholders untrained in the field of design and has been increasingly been used to

solve complex problems in a wide variety of contexts (Sanders & Stappers, 2008).

However Jones and Kijima state especially for solving complex multi-stakeholder and societal issues solely using existing co-creation systems within as a design methodology is not sufficient (2019). This is why I will be using co-creation as an additional tool in the design phase accompanied by traditional ideation.

## 1.5. Design process & reading guide

The project is based upon the double diamond design process and thus divided in two phases: the research phase and design phase (Design council, 2019). The first phase focusses on thoroughly understanding the problem and consequently defining the specific problem definition: what is going to be solved. In this case where can WoTO improve and why? From this point on the design phase starts. This means finding various ways to solve the problem, testing them and finalising the findings into a final concept. Each of these steps will be filled in with further methodology along the way.

The report itself follows the same structure as shown in the reading guide (figure 6). It is divided into Part 1: research and Part 2: design.

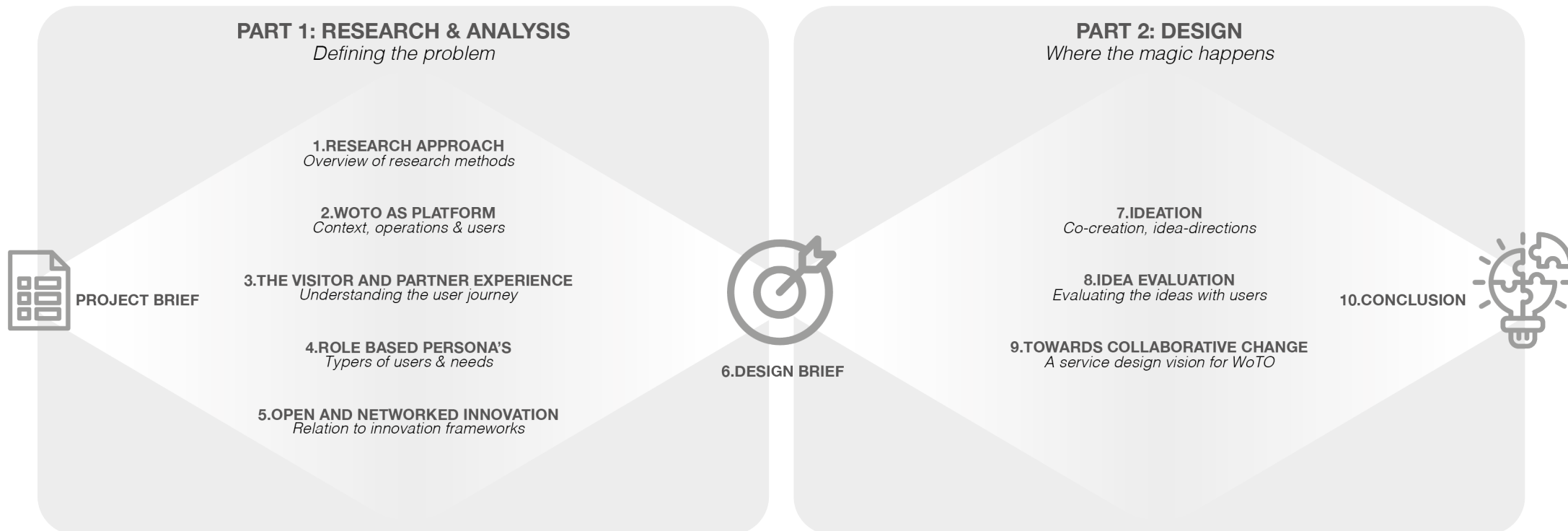


Figure 6: reading guide



The background is a complex, abstract composition. On the left, there's a curved, organic shape filled with a dense, colorful pattern of overlapping hexagons and triangles in shades of red, yellow, and grey. To the right of this, the background transitions into a grid of small, light blue squares, each containing a darker blue, textured pattern. The overall effect is a layered, textured look with a mix of organic and geometric forms.

# PHASE ONE: RESEARCH & ANALYSIS





## 2. RESEARCH APPROACH



## 2.1. Introduction

In this chapter the research approach is discussed and the methodology involved to generate valuable information. This in order to help understand how relevant information is acquired in the subsequent chapters. The iconography introduced in this chapter will be used throughout the research section of the report to communicate what activities have been used to generate the presented information.

## 2.2. Used methods



### *Literature & desk research*

In order to gain theoretical insights into WoTO's context, raison d'être and operations, I did literature and desk research. This involves analysing relevant existing literature, reports and initiatives.



### *User observations & contextual interviews*

User observations have a multiple benefits. For one it shows the objective functioning and offering of a service, platform or product. Secondly it also enables designers to empathise with the users. Especially when placing oneself in the context as a user. In the case of this project contextual and semi-structured follow-up interviews were also held for a more in depth understanding of the user-experience.



### *User & stakeholder interviews*

Like mentioned earlier there are multiple users and stakeholders important to the platform of WoTO. In order to understand these perspectives in-depth interviews were held following the "interview guide approach" as mentioned in Patton's Qualitative Evaluation and Research Methods (2002). This essentially means that topics and issues are specified in advance but sequencing of these questions can be decided during the interview. Overall the interviews were shaped from past to future in order to make them "relive" the moment and build up complexity (E. Sanders & Stappers, 2012). Consequently these interviews were analysed by attributing meaning units to notable quotes, condensing and interpreting. After this clustering the results under apparent themes. (Graneheim & Lundman, 2004).

The interviews were held in an on- and offline environment with a total of 14 interviewees: 6 visitors and 8 partners/stakeholders. An overview is given in table 1.

## 2.3. Discussion & limitations

There are a couple elements in the chosen methodology that could affect the reliability of the outcome. For example what participants say could be different from their actual actions. This is why I chose to do observations as well as in-depth interviews. Observations serve the purpose of "what" they do and the interviews of "why" they do it. It gives an objective overview of what actually takes place in relation to the subjective user-experience. Lastly in some cases there was no other option to ask about their past experience and to describe it instead of being able to both observe and interview.

## 2.4. Conclusion

All in all, three main activities were described that feed into the research phase: Literature & desk research, User observations & contextual interviews and user & stakeholder interviews. The iconography used to describe these activities will be used throughout the rest of the research phase to indicate what activities are used to generate information for that chapter.

Table 1: overview of interviewees

Participant	Type of interviewee	Background
1	Visitor	Student
2	Visitor	Student
3	Visitor	Student
4	Visitor	Professional/student
5	Visitor	Professional
6	Visitor	Professional
7	Partner	Biobased materials
8	Partner	Academia
9	Partner	Academia
10	Partner	N.G.O
11	Partner	Yarn developer
12	Partner	Academia
13	Internal stakeholder	Byborre
14	Internal stakeholder	Byborre





# 3. WOTO AS PLATFORM



### 3.1. Introduction

In this chapter we will discuss the Window of Textile Opportunities in-depth. In paragraph 3.2 the raison d'être of WoTO and its context is discussed: what issues does it address and why is this important. This will provide a better understanding of the end users and their role in the concept. Paragraph 3.3 will provide an overview of the services WoTO offers, how it operates and what they entail. In paragraph 3.4 the stakeholders and partners and their current interactions will be shown.

### 3.2. The context of WoTO

#### 3.2.1. 2.1.The siloing of knowledge

In the introduction the elephant in the room was shortly discussed: the direct environmental and social impact of the fashion industry. Obviously solving such a big societal challenge isn't something that can be done alone, nor with a happy few. The problem that Byborre and WoTO experience in the textile industry is that knowledge and innovation is silo'd: meaning players in the supply-chain keep their innovation and knowledge to themselves. This can be for a variety of reasons, from maintaining competitive advantage to simply not having the network nor tools available to share. This non-collaborative attitude results in a stagnant and slow industry that is hard to change. Contextual and non contextual case-studies and research show that these silo's appear in many other industries. In all of these cases, knowledge silo's have a negative effect on their offering or organisation (Bundred, 2006; Ardichvili et al., 2003). Ironically this siloing even appears in the academic world. Obradović, a postdoctoral researcher from the London school of Economics, argues that the pressure for academic publication contributes to creating knowledge silos. She states that if young researchers were also taught to explain research to a general audience, this would not only help their careers but also bring science into society (2019).

Solving complex, multi-faceted issues often relies on various competences and knowledge that individual silo's don't possess. These type of societal issues that have a wide social impact are often referred to as "wicked problems". These are issues that are innately complex and don't have a clear description nor single solution and naturally affect a wide variety of stakeholders (overview in figure 7) (Rittel & Webber, 1973; Maqsood et al., 2003). WoTO's vision to change the polluting textile industry for the better is exactly such a problem. Research increasingly shows that partnerships and collaboration can address these complex societal problems by triggering or aiding in systemic change (Roberts, 2000; Waddell et al., 2015; Waddock, 2013).

This is exactly what WoTO tries to do. At this intersection of research, industry knowledge and education, WoTO tries to forge bridges between silo's and drive interdisciplinary collaboration in order to solve challenges the industry faces and to communicate this to a wider audience.

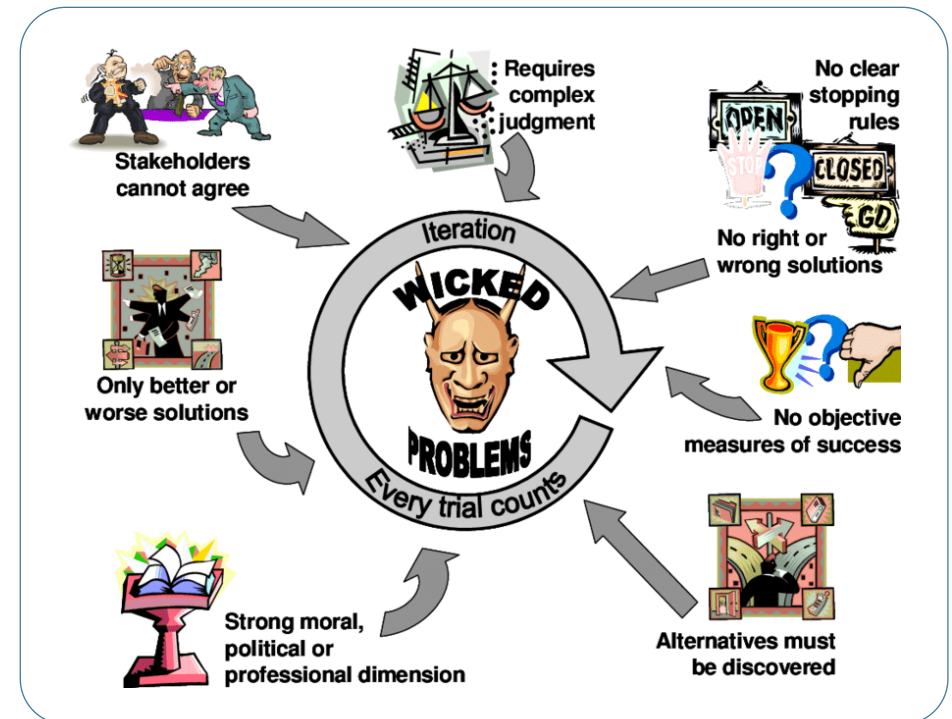


Figure 7: wicked problems (Maqsood et al., 2003)

### 3.2.2. The value of interdisciplinary collaboration

We know that the industry in which WoTO operates is not very prone to transparency and collaboration, but what actual value does collaboration bring? This will be discussed in this paragraph.

#### *Value for the industry*

In a society where ethical buying behaviour is on the rise, sustainability does not only become a societal responsibility but also a business opportunity. Research shows that manufacturers should increase transparency with regard to product manufacturing and traceability in order to align with the current needs and behaviours of consumers (Calderon-Monge et al., 2020). This means improving on sustainability in your supply-chain would prove to increase value. In order to do this collaboration between the multiple stakeholders is necessary. Interdisciplinary collaboration, especially with competitors, has been shown to be an enabler in implementing sustainability policies within the textile creation supply-chain (Oelze, 2017).

Furthermore, strategic supplier collaboration has been defined as the “Collaborative paradigm”(Gold et al., 2009). This is essential to achieve a competitive advantage through sustainable supply-chain management. Inter-firm resources and capabilities that stem from collaborative efforts are prone to become sources of sustained shared advantage since they are difficult to imitate by competitors (Gold et al., 2009). This is especially valuable for smaller and mid-size enterprises due to their limited financial resources to solve these complex challenges themselves (Benítez et al., 2020).

Lastly, in order to further development and innovation in textiles a complete understanding of the complex system of textile commerce, use, and lifecycle are needed and knowledge sharing is needed for that to happen (Niinimäki et al., 2018, 2018, 2019).

#### *Value for education & research*

Within higher education and research the value of interdisciplinary projects is understood and widely implemented. From sponsored projects, to cross-study subjects and minors. The arguments for this interdisciplinary approach that are frequently mentioned in literature are: it enables answering multi-faceted complex questions, addressing broad issues, exploring disciplinary and professional relationships, solving problems that lie outside of the scope of any discipline and achieving “unity of knowledge”(Wilthagen et al., 2018). As mentioned these complex or “wicked” issues were already increasing due to globalisation. However with the arrival of the fourth industry revolution or Industry 4.0 comes a new set of multi-faceted challenges due to its global, interconnected and automated nature (Benitez et al., 2020). It is important that in education, students are prepared to deal with this complex and interrelated environment and that interdisciplinarity will become a key competence (Poszytek, 2021; Mian et al., 2020; Lawrence, 2010; Nandan & London, 2013). The League of European Research Universities, LERU (2016, p. 7) sees a mission for an interdisciplinary approach in education and research:

*“The expertise of academic institutions is needed to develop interdisciplinary approaches that the dominant strain of disciplinary science has been ill-equipped to provide. It is equally important for academic institutions to train students ... in these integrative approaches to enhance the capacities of governments, the private sector, media, NGOs, civil society, and others to use and implement them at all levels of society”*

By acting as a facilitator and connector between these disciplines, WoTO could create considerable value for both education, research as well as the industry and potentially even society.



### 3.3. Understanding the platform

#### 3.3.1. The concept

Like mentioned earlier, WoTO's overarching goal is to drive positive change in the textile industry in close collaboration with its partners. Observations, documents and interviews show that in order to facilitate this vision, the WoTO platform offers different functions in a physical and non-physical context. These functions combined form the functional analysis as shown in figure 8. The physical space is shown in figure 9. A functional analysis is an abstracted representation of what purpose different elements in a product or service have(ADD SOURCE). By simply looking at the goals instead of the actual provided services it is easier to get an overview of how and in what direction a service operates. Figure 8 shows these functions divided into three levels:

- The top tier with primary functions is to forge interdisciplinary connections and educate on responsible creation and transparency. The user of the platform visits or joins in order to be facilitated in either one or both of these functions. What is interesting is that in these primary functions users come to educate (share knowledge) as well as being educated. This will further be discussed in paragraph 3.4.
- The middle tier with secondary functions envelops offering facilities and tools as well as giving a physical showcase and applications on the issue at hand, technologies and Byborre textiles.
- On the tertiary level WoTO's functions are to operate as a sales channel for Byborre (example: Create workshop) and create exposure for the partners to visitors outside of their own network through having their work on exposition in the space.

In order to fulfil these functions, WoTO has a variety of services or “components” that will be further discussed in the following paragraph.

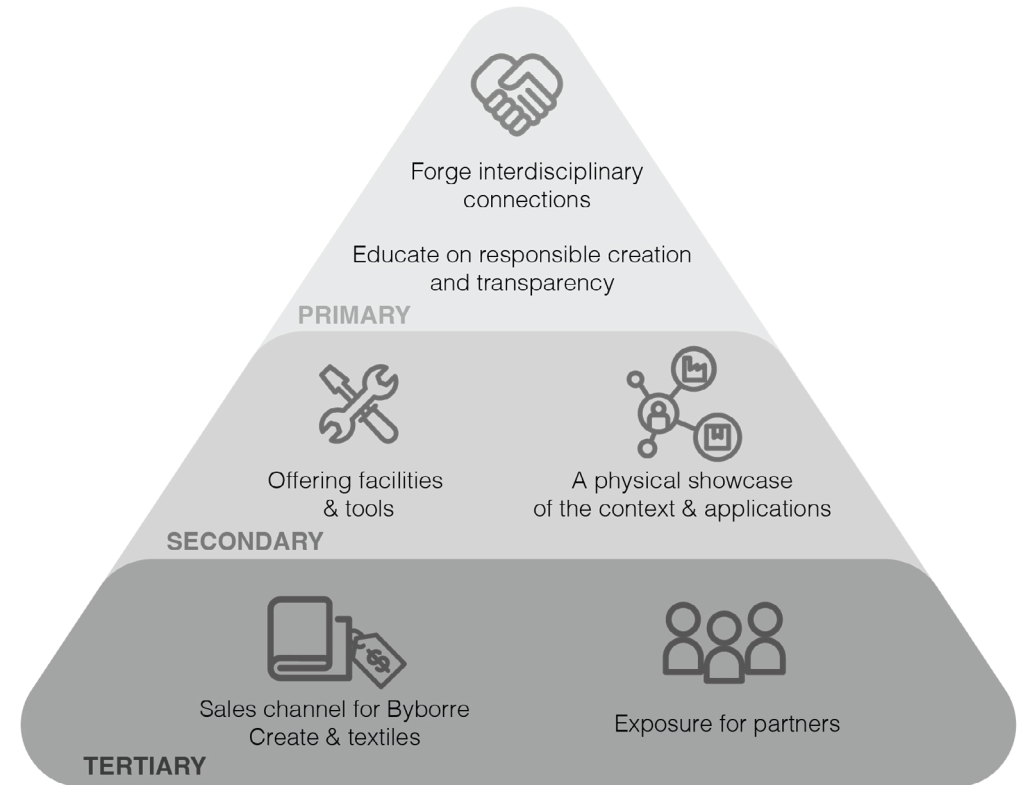


Figure 8: functional analysis



Figure 9: overview of WoTO's physical space



### 3.3.2. The components

According to Byborre there are four key themes that drive what, and how WoTO operates and that serve its vision: connect, educate, empower and inspire. WoTO offers a variety of services and touchpoints that cater to these themes and the functions of the platform. Figure 10 provides an overview of these services and to which theme they relate. Again we divide in three layers consequently showing the frequency and importance of the the service delivered. These layers logically also relate to the categorisation in the functional analysis: a service that caters to a primary need should reside in the primary sphere of usage.

In practice, observations show that some services are more frequently, or less frequently implemented even though they cater to a primary or secondary function. An example of this is the “discord connection platform” which currently operates in the tertiary sphere and is barely relevant in WoTO’s daily operations even though its purpose is to connect users and share interdisciplinary challenges. This could imply it is the wrong tool for the job or not serving its purpose correctly. Yellow highlights are given to the touchpoints that currently reside in the wrong sphere of usage and implementation. These topics are interesting focus points for the user-experience interviews discussed in chapter 5.

The most prevalent and important services WoTO offers and cater to its primary needs are the “WoTO visit” and organised events such as seminars and talks where knowledge is shared and discussed about pressing topics (based on interviews and operation observations and statistics). These two together make up the majority share of the daily operations (over a 100 WoTO visits until Q3 2022). The WoTo visit and events will be treated in-depth for a better understanding of how WoTO operates.

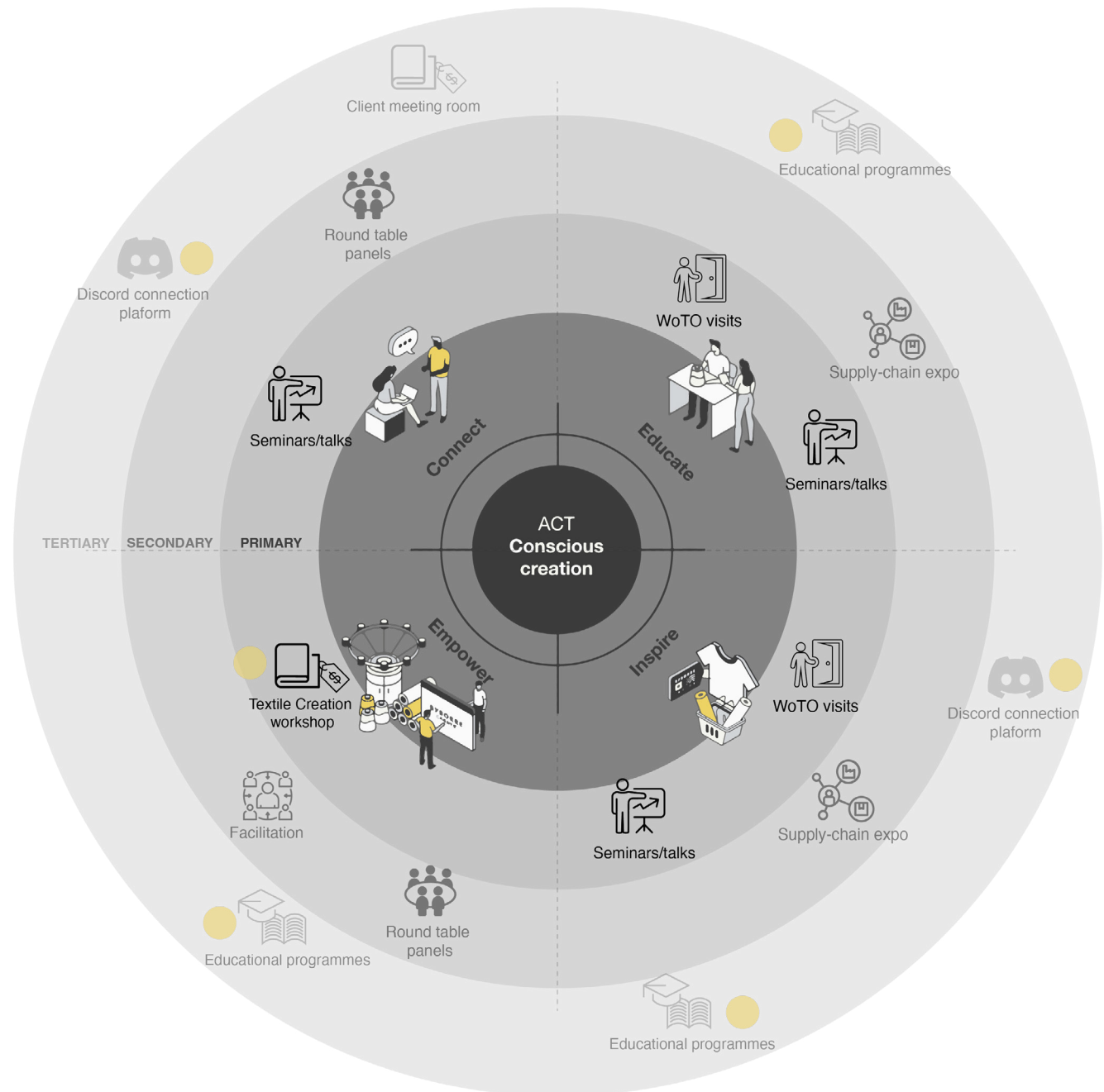


Figure 10: WoTO's components

### *The WoTO visit*

The main function of the WoTO visit is to inspire and educate visitors about the textile industry, its problems, but also how to address and potentially solve those problems. It aims to do this by using Byborre's ecosystem as a showcase of implementing a collaborative

supply-chain, communicating transparency and how this benefits a brand but also society. The types of visitors are quite varied, from design studios interested in Byborre to fashion brands. The majority of visitors are however student groups from design related practices that visit as part of their curriculum and to serve as inspiration. A WoTO visit is on appointment only.

The visit has the rough outline of a guided tour of Byborre's office and WoTO's physical representation. This physical representation is there to communicate the concept of what a transparent supply-chain entails by showcasing a selection of partners from different steps in the textile-creation process. The partners are segmentalised by each having their own "stall" showcasing their applications and material (figure 11). The space also has an auditorium for events and seminars, a round table for collaboration, a corner specified for the use of "Byborre Create" and a knowledge hub: a place for literature etc. This physical representation is referred to as the "supply-chain expo" in the components section of this report. The exposition is part of the WoTO visit but also serves a passive function when no "WoTO visit" is given but there are people present in the space: the space is also used for events, create workshops and client meetings. A map of the space is seen in figure 12.

Figure 13 shows a storyboard illustrating the different segments, their content, and the visitor flow of the WoTO visit.



Figure 11: partner stalls

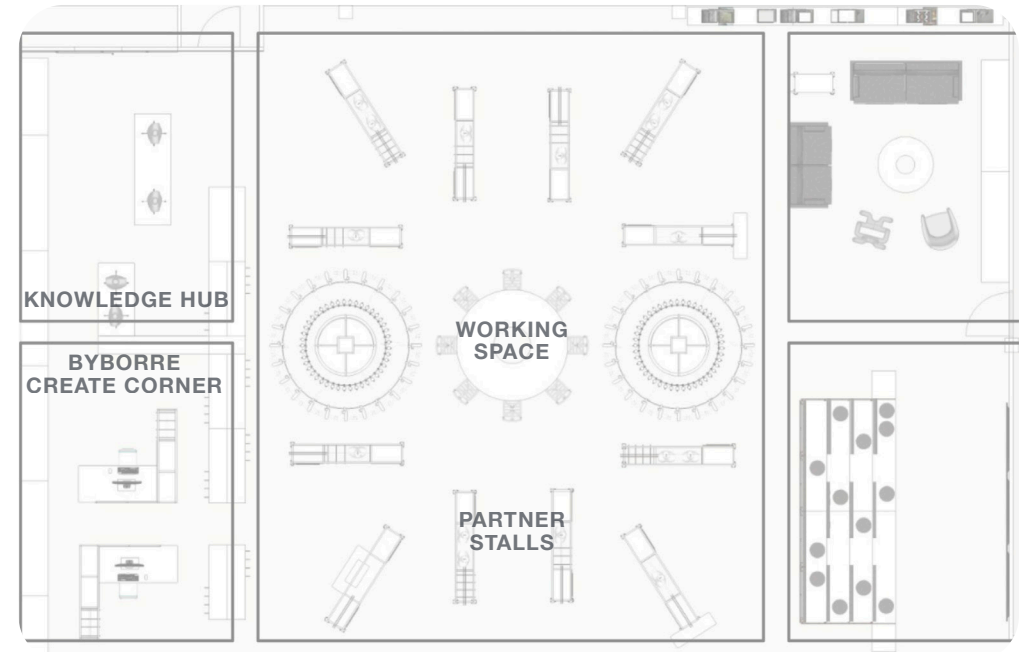


Figure 12: WoTO lay-out



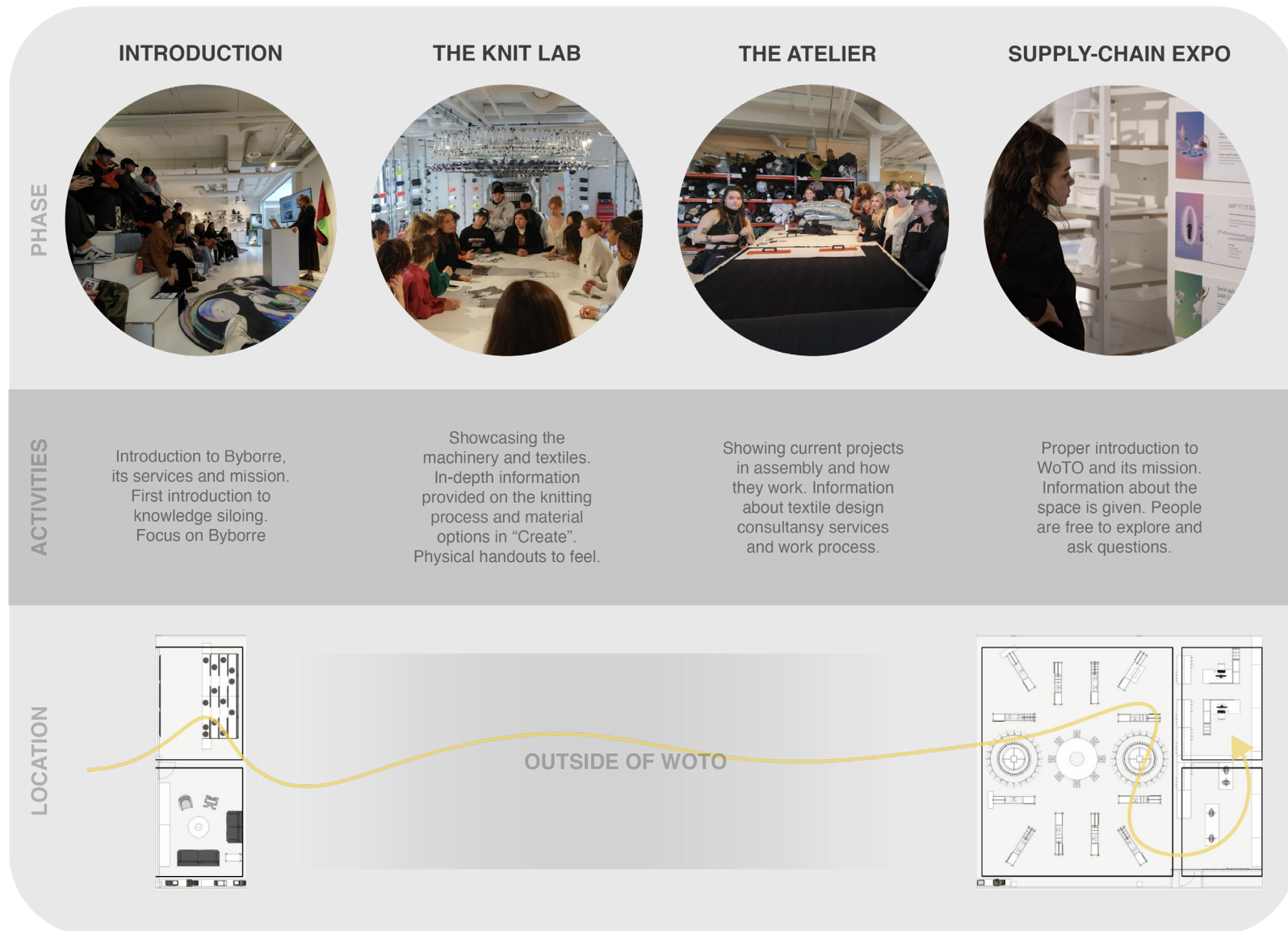


Figure 13: storyboard of the WoTO visit



### *The WoTO event*

The main function of the events given by WoTO and its partners are to educate and inspire and encourage potential connections between users. These events vary in topics and backgrounds and are usually held in a hybrid context: physically and digitally to allow for a larger and international audience. The general set-up for these events is to invite guest speakers according to the theme of the event. These speakers could be partners or other professionals from fields that are important to that theme. Following are “lecture” style presentations either showcasing work or relevant information. After these presentations an open panel discussion starts in which visitors can join the conversation.

When taking place in the physical space, the “supply-chain expo” also comes into play: informing visitors in an exposition type manner during breaks or with the drinks after the seminar.

Currently the stakeholder that primarily initiates these events is the WoTO manager. However they can also be initiated by partners, making use of WoTO’s facilities and network.

The WoTO events are less frequent than the WoTO visit but have a wider audience (5 events organised in one year, 1 by a partner).

Figure 14 shows the different elements of a physical WoTO event and their users.

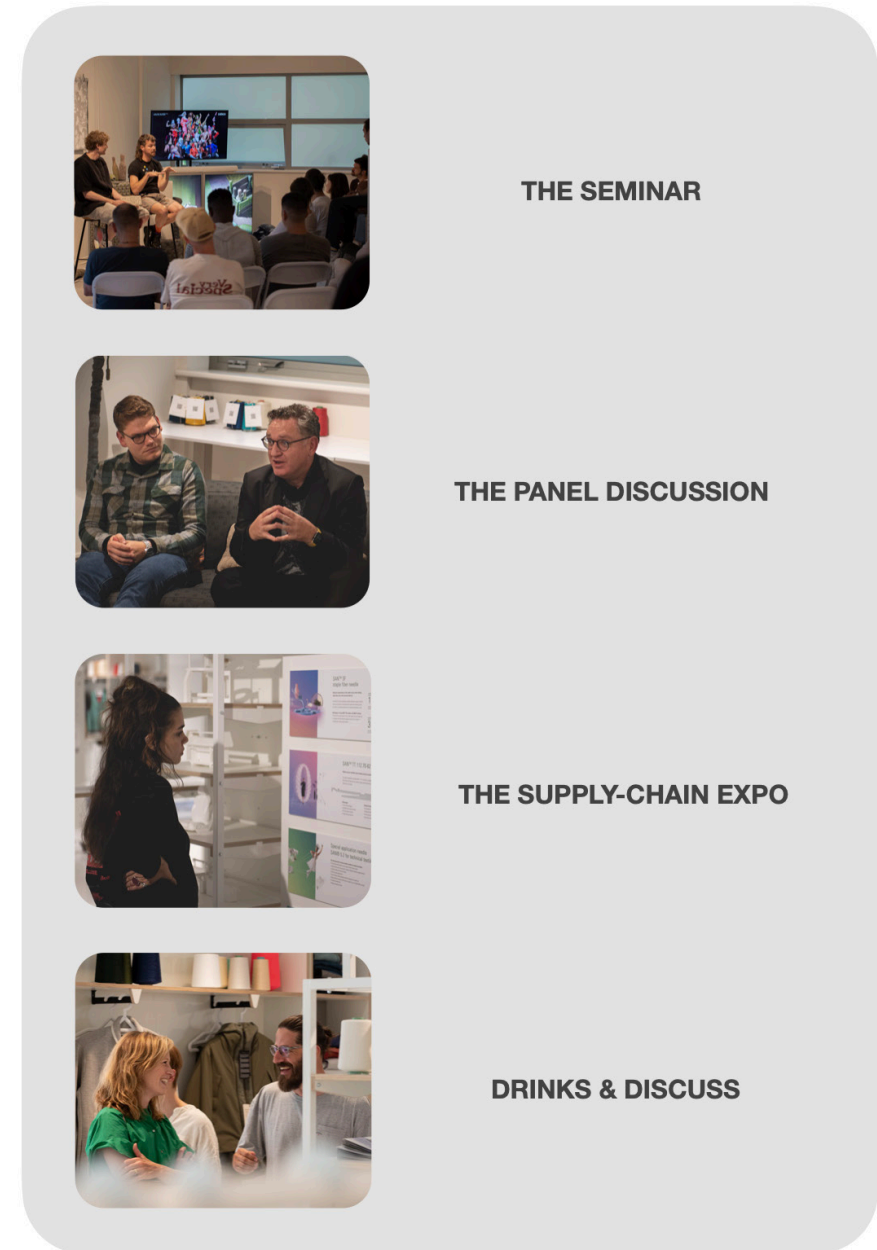


Figure 14: elements of the WoTO event



### 3.4. Stakeholders & partners

#### 3.4.1. A multi-user platform: an overview

In order to define who WoTO's users are, we have to segmentalise these in two user groups:

- I. The partners
- II. The visitors

As mentioned in the interview the approach of this project is user & partner focussed since they both use the platform in a different way. The functional analysis showed that the primary functions are twofold: to forge interdisciplinary connections & collaboration and to educate on responsible textile creation and transparency.

The current service that embodies both of these functions most are the WoTO events, especially during physical versions people from a wide variety of backgrounds come together and discuss certain topics. What is interesting is that in the first user group the partners share their generated knowledge from industry and education

to the visitor group which then consequently becomes the educated. This flow of knowledge however is not exclusive to the events: also during the WoTO visit, the visitors are exposed to (a selection) of the partners stalls becoming educated again with knowledge generated in the other user group. However the current focus of this second interaction isn't so much about newly acquired technologies or knowledge topics but more-so introducing the visitors to the partners in general.

WoTO has a facilitating role in these interactions bringing the various groups together in a physical or non-physical context. If you take away one of the two levels, the platform would not operate accordingly and facilitate to its function: the flow of knowledge is cut off and partners would lose valuable exposure and interaction with a demographic that is hard to reach for them. An overview of this layered concept is given in figure 15. You could almost compare this to front- and back-end developing. The back-end creates the basis on which the front-end runs. WoTO would be the one that turns that valuable raw data into insightful dashboards (figuratively speaking).

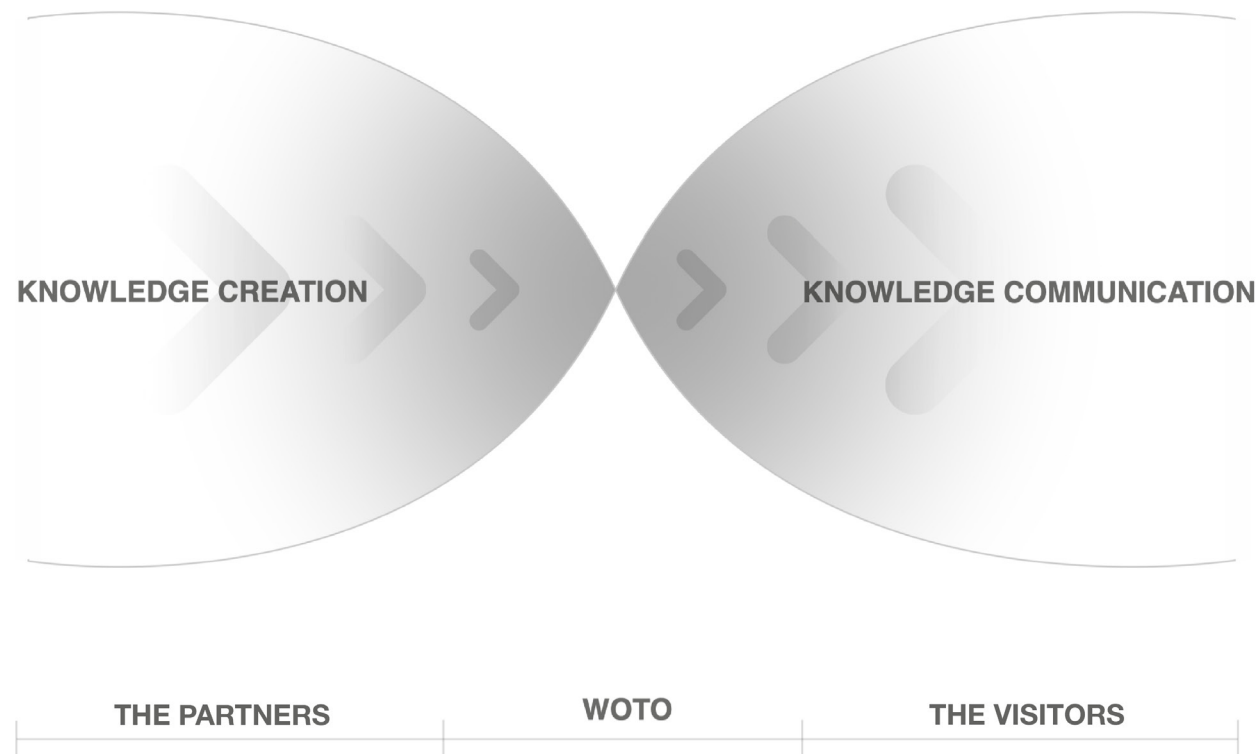


Figure 15: user groups & knowledge flow



### 3.4.2. Stakeholder map

#### Overview of stakeholders

WoTO is surrounded by a complex stakeholder environment. From involved partners and visitors to European and international legislation bodies and the current textile

industry. In order to understand what the roles of these bodies are in relation to WoTO as a platform, an overview of these stakeholders was made (figure 16). The direct partners were clustered in three overarching categories: knowledge partners, material partners and machine partners. For an overview of who these partners are and their current role see appendix C.



Figure 16: overview of stakeholders



### Stakeholder map

In order to understand how these stakeholders influence and interact with each other a stakeholder map was made. Here you can see an overview of the stakeholders, their involvement and value exchange (figure 17) (Giordano et al., 2018)

There are three layers present in the map:

- I. Internal stakeholders: internal elements of Byborre that are influenced or benefit from WoTO's platform. These are mainly other channels within Byborre's platform.z
- II. Involved stakeholders: external groups that have a direct, two-sided value driven interaction with WoTO. The direct users of WoTO.
- III. External stakeholders: external groups or bodies that influence the operation indirectly. There are a few factors that have impact on how WoTO operates. WoTO is part of a sustainability movement and hence subject to a continuously changing and volatile market. Think of factors such as international legislation bodies such as the European Commission on production and emission, consumer needs and wants etc.

### 3.4.3. Challenges stakeholder environment

#### Bridging between worlds

The direct partners of WoTO stem from a variety of backgrounds. This consequently means different outputs, operational systems, goals and timelines. Finding the commonalities between these separate stakeholders and the way they operate is one of the biggest challenges that WoTO faces. They all want to cooperate but in practice this is too complex. Since industry 4.0 almost no challenge is singularly solvable but to collaboratively solve a challenge, systems need to be in place in order to effectively work together.

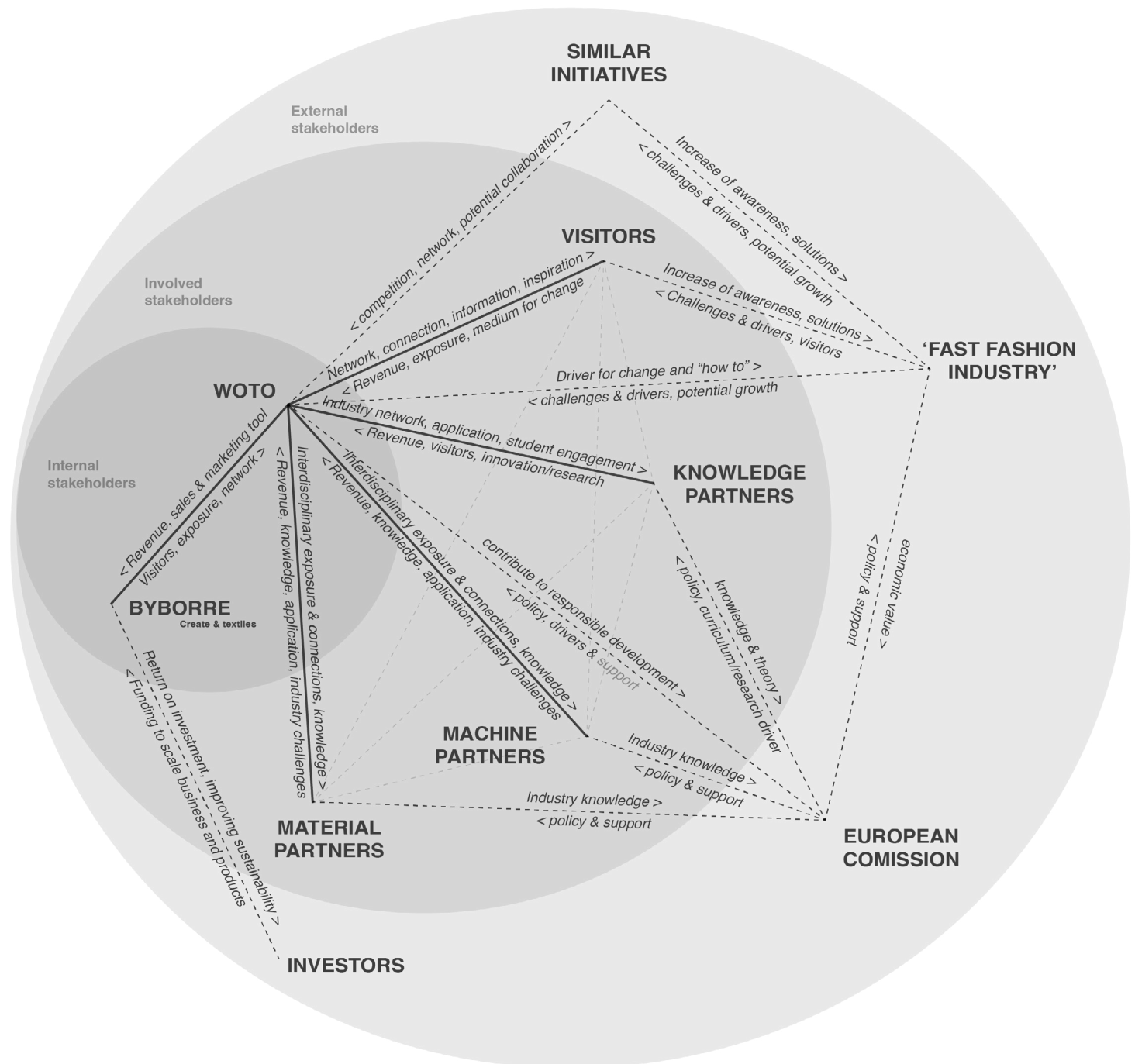


Figure 17: stakeholder influence map



Different timelines, goals, products and knowledge need to be interwoven.

This is visible in the stakeholder map: between each partner is a potential for value creation. However currently these bridges are not actively present between partners. There is a need for collaboration but the different backgrounds make it hard to efficiently do this since there is a lack of specified systems to guide collaboration.

### *The influence of policymaking and legislation*

The reason WoTO exists is the context of the current world: we need to move towards a greener society. Most of WoTO's challenges are on a global scale and require not only industry and consumer change but also a change in policy and legislation. Secondly, innovation and systemic change does not come cheap and often requires external investment to be fruitful. International initiatives such as the European Green Deal, the Sustainable Development Goals and the EU Strategy for Sustainable and Circular Textiles are being raised to provide structure, policy and support for sustainable initiatives and aim to increase the value of sustainable entrepreneurship but can also turn out to be a forcing hand.

However in order for this funding and policy to work, it needs to be implemented on a global scale which is a challenge in itself: in developing countries they are dependant on international grants to fund sustainable initiatives (Schmidt-Traub & Shah, 2015) and in China green financing does not seem to benefit privately owned businesses (Yu et al., 2021). These external influences again create an unfair playing field that implicates global collaboration.

Meddling with policy is far out of reach for WoTO but it does directly affect the textile supply-chain and thus all stakeholders trying to improve this supply-chain.

### *Balance in value exchange*

The core of WoTO's concept is that it should create value for the industry but also its partners. In the overall dynamic it is hard to find a balance between input and output given into the concept. A partner joins and provides funding and engagement. In return it gains exposure and a potential for collaborative projects and valuable innovation. However not all partners can be continuously involved in every project, seminar or visit making it hard to strike a balance between partners and their involvement. The challenge lies in catering to the different partner-groups needs and wants sufficiently in order to expect full engagement from both sides.

### *Conflicting interests*

Again a problem rooted in the difference between stakeholders. When collaboratively working on industry challenges each partner might have its own set of industry-specific problems that might not extend to other partners or only a select few. Since Byborre is the initiator and manager of WoTO a potential bias could also appear favouring their own growth and not the common agenda. The challenge lies in finding commonalities and angles for the different partners in order to create a common interest. If this can't be achieved, it could result in industry-problems being pitched but not being picked

up due to the same old silo-thinking mentality the platform is trying to solve. Finding common challenges and guidance in this process is of utmost importance.

## **3.5. Conclusion**

In this chapter the context of WoTO was firstly discussed: it operates in an industry where collaboration between industry professionals and the siloing of knowledge is a real problem. Halting operations that could drive a more responsible future for textile creation. This problem continues to exist even though research shows there is a real advantage in interdisciplinary collaboration and managing a more sustainable and transparent supply-chain.

WoTO tries to address this issue with its primary functions: forging interdisciplinary connections and collaboration and educating on responsible creation and transparency. It approaches these functions with a selection of service-based solutions. Observations have shown that the most prevalent services in WoTO's daily operations are the WoTO visit including the "supply-chain expo" and organised events.

The intricacy of WoTO lies in the complex challenge it tries to address and the wide variety of stakeholders that come with it. As it is currently orchestrated there are two user groups: the partner or "business" group where interdisciplinary connection is central and exposure is given to the second group. The second user group is the visitor. The role of this group is currently being educated by the information generated on level 1 and applying or spreading this knowledge.

Within this stakeholder environment, there are six main stakeholders that directly influence WoTO's operations. These stakeholders are Byborre, WoTO, material partners, knowledge partners, machine partners and the visitor. Due to the different backgrounds, engagement and conflicting interests it seems that the stakeholder environment lacks orchestration and common cause. It seems that finding these commonalities between the invested parties is essential for WoTO to efficiently work as a platform.





# **4. THE VISITOR & PARTNER EXPERIENCE OF WOTO**



## 4.1. Introduction

In this chapter we will dive into the user experience of WoTO. In order to gain useful insights, first we need to understand the different steps within the actual user journey of WoTO. This will be discussed in paragraph 4.2: defining WoTO's user journey. These steps are central in defining WoTO's user-experience. This experience will be mapped in paragraph 4.3: The current WoTO user journeys. These visualisations will help to find gaps in the user experiences and explore potential solutions. Lastly in paragraph 4.4 I will discuss common drivers and barriers. Here I will zoom in a bit more and look into the commonalities and differences in needs and wants between the different types of users of the platform (groups derived from the "involved stakeholder" group, chapter 3).

## 4.2. Defining WoTo's user journey

As discussed in chapter 3, WoTO offers a variety of different services and has multiple layers of users that cross interact. In the scope of this project mapping them all would be impossible due to the time-scale of the project. This is why I made the choice to focus solely on the two main services WoTO provides: the visit and the event. Within these two services we will look at the user-journey of the visitor as well as the partner. This is done since currently, especially in the WoTO events, the interaction between these two groups is central to the service so we want to understand both sides of the coin.

All user-journey maps are based on the journey map methodology as stated in "This Is Service Design Doing: Applying Service Design Thinking In The Real World" (Stickdorn et al., 2018).

## 4.3. The current WoTO user journeys

In this paragraph the current WoTO journeys are illustrated. Firstly the two user journeys and their steps are briefly introduced after which the insights from the qualitative interviews and observations will be discussed. These insights are visually supported and summarised by the user-journeys at the end of this paragraph in order to create a clear overview.

### 4.3.1. The steps in WoTO's journeys

#### *The WoTO visit*

In defining the WoTO visit, the choice was made to only visualise this from the visitor point of view. This choice was made since the partner only has a passive role in this interaction: the booths in the supply-chain exposition as shown in p.3.3.2 (figure 7). However in defining these user journeys one pain-point for the partner was found within the WoTO visit: the actual stand itself and its content. Multiple partners expressed it was hard to define what content would be suitable for their stand. The goal of it is unclear. Secondly educational partners expressed they have a lack of time in order to raise funding and logistics to send over innovative graduation projects. This results in

the current samples being almost solely being Byborre material. This expresses itself to the visitor in the physical WoTO space and doesn't facilitate in communicating the goal of the space. This can consequently be seen in "the visit journey". The various steps of the visit user-journey are shown in figure 18.

#### *The WoTO event*

As mentioned in the introduction, the WoTO event is where both user groups interact. The knowledge generated by the partners gets communicated to the visitors, allowing them to interact and have access to industry knowledge (breaking down the silo's). Hence two user-journeys are made: the visitor-journey and partner-journey. The steps of these journeys is shown in figure 19.

The WoTO events are currently the primary tool for forging connections between different stakeholders.

In the partner-journey from the last phases are greyed out. This is because this phase currently is rarely actioned after events even though this is part of the intent.

## THE WOTO VISIT

### The visit journey

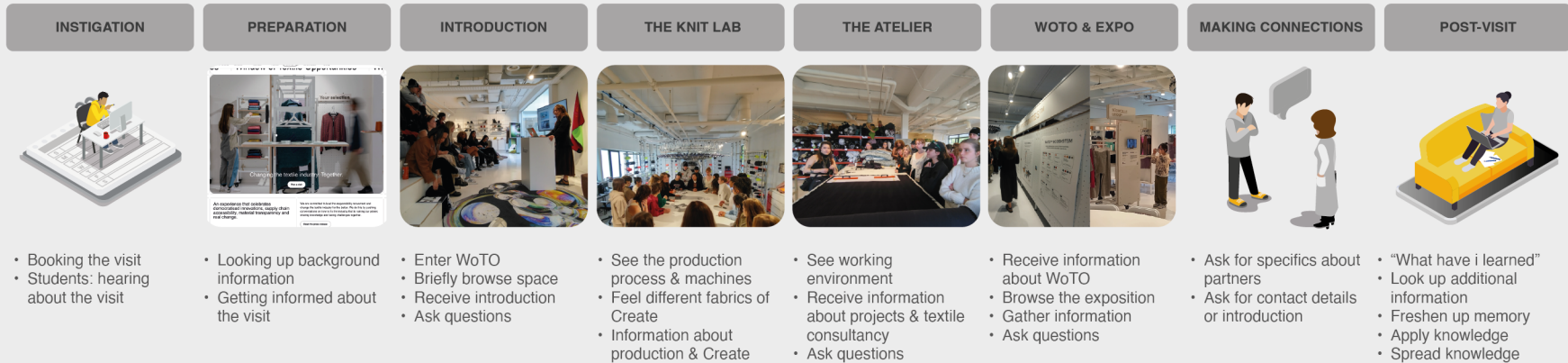
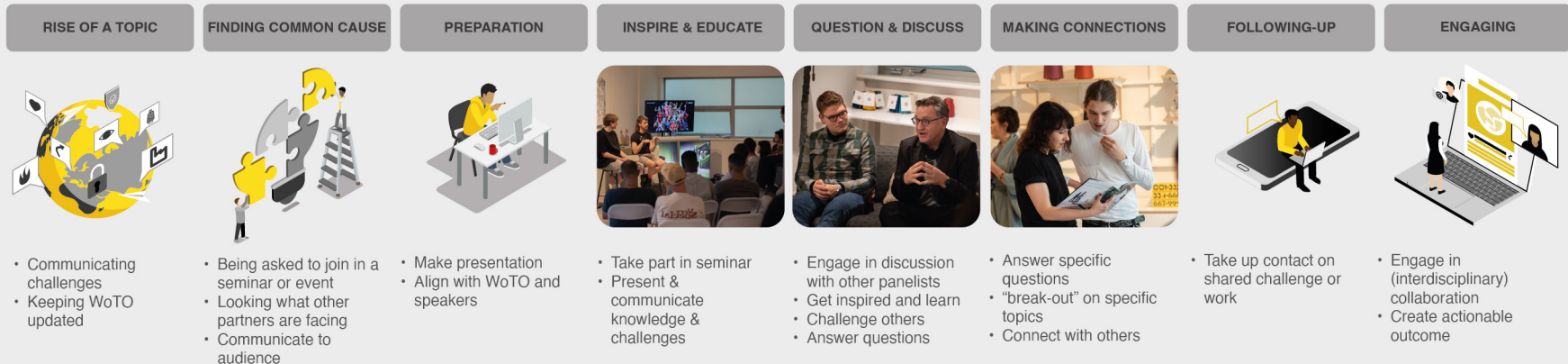


Figure 18: Woto visit steps

## THE WOTO EVENT

### The partner-journey



### The visitor-journey



Figure 19: Woto event steps



### 4.3.2. Main insights WoTO visit

Overall the WoTO visit was experienced as very positive and inspirational by the visitor, whether from the professional or student point of view.

As mentioned in paragraph 4.3.1. the partner plays a passive role in the visit but there is a pain relating to the supply-chain expo. For partners it is often unclear as to what they should deliver for this physical exposition and their personal stand. The roles in the space don't seem clearly defined. Secondly sometimes the logistics of raising funding and transport weigh in too heavy when there is no clear intent or goal. The main insights of the user experience will be discussed per phase.

*"I think we need to have physical stuff in WoTO, I was invited to put stuff in but then you have to figure out shipping, funding and sponsorships and all of that to just get a few students work in there. I don't have that. Maybe we should start a central sponsored fund that allows for it"*

- Partner, material -

#### Instigation

The instigation phase is experienced as neutral/negative. In the instigation phase, booking a WoTO visit was deemed quite a negative experience by especially the professional visitor. When wanting to book a Visit you are referred to a google form. This google form then asks you your purpose of your visit and proposes a variety of different services, what part of the space you want, etc. This makes the actual purpose of the visit vague. Is it a space you can rent? Or do you visit an exposition? This feedback was immediately taken into consideration and the form was changed by Byborre.

*"It almost feels like your booking a flex work space, it only confused me so I just emailed to their general email instead"*

- Visitor, UX designer, 27 yrs -

#### Preparation

The preparation phase is experienced as neutral/negative. When the users are orienting for the visit, they mostly search for information on the Byborre website. However especially for the student groups this does not create a clear image of the purpose of the WoTO visit. In general, before people had actually been to the space, they often misunderstood its purpose. From simply finding the information too abstract, to interpreting it as something different such as *"a showroom on applications - experience designer"* or *"the creative side of the business - fashion student"*. This then creates a disconnect to the actual visit itself resulting in suboptimal communication about the topics and difficulty managing expectations.

#### Introduction

The introduction phase is experienced as positive. As soon as visitors enter there is

a "wow" moment. The clean aesthetic look of the space is experienced as engaging and captivating. Most users stated *"they forgot about their previous assumptions and just wanted to explore - architecture student"*. The introduction was informative. However little information is actually given about WoTO as a concept or the space. This complicates the return to WoTO in the "WoTO & expo" phase.

#### The knit lab

The knit lab phase is the height of the experience for all visitors. This is mainly caused by the "machine hype". All participants had seen imagery of the machines in either newspapers or the website and were curious to see what happens behind closed doors.

#### The atelier

The atelier is experienced as positive. This was again caused by the insights users get in a normally closed off production process. The open attitude of the staff also contributes to this experiences, allowing for conversation and questions.

#### WoTO & expo

The WoTO space and supply-chain expo are experienced as neutral. This is where clear communication becomes an issue. All participants mentioned that the space was aesthetically pleasing and impressive. However, due to the unclear communication in the preparation and instigation phase there is a wide variety of different expectations of this space. Even when the space and its purpose are orally communicated. Once users start to browse freely, it is hard to meet these expectations and interpretations of what WoTO actually entails or it simply stays unclear what its purpose is. Some professionals find that the space lands between a showroom and a museum and therefore doesn't communicate the message of an open source eco-system and transparent supply chain. This is partially caused by not having context or chronological order in the exposition:

*"It would be nice to have a comparison to the context of the normal industry, why is this better?"*

- Visitor, textile student, 19 yrs -

*"I think it'd be clearer if they showed what they tried to address and if they showed a process or chronological order"*

- Visitor, UX designer, 27 yrs -

*"There are a lot of partners shown, but the samples all scream Byborre. This makes it more of a showroom and unclear to what the role of the partner is in the process"*

- Visitor, museum employee, 48 yrs -

All in all the space is experienced as beautiful and still inspiring as a space, but after the visit no real subject or message was communicated.

The participants that did understand its purpose did find it enjoyable but mentioned similar pains:

- No clear central message
- Little context to what it should solve or how it relates to what is currently done
- Only “end” applications shown of Byborre textiles which makes the role of each partner unclear

### *Making connections*

This phase is deemed positive. The staff felt very approachable and open to receive suggestions. Students felt like they could inform about potential internships and connections. No further facilitation other than the staff is present in the space that allows for connection between different players.

### *Post-visit*

This phase is deemed neutral. Participants said it was an inspirational visit but the gathered knowledge does not stick very long. Participants (especially professionals) did mention that it would be nice to have a way to access all information and knowledge after the visits in order to facilitate decision making, inspiration and education.

### **4.3.3. Main insights WoTO event**

Overall the WoTO events & seminars are experienced as very positive for both partner and visitor, surpassing expectations on popularity and reach. However it doesn't suffice as a tool that aims to connect stakeholders and stimulate collaboration. It is however the only active service WoTO provides that achieves connection. Issues arise relating to inter-partner communication and guidance. The insights will be discussed per phase.

### *Rise of a topic*

This phase is experienced as negative. In this phase the partners need to keep each other updated about topics they are working on and inform about potential opportunities and challenges. At first there was a specific online-platform made in order to communicate, this was cast aside since no one used it. After this a discord channel was created as main form of inter-partner communication. However, this tool incites annoyance in its usage and requires too much engagement of partners resulting in it not being used. It has a lack of overview if you haven't used it in a while, resulting in much scrolling up and down. The main reason partners fail to engage with Discord is that none of them inherently use it and are already oversaturated with different communication media they have to use: email, slack, social media, etc. The partners tried but it simply does not fit in their way of working. As an effect of this, actual communication between partners rarely happens which blocks awareness of each others activities, challenges and timelines resulting in isolation.

*“Staying up to date these days is already a full-time job. I can barely manage my e-mail let alone another communication tool I’m not used to”*

*- Partner, academic -*

*“I think we got so many platforms and its really hard to keep track across them all, I would rather use something that doesn’t involve daily or weekly effort”*

*- Partner, knowledge -*

### *Awareness*

This phase is deemed positive and mainly affects the visitor. Most visitors mentioned they became aware of the event via social media or the newsletter. For the visitor social media is their main tool of becoming aware about events like these and no pains were experienced. This is in-line with the success of the WoTO events since having a lack of visitors never seems to be an issue.

### *Finding common cause*

This phase is deemed negative. The cause is similar to “Rise of a Topic”: over-saturation of communication platforms resulting in causing pains rather than fulfilling the purpose of facilitating communication. This results in unclarity in the role that each partner plays. Instead of forming a network, the partners still operate on little islands being unaware of their peers work and goals and thus making it hard to align.

*“It speaks to the power and need to create a set of open communication tools”*

*- Partner, academic -*

### *Preparation*

For the visitor this phase is experienced as positive. The currently present touch-points offer enough information to prepare for the seminars. For the partners this phase is experienced as neutral/negative. This has mainly to do with the time-scale of these seminars. Once again due to a lack of inter-partner communication and guidance partners aren't aware in time in order to partake or be present. This results in a lack of involvement of partners or want to be involved but not being able to find the resources in time.

### *Inspire & educate*

This phase is experienced as very positive for both visitor as well as partner. In general, partners are very excited and positive about the seminars and events. It has surpassed their expectation in popularity and visitor count. For the partners it is a tool to communicate their insights and knowledge to an audience they usually would reach and thus create valuable interaction for both sides: the visitor gets access to industry knowledge and the partners gain exposure to a (young) audience.



This is mainly valid for physical events. The digital seminars are also experienced as positive yet it facilitates connection less.

The only pain partners experience is that the event doesn't facilitate their need of interdisciplinary collaboration. At the time of the event interesting conversations are held but it is a snapshot, a moment in time that is hard to translate to actionable outcome. This is very relevant information but does not directly relate to the event itself. It illustrates an underlying issue in the current offering of services: there is no service present specifically catered to engaging in interdisciplinary collaboration.

#### *Question & discuss (getting involved)*

This phase is experienced as very positive for both visitor as well as partner. It is a way for different industries and people to interact. The partner to partner as well as partner - visitor interaction are valuable because they both illustrate what other groups are thinking about and what information is relevant to them.

#### *Making connections*

This phase is experienced as more positive for the visitor than partner. Visitors mentioned this was an ideal way to extend their network in a non-digital way and to meet likeminded individuals. The partners feel likewise and mentioned interesting conversations are always present. However like mentioned earlier their primary want is to achieve interdisciplinary collaboration and actionable outcome.

Placing likeminded individuals in a space appears to facilitate conversation and not action. Most partners mentioned they felt like extra guidance is essential in order to gain traction.

#### *Following-up*

For the visitor this phase is experienced as neutral. They enter the usual journey of contacting a business or individual after meeting them at an event. There is no extra value added but also no pains experienced. The same is experienced for the engaging phase.

For the partner this phase is experienced as negative. This is mainly because the events do not facilitate the right environment in order to create actionable outcome. The environment is not defined and structured enough to create specific focus points that users can align over and enable collaborative engagement. Hence it becomes hard to follow-up.

*"I mean we were able to get really great dialogue AT THAT TIME. There was much idea sharing, even on how to solve problems but it did not lead to action. It simply gets lost after in the daily business"*

- Partner, material -

#### *Engaging*

This phase was experienced as negative by the partners. Mainly because there are no systems in place that facilitate engaging into collaborative projects. It was mentioned that there needs to be more definition into what needs to be solved, who plays what role and what the outcome should be. They are unaware of the common issues and intersections that hold opportunity. Structure and guidance is needed to shift it from "an interesting idea" into an actionable subject.

*"Here's what I suspect: it is just such an open platform. Theoretically I can go there and look for a potential partner but I have a feeling given everybody's schedule with their own full day jobs, that is a job in itself. It might help to have facilitated conversations"*

- Partner, knowledge -

#### **4.3.4. The user-journeys**

From these insights three user-journeys were constructed:

- I. The visit: visitor-journey (figure 20)
- II. The event: visitor-journey (figure 21)
- III. The event: partner-journey (figure 22)

These visualisations will help to create a clear overview and define gaps in the user experience.

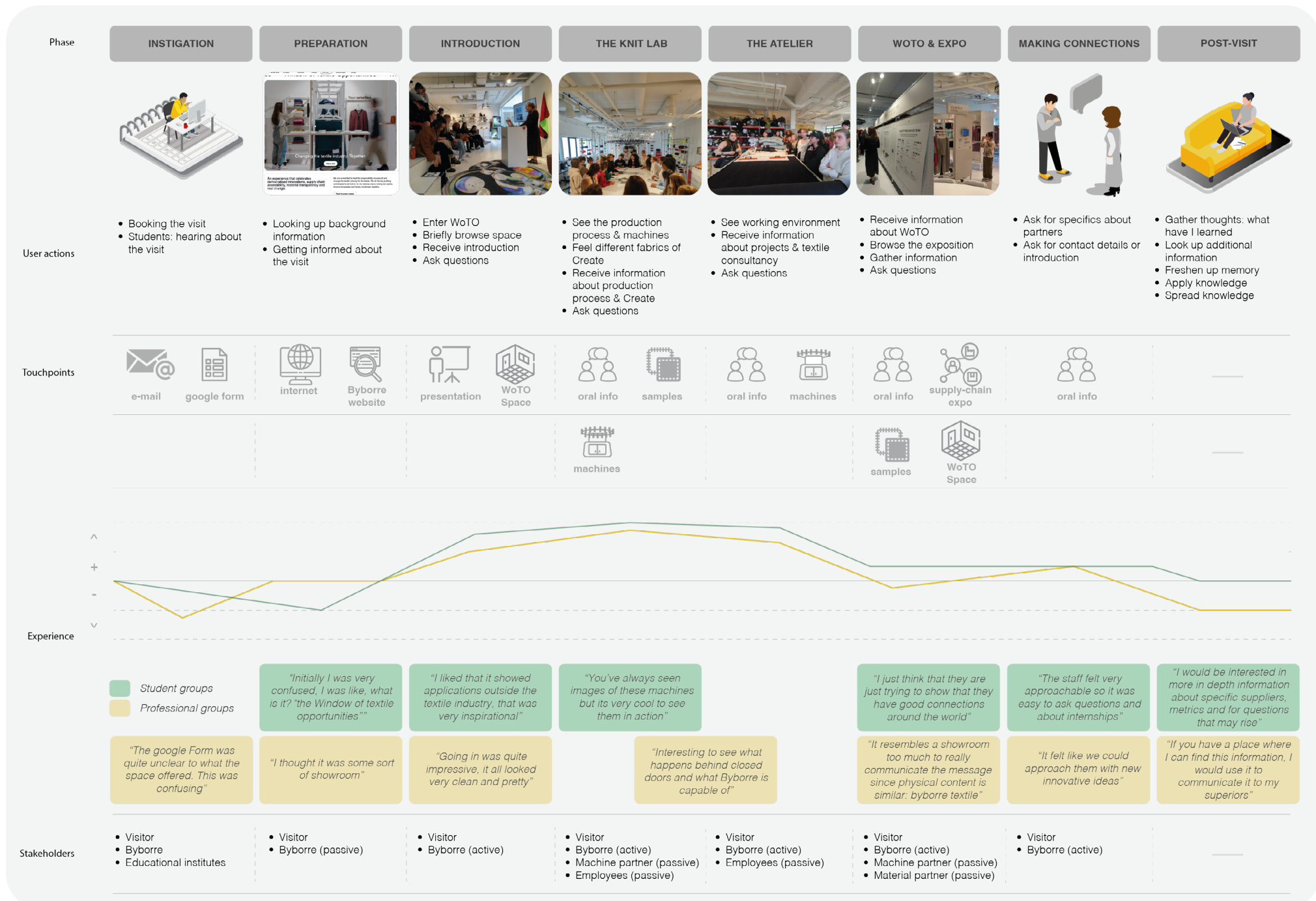


Figure 20: Woto visit: visitor-journey



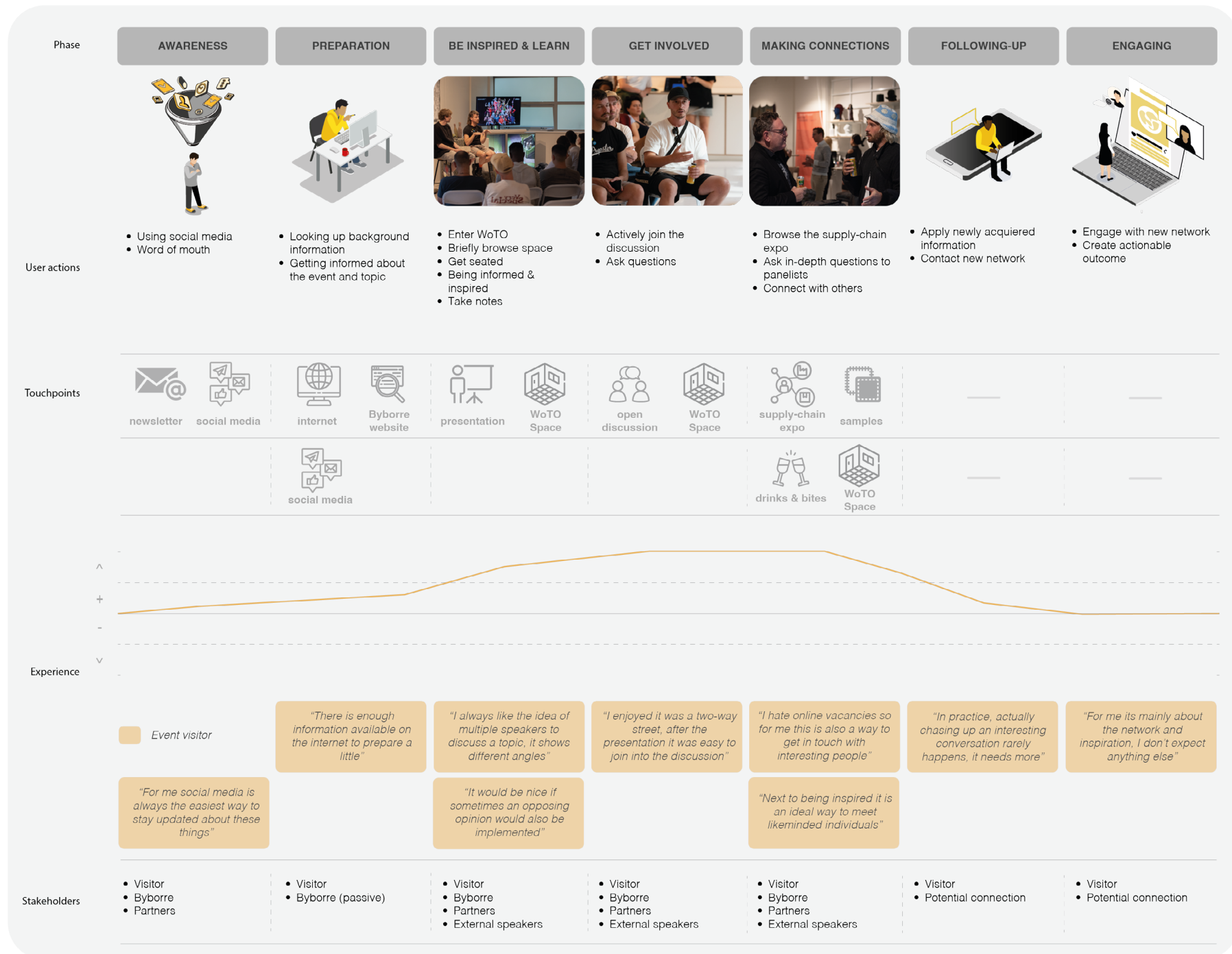


Figure 21: Woto event: visitor-journey

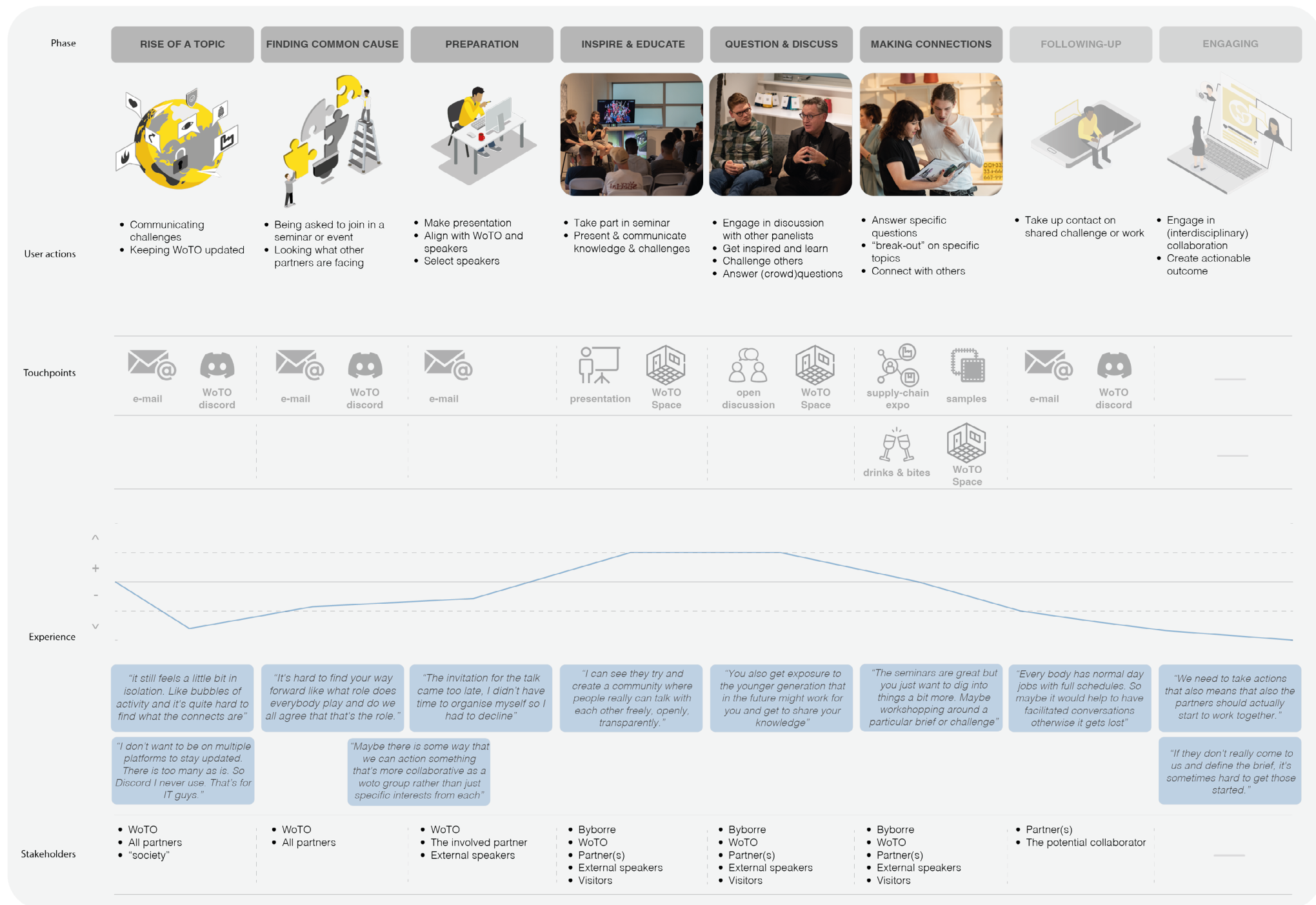


Figure 22: Woto event: partner-journey



## 4.4. Common drivers and barriers

We now know what the main pains and gains are within each phase of the user-journeys for the main services that WoTO offers. These are condensed into main drivers and barriers that impact the use of WoTO. Why use it, and what makes using it an unpleasant experience or prevents effective functioning. In the journeys it was also clear the partners experience more pains than the visitors. The pains the visitors do experience directly relate to the pains of the partners. This has to do with the flow of knowledge as discussed in paragraph 3.4. An example of this is the supply-chain expo: partners find it hard to define what their role is in that space and what content to deliver. This translates through to the visitor by not clearly communicating what WoTO should stand for. As a solution, there are Byborre end products and samples that showcase capabilities. However for the visitor this comes across as a Byborre showroom and doesn't necessarily communicate transparency and a responsible supply-chain that is open for interaction. This is why the focus of these common drivers and barriers is on the partners.

### 4.4.1. Common drivers

#### *Heart for the cause*

If there is one thing all partners have in common, it is the intrinsic motivation to have a positive impact on the textile industry. Whether this change comes from creating the most responsible yarn to finding more efficient ways of spinning. All partners want to do so by collaboratively working together on challenges that the industry faces, knowing they simply don't have the knowledge nor reach to do it on their own. The challenge in this is where to begin and how to balance it next to daily operations. It shouldn't feel like a chore but like an inspiration.

#### *Exposure to new demographics*

Partners expressed that part of their motivation to join is the exposure to demographics that aren't in their direct network. For some this means bringing awareness to the consumer and for others exposure to potential future employees or clients. The reasoning is different but drive the same. This is also a driver for visitors, they get access to businesses normally out of their scope.

#### *Sharing known,- and creating new knowledge and awareness*

As discussed, the siloing of knowledge is a real issue that restricts innovation. Wanting to share and learn from each-others knowledge is a commonality in all WoTO users, whether it is in the partner or visitor level. WoTO serves as a tool to spread this knowledge.

#### *Potential (commercial) projects*

A large driver for the partners is the potential of engaging in actionable and potentially commercial projects. That means there is a potential for commercial value next to societal value. Secondly tangible outcome supports the feeling that actual change is made instead of just talking about it. It relates to the barrier "balance of involvement"

where the experienced input should have some form of output other than sharing knowledge and gaining exposure.

#### *A desire for interdisciplinary collaboration*

All users are aware that collaboration is needed to move further. Joining WoTO means joining a network with likeminded minds. The expectation of partners is that WoTO can drive this interdisciplinary interaction further.

### 4.4.2. Common barriers

#### *Lack of guidance and definition*

This is a barrier that is present at the partner level and consequently translates to the visitor. It starts with the communication of the overall concept of WoTO, its vision and mission. The overall vision of the platform is clear:

*"Leading the responsibility movement and changing the textile industry for the better".*

The mission however is where it becomes multi-interpretable:

*"We do this by pushing conversations on how to fix the industry that is ruining our planet, sharing knowledge and facing challenges together."*

How are we sharing knowledge and facing challenges? What do we offer in order to facilitate this? What challenges are we actually facing and why? Where do the partners come in to play in this mission? It becomes multi-interpretable for the partner as well as the visitor of WoTO. This causes a variety of interpretations and expectations that are impossible to all fulfil: a showroom, project incubator, museum, a fashion data hub of the future, a workspace, all have been named by different users from the partner and visitor level. This makes the partner's role ill-defined which translates to the physical space

A quote that summarises this need for definition and guidance states:

*"I never got an answer to what makes WoTO WoTO but it meant that the grander vision was whatever we projected onto it as members or partners"*

*- Partner, academic -*

#### *Struggling to find common cause*

A common pain among the partners is that they all expected WoTO to facilitate in collaboration and actionable outcome in order to drive that intended change. However there is no system, service nor structure in place that facilitates engaging with other partners over common challenges or opportunities. Partners experience a need for more guidance and definition in WoTO's daily operations in order to be able to "face the challenges" as mentioned in the mission statement.

Knowing what others are working on or facing is crucial in order to spot potential opportunities or challenges to work on collaboratively. Users experience a lack of suitable tools or touch-points that allow for these commonalities to be found. The tool that is currently present, Discord, is not suited and creates a negative user experience. During the interviews with different partners a beautiful example of this became clear:

A yarn developer was stuck with kilometres of leftover yarn that would be sold for a very low price but he'd rather give it away for a useful purpose. At the same time, an education partner mentioned they are continuously looking for sponsored materials for their textile students and projects. These partners were completely unaware of each others problems. A clear example of an easy match to be made with the outcome of aiding in managing "waste" material. This seems like a trivial situation but it does help to forge connections. Not all steps have to be big and innovative.

In general there is a lot of value to be created between partners and visitors, but there is a need for systems that encourage these interactions and support this way of working.

#### *Lack of resources & balance of value exchange*

Something all partners experience is a lack of resources to fully commit engaging in WoTO. This is caused by the fact that the partners all work on different timelines and systems, but also timezones which makes group engagement challenging. An argument could be that more time should be reserved for WoTO however then another barrier appears: balance of value exchange. The time put into the platform should also in some way be repaid, otherwise partners don't feel involved and it feels like a one-way effort. Just exposure doesn't seem to fill this gap. There needs to be additional gain and many have mentioned this could be focussing on projects more.

## **4.5. Conclusion**

From chapter 4 we can conclude that there is a lack of communication between partners. They lack overview and find it hard to define what the roles are and how they relate to each other. This is partially caused by the fact that the services that WoTO offer simply aren't catered to this need. The service that does facilitate connection is the event. However not in the way that actionable outcome can be initiated from it. Key barriers that cause this problem are:

- Lack of guidance and definition
- Struggling to find common cause
- Lack of resources & disbalance of the value exchange

This unclarity runs through the user groups: from partner to visitor. Because of the unclarity of roles, communicating the vision and connectedness in the space becomes difficult if you feel isolated.







A person is wearing a mask made of a colorful, woven fabric with a pattern of small squares in shades of orange, blue, and green. The mask has a large, protruding nose and two circular eye holes. The person is wearing a matching patterned shirt. The background is a textured, patterned surface with a mix of brown, green, and blue tones.

# 5. PERSONAS: USERS OF THE PLATFORM



## 5.1. Introduction

In order to successfully understand WoTO's users and their experience, we need to know who they are and what they need. The previous chapter already pointed out that most user-problems arise at the partner group. They experience unclarity in relation to their role in WoTO. This is why the choice is made to focus the persona's on the partners and define "role based personas". From now on user will refer to the partner user-group.

Each of these five persona's have their own set of needs and pains that hinder or facilitate their functioning. Knowing these needs is crucial to successfully design a future service journey that facilitates these different points of view.

In this chapter, first the analysis process is discussed: the taken steps to create these persona's. This is followed by an overview of the five different persona's.

## 5.2. User analysis process

In order to come to a persona an extensive user analysis was done. This consisted out of in depth interviews, transcribing, condensing and interpreting quotes and attributing meaning units (Graneheim & Lundman, 2004). These clusters of meaning translate into the role based personas, their competences, needs and pains.

## 5.3. Role based personas

The role based persona's aren't a representation of the partner types as found in the stakeholder map (knowledge, material or machine) but based on core competences present amongst partners that cater to WoTO's primary functions (figure 23). Assigning roles on the basis of competences prevents being placed in a box that might not fit. For example: a knowledge partner doesn't have to be an educator. It might as well be a connector or innovator. Secondly persona's are not mutually exclusive. Marketing segmentation assigns to groups that are mutually exclusive and based on demographic data: you can't be a "retiree" and "full time employee" at the same time. Persona's are situational: it is possible to identify with different persona's at different times (Morton, 2021).



### THE CONNECTOR

Has a large network in different sectors. Spots commonalities and potential valuable connections to be made.

#### NEEDS

Definition    Certainty    Overview

#### PAINS

- No overview of activities or challenges
- Lack of communication and involvement

*"These connections help people solve problems. You know, getting away from this idea that we all have to be an expert in everything"*



### THE RESEARCHER

Implements and tests existing research and searches for common industry problems as source of relevant new projects.

#### NEEDS

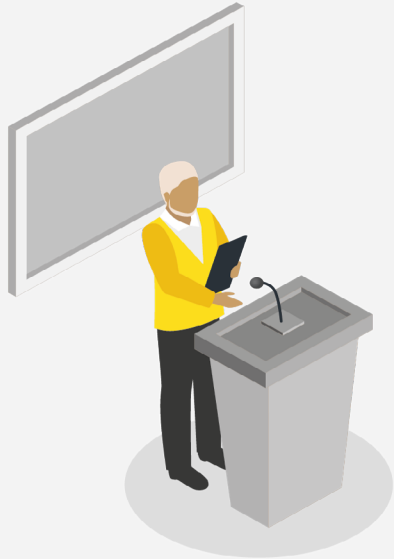
Guidance    Overview    Definition

#### PAINS

- No efficient way to look for common themes
- A niche ecosystem

*"To get funding, I need groups that help me get to common questions so I can say: all these seven companies have the same issue"*

Figure 23: role based personas



### THE EDUCATOR

Sharing his/her wealth of knowledge to others in order to create a common understanding. Often highly specialised in a certain field.

#### NEEDS

Exposure Support Structure

#### PAINS

- Timelines are hard to match up
- Relating knowledge to others
- Finding the right exposure
- The textile creation topics aren't complete (afterlife, usage, etc)

*"For us it's important to educate the new generation, show why we cooperate and to show applications of our solutions"*



### THE RATIONALIST

Goal oriented and grounded. Doesn't take risks unless he/she is completely convinced the result is worth the effort.

#### NEEDS

Guidance Definition Result

#### PAINS

- No tangible or actionable outcome
- Uncertainty in what to work for
- No touchpoints, clear briefs or topics to align over

*"A concept has to carry itself, at the end of the day your part of a commercial organisation that needs measurable outcome"*



### THE INNOVATOR

Continuously working on new innovations, applications and technologies. Future focussed and out of the box.

#### NEEDS

Flexibility Support Involvement

#### PAINS

- Finding the right collaborators and support
- No system for efficient collaboration
- A niche ecosystem

*"My primary goal is to develop new ways of doing it"*



## **5.4. Focus areas personas**

If we look at the current phases in the services offered by WoTO that cater towards connection and collaboration there is an overall negative experience. However some personas might focus more on a certain phase than others. These are focus areas for the future service to focus on their need. The innovator for example struggles in the “finding common cause” phase whereas the rationalist mainly focuses on “following up” and “engaging”.

## **5.5. Conclusion**

Through the user analysis five key competences and thus roles were found. Not leaning towards predispositions that for example a knowledge partner automatically is “an educator. But that the competences and goals that that partner has define the role with a set of underlying are needs and pains that prohibit the partner from fulfilling that role.

These personas are the connector, the researcher, the educator, the rationalist and the innovator.

The persona's will provide a better understanding of the users needs and how they tie into WoTO and are used to guide the development of the further design process.





# 6.WOTO COMPARED TO OPEN AND NETWORKED INNOVATION



## 6.1. Introduction

Up until now we have discovered that engaging in collaboration and actionable projects is one of the goals of WoTO's partners. There is a lot of research about multi-stakeholder platforms and their collaboration. However with WoTO's aim of "changing the textile industry for the better" the open and networked innovation models are especially interesting to look at. How they relate to WoTO and can serve as inspiration will be discussed in this chapter. Paragraph 5.2 and 5.3 respectively introduce these models. Paragraph 5.4 shows the relation and relevance to WoTO as a collaborative network followed by a conclusion (5.5).

## 6.2. Open innovation

In order to understand open innovation we first must look at a traditional R&D process or closed innovation process. In "classical" or closed innovation research projects are instigated from the science and technology base of the firm itself. They continue through the development process where some are realised and others discarded. All without the involvement of outside knowledge or expertise (Chesbrough, 2012). Figure 24 illustrates this process. I personally think a good analogy to compare closed and open innovation is a one way street: the closed model is like a one way street without

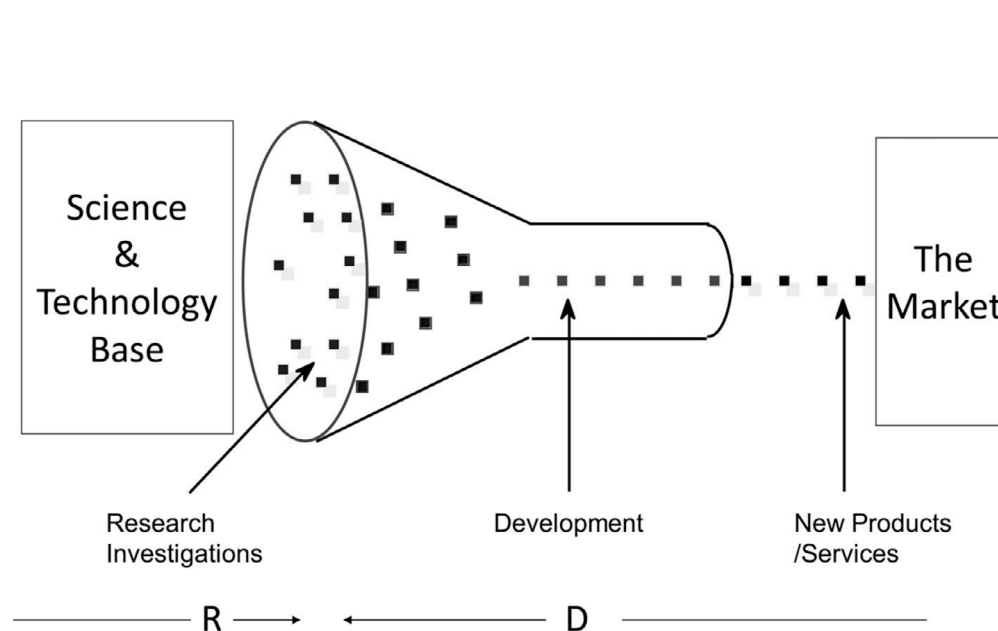


Figure 24: closed or "traditional" innovation

any junctions. Ideas and projects can only enter one way and either get parked along the way or exit into the market at the end of the street.

Open innovation on the other hand looks more like a one way street with lots of smaller streets feeding into it: projects and technologies can be launched from internal and external sources and additional sources can flow into it at various stages of the development process but also choose a different direction along the way (Chesbrough, 2003; 2012)(figure 25).

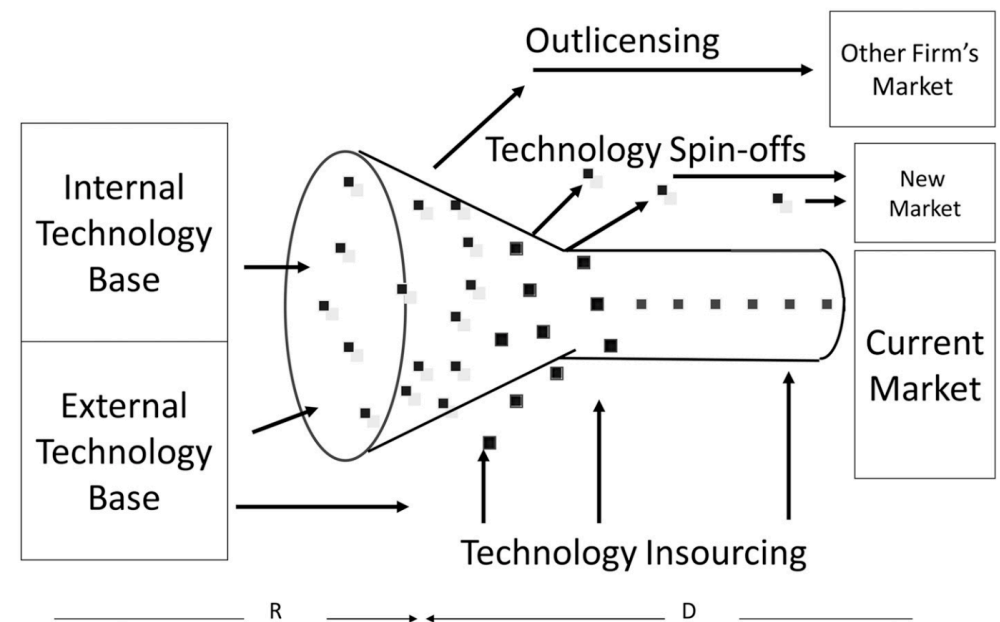


Figure 25: open innovation

This open model has been implemented successfully by many big firms where they are the orchestrator, facilitator and (part)executor. A good example of this is Procter and Gambles (P&G) connect & develop platform: an online open platform where anyone can submit to partner up with P&G and develop new products, technologies etc. (IMAGE X) (Procter & Gamble, 2020).

By leveraging this model Procter and gamble have reached some impressive numbers: 35% of their products have origin outside of the company, the innovation succes rate has more than doubled since its implementation and more (Harvard Business Review, 2019).

Of course there are intricacies that complicate the implementation of truly open innovation. These complexities mainly arise in themes such as product ownership, resource investment, and more political aspects such as the balance of power and trust.

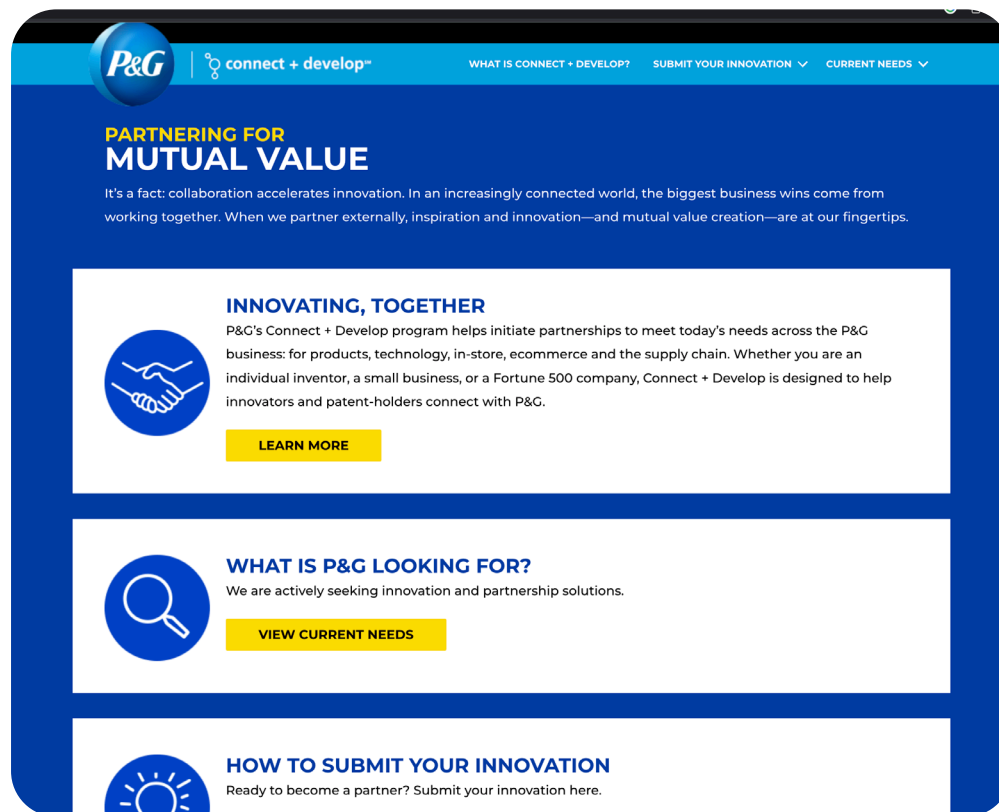


Figure 26: Procter&Gamble open innovation page

### 6.3. Networked innovation

Networked innovation is generally seen as a specific form of the open innovation framework (Maurer & Valkenburg, 2014). The exact definition is quite ambiguous within the known literature because of its complex nature and various approaches to collaboratively innovating (Pisano & Verganti, 2008). One of the earlier definitions that describes it best for me, is one that is given by Swan and Scarborough (2005) in their paper “the politics of networked innovation”:

‘innovation that occurs through relationships that are negotiated in an ongoing communicative process, and which relies on neither market nor hierarchical mechanisms of control’

Maurer and Valkenburg (2014) add an important element to this definition: “where partners share risks and gains in doing so”.

The main difference between networked and open innovation is that in networked innovation the partnerships are purposefully built from an existing often business related network to fill potential gaps in internal know-how instead of being completely open to any form of knowledge/technology. One could say active orchestration plays a bigger role in this type of open innovation.

I specifically chose Swan & Scarborough’s definition because it specifically describes one of the most important aspects core to any form of networked innovation: “negotiated in an ongoing communicative process”. Ironically, this is also commonly seen as the biggest challenge in successfully executing networked innovation.

Inter-, and intra-organisational communication and orchestration is a main theme that reoccurs in most literature about networked innovation. It’s dependency on good network coordination, building and maintaining relationships, trust, willingness to contribute, expectation management and many more core factors all relate back to this theme (Chesbrough, 2003; Maurer & Valkenburg, 2014; Maurer & Valkenburg, 2011; Rehm et al., 2016; Swan & Scarbrough, 2005; Roberts, 2000; Roberts, 2002).

As mentioned above, it is just this communication that is also one of the biggest obstacles for networked innovation. Network co-ordination is like a double edged sword: it can have generative as well as degenerative effects on knowledge creation if not done successfully (Swan & Scarbrough, 2005).

Because of a lack of established methods, best practices, and general know-how on how to manoeuvre and manage these complex inter-organisational environments and lack of alignment, networked innovation still remains challenging to implement. Secondly However when successfully executed it does offer tremendous value and an approach to solving complex issues (Roberts, 2000).



## 6.4. Relation to WoTO

So how do open and networked innovation relate to WoTO? In order to illustrate that relation, I want to reintroduce WoTO's function of forging interdisciplinary connections in order to collaboratively work on a more transparent and responsible textile industry.

It is quite clear this relates back to networked innovation. Especially when we take the partnerships into account.

However up until now, WoTO has not been able to actively engage in this inter-organisational collaboration. This is partially explained by the complexity of the “wicked” problem it tries to solve (a broken and polluting textile industry) but mainly by the lack of network coordination and orchestration resulting in a disconnected network. WoTO seems to face the same problems that many others have faced before them.

Earlier in this report I've briefly discussed wicked problems and what they entail. In a way successfully executing networked innovation and the partner coordination that comes with it is a wicked problem in itself. When looked at the definition of a wicked problem as given by Rittel & Webber(1973) this becomes clear (Roberts, 2000):

- I. *“There is no definitive statement of the problem; in fact, there is broad disagreement on what ‘the problem’ is.”*
- II. *Without a definitive statement of the problem, the search for solutions is open ended. Stakeholders – those who have a stake in the problem and its solution – champion alternative solutions and compete with one another to frame ‘the problem’ in a way that directly connects their preferred solution and their preferred problem definition.*
- III. *The problem solving process is complex because constraints, such as resources and political ramifications, are constantly changing.*
- IV. *Constraints also change because they are generated by numerous interested parties who come and go, change their minds, fail to communicate, or otherwise change the rules by which the problem must be solved”*

As you can see, the definition of a wicked problem pretty much describes the difficulties that come with networked innovation as well as the context in which WoTO operates. This is supported by the literature discussed earlier in this chapter: there being a lack of methods and systems to efficiently collaborate across different backgrounds and to manage all interests. This explains why active partner orchestration and coordination are so important. By providing definition in what the partners are going to tackle (defining the problem), creating common goals and values among the network (managing a universal interest) and facilitating communication, the obstacles become manageable.

Lastly, the relationship between WoTO and some of its partners is set up in a transactional manner: partners offer resources in return for a service or resources. Research shows that within the three types of relations in networked innovation (transactional, partnerships and representations), this type of relation is the least contributive to partner engagement and knowledge creation effects (Swan & Scarbrough, 2005).

## 6.5. Conclusion

All in all, in this chapter I have briefly described open as well as networked innovation. With these types of innovation come many opportunities but also great challenges. This is mainly caused by a lack of methods and tools and the ever changing and complex context of managing partners and relationships within the network. This also explains WoTO's struggle in creating partner alignment and actually engaging in actionable projects and knowledge creation. It also illustrates the importance of clear communication and orchestration in order for WoTO to operate successfully. Lastly, even though challenging, networked innovation does have large potential for WoTO and offers an approach to the “wicked” problem WoTO tries to tackle and boosts competitive advantage and R&D without relying on the resources of solely 1 business. These findings will be taken into consideration when formulating the design brief.



A close-up photograph of a hand holding a tweed jacket. The hand is positioned at the top right, with fingers gripping the collar of the jacket. The jacket is made of a dark, textured tweed fabric with a subtle pattern of red, green, and blue threads. The background is a dark, heavily textured surface, possibly a rug or a wall, with a repeating pattern of raised, irregular shapes. The lighting is soft, highlighting the textures of the fabric and the hand. The overall mood is sophisticated and tactile.

# 7.DESIGN BRIEF



## 7.1. Introduction

Within this chapter the design brief will be discussed. The design brief concludes the first phase of the project: the research phase. It is based upon the conducted analysis and user-research. It also is the starting point for the design phase, giving direction and guidance to what the intended design should achieve. It is not a static statement, it can be iterative if other findings are made that pivot it.

First of all the problem definition will be discussed: what do the users encounter that limits them. Secondly the consequences that come with the problem are discussed. In the design direction the solution space is given, and design goal stated.

## 7.2. Problem definition

### 7.2.1. The problem

The concept of WoTO *lacks clarity*, resulting in different interpretations and expectations of the platform. The network partners experience a *lack of guidance*, *facilitation* and *moderation* which makes it hard to to keep *overview* and know what to expect and when. Due to a *lack of*, - or *unsuitable collaborative systems and tools* it becomes challenging for the partners to stay *involved*, *connected* and *aligned*. This consequently results in an *unclear narrative* for the visitors.

### 7.2.2. The consequences

The immediate result of this problem is twofold:

#### *Struggling to find common cause*

First of all it makes the partners struggle to align and connect. Independently, they all want to acquire collaborative projects and see tangible results. However there is no suitable way to share information, make connections nor tools and methods that guide collaborative innovation. This causes users to feel isolated and disconnected. Because of this lack of guidance and structure, users feel less involved and thus inclined to participate. It causes an imbalance in the value exchange: they feel like they need to get measurable results in order to engage instead of initiating engagement themselves.

The current offering of events and visits does not meet this need of connection enough. These services do well on the education and exposure function, however engaging in collaboration requires more guidance and overview. This is in line with what research shows about partnership collaboration: “in order to foster effective knowledge creation through alliances you need organisational processes that firms can use to access and transform knowledge from an alliance context to a firm context” (Inkpen, 1996).

#### *Obstruction in the flow of knowledge*

Secondly this disconnectedness and unclarity consequently translates itself to the visitor layer of WoTO. Partners are unsure what to communicate in the WoTO physical space, resulting in applications and showcases that solely come from Byborre. Instead of communicating a transparent and innovative supply-chain that's open for

collaboration, visitors interpret it in different ways. “A showroom for the application of Byborre textiles” was mostly mentioned. These different interpretations are difficult to all facilitate. Visitors are impressed and feel inspired due to the aesthetic nature of the space but are unsure and confused to what it should communicate. It obstructs the flow of knowledge and communication to the visitor level which weakens the message and value of the physical space.

These issues gradually have caused the space to become more Byborre oriented again causing an imbalance in the value exchange. The space has become an overview of the partners instead of the solutions that they bring and how to apply them. Because of this and the lack of collaboration some partners experience their input does not match the outcome.

## 7.3. Design direction

### 7.3.1. Solution space

As mentioned earlier the source of the problem lies at the partner level of WoTO and flows through to the visitor level. Focussing purely on the visitor level and the unclarity of the WoTO space would only mean treating the symptom of an underlying illness. Looping back to the data visualisation analogy: you can't create a dashboard from a broken dataset. This is why the choice has been made to primarily focus on the partner level. By doing this the aim is to let the WoTO space be a true physical representation and touchpoint for visitors to be informed and engage with industry technology and innovation.

### 7.3.2. .Design goal

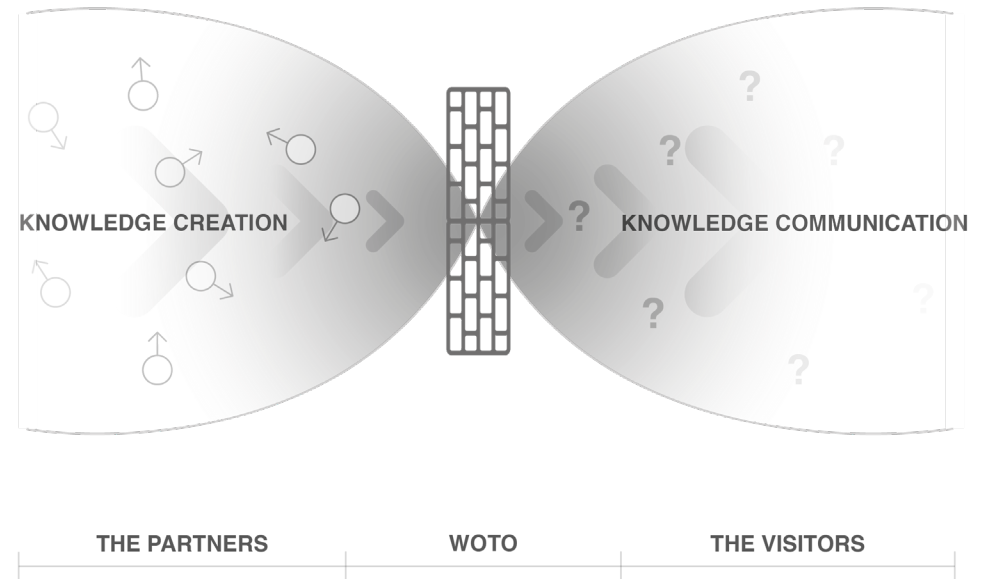
The aim is to design a system/service that *stimulates* and *facilitates* cross-disciplinary (knowledge) creation and communication by providing *structure* and *guiding* the user towards common challenges and connection. Making them feel *unified*, *empowered* and *goal-oriented*.

## 7.4. Conclusion

In this chapter we discussed the problem that users of WoTO experience and the consequences that come with this issue. The choice was made to focus on the partner level in the solution space. This is done because the source of the problem lies in the partner level. This problem translates to the visitor level and attributes to the unclarity of WoTO's physical embodiment and directly impacts the visitor experience.

To provide a direction and goal on how to solve these problems a design direction was given. an overview can be found in figure 27.

The concept of WoTO ***lacks clarity***, resulting in different interpretations and expectations of the platform. The network partners experience a ***lack of guidance, facilitation and moderation*** which makes it hard to to keep ***overview*** and know what to expect and when. Due to a ***lack of***, - or ***unsuitable collaborative systems and tools*** it becomes challenging for the partners to stay ***involved, connected*** and ***aligned***. This consequently results in an ***unclear narrative*** for the visitors.



The aim is to design a system/service that ***stimulates*** and ***facilitates*** cross-disciplinary (knowledge) creation and communication by providing ***structure*** and ***guiding*** the user towards common challenges and connection. Making them feel ***unified, empowered*** and ***goal-oriented***.

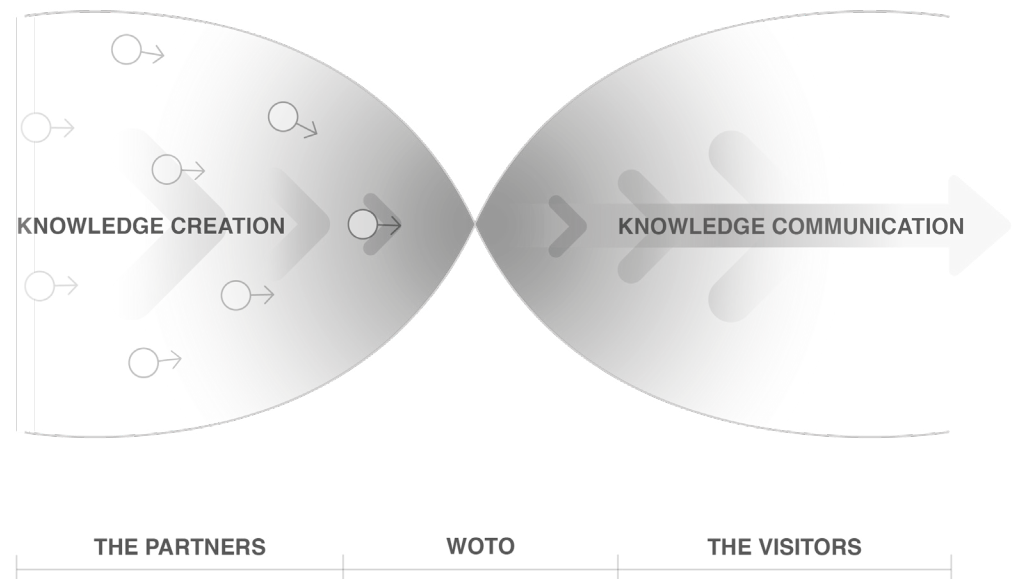


Figure 27: problem statement and design goal





# PHASE TWO: DESIGN



# 8.IDEATION



## 8.1. Introduction

In this chapter the ideation phase is discussed. In this phase there were multiple methods used to help generate design ideas that were based on the needs and pains found in the research phase (based on persona's and design brief). These methods involve a co-creation session with the WoTO partners and external professionals, "How can we?" And an idea dump. In paragraph 8.2 the new user journey focussed on collaborative working will be discussed based on the open and networked innovation models. Paragraph 8.3 discusses the co-creation session held with a selection of WoTO partners. 8.4 shows the additional ideation tools used to generate ideas. Paragraph 8.5 shows an overview of the design ideas followed by a conclusion.

## 8.2. A new user journey

In order to ideate successfully I decided to start the ideation with the creation of a new user flow and collaborative model. In the research phase the user flows of WoTO's events and visits have been given and analysed. However there is no general flow present relating to collaborative work. Based on the findings of chapter 5 I designed a new flow as can be seen in IMAGE X. The model has 5 active phases:

- I. The rise of a topic: the first phase where all partners within the network are independently working on their goals. The standard and current state. As can be seen in the visualisation all partners are facing different directions and are unaware of each-others actions or goals. However partners may find challenges or topics that might have a relation to WoTO: hence the rise of a topic.
- II. Awareness and alignment: the goal of the second phase is to make the network aware of those common challenges and opportunities in order to align and make the first steps towards actionable topics. This is also a phase where opportunity from outside the network might be spotted and included to fill in competences that might not be readily available within the network.
- III. Getting involved: the actionable challenges/topics are defined and the process of looking for the right partner matches starts. Who can contribute, what is the projects value and how will it be approached? An important phase to set the scene and form an approach.
- IV. Selection and execution: the collaboration has started. The most important aspect of this phase is to facilitate the collaboration and making sure the stakeholders stay involved and aligned on the process and outcome. Uniformity and clear goals are key which are dependent on the outcome of phase 3. If projects are started that can't come to fruition within the WoTO network, spin-offs might occur.

- V. Implementation: this step is not facilitated or supported by WoTO itself but partially up to the involved collaborators themselves. This because it is dependable on the outcome of the project but also results in an additional workload not in line with WoTO's purpose: to forge interdisciplinary connections and educate. Suggestions can be made to take on separate project leads or innovation agencies. Dependant on the topic, goal and ownership of the collaboration.
- VI. Communicate & publish: naturally WoTO's physical and digital channels will communicate the outcomes of these collaborations increasing the channels of exposure.

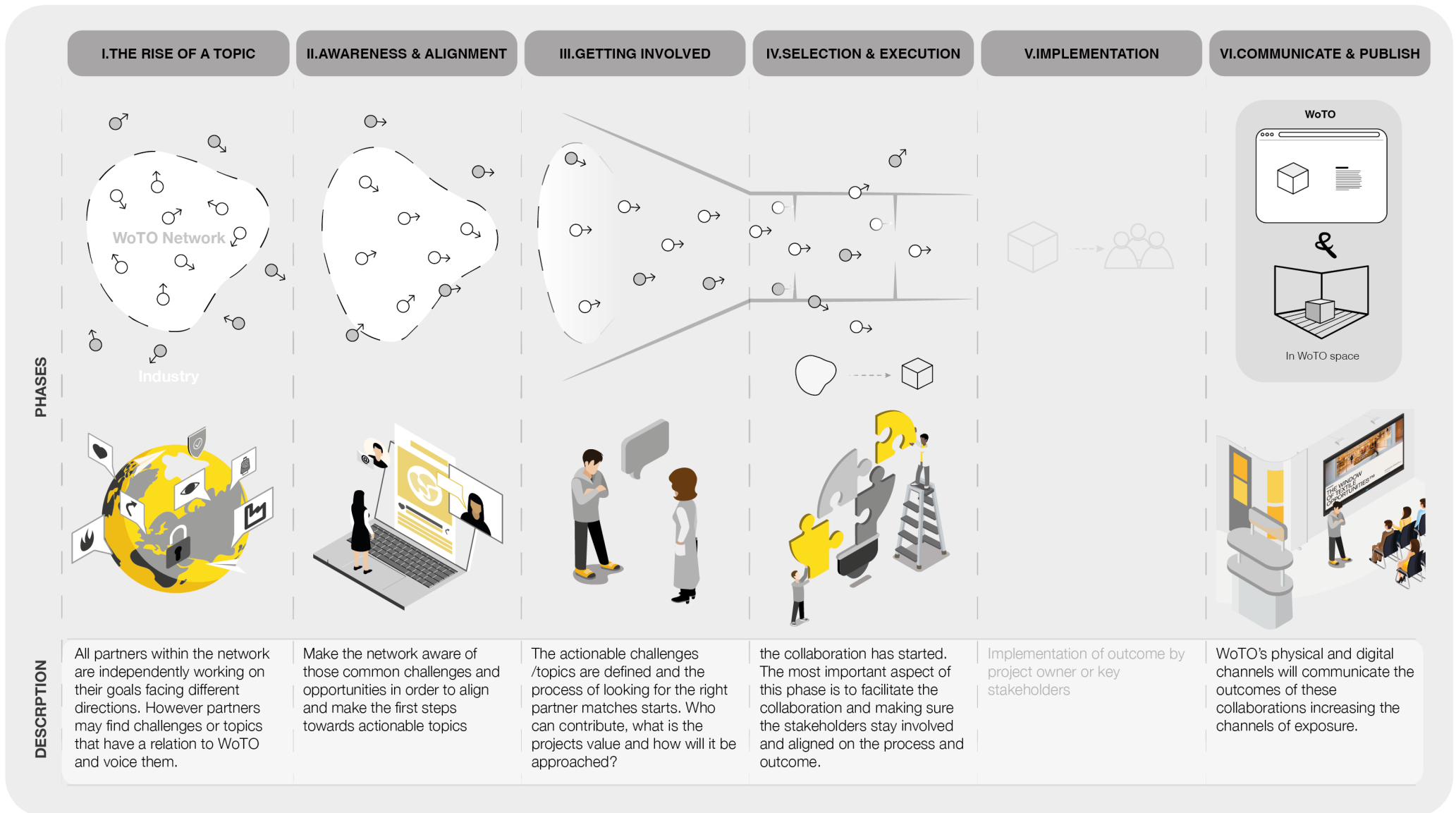


Figure 28: collaborative model & user flow



### 8.3. Co-creating with experts

As part of my ideation I hosted a co-creation session with a selection of WoTO's industry partners and external professionals. The intention for this was fourfold:

- To host an interdisciplinary workshop as a means of “deep-diving” into multi-stakeholder collaborations and feel the dynamic of such interactions
- To use and leverage years of experience as a source of knowledge and ideation
- To keep stakeholders involved and engaged in the design-process
- To gain in-depth insights into how the network collaborates.

### 8.3.1. The setup

## Method

The co-creation session was loosely based on the design consultancy practice from Fronteer and its book “collaborate or die” (Pater & Veenhoff). The method was adapted to an on-line context and shortened in order to make it feasible for the participants to partake (time is a valuable resource to all of them).

## Context

The session was held on-line in Miro due to the international nature of the participants. An impression of the session is shown in figure 29. The full session procedure can be found in appendix D.

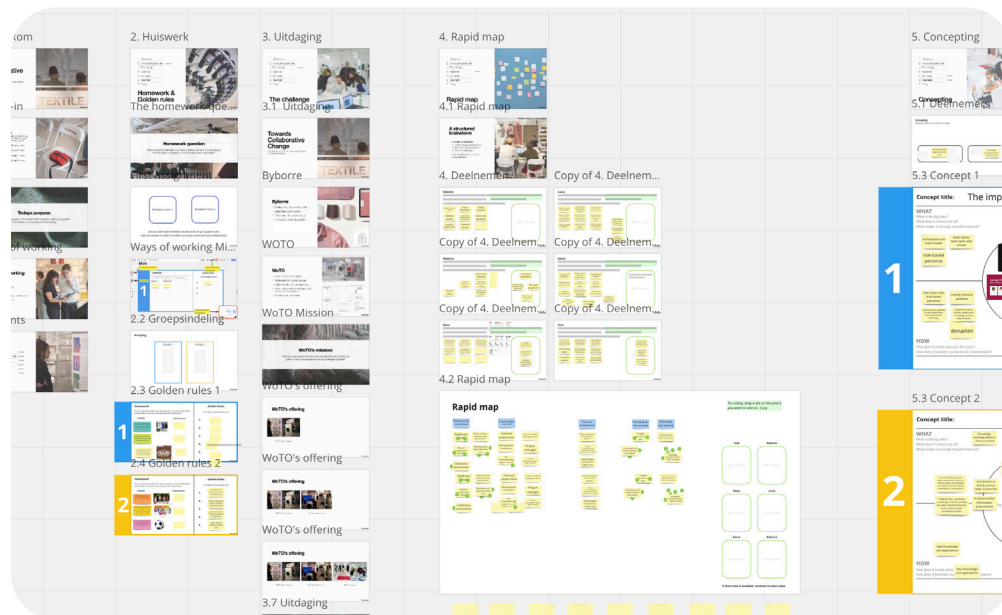


Figure 29: impression of co-creation session

### Participant selection

A selection of partners was made consisting out of WoTO's industry partners, external professionals and the problem owner (table 2). The aim of this selection was to have various expertises and backgrounds present to make it truly interdisciplinary. The external professionals were purposefully selected to drive out of the box ideas and implement competences not present in the partner network. For example by including a "business designer" from a non-related industry.

Table 2: co-creation participants

#	Participant type	Background
1	Partner	Material
1	Partner	NGO
1	Partner	Technology
1	External professional	Project developer
1	External professional	Business designer
1	Problem owner	WoTO manager

### 8.3.2. Insights, emergent themes & ideas

The co-creation session was hugely valuable for multiple reasons. First of all its outcome confirmed the research phase and the problems that were found. Triangulating these findings and adding more contextual depth to the already found painpoints.

Secondly it was very interesting to see what parts of the session worked well and which could do with more guidance. The homework question and golden rules really engaged the participants with the topic and levelled the playing ground. The rapid map was also successful but could do with more guidance. Simply letting participants brainstorm on their own resulted often in very abstract directions instead of tangible ideas. Even when some simple “how can we” questions were given on the template. Guiding more actively in this step could result in better outcome. Because of these high over directions the conceptualisation also remained abstract.

Overall the co-creation session was a very good way to keep partners involved in the process with remarks like “why don’t we do this more often within the WoTO network” being given.

Like mentioned earlier the emergent themes from the rapid map affirmed the research phase. They related to increasing engagement and awareness, focusing on transparency, educating and a goal oriented approach. These themes also provide inspiration for further ideation. A couple of top ideas resulting from the session were an education platform, A WoTO team build approach, common project tools and collaborative sessions.





## 8.5. ideas: an overview

After diverging and coming up with a wide variety of ideas a final iteration and selection was made based upon the personas and design brief: ideas that guide, stimulate, empower and unify users in order to facilitate collaboration and connection. Taking into account the different needs and wants and the international context of stakeholders. These ideas are all acting within different phases of the user flow and cover different

conceptual directions for the final concept. They are not defined concepts but serve as a tool for discussion and evaluation to explore the interest and desirability for the different conceptual directions and touch-points among the users and problem owner. The most relevant ideas as discussed in the idea evaluation are shown in figure 32. All ideas can be found in appendix E.

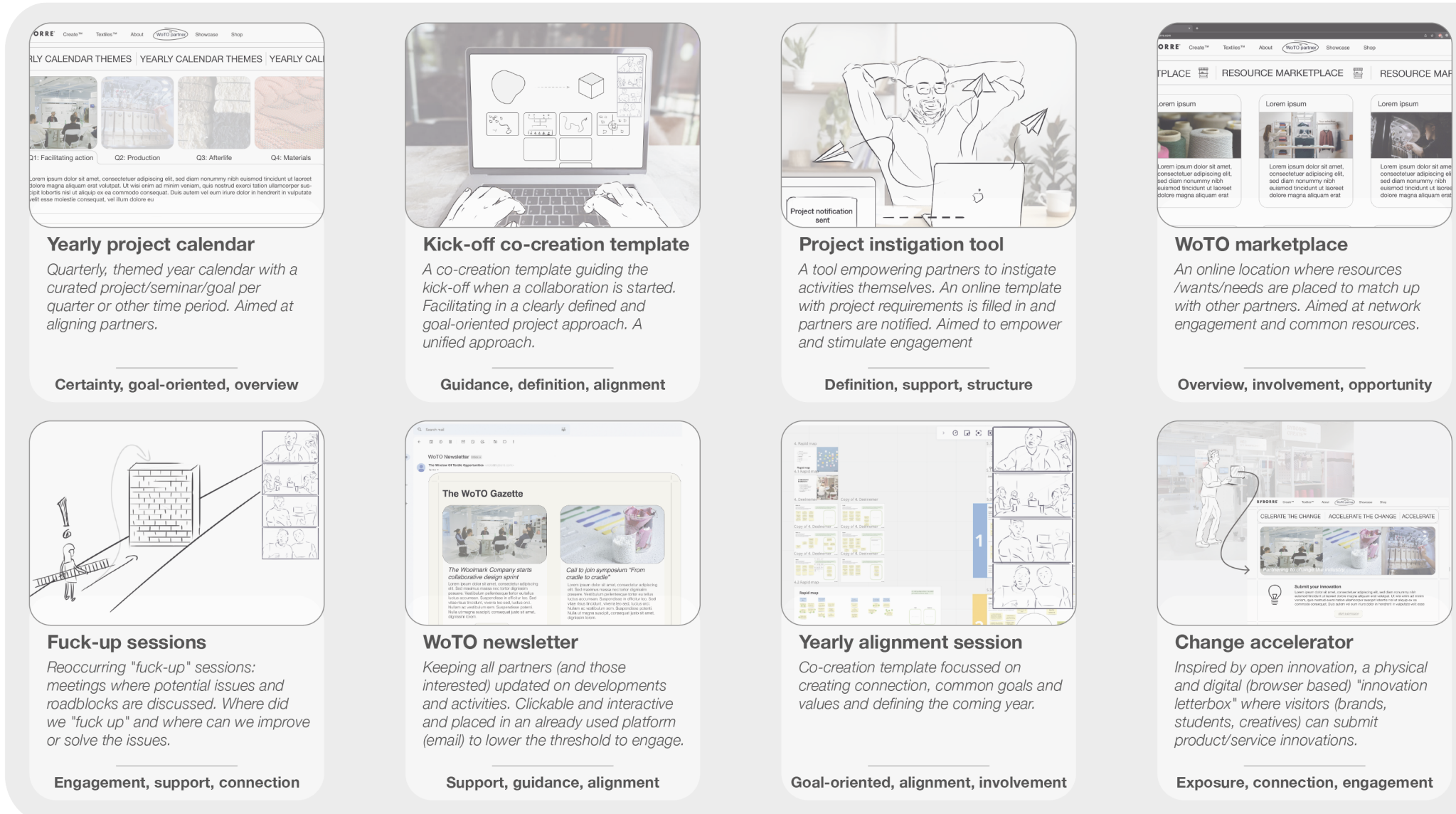


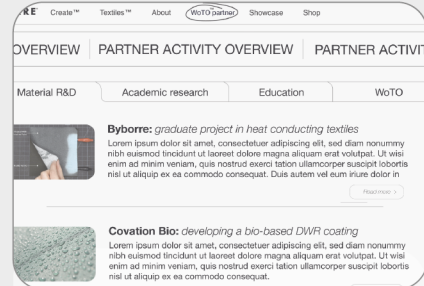
Figure 32: overview most important ideas



### Education platform

Partners together create "e-learnings" and workshops on pressing topics. Not only for the public but also for each-other. Communicate your expertise.

Exposure, connection



### Partner activity overview

Central browser based hub where all network activity is posted. Research projects, product developments or releases, educational topics and advancements etc.

Overview, alignment, connection



### Biennial WoTO exposition

A large WoTO event themed around the yearly themes and the collaborative advancements made as a network. Provides a goal to work towards, hosted by internationally by partners.

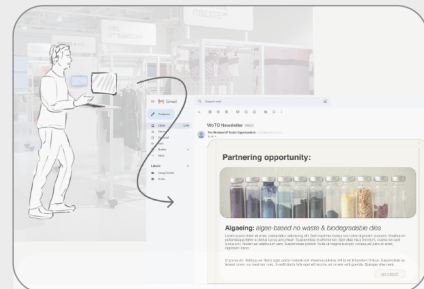
Alignment, exposure, stimulation



### Honours achievements

Celebratory touchpoint based on input and milestones of projects etc. Partners that have most actively contributed get rewarded through extra exposure.

Exposure, result, support



### Partner matchmaker

Notification tool for partnering opportunities. If a matching project, profile or partner submits an idea/innovation or instigates an activity you automatically get notified to get in touch.

Overview, goal-oriented, definition



### Shared process ledger

A blockchain based, shared data ledger between the network partners as potential future foundation to automate WoTO as platform and increase its impact.

Overview, support, certainty, result









## 9.CONCEPT EVALUATION



## 9.1. Introduction

In this chapter the approach to the user evaluation will be discussed. The user evaluation will be used as a tool to evaluate, choose and improve on the ideated service touch-points.

In paragraph 9.2 the importance of usability testing versus concept choice is made in the context of making new “innovative” products or services. Paragraph 9.3 describes the evaluation set up and approach. In this paragraph a distinction is made between a partner evaluation and problem owner evaluation: the idea’s need to fulfil the needs of both. The results are discussed in paragraph 9.5. Finally the main recommendations for further design development are given followed by the limitations and conclusion. (paragraph 9.6, 9.7 & 9.8).

## 9.2. “Getting the right idea vs getting the idea right”

I’ve chosen for a concept/idea evaluation in this process. This is because of a multitude of reasons:

- If applied in an early-stage design it might suppress creative solutions due to underdeveloped attributes and holes in the design
- In the context of this project, the choice of the right concept/touch-points is more important than the usability of them

The second and third points are in line with the paper “Usability evaluation considered harmful (some of the time) by Greenberg en Buxton (2008). In order to get the idea right first one should go through “getting the right idea” (figure 33). In the context of this project a user evaluation of design touch-point ideas in a service system. It is important to find out which ideas fulfil the users needs and wants, where does the system lack features, what are user expectations, etc. On the basis of this research one can then refine and design the concept.

The paper argues that in innovative contexts applying usability evaluation too early in the process it might result in eliminating potentially good ideas too early and sticking to the known.

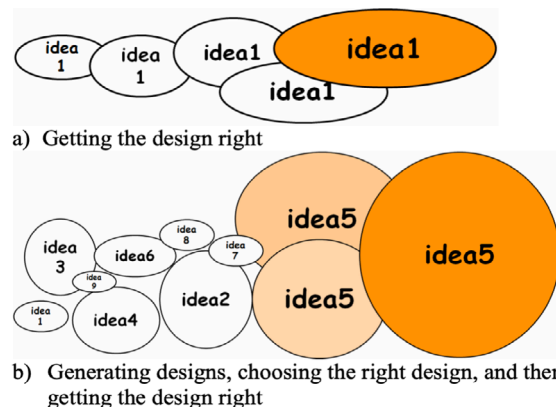


Figure 33: right idea (Greenberg & Buxton, 2008)

## 9.3. Evaluation set-up

### 9.3.1. Research questions WoTO partners

- What do participants think of the overarching collaborative model and user flow?
- What strengths and weaknesses do the participants see in the collaborative model and user flow?
- What strengths and weaknesses do the participants see in the various touch points?
- What are the causes of enthusiasm or concern for both touch points and the collaborative model and user flow?
- What direction of idea’s interests the users most?

### 9.3.2. Research questions problem owner (Byborre)

- What do the problem owners think of the overarching collaborative model and user flow?
- What strengths and weaknesses do the problem owners see in the collaborative model and user flow?
- What strengths and weaknesses do the stakeholders see in the various touch points?
- What are the causes of enthusiasm or concern for both touch points and the collaborative model and user flow?
- Which ideas are considered feasible by the problem owner?
- Is there a large discrepancy between the outcome of the user, and stakeholder evaluation?

### 9.3.3. Method

The idea’s were tested through qualitative interviews and supported by a small questionnaire and rating scale. The qualitative element is to discover motivations, needs and wants and consists out of thinking out loud when being exposed to the ideas and an interview. The questionnaire and rating scale help to asses desirability, perceived usefulness, applicability, etc.

The test consists out 5 parts:

- I. Introduction
- II. The collaborative model
- III. Idea walkthrough
- IV. Qualitative questions
- V. Questionnaire & rating scale

### *I. Introduction*

The introduction serves as a tool to get the participants acquainted with the evaluation method and to introduce the project and design direction. They will be walked through the process and any questions can be answered. This is also the point where participants confirm their consent.

### *II. The collaborative model and user-flow*

In this section the participants will be guided through the new overarching collaborative model and its intended goal. A focus point is the different phases the user goes through, since each phase has its own relating touch-points that will be discussed in the idea walkthrough. They were asked to comment and a small qualitative interview will be held to find out the desirability and the models strengths and weaknesses.

### *III. Idea walkthrough*

In this section the participants were introduced to the contextual idea sketches. These touch-points are defined in “idea cards” which were shown per phase. First the participants were asked to think out loud and describe the idea and what they think about it. Then the idea will be verbally explained after which a short interview takes place. The ideas will be presented in a randomised order per phase to prevent a learning process.

### *IV. Qualitative interview*

At the end of the evaluation a debrief and qualitative interview will be held to discover more in depth insights about the needs and wants of the user. This is a moment to reflect on the overall concept and ideas.

### *V. Questionnaire & rating scale*

To close the evaluation participants will be asked to rate the ideas they have been exposed to. During this phase I will also ask them to motivate their answers.

The problem owner evaluation will be the same as the user evaluation except for the introduction and type of questions asked. In total a pool of 6 participants is used. Some say most user problems in qualitative usability evaluation are found with a participant group of 5 (Nielsen & Landauer, 1993). However Faulkner argues that when increasing the sample size to 10 the outcome is significantly more dependable (2003).

Since this evaluation is not per se about finding specific usage problems but idea evaluation and motivation I choose to use 5 participants. This also stems from the initial interviews where insight saturation happened relatively early on (around the 5th interview). For the evaluation I will use a sample size of 6 for the partner evaluations and 2 for the problem owner evaluation (selecting the most involved problem owners) (table 3).

*Table 3: evaluation participants*

Participant	Type of interviewee	Background
1	Partner	Material
2	Partner	NGO
3	Partner	Knowledge
4	Partner	Knowledge
5	Partner	Machine
1	Problem owner	Sales director
2	Problem owner	WoTO manager



## 9.4. Stimuli

The whole evaluation is done in Miro. Within this platform there will be four types of stimuli:

- I. An introductory presentation
- II. A figure visualising the collaborative model and user flow
- III. 22 “idea cards” showcasing the various touch-points in their phase.
- IV. An idea overview with rating scales

### I. Introductory presentation

The introductory presentation helps participants understand the context of the project and the chosen direction. This is necessary since not all partners partaking in the evaluation were actively involved with the project. Hence a proper introduction to the topic is needed.

### II. The collaborative model

A visual overview of the collaborative model is presented and explained in order to make the participant understand the user flow and how touch-points would support collaboration. This step is needed in order to gain insights about the model but also explain the phases and their touch-points.

### III. The idea cards

The idea cards are used to communicate the concept of each idea. They vary in fidelity depending on the touch-point: some are merely simple touch-points such as a notification while others are concept idea's going through multiple phases. At the bottom of each card it shows in what phase they are meaning to facilitate (figure 34)

### IV. The overview & rating scales

At the end an overview was given to freshen up their memory and allow for a well thought through idea rating. The idea rating itself was done in Google Forms in order to streamline data gathering.

An overview of the setup and stimuli is given in figure 35. The full set of stimuli can be found in appendix F.

## Co-creation template for project approach/kick-off



When a project is started, it is kicked off by a co-creation session defining roles, approach, ownership and responsibility. Allowing for a clearly defined and goal-oriented project approach.

- Clear project approach/planning
- Collaborative start to align and make agreements
- Determining who is actively involved

The rise of a topic → Awareness & alignment → Getting involved → Selection & execution → Implementation → Communicate & publish

Figure 34: idea card

## Overall model and user flow

The new user flow and collaborative model is firstly shown in order to communicate the different phases and approach of collaborative working

## Introduction & approach

An introductory presentation is given to elaborate on the context and workings of an idea evaluation but also to explain the project for those who weren't involved yet.

## Idea cards

Idea cards were created to communicate various touch-points and ideas to enable the rating of them at the end of the evaluation.

The Miro board is titled "Idea evaluation session" and is divided into several sections. The top section, "1. Welkom", features a video thumbnail of two people in a meeting, with the text "Idea evaluation session" and "WoTO research and design project: towards collaborative change". Below this is a section titled "Purpose" with a video thumbnail of a textile pattern and the text "Today's purpose: To gain insights from the users perspective to adapt and improve the touch-points and model". The bottom section, "What are we doing", features a video thumbnail of a chair with a bag and the text "What are we doing?".

The right side of the board is titled "Explaining the model" and contains a large diagram titled "The project user flow". This diagram shows a flow from "The rise of a topic" to "Awareness & alignment" to "Getting inv...". Below this flow is a diagram of the "WoTO Network" showing a central node connected to various other nodes, with the label "Industry" below it.

Below the "WoTO Network" diagram are two smaller diagrams: "Project calendar" and "Change accelerator". The "Project calendar" diagram shows a calendar with various dates and events. The "Change accelerator" diagram shows a flowchart with various steps and milestones.

At the bottom of the board are two more diagrams: "Marketplace" and "Project team". The "Marketplace" diagram shows a list of items with prices and descriptions. The "Project team" diagram shows a list of team members with their names and roles.

Figure 35: overview setup & stimuli



## 9.5. Results

### 9.5.1. Introduction

In this section the results of the user and problem owner evaluation will be discussed. This evaluation is mainly qualitative and supported by an idea rating to support the qualitative outcome. In the review only the relevant ideas and stand-out scores will be discussed based on the quantitative results and evaluation analysis. For example: why are some user and problem owner scores so far apart? Which idea's were generally deemed positive and why? Irrelevant ideas won't be discussed. These results will be discussed per idea.

### 9.5.2. Results

Overall the outcome of the evaluation was largely positive. What stood out was that the simpler the idea the more the various users groups seemed interested in it. In other words: the less effort needed to engage the more likely they were to find it useful and implementable in their daily business.

Some ideas were deemed useful by the partners but useless by the problem owners and vice versa, resulting in a lower average score. These varying scores by partners were mainly given to ideas relating to collaborative templates and toolkits in various phases. These ideas were meant to create a uniform collaborative approach between partners. In contrast to this it was exactly these ideas that were deemed useful by the problem owners. These contrasts will be highlighted throughout this evaluation and are important in decision making: when something is very important to one group but less to the other, sometimes to make a concept work it is still important to include it. Where relevant this will be discussed per idea.

#### *The overall model and user flow*

When introducing the collaborative model and user flow the reactions were for the largely positive and supportive of the intention to facilitate in bringing together partners to engage in collaborative projects or sessions and also the phases this was divided into. One user however was not completely sure how this would translate into creating economic value for them which was a main driver to join the network. That partner was however definitely all for collaboration "if it made sense" since they are more remotely connected. The challenge in the model lies in managing goals and expectations between the different partners.

*"I think it's actually a spot on. The point is that we all know all of us are out there, but we have no coming together moments. The coming together moments are just to hear about the quarterly report, right? It's not to come together to collaborate. So there should be, I think some way of facilitating an actual interaction between collaborators and some way even with the topic or theme or something. So the funnelling process is I think spot on"*

- Academic partner -

#### *Yearly project calendar*

This is an idea that had a big difference in evaluation between the problem owner and user. This however doesn't mean that it is not a valuable tool. The partners rated it highly since a yearly calendar is essential to be able to implement and align WoTO's operations and goals with their own. Especially for bigger corporate companies who lack nimbleness. Currently the notice for an event is roughly a month in advance and causes difficulty to contribute:

*"having a yearly planning allows preempting and building it into your own path, planning and pipeline. It would make life a lot easier for business development and education. It also allows to unite behind themes"*

- Technology partner -

The motivation of the problem owners to give a lower rating was twofold: "it should have been already in place" and it would limit the ability to quickly pick up on emerging topics or challenges and thus decreasing the dynamic operations of Byborre. A counter argument could be that a reactive approach could be turned into visioning if this allows for more engagement of the partners. This is also in line with Byborre's "leading" strategy in the field of textile creation: being ahead of the curve.

The yearly calendar also does not have to be so rigid change can't be made if necessary or predefining every single step. A third potential problem the problem owners stated was the idea of making promises with the potential of not being able to back them up. Because of Byborre's dynamic nature, projects might come up that that pause WoTO's operations (for example the Salone del Mobile exposition which is organised by the WoTO manager). This will have to be taken into account. To illustrate this gap between these two groups: the partners rated the idea with a 4.8 with no outliers in comparison to a 4 and 3 on the problem owner side.

#### *WoTO Marketplace*

The WoTO Marketplace was deemed interesting and useful to users as well as the problem owners. In general it was a great way to leverage the network and engage in lower threshold engagement than full-on collaborative projects. Examples could be leftover materials to sponsor education programmes or define a specific design brief for students to work on. But also prototyping opportunities or research applications. There were however some concerns relating to this idea:

- Be sure to provide clarity in how things are posted, define the goals of the post and the boundary conditions for it to work to be as clear as possible as to what is needed to make the connection work.
- Clear gating and curation, a specialistic marketplace is more valuable
- Doubt whether the engagement would be there.

The main conclusion was that it should provide a clear and transparent guided template of what the post should contain and that it's easy to access and see. It was also nice as an extra layer but more a "nice to have" and not a critical tool for its WoTO's operations. Overall this idea had a partner score of 4.3 with no outliers and a problem owner score of 4 and 5.

*"I don't think it's critical to the operation of WoTO but I think it's it's a really nice layer to have"*

- Knowledge partner -

*"I think it is a lot of added value, I really believe in specialist marketplaces but it will take curation and gating, and a learning process to make it work"*

- Problem owner -

### Co-creation template year themes

This idea overall had a low rating both from the partner point of view as well as the problem owners. The main reason for this being that it is a resource heavy process and the partners need guidance in curating these topics. However from both partner as problem owner side the suggestion came to have a central location where challenges can be posted in an overview instead of simply being emailed and resulting in an unclear and cluttered system. This is supported by the rating of 2 and 1 by the problem owners and an average of 3.6 on the partner side without any outliers. What is interesting here is that the problem owners significantly disliked this idea more due to the lack of current engagement which was confirmed by partners: they'd rather be guided towards these challenges. However an important aspect of this touch-point is that setting common goals and values collectively is essential for a collaboration to work. This aspect will still have to be taken into consideration when designing the final concept.

*"Currently the engagement is too low for this to actually work. Maybe a board to post industry challenges to curate from"*

- Problem owner -

*"I would like this to be done with wisdom rather than democracy"*

- Material partner -

### Interactive newsletter

A touch-point to create a lower threshold to engage and make use of existing platforms used between all partners to keep them up to date was scored high by all users. Especially if it was shown in a visual and interactive (clickable) way. The main benefits found were that it's easy to engage with but also to forward to persons of interest. It also requires less active involvement to look for ways to participate which realistically in real life rarely occur because of daily work tasks. A thing multiple partners mentioned was

that they would like to have a location where these newsletters and topics could be stored and searched for on topic etc.

From the problem owner point of view the answer was a bit more varied: one reaction was "it should have already been there" but the other was less enthusiastic due to the resource heaviness of the newsletter. Overall the idea still got scored high with a 4 from the problem owners and 4.5 from the partners.

*"Simple but effective, serving the information up without having to go on 10 different platforms. The partners workings could feed into it"*

- Academic partner -

*"Opportunity to start creating pathways to start collaboration"*

- Knowledge partner -

*"High yes if partners are involved in delivering content and writing it"*

- Problem owner -

### Project instigation tool

Again a touch-point with a split answer. It was deemed positive by the problem owners because of the streamlining and decrease in emailing back and forth with some concern on actual engagement.

The partners however showed a clear split: a positive rating because of the empowerment of initiation and a clear way to engage in this versus it being too dynamic to be incorporated into larger businesses efficiently or doubt whether people would engage.

This resulted the instigation tool to be more of a "nice to have" for the partners rather than a critical tool. A valuable insight however is that a set template in which to define projects and briefs is something all stakeholders deemed to be beneficial and aiding in clarity and communication.

*"Great that a partner is empowered to take control themselves easily"*

- Knowledge/material partner -

*"What if no one clicked, or too many?"*

- Technology partner -

*"Definitely needed but I tried making a template to fill in before without much result"*

- Problem owner -



### Change accelerator

The change accelerator was deemed very positive by the partner user group. Partially caused because it minimises the gap between industry and brands/designers but also as a source of inspiration and way to expand the network. One clear thing users pointed out that it should adhere to certain boundary conditions in order to be linkable and valuable to partners and WoTO.

The problem owners were either very positive or did not believe in open systems for this industry and would rather keep change within the network. This resulted in a score of 5 and 1 within the problem owner group. In order to substantiate this outcome more this touch-point was also questioned to other Byborre employees resulting in high appreciation. Again a side outcome was that a clear requirements template for briefs was needed in order for it to be deemed useful.

*“I love this, we’re often keen for people to approach us with ideas they have for their technologies and this would facilitate that”*

- Knowledge/material partner -

*“I find these systems a bit scary and think the topic is too political for it”*

- Problem owner -

*“If there is a way to have “requirements” to make the ideas actionable I’m all for it”*

- Problem owner -

### F\*ck up session

The fuck up sessions were deemed positive by the partners and negative by the problem owners. The main reasoning for this was that most partners saw this as an extra touch-point to (digitally) meet and discuss challenges that the people are facing. The problem owners however did not see any value in this touch-point: they’d rather look for opportunities and thought the topic and stakeholder group wasn’t fitting of these “too casual” sessions. Secondly they did not believe engagement was high enough nor the motivation to share these “f\*ck ups”. This split resulted in a score of 1 and 2 from the problem owners and 4.4 on the partner side. A rather large gap. What is taken from this however is the fact that partners appreciate more (digital) face to face sharing moments.

*“Feels more like a growth masterclass, I think the topic is too urgent or highbrow”*

- Problem owner -

*“Important to reflect on what hasn’t worked. Learn from mistakes and share challenges”*

- Technology partner -

### Partner activity overview

The main part of this touch-point that was liked by partners was a clear and categorised overview of what is happening within the network. An extension of the newsletter you can browse through. Not a daily tool but definitely something that increases exposure and allows to stay up to date with the network and industry.

One of the problem owners had a concern relating to a high workload to keep it updated and the value you get in return. This can be taken into account when designing the touch-point and the way it operates. A current priority also is to facilitate the partners to their needs due to the loss of interest and partners of WoTO. A balance should be struck between the different parties in the responsibility to engage and update WoTO and WoTO providing a service in keeping the partners up to date and involved. A balance could be struck through letting the partners create their own content and updates. Because of this workload the problem owners scored this touch-point slightly lower than the partners: 4 and 3 in comparison to a partner average of 4.4.

*“Certainly for us where we work in different areas or responsibility this would be useful to report internally on what’s going on and how to fit that into our business”*

- Knowledge partner -

*“What will the added value be in relation to the workload?”*

- Problem owner -

### Education platform

The education platform is one of the ideas that was equally liked on the partner as well as problem owner level. What stood out was that when discussing this topic almost all partners automatically came with suggestions of how they could fill this in: from education partners thinking of short weekly courses with a certificate at the end to material partners talking about lessening the gap between production and consumer through e-learning. A third benefit would be that there already is a selection of recorded WoTO seminars from the past that could be the start of this touch-point.

It could also be one of the collaborative projects: having partners collaborate on making e-learning about certain topics they both link to.

Illustrating this positive response: none of the participants rated this touch-point less than a 4 out of 5.

*“yes great, it’s almost like LinkedIn having its own learning platform”*

- Technology partner -

*“We could even have short courses and certificates”*

- Academic partner -

*“Interesting to show our abilities and techniques to let’s say brands and other partners”*

- Machine partner -

*“Relatively easy to make and already readily available from our past content”*

- Problem owner -

#### *Project kick-off template*

Like mentioned earlier, partners often did not see the real value in co-creation templates or collaborative tools. Some partners did like the idea but weren’t specifically enthusiastic about it. The interesting thing was that the reasoning as to why they thought it wouldn’t work was often absent. In some cases when asking to substantiate, they often confirmed that it was actually useful. A personal interpretation from the partners reactions would be that these solutions are less “sexy” than others and need active involvement and engagement to work rather than being provided a service.

Secondly most partners have their own tools for collaborating. However that is just the problem: everyone has their own way of working without wanting to compromise to another partners way of working. Providing a uniform approach levels the playing field for all partners without having to adjust to one partners approach. This consequently creates a less biased and constructive environment to collaborate. The partners scored this touch-point with an average of 3,8.

The problem owners were enthusiastic about these touch-points specifically because of the needed partner involvement and the ability to create a uniform approach to projects and provide hand holds along the way. This is why I think the incorporation of a such a template or tool is important in the concept even if it is just to define a uniform approach. The problem owners consequently rated this idea with a 4 and 5.

A very similar response was given to the “selection and execution toolkit”

*“Not sure if an additional tool is needed but would definitely help operationally and to make it more tangible”*

- Technology partner -

*“We are already working with external partners and have our protocols for that, not sure why would need an additional tool for WoTO”*

- Machine partner -

*“It gives structure and uniformity in the approach. I think it will result in a higher success ratio between the different stakeholders”*

- Problem owner -

#### *Partner matchmaker*

During the interviews a recurring theme appeared that touch-points relating to streamlining and partially automating some of the interactions were deemed positive and supporting in the interaction between different stakeholders. This also was the case for the partner matchmaker. It builds upon the idea that partners have profiles with critical information about them: their area of expertise, competences, goals, activity etc. Based on these profiles opportunities that come in via other touch-points or partners can directly be linked in order to create potential matches and collaborations.

A useful insight from the partner as well as problem owner perspective was that next to a level of automation there should also be a central location where these ideas or possible projects are posted in order to cherry pick yourself or simply to be aware of what people are thinking about/what is happening. The problem owners rated it with a 4 and 5. The partner average was 4.2.

*“sometimes companies pivot or think outside of their profile, it would also be nice to have an overview of all opportunities to pick and choose yourself”*

- Knowledge partner -

*“this could also be a central location where it still comes together as one”*

- Problem owner -

#### *Honour achievements*

Inspiring and stimulating others by celebrating highs is something all participants support. Some of the partners saw implementing celebratory moments more as a nice to have while others saw it as an opportunity to showcase good collaborative work and provide extra exposure for those who contributed. This “nice to have” attitude resulted in a slightly lower score of 3.8.

Especially the problem owners were positive due to the fact that it’s easily implementable and provides an extra stimulus (score: 5).

*“Creating a platform to showcase good collaborative work is important, providing a platform to show these achievements is important.”*

- Academic partner -

*“Why didn’t we do this earlier”*

- Problem owner -



### Bi-annual exposition

A physical exposition acting as a dot on the horizon was something most participants aligned on. It would provide a physical touch-point to strengthen relations but also extra incentive to actually instigate projects. However all participants expressed concerns in realising this and some considered it more of a “nice to have” rather than critical to WoTO’s operations. Yet it still had a high partner score of 4.5 and 4 of problem owners.

*“something we can all be aiming for can help power WoTO forward”*

- Technology partner -

*“organising travel and funding is an obstruction complicating it as a whole”*

- Academic partner -

*“I like the idea of it changing countries or that different partners are “host of the year””*

- Problem owner -

### MAYBE ADD PROCES LEDGER

## 9.6. Recommendations for design

Within the selection a variety of ideas and directions were shown to the users and problem owners. In this paragraph recommendations for the further design development will be made based on the insights of the evaluation.



### A hybrid on-, offline focus

Throughout the research phase and idea evaluation digital touch-points were pointed out to be deemed a beneficial addition to WoTO partially due to the internationally located partners but also the lower threshold of engagement, ease of access and large exposure potential. However all users of the platform also pointed out the value of physical connection. This is why the service will keep a hybrid approach in mind, facilitating on-, as well as offline.

### Create uniformity in collaboration

Based upon the initial user research as well as the idea evaluation is that all partners have vastly different ways of working, interests and calendars. We can see that ideas relating to collaborative tools did not necessarily excite the partners nor did they prefer this over other idea directions. This in contrast to the problem owners: they did see the potential of plenary moments of collaboration with a guided approach since this results in a uniform approach and way of working between



various partners. The partners themselves stated often that they had their own ways of working with external partners and this is exactly part of the problem: all of them have a singular approach making it hard to line-up with other partners. This should be taken into account when designing the service: it should facilitate to create a common-ground and provide uniformity, guidance and clarity. Especially when starting collaboration.

### Efficiency is key

In order to keep users engaged and empowered to interact with the future concept, streamlining its flow and interactions is of utmost importance. The more steps are needed the less likely users are to engage. This means easy ways to access the service and using existing platforms already in use by the users. Time as a resource is scarce so any touch-point should take this into account in its workings. Reducing the cognitive load will result in an increase of usability.



### Stimulate engagement

Nudge users to engage, this could be in the form of the suggested newsletter and other types of notification but also by providing multiple pathways to engage. Secondly providing clear goals/reward systems such as the honour achievements will also support engagement. The current situation is that the only real touch-point with WoTO is the quarterly report and the included 1 on 1 meeting. In order to maintain connection more touch-points should invite users to engage and prevent loss of connection between partners.



### Provide overview and transparency

Ideas that promoted connectedness and a clear overview were seen as a beneficial addition to the concept. Not only to prevent isolation but also to spot potential opportunities. Participants referred back to this multiple times even when presenting ideas that did not relate to this. What was also mentioned that these overviews would also be an opportunity to engage with the public.

### Decrease the gap between the industry and brands/textile consumers

A note again derived from the research phase as well as the evaluation. During the evaluation it was once more confirmed that partners partially joined WoTO in order to foster connections with groups that they usually don’t interact with: directly with designers, brands or students. This is part of the value that they see in the concept and also why some ideas scored high that supported this need.



## 9.7. Limitations

There are multiple factors that might have influenced the outcome of the idea evaluation and its set-up.

First of all the evaluation took place online due to the international nature of the partner network. This can result in an environment where participants can't express themselves as well as in a physical meeting. Secondly it becomes harder for the designer to notice subtle emotional cues and body language which give more context and weight to motivations and answers.

The choice of only using one sketch per idea was made intentionally to not lose the participants in detail that wasn't relevant. However occasionally this resulted in communication that could have been clearer. Also the definition of sketches might have influenced the results in a similar way where visually appealing ideas are more likely to be chosen.

Another point of influence is the number of participants. Due to the time constraints of the project and scarce time of the users in question a relatively small pool of users took part in the evaluation. Including more participants from various backgrounds might have resulted in richer information to base the further development upon. The choice was made to do evaluations until the saturation point. From the partner perspective this was achieved relatively quickly but additional insights might have been gained from a larger user pool. I made the choice to also go through the evaluation with the two problem owners that are most involved with WoTO. Only one of these individuals is an actual daily operator of WoTO whereas the other does not interfere with its daily operations. This resulted in a diverging opinion in some cases. A larger pool of participants might have resulted in better results. The difficulty however is that other Byborre staff are barely involved in WoTO's operations and concept, potentially causing false leads in relation to the actual daily operator: the bigger this group would get, the less apparent the WoTO managers voice would become in the evaluation.



*A hybrid on-,  
offline focus*



*Stimulate  
engagement*



*Create uniformity  
in collaboration*



*Provide overview &  
transparency*



*Efficiency is key*



*Decrease the gap between the  
supply-chain & consumers/brands*

Due to these tight calendars of users the evaluation also had to be designed in a time-efficient way. The evaluation was meant to be done in 60-70 minutes. However since the topic is quite complex and all partners have a lot of expertise, all have a lot to say. Ideally more time should have been taken in order to gather more in-depth insights. In the context however this was not realistic since an hour long evaluation was already hard to schedule.

Lastly the description of the ideas will not have been exactly the same every evaluation session. This might cause differences in forming opinions between different participants.

## 9.8. Conclusion

During the evaluation sessions with both problem owners and users, a wide variety of insights were gathered. Between the different evaluation sessions it became clear what directions and touch-points were deemed as contributive to the operation of WoTO and the aim of increasing collaboration, communication and alignment between partners as well as increasing exposure.

Finally these insights led to 6 main recommendations or elements which will be taken into consideration when developing the concept:

- I. A hybrid on-, offline focus
- II. Create uniformity in collaboration
- III. Efficiency is key
- IV. Stimulate engagement
- V. Provide overview & transparency
- VI. Decrease the gap between the supply-chain & consumers/brands







A hand is holding a piece of colorful, knitted fabric, possibly a garment, against a background of a textured, patterned surface. The fabric features a mix of red, blue, and green threads. The background has a complex, organic pattern in shades of blue, green, and brown. The overall image has a soft, artistic feel.

# 10.TOWARDS COLLABORATIVE CHANGE: A SERVICE-DESIGN VISION FOR WOTO



## 10.1. Introduction

Based on the research & analysis phase and the user/problem owner evaluation the final design vision was developed. This is a service design vision for Byborre's WoTO and an extension of the original platform and its services (the visit, supply-chain expo and seminars/events).

The aim is to design a system/service that *stimulates* and *facilitates* cross-disciplinary (knowledge) creation and communication by providing *structure* and *guiding* the user towards common challenges and connection. Making them feel *unified*, *empowered* and *goal-oriented*.

In this chapter the concept will be discussed and how it supports this design goal. In paragraph 10.2 the concept and its core components will be introduced along with a user-scenario to illustrate a potential use-case in context. After this a condensed overview of the desired user journey and its touch-points is given in a user-journey. In paragraph 10.3 all touch-points will be discussed in-depth. In paragraph 10.4 an implementation roadmap will be given illustrating the different phases needed for a successful implementation of the service design vision. This is followed by a conclusion (10.5).

## 10.2. The service design vision

### 10.2.1. Concept vision

The service design offers WoTO partners an accessible way to engage with the Window of Textile Opportunities and stimulates and facilitates interdisciplinary working and communication within, and outside of the WoTO network. Decreasing the gap between the textile supply-chain and brands/consumers. Through this aiming to strengthen WoTO's primary functions as discussed in chapter 3: forging interdisciplinary connections & educate on responsible creation and transparency. To lead the responsibility movement within textile use and creation.

It does so by offering guidance, orchestration and structure through various touch-points that support the different phases in the collaborative model and user flow that was discussed in chapter 8. The various touch-points can be attributed to four themes based on earlier findings in the research phase. These themes are derived from the idea evaluation, personas and research & analysis phase. How the concept caters to these different persona's pains and needs will be shown per touch-point.



### *I. Stimulate engagement*

The concept aims to increase the engagement of users by adding various touch-points that stimulate users to interact in various phases of the process. These touch-points range from active nudging via an interactive newsletter or notifications, to digital access on existing platforms or extra exposure for main contributors.



### *II. Create uniformity in collaboration*

As mentioned earlier, a uniform approach to align the various partners and their individual ways of working is of great importance in order to facilitate in successful collaboration. Not only in direct collaboration but also in the way briefs and ideas are formulated in order to allow for efficient selection and value assessment. A series of collaborative tools in various phases and a clear yearly calendar aim to facilitate this uniform approach. Trying to strike a balance between a rigid system and co-creative flow.



### *III. Guide towards alignment and change*

Clear guidance and a goal oriented approach are key in the collaborative model. All users are busy enough with their day to day activities which results in little time to think about what the potential connections between their peers are. This is why partner orchestration to guide alignment and a clear and efficient overview of the partners activities, findings and opportunities are of utmost importance. Touch-points that cater to this are the yearly calendar, newsletter, collaborative tools and the LinkedIn group.



### *IV. Decrease the gap between the supply-chain and brands/consumers*

In the qualitative interviews partners mentioned that part of the reason of joining was to generate potential business by being exposed to possible new client groups. The current WoTO services did not completely facilitate this need. Secondly by decreasing the gap between the production process and textile users and consumers it becomes easier for the latter to consciously make decisions when designing or buying. Touch-points that cater to this need are the WoTO LinkedIn group, Education Channel and collaborative tools.

# SERVICE USER SCENARIO

## WoTO orchestrator



The end of the calendar year is nearing again. Time to get things in order for next years yearly alignment meeting!  
Kyle, the orchestrator goes through his selected collaboration themes that he's gathered with the team throughout the year and carefully makes a selection that fits the partner network best.



He condenses the themes in a poll, placed in WoTO's LinkedIn group, and partially automated newsletter. Asking the partners to respond and prepare a theme of their own for the yearly alignment meeting. Not having to discuss this partner by partner, Kyle feels relieved and in control.

### 10.2.2. The service in context: a user scenario

The experience with the new service of the Window of Textile Opportunities is visualised in a user-scenario. The scenario illustrates a possible use-case of the new service and tells a story of how the partners and WoTO orchestrator (manager) interact with the service. The chosen story is that of the main focus of the service design: orchestrating collaboration. It focuses on the partner - WoTO interaction.

## WoTO partner



While doing her daily e-mail rounds Sophia receives the newsletter. The meeting is still 6 weeks out, enough time to implement in her planning and plenty time to prepare her personal theme.



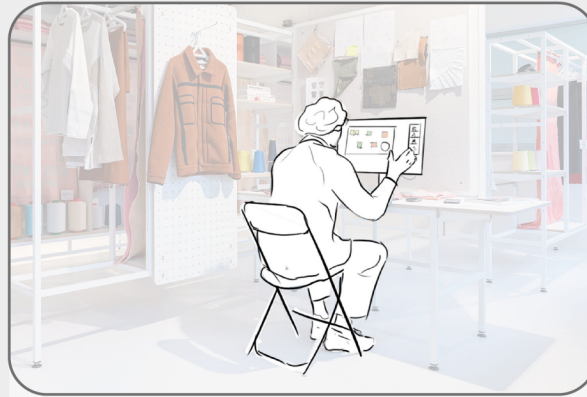
Since the poll is directly linked in the newsletter Sophia decides to fill it in right away. Reading the themes she feels inspired and recognises opportunity. However she thinks natural fiber oriented themes are missing, a topic that combines multiple partners, and decides that will be her theme to prepare for the alignment meeting.



# SERVICE USER SCENARIO



After giving it some time, Kyle analyses the results and uses them as input for the yearly alignment meeting template.



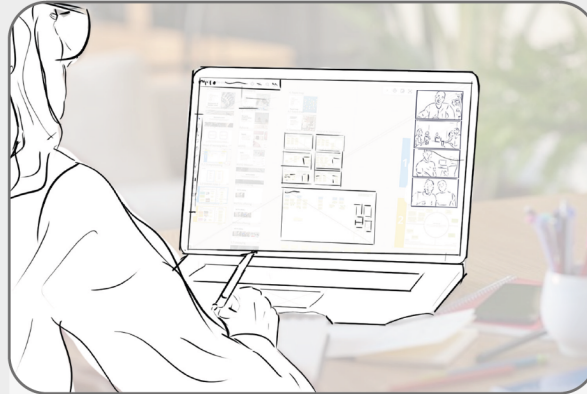
The yearly alignment meeting starts. Kyle acts as moderator, making sure all partners feel heard and actively engaging them to collaboratively set this years goals and values. Way more engaging than sending mails back and forth!



The outcome of the alignment meeting are clear collaborative themes and key activities, common values and rules to play by, goals, and a yearly planning. Kyle exports this information from the Miro template and pins it to the LinkedIn group for easy access.



Sophia goes back to her daily tasks relating to her own business. Preparing her theme turned out not taking too much time after all.



In the meeting, Sophia feels empowered to voice her perspective. Working together with the other partners is inspiring too. Topics arise she would have never thought of herself!  
Guided by the session, she knows what to expect of the year and is excited to take part of it.



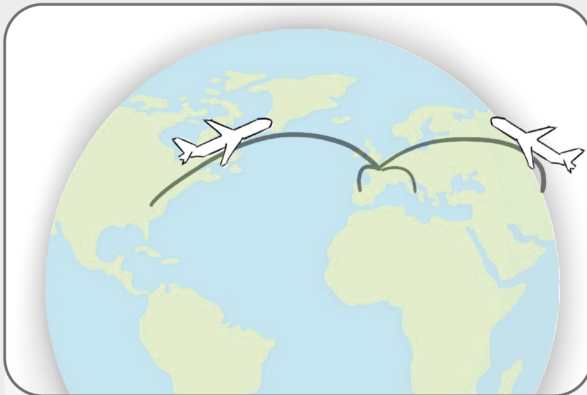
Sophia gets a LinkedIn notification of the yearly calendar along with a link to embed the key activities in her work calendar.  
She feels guided and stimulated to actively work on the clear goals and expectations. A structured way forward for the year.

# SERVICE USER SCENARIO

Fast forward to the first WoTO seminar and event of the year.



Kyle starts preparing the WoTO space for the event. It's a busy one this time, over a hundred applicants!



Sophia along with other invited speakers make their way to Byborre's headquarters in Amsterdam. This is where WoTO physical is currently based. This time it's extra worth traveling for because after the event, her collaboration will be kicked off!



During the event the speakers take part in lectures, demo's and inspiring panel discussions. Contributing to the know-how of conscious creation of the public.



After the event, Sophia, Kyle and the present visitors help themselves to a drink and engage in conversation. A possibility to expand their network and engage in new leads and opportunities. Especially since the crowd is mixed with all sorts of people: students, brands, interior architects: creators!



# SERVICE USER SCENARIO

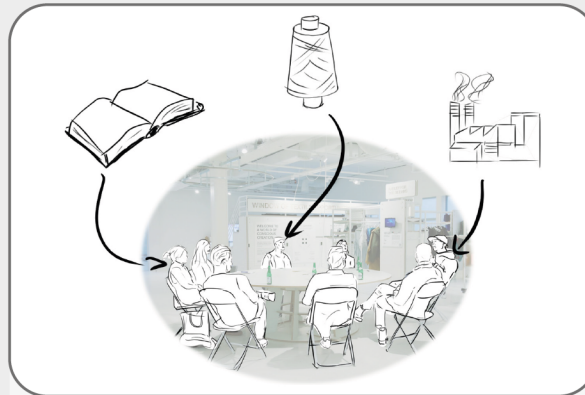
The day after the event the contributing partners come together again for this years first collaboration kick-off.



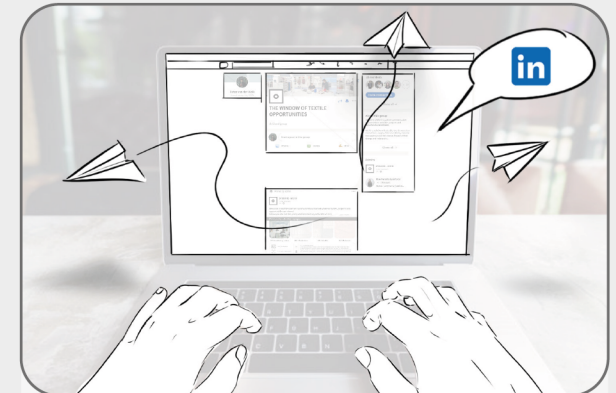
Kyle again moderates this kick-off with the WoTO kick-off template, aimed to create a uniform approach among the different partners. This time for a design sprint on the use of natural fibers in performance apparel!



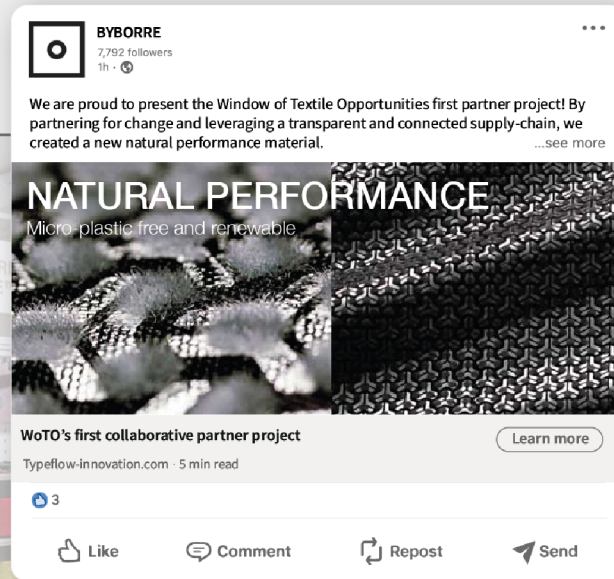
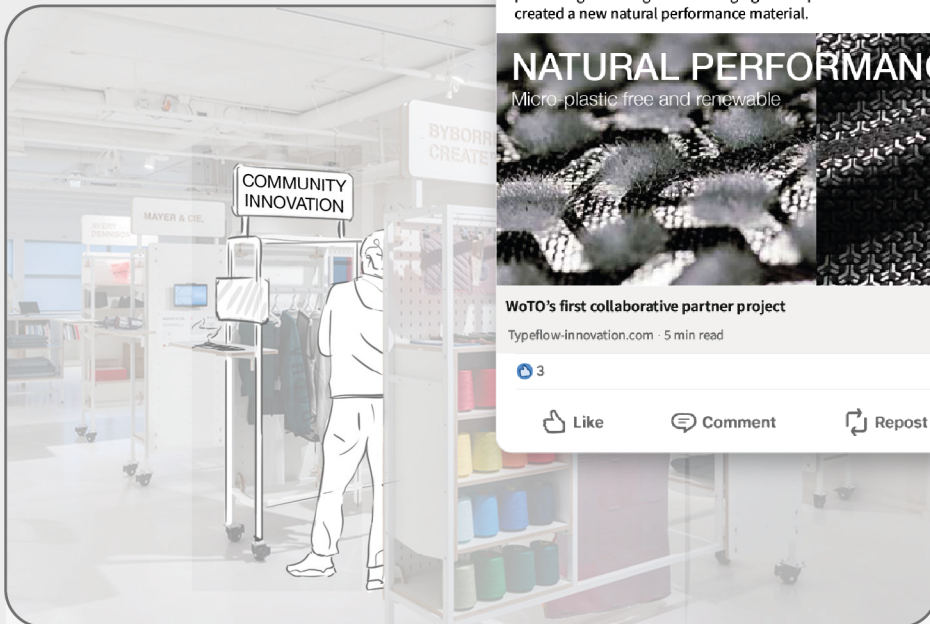
Sophia finds that the session is more practical and focussed on how to get the project executed than the previous one: creating a project team and ownership, timings and approach are all discussed. A uniform approach to align the different stakeholders present. A level playing ground to start from.



After the session a WoTO project team has been formed, the roles are clear and planning and execution are agreed upon. WoTO will facilitate if physical meetings are needed and support in communication.



Sophia is appointed as project owner and keeps the WoTO network up to date of the advancements of the collaboration through the WoTO LinkedIn group. Content she can use for her companies LinkedIn also!



After the project has been completed, the result is communicated through WoTO physical, the education channel (if applicable) and digitally by Byborre. This in order to generate exposure, new leads and educate and inspire. Sophia feels empowered since her contribution became reality. One step closer to a responsible industry and a valuable outcome!

### 10.2.3. User journey & touch-points

A user journey is created to visualise the collaborative flow and purpose of the service design and its touch-points. It creates an overview of the different phases users undertake and how the different touch-points are integrated along with their function. The details about these touch-points will be discussed in the next paragraph: service walkthrough and touch-points. The user journey is found in figure 36.



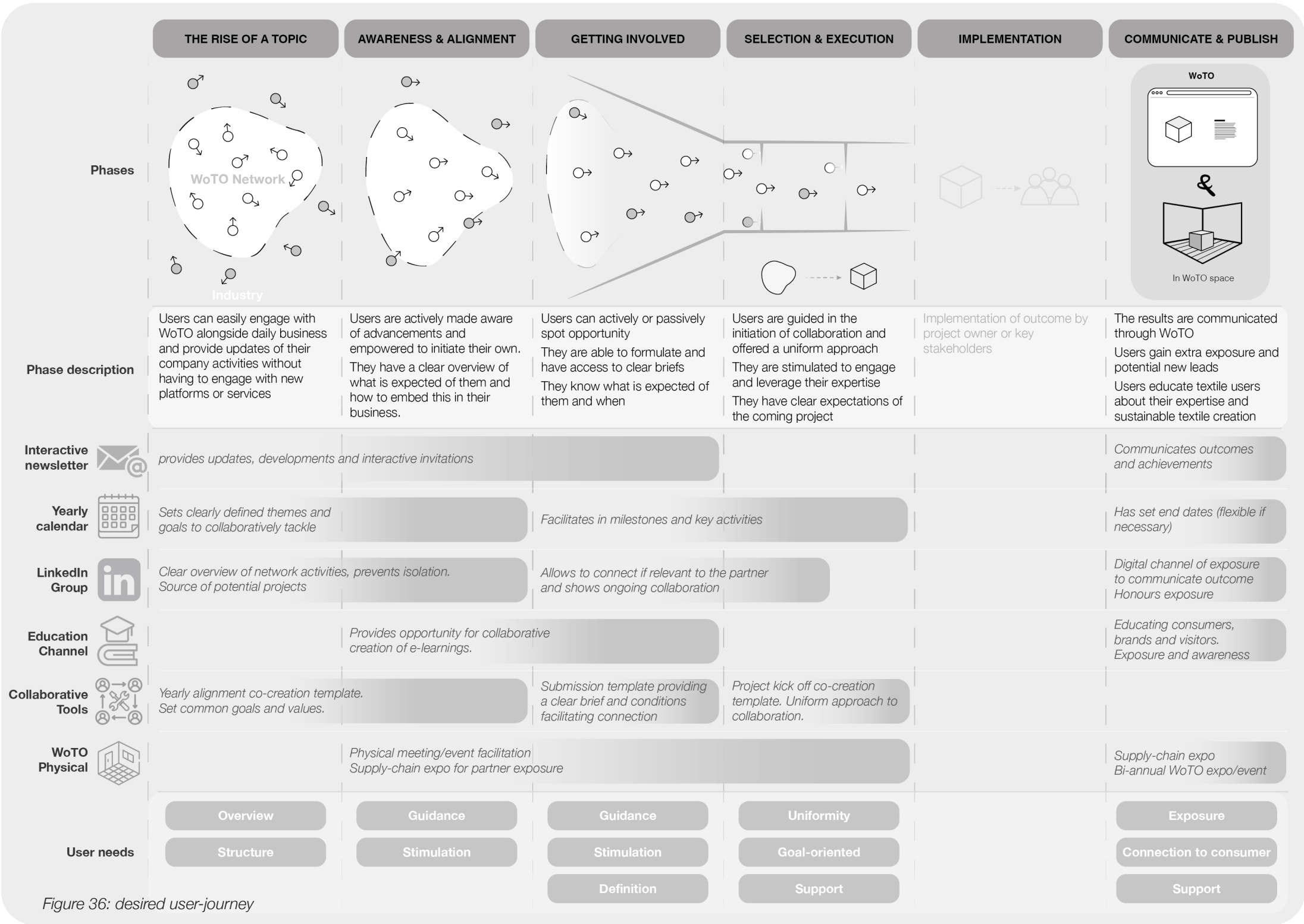


Figure 36: desired user-journey

### 10.3. Service walkthrough & touchpoints

In this paragraph the touch-points are individually addressed on how they contribute to the service concept. This will be done through describing their function, how it relates to the earlier discussed persona's and various annotated screens. Many of these touch-points are interlinked, if this is the case this will be pointed out.

#### 10.3.1. Interactive Newsletter

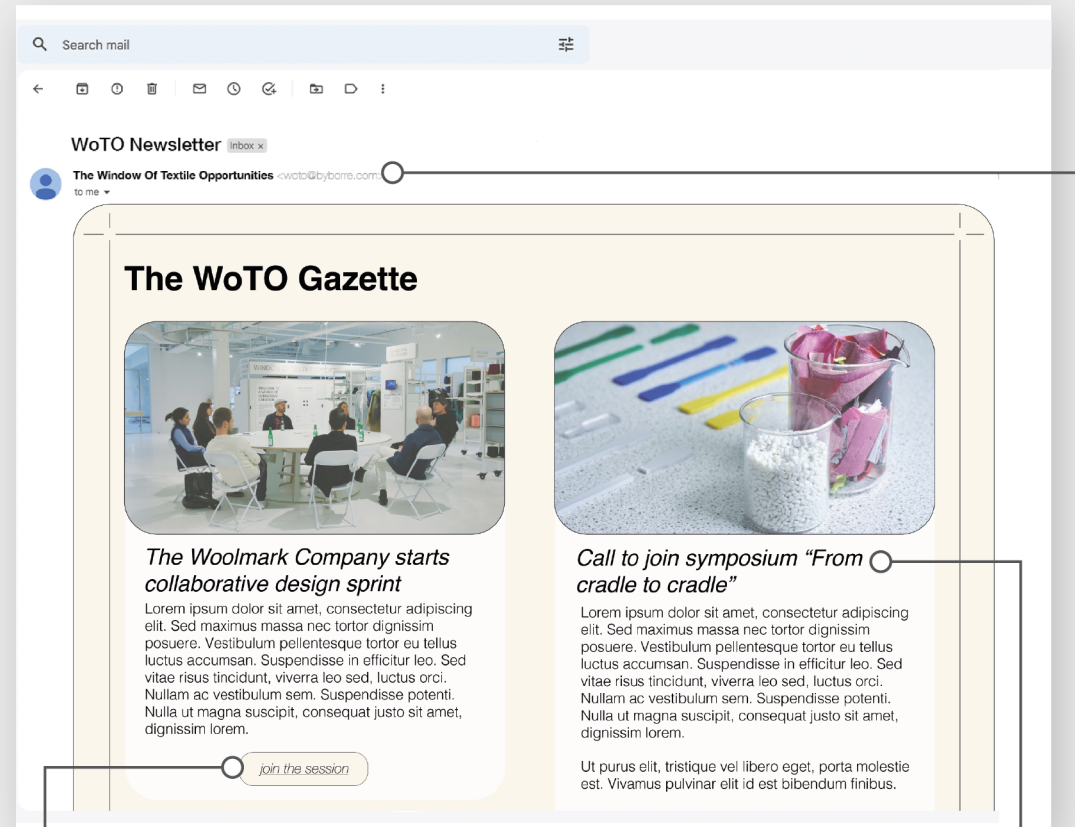
The interactive newsletter aims to stimulate engagement and guide towards alignment and change by providing updates, developments and interactive invitations.

Partners pointed out that a part the current communications took place in a platform rarely used by them resulting in a high threshold to engage and to stay up to date.

In order to alleviate this, the interactive newsletter is added as one of WoTO's communication channels. Mainly aimed at nudging partners to interact or inviting them to join activities. In order to do so it should be a visually appealing yet efficient design with direct links to action embedded in the letter. Partners are scarce on time so want a quick overview and not a long read.

If wanted the newsletter could be integrated in Hubspot, a customer relationship management platform (already in use by Byborre). This would have the benefit of automated sending and streamlining the process but mainly to gather data about the efficiency of the newsletter: providing insight in engagement, clicks etc. Consequently this can help improving the newsletter over time.

## WoTO newsletter



#### Stimulating engagement

*Use the newsletter to communicate upcoming activities and use for call-outs. An inviting yet straightforward tone of voice should be used.*

#### Low threshold to engage

*Directly embedded links to the related pages make for a time-efficient and low threshold interaction. If embedded in hubspot data can be gathered about partner engagement on the newsletter.*

#### Make use of existing communication channels

*Instead of introducing a new communication platform (discord) the newsletter is simply sent via e-mail. Something checked daily by all partners.*



### 10.3.2. Yearly Calendar

The Yearly Calendar facilitates WoTO digital in various ways and touches upon multiple recommendations made for the final concept as found in the user evaluation. First of all it provides overview and transparency in the process: it offers clear insight on yearly curated themes, their accompanying activities and timings.

Secondly it creates uniformity in collaboration by uniting the different partners behind common themes. These themes are curated and spotted by Byborre and selected to provide a range of topics that facilitate the different proficiencies and competences amongst the partners (also based off suggestions if partners have them). Later on in the implementation of the service, open innovation submissions will also provide content for this curation (see implementation roadmap, 10.4).

Partners know up front what they can expect and this allows them to bring this into their own planning.

Thirdly it stimulates engagement by setting a baseline to work from. The projects and activities don't all have to be resource heavy or intense, as long as they engage partners to work together. In the user interviews a lack of connection was mentioned as driver for lack of engagement.

A suggestion for the Yearly Calendar is a (downloadable) 2 page clickable PDF that can be found in various communication channels such as the interactive newsletter (in newsletter: automatically adding key dates to your calendar when interacted with) and as a pinned post in the LinkedIn WoTO group (as seen in the next subparagraph).

## Yearly calendar overview (page 1)

### Yearly calendar

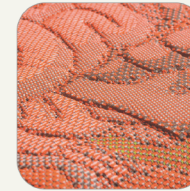
Add key dates to calendar



#### Q1: Facilitating action

Introducing the new WoTO collaboration flow and touch-points. This quarter is all centred around alignment and collaboration. Starting the year with a co-creation session to set up the network goals & values and running a pilot collaboration.

- Introducing WoTO additions
- Set common goals & values
- Run pilot collaboration
- Communicate results in WoTO



#### Q2: Materials

Research & design project on heat conducting (smart-)textiles and their potential applications. Collaboration between TU Delft industrial design engineering graduate and the partner network. Closing off with a final presentation open to the public and prototypes on display in WoTO.

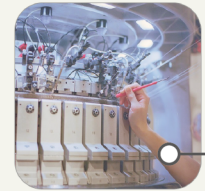
- Project kick-off
- Research & prototyping
- Communicate results



#### Q3: Afterlife

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#### Q4: Production

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### Curated themes and active partners

In each time period (in this example quarters but this can be extended to half-year themes) it is clearly communicated what the theme is and which partners are active in collaboration.

### Clear goals and activities

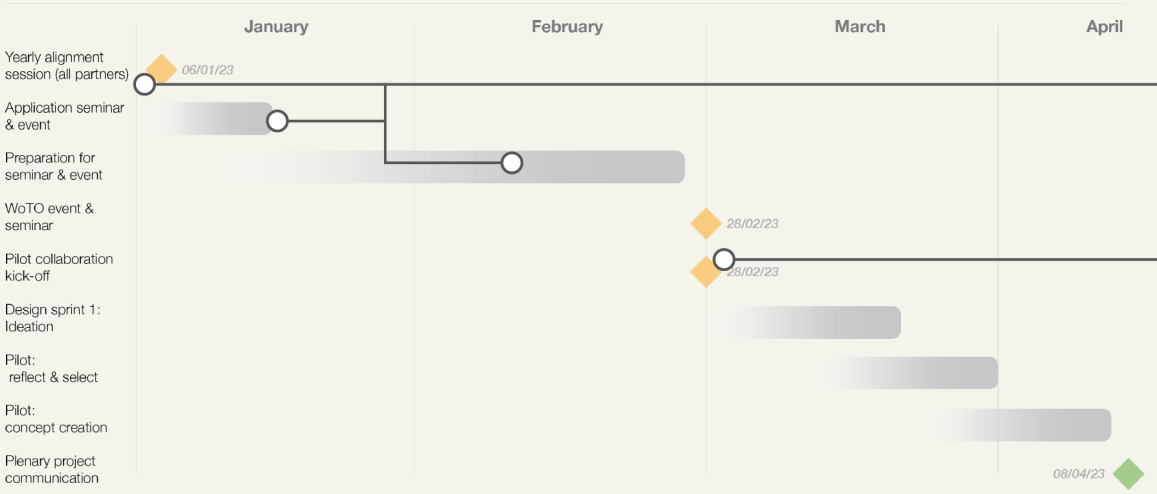
The main activities of a theme or time period are clearly laid out to provide a quick overview of what is going to happen.

### Interactive PDF


In order to create an easy and low effort interaction, the pdf is interactive. Embedded calendar invitations linked to key activities are accessible with one click in both the PDF or post. No extra invitations via e-mail or manually filling it in.

General planning (page 2)


Yearly calendar - Q1




MAIN CONTRIBUTORS




Placeholder text for contributor 1: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet.



Placeholder text for contributor 2: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet.



Placeholder text for contributor 3: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet.



Placeholder text for contributor 4: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed diam nonummy nibh euismod tincidunt ut laoreet.

General activities and timings

Clear overview of all activities during the set time period. Providing guidance and overview

Milestones

Milestones create clear goals to work towards. An example: a seminar and the run up to it.

Main contributors

Overview of the main partners active in this time period, their expertise and role.



### 10.3.3. LinkedIn Group

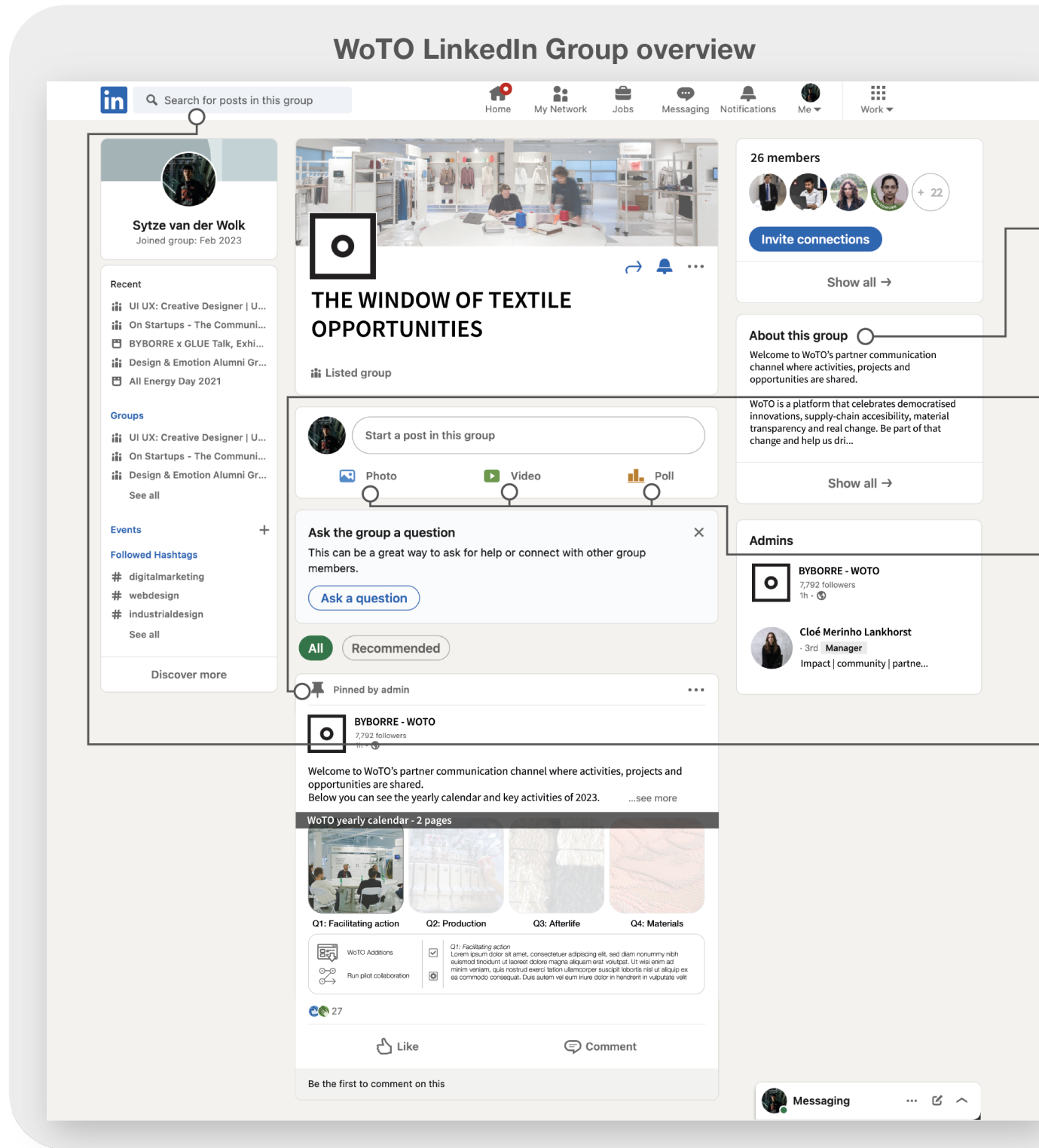
The WoTO LinkedIn Group aims to offer a lower threshold of engagement and stimulate the partners to interact with WoTO and its activities. It also facilitates in guiding the users towards alignment and closing the gap towards brands and consumers.

The current communication channels were placed in platforms that none of the partners used on a daily basis. A listed WoTO LinkedIn Group provides a platform for sharing activities and opportunities in a format that all partners are already accustomed to and use in their own workflows, lowering the threshold to engage and share advancements.

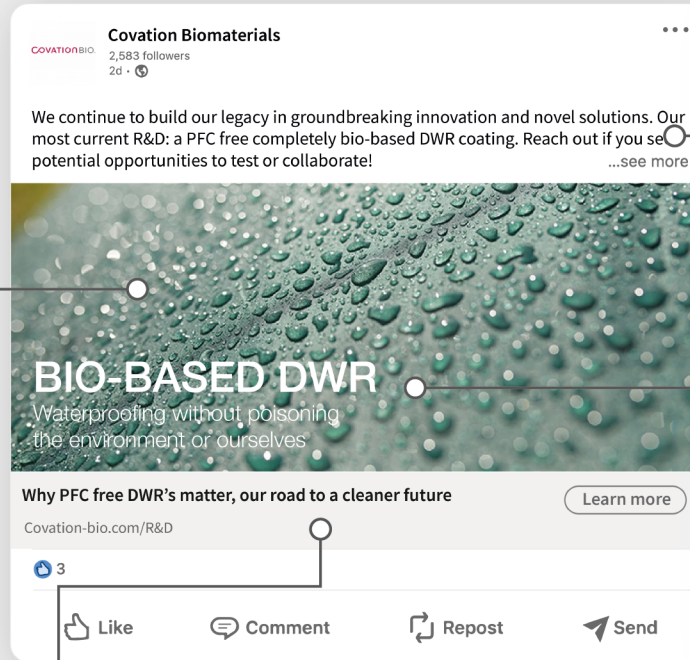
Secondly it provides a platform for the WoTO operators to stimulate engagement and orchestrate interaction through posting updates, polls about certain topics or call-outs to join seminars or projects. Partners will be automatically nudged through LinkedIn notifications to respond or partake. It is also a place where the Yearly Calendar is pinned to review at any time, with an updated quarterly overview as seen in the “Yearly Calendar” touchpoint.

Next to providing overview of activities and opportunities, it can also be used to create new leads and generate exposure. LinkedIn can serve as a submission portal for open innovation by for example posting a call “to drive change” in the Byborre LinkedIn channel (reach 16.000 in Q4). This call will refer to a submission template (see subparagraph 10.3.5: collaborative tools). By using LinkedIn as main communication channel, there is already a filtering step in submissions to target professionals and brands in related industries instead of using for example Instagram (which has a slightly larger reach but less engagement).

Lastly, active scouting for potential partners to join the Byborre WoTO LinkedIn group as means to stay up to date with industry developments and innovations also provides an extra channel to expand the network and its reach. New users that want to join the Byborre WoTO group will always have to be accepted in order to join in order to prevent irrelevant content. An overview of the LinkedIn group and its functions is given in the annotated view on the right.



## Example: partner activity



### Providing insight in development

Provide opportunity for partners to actively post what they are working on in order to keep the network aware of developments and provide new knowledge. Actively nudge to do this

### Linked external information

Keep the posts short and engaging. If the reader wants in-depth knowledge refer to external pages or documents.

### Visual stimulation

Stimulate engagement by providing a contextual visual that attracts attention.

## Example: opportunity/call



### Opportunities or call-to-actions

Ability to leverage the WoTO network and create value through shared resources, goals and opportunities.

### Increasing exposure

Ability to easily share, send or repost outside the network to increase exposure and bring in new players.

### Clear communication & guidelines

Providing a clear summary of what WoTO entails and what the group is intended to facilitate. Provide clear guidelines on intended use.

### Central location for yearly calendar

A pinned post containing the (downloadable) yearly calendar so partners have access to it at all times. Facilitates in a goal oriented approach and clear overview

### Stimulating engagement

Keep stakeholders engaged and connected by actively maintaining the pages content and inviting to participate (for example create a poll or other interactive posts). Partners are automatically notified of this through the notifications.

### Clear overview & partner alignment

The WoTO group provides an overview of activities and opportunities. Searching for topics creates more efficient navigation if partners want to look up past information.

### Low threshold to engage

All WoTO stakeholders are currently active on LinkedIn and actively create content for it. Lowering the threshold to engage with the WoTO group and the network.



#### 10.3.4. Collaborative Tools

The collaborative tools aim to stimulate engagement, create uniformity in collaboration and guide towards alignment and change. It does this by providing various templates in the different phases of the user flow.

##### *Yearly alignment tool*

The first template is one to collectively start/prepare the calendar year, discuss the curated themes and create common goals and values. Especially the last is of utmost importance for successful networked collaboration (Valkenberg, 2019). It is a moment to align on each-others expectations of the year and the “why” and “what” and “who” of each curated theme. The outcomes of this session will be implemented in the yearly calendar and further define its goals per time-period. Note: the curation of themes is offered by WoTO as service and communicated before this point (potential useful tool: LinkedIn poll). The meeting is not meant to come up with these themes. The submissions that have come in via the temporary open innovation submission also serve as potential content for curating the yearly themes.

##### *Project kick-off tool*

The project kick-off is a co-creation template that aims to create a uniform approach to the orchestrated projects. Its main outcomes are focused on creating connection and a project approach: defining clear roles/responsibilities, resource availability in the form of time, a project team or “WoTO taskforce” as found in earlier ideation and a clear planning and milestones. Preferably this is done in a physical context (when a seminar or event has taken place and the partners are already present) but should work in a digital context as well.

##### *Open innovation submission template*

The submission template aims to create an efficient and clear brief and prevent a stream of unsuitable ideas from the open innovation submissions that come from outside of the partner network. This submission template can be placed as a temporary call to submit innovative ideas. In the design of this template it is of utmost importance to prevent a stream of useless submissions.

Secondly it automatically categorises and collects data that can be linked to suitable partners in the network, resulting in a more efficient workflow. It is situated in Typeform which is already used in WoTO's current operations, allowing for easy adaptation, customisability and improvements over time if the template does not deliver the intended results. Partners mentioned the need for clear and uniform communication/ boundary conditions in order to see potential value or obstacles in the potential collaborations. The outline of the template is focussed on delivering that.

To prevent a lot of resources sinking into the selection of these entries, it would only be a temporary submission preventing an endless stream of ideas. A rough selection of top innovations could be made by the WoTO team after which it serves as content on a selection session with the partners. In the template expectations should be managed and clear communication towards the submitter is necessary.

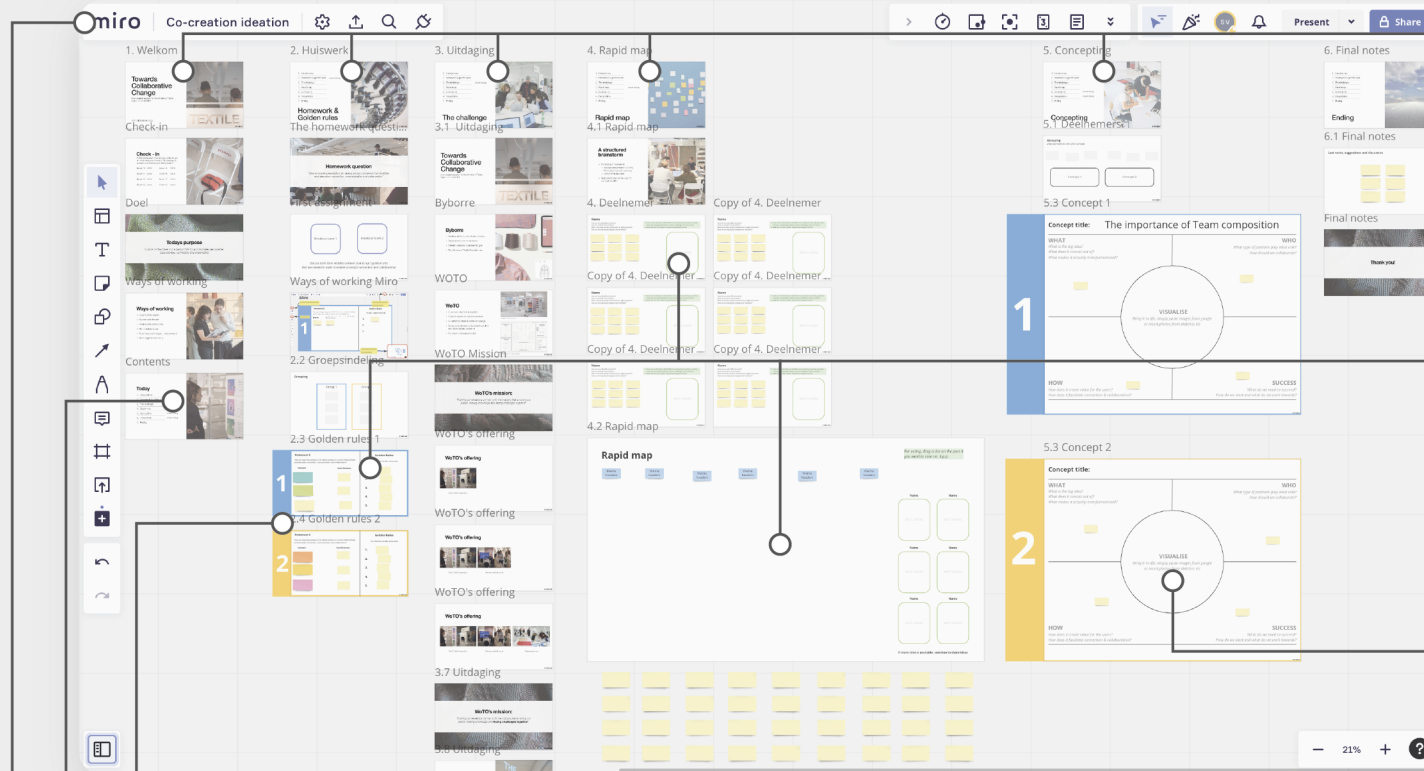
##### *Development of the co-creation templates*

The yearly alignment tool and project kick-off tool are still undeveloped. In this paragraph the suggestion is made for their content and intended use. In order to successfully create these touch-points it is recommended to further develop and test them with an external co-creation expert. The creation of these tools falls outside of the scope of this project.

An example of such a co-creation template can be seen on the right. This template was specifically made for the ideation phase of this project and usable in an on-, as well as offline context: simply replace Miro with a whiteboard and post its. Use a TV screen (movable) for the presentation elements.

A suggestion of the innovation submission template is found on the next spread. The open innovation submission template framework has been fully defined in Typeform and is found in appendix G.

# Co-creation template example



## Create engagement through preparation

*Incorporate a small homework assignment into the session. This helps the participants to prepare but also stimulates active engagement during the session. By starting the session with this input and finding the commonalities between the participants it allows them to feel heard and create connection. The assignment shouldn't be resource heavy and feel like a chore (creates the opposite effect).*

## Clear goals and activities

*Start the session with a introductory presentation about what is going to happen. Include an ice-braker, "ways of working" (attitude of the session) and activities and timings.*

## Applicable in on-, and offline context

*By having the session outline based in Miro, it is easily translatable to a physical context. Preferably these templates are used in a physical context to create more connection between partners.*

## Balance activities

*In order to create an engaging session, the activities need to be balanced and structured accordingly. First create engagement, connection and a safe environment before diving into generative and content-related activities.*

## Stimulate participant expression

*Include multiple moments where participants individually and as group present their findings to create a balanced playing field.*

## Time-efficient outcome

*Make sure the concluding exercise are templates that are easily exportable as PDF or JPG and directly translate into other touch-points (yearly calendar, team overview/project planning). No separate translation needed by orchestrator.*

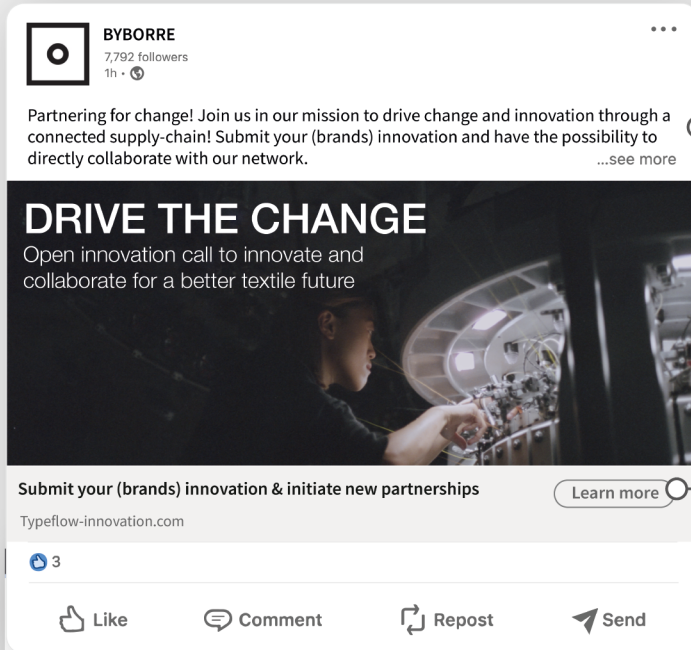
## Successful moderation

*The WoTO orchestrator acts as main moderator. In order to perform this role successfully, 2 moderators are needed. One to actively moderate and the secondary moderator to alleviate any technical difficulties and make notes (especially important in an online context).*



## Entry-point

# SUBMISSION TEMPLATE



" Join our cause and initiate change! Submit your innovation or project in order to contribute and help drive the change.  
This submission template helps us define and categorise your submission in order to create meaningful partnerships.  
We are looking forward to review your entry!



Continue press Enter ↵

Powered by Typeform

### Stimulate engagement

Use visual stimulation in the form of attractive visuals and an inviting tone of voice in order to stimulate engagement. It is a collaboration, not a tender you need to win.

### Easily accessible

The submission template is linked directly to a LinkedIn post, rerouting the user to a web based submission form allowing for easy access.

### A uniform experience

Keep people interested by providing a more seamless experience, using similar visuals throughout and maintaining an inviting tone of voice.

### Typeform as platform

Using typeform allows for efficient data gathering and potential implementation to other streamlining tools such as hubspot (both used by Byborre).

It also allows for easy adaptation and customisation if the template does not deliver the desired results.

## Example pages

### 1→ In order to submit your innovation it should be: \*

- An innovative technology, ready-to-go product, applicable R&D/unique expertise or a commercial opportunity for Byborre or our network
- In line with our mission to change the textile industry for the better
- A project that you agree to collectively develop with the relevant partners in our network.

☒ A Yes ✓

☐ B No

OK ✓

#### Filtering out unsuitable submissions

*There are multiple steps in the submission template filtering out unsuitable submissions. Think of sales-pitches, undeveloped ideas, no legal ownership, etc.*

### 3→ In what category would you place your innovation?

☒ A New textiles or materials

☐ B Software development / digitalisation

☐ C Engineering solutions

☐ D Yarn/spinning development

☐ E other...

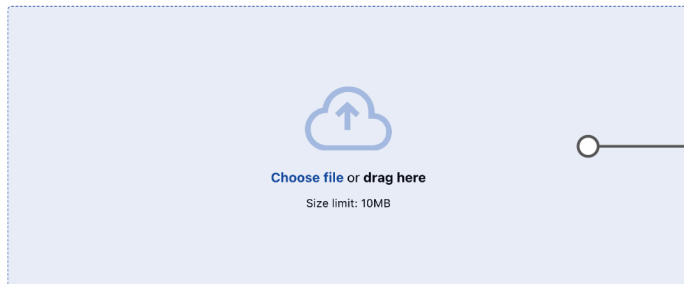
OK ✓

#### Data gathering & categorisation

*Through submission categorisation (in multiple steps) submissions can be ranked on resource heavyness (state of development), category, patent status, location, etc. This reduces the resource heaviness of the selection procedure and generates insight in submittor profiles.*

### 9→ Visualisation and supportive documents

Please upload any visuals or documents that support, quantify or clarify your submission.



OK ✓

#### Supportive documents

*The submission template is aimed at creating a concise overview of the innovation. If deemed interesting, further selection can be supported by additional in-depth documents & visualisations.*

#### Other categories

*Other submission topics are: objectives, goals & intended outcomes, why it is innovative, needed resources, intellectual property status, development status, partnership expectations & personal information (appendix x)*



### 10.3.5. Education Channel

The education channel has as main aim to communicate industry advancements and knowledge that can better the textile industry and conscious designing. Closing the gap between textile producers and users, allowing for a more transparent process. Aiding Byborre's mission "To inspire and enable an entire generation of creators to make less but more meaningful and responsible products".

Currently WoTO already organises (digital) seminars and events to cater to this goal. In the service design concept a digital layer is added to this in order to increase exposure and create a bigger impact through offering this content online. Starting off by using existing content from WoTO partners and past seminars, gradually working towards creating podcasts, digital e-learning and eventually short-courses (see implementation roadmap for timings).

This existing content that consists out of partner content or past seminars and talks which can be uploaded in the form of video on YouTube or podcast on Spotify or Soundcloud (lower threshold to engage). These can be shared via the Byborre Instagram (consumer focus) and LinkedIn. Posting this in the form of a series of stories and a highlight reel will give it permanent residence on the Byborre Instagram page under the WoTO reel where Byborre's other channels are already communicated. A suggestion of this entry-point is given in the annotated view.

The education channel also generates opportunity for collaboration through creating collaborative e-learning. For example "designing for circular knits" where a machine manufacturer and education partner could explain the possibilities of circular knitting and how to implement that in your design process. Or a yarn developer and knowledge partner working on wool as performance material. These collaborations can be taken up in the yearly calendar.

Because WoTO has acclaimed institutions within the network, eventually offering certified short-courses becomes more realistic and desirable for potential users. A possible platform to share this on would be to extend the WoTO LinkedIn group further and offer these courses on LinkedIn Learning. The actual suggestion of creating these certified short-courses came from an education partner.

Within the education channel, the partners should be the "main characters". Communicating what they can offer and potentially generating new leads.

### Placement on Instagram

#### Leverage social media exposure

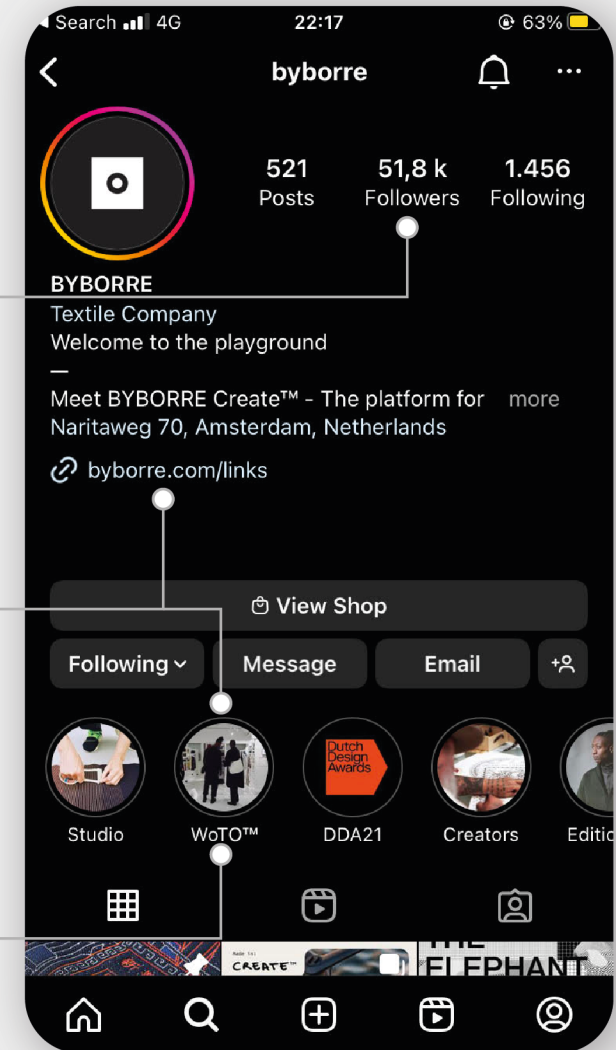
*Use the very active social media channels to advertise the educational content. (reach: Instagram 19.000, LinkedIn 12.000, Q4 2022)*

#### Integrate in existing links

*Byborre already has integrated referral links and highlight reels embedded on their Instagram page. Simply add link to the content.*

#### Communicate WoTO's mission & network

*Currently, WoTO's highlight reel has no information about what it is. Use the reel to highlight the partners and communicate the mission.*



## Instagram highlight reel suggestion

# DIGITAL EDUCATION

WINDOW OF TEXTILE OPPORTUNITIES™

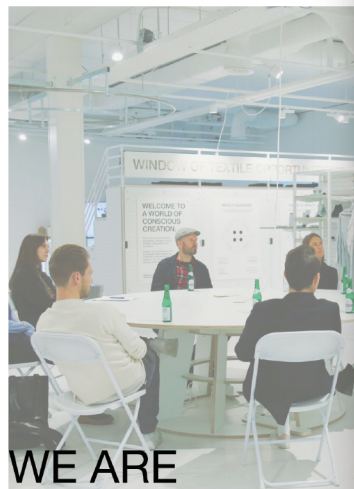
## WELCOME TO A WORLD OF CONSCIOUS CREATION.

The textile industry is broken. It's wasteful, inflexible, harmful, complex, intransparent and is uninspired.

Creators are the gatekeepers of doing better. When designing a textile 80% of its environmental impact is set in stone, so every decision matters.

TAP TO CONTINUE

WINDOW OF TEXTILE OPPORTUNITIES™



## WE ARE COMMITTED TO REAL CHANGE

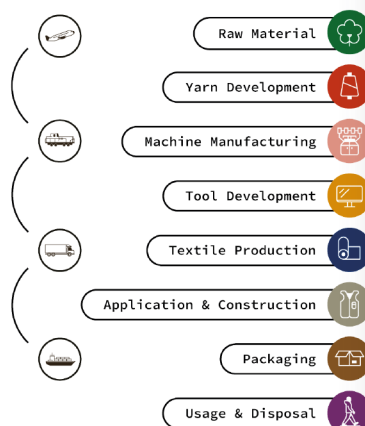
Together with our partners, WoTO aims to drive change through education, connection and collaboration.

WINDOW OF TEXTILE OPPORTUNITIES™

## FIELDS OF IMPACT & EXPERTISE

Designing consciously means understanding the impact of all steps to create and produce textiles.

### AREAS OF EXPERTISE



WINDOW OF TEXTILE OPPORTUNITIES™

## MEET OUR PARTNERS & SUPPLY-CHAIN

Change isn't made alone. This is why we partnered up with industry leading suppliers and production partners to collaboratively drive change.



See More

WINDOW OF TEXTILE OPPORTUNITIES™

## EDUCATE YOURSELF ON CONSCIOUS CREATION

Want to learn more about conscious textile creation and designing? [Visit us](#), listen to our [podcast](#) or browse through our [seminars](#)!



See More

### Communicate WoTO & its purpose

Briefly communicate WoTO's purpose through a series of attractive and visually pleasing screens.

### Highlight the partners & link to partner page

Creates exposure for the partners and introduces their expertise to new groups. Link to existing partner page.

### Stimulate engagement & link to content

Stimulate viewers to engage and refer to WoTO's services: planning a visit or educational content. (externally linked)(image should be video teaser of content)



### 10.3.6. WoTO Physical

Throughout the phases WoTO physical has a facilitating role in the user flow as well for the partner group as the visitor group. Since the focus of the service design is primarily focussed on the partners, the physical space in relation to the visitors will only briefly be discussed.

#### *WoTO physical*

For the partners WoTO physical acts as a channel to generate exposure and display their innovations and collaborations, it hosts the seminars/educational events and operates as a physical meeting place for collaborations or workshops. It also contributes to partner engagement by offering extra exposure to partners that have engaged in collaboration and contributed more than others. This can be done through a “partner highlight” within the physical exposition.

For the visitors it is a space where they can learn about conscious creation, what a transparent and connected supply-chain means and what developments the network is working on or looking for as well as a networking tool.

Eventually the goal is to create a biennial, international exposition and event hosted by one of the network partners in addition to the space in Amsterdam. This increases international exposure and creates a common goal for all partners to work on without having to invest in other permanent locations (the initial strategy of Byborre). Secondly it shifts ownership from Byborre to the other partners.

#### *A redesign suggestion for the space*

From the research & analysis phase it turned out that the narrative in the physical space was unclear to visitors partially caused by a lack of content from the partners side. It felt more like a “Byborre showroom” with their network also exhibited instead of clearly communicating about a transparent supply-chain and conscious creation.

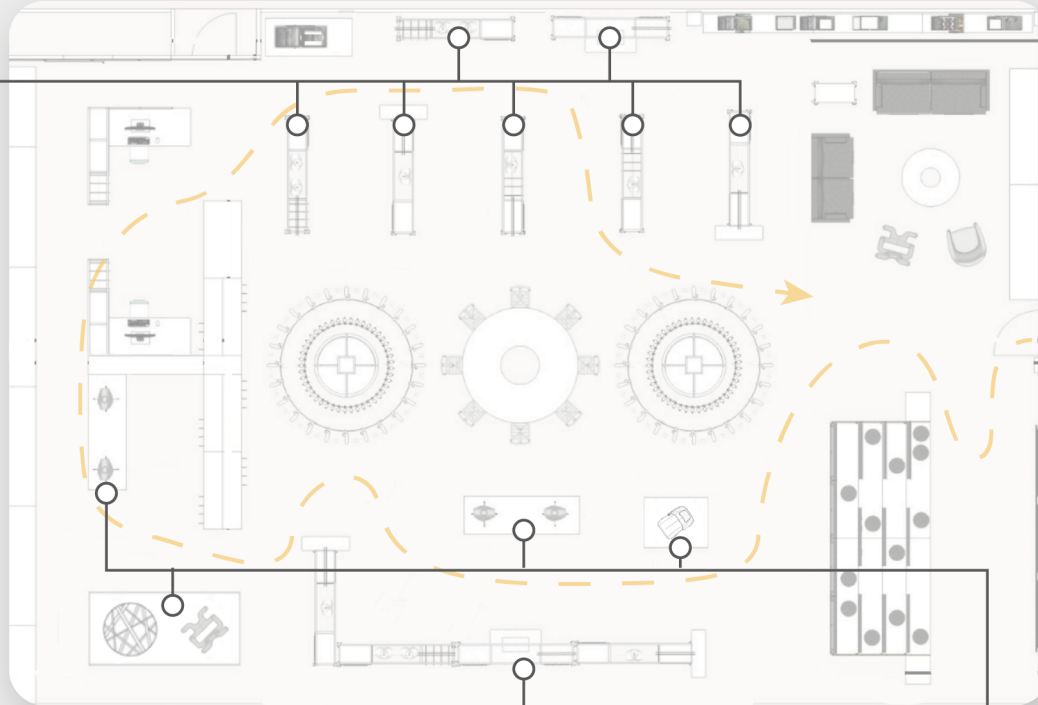
This was partially caused by the lack of engagement and clear goals on the partner side. The new service design aims to alleviate these problems. However an iteration on the physical space can be made to more clearly communicate its goal: to educate about conscious creation and a connected transparent supply chain. The space itself would not need a big makeover due to the modular design of the fixtures.

The new spatial design aims to emphasise two things: the narrative of the workings of a transparent and connected supply-chain and its benefits as well as the collaborative nature of this network, the innovations they create and how those contribute to change and conscious creation.

This choice was made together with the WoTO manager who stated that she felt the space was not substantiating her story, but only a passive factor in the visit. The aim of the new lay-out is to support the visits narrative like a physical slide-show: Who are we, What do we do, How do we do that and what is the result of this. This directly translates to: About Byborre & WoTO (intro presentation), we connect industry

professionals along the textile supply chain (supply-chain and partner exposition), we do this through education and collaboration resulting in solutions to the industry's problems (physical showcases). This new lay-out and an impression sketch can be seen on the right.

## Lay-out suggestion



### The “narrative” of a transparent supply chain

*Linear/chronological explanation of the textile supply-chain and introduction of partners within the chain. Emphasise how transparency and collaboration improve it. What do Byborre and their partners do different than the rest of the industry? (contextual comparison)*

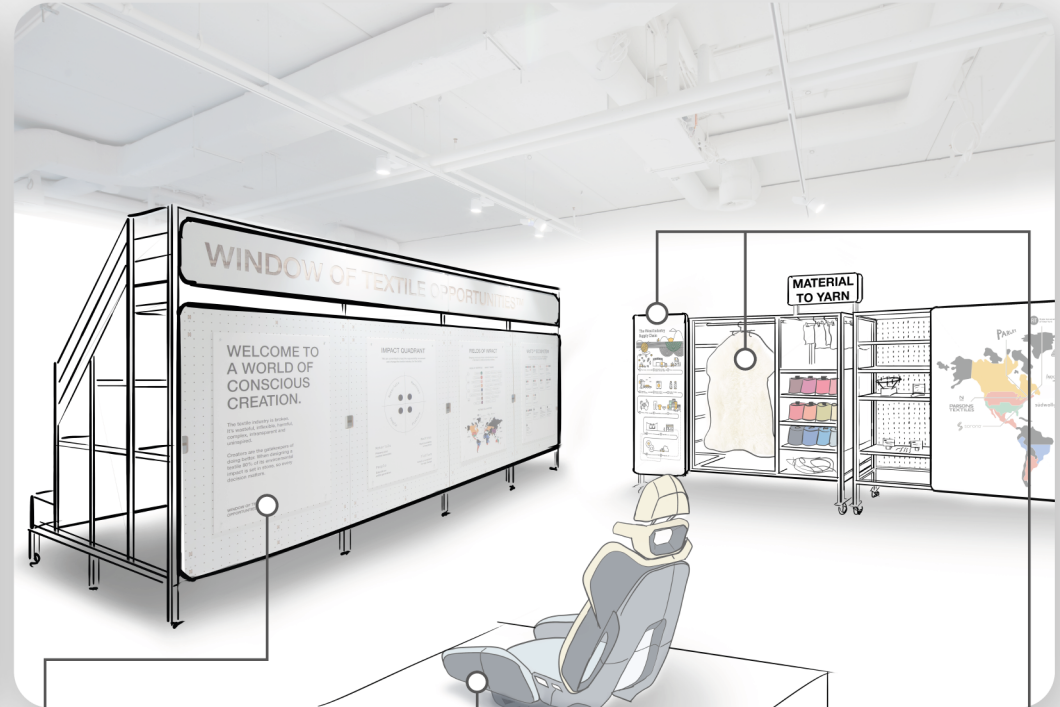
### Emphasise showcasing innovations & applications

*Focus on showing applications of textiles (not just clothing) and the collaborative projects, innovations and their outcome.*

### Clear segmentation

*In-depth partner booths along with their expertise can still be present. However keep this separate from the narrative. Visitors can browse these stalls independently. Important to have: communicate partner expertise.*

## Artistic impression



### Physical showcases

*Highlight collaboration prototypes and new applications of the textiles. Textile doesn't mean just clothing.*

### Make use of existing content

*The WoTO new supply-chain expo is there to support the story and introduction of WoTO (physical slideshow). Take the visitor through these steps after the existing introduction on the back of the tribune.*

### Support the supply-chain narrative visually

*Create appealing infographics along with contextual content per phase to generate a clear image of what Byborre's collaborative supply-chain means.*



## 10.4. Implementation roadmap

Implementing the new service vision for WoTO would mean a structural change in WoTO's operations. Implementing all touch-points at the same time would not be wise and hinder successful adaptation. Hence why a step by step implementation is advised. The reason for this is twofold: firstly to incrementally change WoTO's way of working and improve its operation. Secondly to be able to intervene and pivot or iterate if the desired result is not met in a phase. For this, an implementation roadmap is created to provide these steps (Almqvist, 2018). The roadmap aids in visualising these different implementation phases and creates a clear overview on how the service can be implemented over time.

The roadmap has three horizons together spanning 2,5 years (including Q3 & 4 of 2023). Normally these horizons span over larger periods of time. However the touch-points are purposefully made to be easily implementable. Mainly in order to directly start implementation and prevent further loss of partnerships and keep relevance for WoTO as platform. An overview of the implementation roadmap can be seen in figure 37. Providing an overview of the touch-points to be implemented, key activities per phase and the network collaboration that is needed to successfully implement the service. These three horizons directly relate back to the design goal: "making them feel unified, empowered and goal oriented". Where horizon 1 focusses primarily on the unification of the partners, horizon 2 on providing guidance and providing clear goals and the third horizon on empowerment.

### *Horizon 1*

The first horizon is short term and aimed at increasing partner engagement and connection as well as further developing the touch-points. As mentioned in the problem statement there is an imbalance between the various partners and persona's within the WoTO network. Due to the lack of connection there are different expectations and feelings towards the platform. This is why the first priority should be to co-create on common goals and values in order to increase trust and alignment between the partners. Make them feel empowered to be a part of the process without asking too much. They pay for a service so they should feel like they get result. This alignment is part of that result and manages the different expectations. (yearly alignment meeting).

This also entails communicating the changes that are coming and how this will add value to the WoTO platform. Because of this short timespan the implementations in this phase will mainly be easily implementable touch-points in order to prepare them for the other implementation phases. These are the newly introduced newsletter, the LinkedIn group and the education channel. The yearly alignment meeting however is a touch-point that needs additional development and guidance. This is why a suggestion would be to create and moderate this first alignment session with an external co-creation expert, after which WoTO can take over this role.

### *Horizon 2*

The second horizon is aimed at expanding the service touch-points and to actively start the orchestration of collaborative projects. This is where the yearly alignment meeting will be introduced facilitating in a clear yearly calendar and goals that can be implemented in the partners calendars. The LinkedIn group will also be used for posting opportunities and resources, and to communicate potential developments or activities to the world. Collaborations central to this phase are a pilot collaboration and learning from that activity for future reference. Preferable this will be kicked off in a physical context after a WoTO seminar or event when the partners are already present. A potential pilot collaboration could be to create the first e-learning. The more engaged partners are, the less important the newsletter becomes as a nudging tool but more so to stay up-to-date.

Secondly, in order to successfully run WoTO's operations, its team should be expanded or at least supported in daily operations or scouting opportunities and developments to take a visioning approach instead of a reactive role in creating the yearly themes and orchestrating collaboration. Currently the WoTO visits, stakeholder management, event organisation and other activities are mainly performed by one employee. A solution could be to involve Byborre's sustainability team to support the orchestration and themes.

### *Horizon 3*

Horizon three is where partners are accustomed to the new workflow allowing for the implementation of open innovation submissions to boost R&D topics and potential network growth. This is where the real value of WoTO as a connector and orchestrator will be reached.

Main activities in this phase are the integration of the open innovation submission template, start the creation of certified short-courses (MOOCs) and the potential expansion to LinkedIn Learning (or other learning platforms such as Udemy, Skillshare etc.) These certificate courses could also provide a second stream of income.

Lastly WoTO physical expands with a (large) biennial event hosted by one of the partners each time. Showcasing developments, inviting speakers and providing the opportunity to network. By letting partners host this event, it can be located in a different part of the world each time, resulting in a wider field of impact and exposure.

In order to achieve this horizon close collaboration between all stakeholders and alignment on WoTO's purpose is needed. Important is to find potential partners that fully support the cause and are not solely joining for commercial gain but actively want to change the way the textile industry operates.







2023 HORIZON 1		2024 HORIZON 2		2025 HORIZON 3	
<b>Minimal:</b> low resource and threshold services & implementations aimed at connection & engagement		<b>Improved:</b> The start of active orchestration, topic curation and collaboration.		<b>Developed:</b> Active creation and open innovation. Expansion of WoTO network and reach.	
Interactive newsletter 	Actively nudging partners to engage & providing insight	-	Mainly for summaries & insights, also calls	-	Secondary form of communication
LinkedIn Group 	Used for updates, nudging and communication	+	Used for partner opportunities, resources & exposure	+	Used for Open innovation, growth & leads
Yearly calendar 	Provides clear goals and curated themes, orchestration				
Collaborative Tools 			Provides lignment and uniformity	+	Streamlining submissions & data
Education Channel 	Increase partner exposure, use existing material			+	Certified online courses
WoTO Physical 		Facilitating in exposure and physical connection		+	(bi-annual) Physical events
Main activities	<ul style="list-style-type: none"> <li>Introduce new touch-points through newsletter and refer to LinkedIn group</li> <li>Curate calendar themes for end 2023-2024</li> <li>First plenary alignment meeting: introducing service, setting the status quo. Setting common goals and values.</li> <li>Actively nudging users to engage &amp; get accustomed</li> <li>Introduce WoTO highlight reel (education channel)</li> </ul>		<ul style="list-style-type: none"> <li>Full integration of yearly calendar &amp; orchestrated collaboration</li> <li>Integration yearly alignment template and kick off session as collaborative tools</li> <li>Integration of using LinkedIn as opportunity &amp; resource channel. Lead by example and orchestrate.</li> <li>Release podcast + seminars</li> <li>Recruit WoTO development &amp; opportunity scout</li> </ul>		<ul style="list-style-type: none"> <li>Integration of open innovation submissions through LinkedIn to create new stream of innovation/topics and boost potential network growth</li> <li>Integration of typeform to filter and streamline submissions</li> <li>Growth of education channel to certified online short-courses (LinkedIn learning)</li> <li>Bi-annual end-of-year expo/event hosted by one of the partners(internationally)</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>Sharing calendars &amp; plannings</li> <li>Plenary alignment meeting</li> <li>Active engagement of all partners, providing updates and expertise where needed</li> <li>Sharing educational content</li> </ul>		<ul style="list-style-type: none"> <li>Active engagement of all partners, sharing opportunities, resources or calls to action</li> <li>Creating education content</li> <li>Pilot collaboration with selected partners (partially physical if possible)</li> <li>Seminar/event</li> </ul>		<ul style="list-style-type: none"> <li>Internationally and interdisciplinary run innovation/collaboration</li> <li>Education &amp; industry working together on short-courses</li> <li>Partner offering facilities and hosting of event</li> </ul>
Goal	Increasing engagement		Orchestrating connection		Fostering growth

Figure 37: implementation roadmap



## 10.5. Conclusion

All in all, the service design offers WoTO partners an accessible way to engage with the Window of Textile Opportunities and stimulates and facilitates interdisciplinary working and communication within, and outside of the WoTO network. Ultimately contributing to collaborative innovation and education in order to drive change towards a more transparent and responsible textile industry.

It does so by offering various touch-points that stimulate engagement, create uniformity in collaboration, guide towards alignment and decrease the gap between the supply-chain and brands and-/or consumers. Resulting in its users feeling unified, empowered and goal-oriented.

If the service is implemented as suggested in the strategic roadmap, the focus will firstly lie on increasing engagement and alignment, followed by orchestration and connection. Eventually resulting in a platform where users feel empowered to contribute to responsible change by 2025.

The timescale of this roadmap is purposefully short. This choice was made due to the immediate need for change in order to maintain valuable partnerships and low resource availability. The short timeframe is made possible by the mostly practical and low threshold touch-points.





# 11.CONCLUSION



## 11.1. Introduction

This chapter will discuss the final conclusion of this project. Along with a discussion on the potential limitations of the project and further recommendations.

## 11.2. Conclusion

The initial challenge of this project was rooted in WoTO's vision of bettering the textile industry and its initial popularity in relation to its events and educational properties. It rose the question:

“How can WoTO educate, inspire and connect textile users, academic and industry professionals in order to drive collaborative, transparent and responsible textile innovation and creation?”

Research was conducted in order to answer this question and to gain a deeper understanding of WoTO and its users. The insights of this research were used in the design phase to develop a service design vision and implementation strategy for WoTO and its direct partners.

The research and analysis phase consisted of extensive user research specifically focussing on the platform experience and literature research comparing WoTO's goal of connecting and innovating with the concept of open and networked innovation. It presented the opportunity and value that WoTO has to offer, but also the complexity of the problem it tries to solve and the challenges that come with the interdisciplinary context in which it operates.

The research and analysis phase ultimately showed that the concept of WoTO lacks clarity, resulting in different interpretations and expectations of the platform. The network partners experience a lack of guidance, facilitation and moderation which makes it hard to to keep overview and know what to expect and when. Due to a lack of, - or unsuitable collaborative systems and tools it becomes challenging for the partners to stay involved, connected and aligned. Resulting in an unclear narrative for the visitors.

In order to solve this problem, the design phase was focussed on designing a system/service that stimulates and facilitates cross-disciplinary (knowledge) creation and communication by providing structure and guiding the user towards common challenges and connection. Making them feel unified, empowered and goal oriented.

Together these two phases resulted in the service design vision for the Window of Textile Opportunities. This service offers WoTO partners an accessible way to engage with the Window of Textile Opportunities and stimulate and facilitate interdisciplinary working and communication within, and outside of the WoTO network. Decreasing the gap between the textile supply-chain and brands/consumers. It does so by offering guidance and structure through various touch-points that support the different phases users go through. These touch-points can be attributed to four themes that are core to the service and align with the design goal:

- I. Stimulate engagement
- II. Create uniformity in collaboration
- III. Guide towards alignment and change
- IV. Decrease the gap between the supply-chain and brands/consumers

These four themes might seem obvious, and the solutions within them might not be groundbreaking. However the value of this service doesn't lie within its complexity but in offering multiple stakeholders an accessible and unified way to manoeuvre a complex context.

In order to successfully implement this service three, short term, horizons were given in an implementation roadmap to help prioritise activities, development and guide the adaptation.

To conclude, the Window of textile Opportunities will offer an environment where the know-how and needed connection is constructed and facilitated to collaboratively fight for a responsible and transparent textile industry. To drive the industry's change through connection, innovation and education.

## 11.3. Discussion & limitations

In this paragraph I will discuss the limitations and difficulties I've experienced during the project, its process and how these obstacles might have influenced the outcome.

### *Drawbacks of a qualitative approach*

This project is mainly based on qualitative research in order to gain a deep understanding of the users perspective and to be able to empathise with them. However a qualitative approach isn't perfect. Qualitative research is especially vulnerable to interview bias, leading questions and interpretation bias (Kvale, 1994).

### *The persona's*

Even though the persona's are based on qualitative research, they still are a generalisation that might not apply to all partners. In the research phase a wide variety of partners were interviewed but not all different backgrounds could be covered. There is still the possibility that not all partners are accounted for in the constructed persona's. This consequently leads to their pains and wants being missed in the further conceptualisation of the service design.

### *The difficulty of an idea evaluation instead of concept evaluation*

In this project I've made the choice to opt for an idea evaluation earlier in the process instead of a concept evaluation (a concept being a step further, offering a defined solution to the problem).

In practice, this idea evaluation might have been performed too soon, resulting in an initially unclear conceptual direction and leaving not enough room to iterate on the concept. Ideally both an idea evaluation as well as concept evaluation would have taken place but due to the scarcity of time on both my side as well as the stakeholders, this was not an option. Because of this the final service design has not been evaluated with all stakeholders which could implicate its desirability and effectiveness.

### *Managing the contrast between WoTO's vision, its partners expectations and direct revenue growth*

One thing I have found to be very challenging during this project was finding a balance between WoTO's idealistic vision of "leading the responsibility movement and change the textile industry for the better" and the seeming paradox of directly making money from this sustainability goal. Of course a sustainable approach and making money aren't mutually exclusive. However in the context of WoTO, where education and interdisciplinary collaboration (both notoriously known for not directly making money, above all if you don't ask for payment for the education part) are central to its daily operations, it is hard to meet these expectations, on the partner as well on Byborre's side.

Especially the different approaches the various stakeholders have in the matter complicate this. As a scale-up, understandably Byborre expects direct revenue from the platform to contribute to business growth. However within the partner network, some see it as a necessary investment to do good, where others want to see passive, direct sales caused by the exposure generated by WoTO. These different attitudes towards WoTO relate back to the issue of "the imbalance of the value exchange" as mentioned in chapter 3 as well as the "lack of clarity" about WoTO's concept as mentioned in the design brief. Is WoTO a sales-tool, a R&D and innovation booster, or a common cause to do good? This lack of alignment was of course part of the reasoning for the final service design and I took a clear stance focussing on WoTO's collaborative aspect (based on the user research). However this misalignment still complicates WoTO's feasibility and operations since the common goals and values of these partners and Byborre are not yet defined.

It is important that these goals and values aren't made by just one stakeholder but collaboratively between the network partners in order to manage expectations and prevent reoccurring misalignment. Hence why it is a main priority in the service design and a reoccurring event.

This current misalignment however made the conceptualisation of the service challenging: how to design for something that is interpreted in different ways and unsure of its own function and outcome.

In the future, especially when dealing with complex stakeholder environments, a concept evaluation could deliver better guidelines to design by and deliver a more tailored end-result due to a more in-depth iteration on the concept.

### *The complexity of interdisciplinary collaboration and networked innovation*

In chapter 5 I've discussed the complexity of networked innovation, partner orchestration and the need for tools that facilitate connection, trust and alignment amongst partners. It also illustrated that successfully facilitating networked innovation can be seen as a wicked challenge in itself, with no single solution providing the answer to it all.

Taking this into consideration, the given service design is very relevant in its context however not an all encompassing solution to WoTO's problems. It is aimed at alleviating at least a section of the experienced pains but not the complete answer to successfully orchestrating collaboration. This might seem disheartening but as discussed in p2.2.2. "the value of interdisciplinary collaboration" a collaborative approach is still a valuable one to take in WoTO's context.

### *Project feasibility*

The complexity of WoTO's context, its network, goals and the vision that it serves do implicate its feasibility. As mentioned earlier, solely implementing the service design will probably not be the full solution to making WoTO operate effectively. Its success is reliant on many other factors such as partner collaboration and willingness to contribute.

In my opinion, Nancy Roberts closes her paper "Wicked problems and network approaches to resolution"(2000) off with a very applicable yet inspiring quote on what is needed to collaboratively tackle wicked problems such as sustainability with a networked approach:

*"Ultimately, we learn that to lead, facilitate and participate in such collective undertakings requires an act of faith. It begins with the hope that there is a better way of doing things, a recognition that failure is possible, and a willingness to 'trust the process' without guarantees of a particular outcome. It is sustained on personal reserves that enable people to remain calm and centered in the face of the unknown and the unknowable. These are important lessons for all of us to learn."*



## 11.4. Recommendations

This paragraph provides an overview of recommendations for the further implementation and development of the service design in WoTO and the platform in general. Some of these recommendations go beyond the scope of this project but look at what might contribute to effectively operate WoTO alongside Byborre's core business.

### *Set priorities*

The service consists out of multiple service-touchpoints and elements. It is of importance to focus on the main barriers first in order to allow for a successful implementation in WoTO. As mentioned in the horizons, the first barrier is to actively increase engagement of the partners through alignment and show them the potential value it has got to offer through collaboration. Only when this has been achieved, the engagement will be high enough for potential collaborations to be fruitful, successfully implement the service and implement the other horizons.

### *(Co)develop, detail & test service touch-points*

The given service design is a conceptual direction with underdeveloped touch-points. For some touch-points suggestions or frameworks are given but still not directly implementable without testing or review. Hence the recommendation to further develop the service-touchpoints and run a pilot collaboration in order to test the service design in context. This will allow to gain further insight and iterate where needed. Touch-points that especially need further development are the collaborative tools (yearly alignment meeting, kick-off template) where the guidance of co-creation professionals is recommended. Secondly an iterative approach is recommended due to WoTO's complex and changing context. Keep assessing what is needed for successful collaborations and co-evolve (Roberts, 2000).

### *Co-create on potential collaborations*

Within the given service design, the only stream for innovation topics is coming from outside of the partner network (open innovation submission call). In the case that partners struggle to deliver a common theme for the yearly alignment meeting, a kick-starter to create these themes might be needed. A dedicated co-creation session on finding these collaborative directions is recommended. This template would be added to the collaborative tools and would take place before the yearly alignment meeting to feed into it or at any other time when partners want to find new connections within the network (in that case not necessarily hosted by WoTO). This wasn't already included due to the fact that partners stated they'd rather have WoTO curate.

### *Active orchestration and community management*

As has been mentioned in chapter 6 about networked and open innovation as well as chapter 10: the service design, active partner orchestration and management is essential for the services that WoTO offers. Increasing engagement is the baseline that is needed for this active orchestration to come in to play. Research has shown one can not expect partners to spontaneously initiate collaboration or initiatives themselves. Even in autonomous collaborative networks, orchestration, setting up

partners and and thorough cooperative management is needed (Maurer & Valkenburg, 2014; Rehm et al., 2016; Swan & Scarbrough, 2005; Roberts, 2000). In WoTO's case this means providing curation and guidance in connecting the right partners, support through alignment and building trust and facilitating in finding common themes and developments. Allowing for successful integration into the partners own business. The service touch-points are designed to support this orchestration but do not cover it fully hence an active approach to network or community management is recommended. This also relates back to the complexity of WoTO's context and manoeuvring between the different interests that come into play. Partner alignment is key.

### *Support or expansion WoTO team*

In order for WoTO to successfully execute its primary functions as mentioned in chapter 2, the current WoTO manager will need support in operating the Window of Textile opportunities. Especially when an increased focus will be given to partner collaborations and active orchestration. It's not a one man operation. There are two potential solutions for this (not mutually exclusive):

- Internal support of the sustainability team and knit-lab for theme curation and opportunity scouting. (Adding to WoTO's visioning aspects).
- An additional WoTO team member who focuses more on the day to day practicalities such as WoTO visits, the space, event organisation etc. to alleviate pressure from the WoTO manager.

### *Keep WoTO's users involved*

This project takes a user-centred approach in designing the service. In order to successfully implement and maintain the service, this approach should be maintained. If not, it could result in the users wants and needs not being met, resulting in loss of relevance to use the service and users looking for this collaborative approach elsewhere without involving WoTO and thus Byborre. This loss of relevance mainly applies to WoTO's partners since they are paying to be a part of the platform. Through losing partners, the relevance of WoTO's visits and educational role will also diminish as this transparent partner network is the main source of WoTO's content and message for its visitors.

### *Clear resource allocation and defining role of WoTO within Byborre*

The new WoTO service has been designed with resource efficiency and implementation practicality as high priority due to Byborre's limited resource availability for innovation and education. Logically, since Byborre is currently a scale-up, its main priority is focussed on growth and revenue in order to meet its targets. However as with any change, there comes an increase in the resources needed to successfully adopt and operate the new service design of WoTO and its further operations. However if implemented successfully, WoTO could also contribute to generating new business and leads as well as competitive advantage through shared R&D as mentioned in p.2.2.2. the value of interdisciplinary collaboration It is up to Byborre to decide whether WoTO, along with the users expectations of the platform, fits in their core business and whether it can spare the time and resources.

## 11.5. Personal reflection

This graduation project has been quite a journey. With ups, downs, (progressively less) late nights and many learnings that came along the way. There were parts I thoroughly enjoyed and parts I liked less. Moments I felt empowered and those where I felt powerless.

I'd like to start with some moments and elements of my graduation project which I thoroughly enjoyed and in the process of experiencing them, learned a lot.

When starting this project, I chose to challenge myself in my approach. I wanted to learn as much while I still could from my masters course. To be able to make mistakes with relatively little repercussions. For one I wanted to incorporate co-creation in my design process. I've used these methods before but only within the context of student design teams during my university courses. This was my first experience of applying these techniques with the actual end-users of a product, taking them along in the design process at multiple stages of the project.

I can say this initial challenge turned out to be a great joy! The insights from the co-creation ideation session weren't necessarily innovative, but it did once again give me a deeper understanding of the stakeholders and dynamic between them. I noticed that by keeping these partners in the loop, they got progressively more enthusiastic and engaged with the project. I never expected these busy, high-up individuals to invest so much time in a student project, especially one that wasn't core to their own business. This in turn gave me a lot of energy and joy to execute it further. This momentum of multiple touch-points (obviously) served as inspiration and source to incorporate the collaborative tools in the final service design (along with the suggestion of the partners). All in all something I will definitely implement in the future. Maybe not as main design tool but definitely as a secondary generative tool.

Secondly, even though the project had a bit of a rough start, I want to thank Jeroen and Cloé for the open approach and trust they had in me. Pretty much from the day I asked for the stakeholder contact details it was hands off for them. No babying, no wanting to be in-between communications. It is partially because of this that I could keep in touch with the partners so directly and successfully invite them for the various stages. Also, executing a project for an actual company proved a valuable learning experience. In most university courses you can always make up a story to frame the result in such a way that it works within the context. Within this graduation project there were multiple moments where especially the company feedback was a wake-up call, making the overall experience much more insightful. Next to that it was also just very "gezellig" being at the office with them.

Thirdly the research phase of this project is one that I really enjoyed. Its context of sustainability and textiles/fashion, complexity and relevance all contributed to this. I think especially the link between the qualitative research on the platform in relation to the open and networked innovation literature were very insightful and inspiring

(thanks Jasper). Funnily enough while taking this information in, it also became clear how complicated things were, especially the relational side of networked and open innovation. This resulted in one of those "powerless" moments: "how am I, a mere student, supposed to find the solution to a problem that pretty much hasn't been solved since it came to life over 20 years ago?" All papers I read were starting to look the same: "networked innovation has crazy potential IF you can get everyone to work together properly but sidenote: there's no methods or best practices to really facilitate this except for partners that are willing to take the leap, the losses and figure it out together". Especially when adding the context of a resource scarce scale-up and a practical approach. Questions arose like "Should Byborre even have this as a priority when they're core product isn't even established?".

I think this in combination with my first real experience with service design resulted in me losing the momentum that I gained during the research phase. This consequently caused a little shut down moment during ideation and conceptualisation and I switched to autopilot. I had gathered all information I had, knew what I wanted to solve but it all seemed so abstract and generic that my natural response was to condense all this information in one digital platform. This way I could easily structure the challenges I had dug up in the research phase and link solutions to them. Even though the design itself wasn't all bad, of course feasibility and viability were zero. This resulted in green light #1. In this meeting, all necessary things were said to wake me up, take a step back and reframe the design and really implement a service orientation for meeting #2. In all honesty, the needed practicality and low resource context for the design in combination with service designing for the first time felt a bit confusing: I felt like I wasn't actually designing anything new.

My biggest takeaway from this is that in past experiences I'm used, and like to go in-depth when designing something. Thinking of every facet, aesthetic quality and reasoning behind the concept. It isn't directly in my nature to think of a service touch-point, its boundary conditions and leave it at that. Funnily enough you can use the same mindset and apply it to conceptualising the service but I think I lost myself to autopilot once again: getting the idea right instead of getting the right idea! This was also caused by time-pressure. After all, if I had spent less time developing touch-points but spent more time conceptualising the service, the end result could have been more inspiring. But that is hindsight! A valuable lesson for next time, instead of focussing on detailing the touch-points, use that time on the service itself!

All in all, I learned a great deal from this project and in general enjoyed it a lot! To conclude: I'm a bit of a perfectionist that gets lost in the details, resulting in me losing overview of what I actually want to achieve. In the rush of the project I didn't really discuss it with a great many people. Usually I'm a big team player and I like to run ideas by others. Somehow I only started to do this at the very end of my project and it reminded me how valuable other angles are.

On to the next challenge!









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# APPENDICES



# APPENDIX A

Byborre “textile passport”

BYBORRE™

## JORDAAN

### KNIT TYPE

3D™  
Heavy

Double layered knit with double polyester fill. The three-dimensionality is a result of how and where the front and back layers attach in combination with where the fill yarn is allowed to expand.



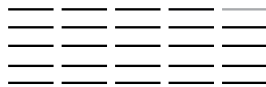
### TEXTILE COMPOSITION

20% Wool  
6% Nylon  
31% Recycled polyester  
43% Polyester Black 900



#### Maintenance

Abrasion resistance  
Strength  
Weight  
Drapability



### TEXTILE FOOTPRINT



#### Raw materials

Unknown  
Italy

#### Main yarn

Germany  
Italy

#### Production

Europe

### YARN SUPPLIER & NAME

ZKS TRIWITEX® PREMIUM  
28/1 Nm (20GG)

- + Based on a core yarn technology that enhances durability
- + Ensures improved strength, high abrasion and pilling resistance
- + Moisture and heat regulation



SINTERAMA NEWLIFE™  
330/280/0

- + High performance recycled polyester yarn
- + Made from post-consumption plastic bottles collected in Italy
- + Durable, easy-care and lightweight
- + NEWLIFE™ uses a mechanical process to transform bottles into a polymer without the use of chemicals

Recycled content (GRS)

Durable

### YARN CERTIFICATIONS

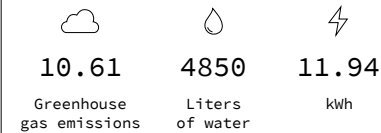
OEKO-TEX®  
CONFIDENCE IN TEXTILES  
STANDARD 100



### RESOURCES SAVED\*

\* Per KG of textile

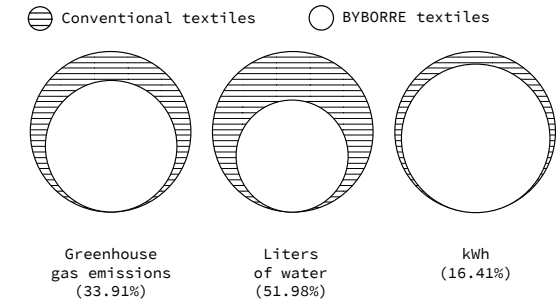
#### Numbers



#### Equivalences



How is your textile doing compared to conventional textiles?



### CARE



Quality performance	Method	Rates	Tolerance
Abrasion Resistance	ISO 12947 - 2/ BS EN 14465:2 2003	80 000 4	>80 000 revs ≥4
Pilling resistance	BS EN ISO 12945-2: 2000	4	≥4
Color fastness to light (interior)	BS EN ISO 105 B02: 2014	5	≥5
Color fastness to light (outdoor & automotive)	PV 1303	-	-
Color fastness to dry cleaning	BS EN ISO 105 E01: 2013	4 - 5	≥4
Color fastness to water	BS EN ISO 105 D01: 2010	4 - 5	≥4
Dimensional stability - wet	UNI EN ISO 5077:2008	2%	+/-3%
Dimensional stability - dry	UNI EN ISO 3175-2:2010	3%	+/-3%
Flammability cigarette test (EU market)	EN 1021-1	PASS	PASS
Cigarette & Match test (UK standard) Part 1	BS 5852 Part 1	PASS	PASS
Fire testing to building material (Germany standard)	DIN 4102	B2	B2

# APPENDIX B

Initial project brief

DESIGN  
FOR our  
future



## IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

### ! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

### STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief\_familyname\_firstname\_studentnumber\_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name	van der Volk	Your master programme (only select the options that apply to you):	
initials	S	given name	Sytze
student number			
street & no.			
zipcode & city			
country			
phone			
email			
		IDE master(s):	<input type="radio"/> IPD <input checked="" type="radio"/> Dfi <input type="radio"/> SPD
		2 <sup>nd</sup> non-IDE master:	
		individual programme:	- - (give date of approval)
		honours programme:	<input type="radio"/> Honours Programme Master
		specialisation / annotation:	<input type="radio"/> Medisign
			<input type="radio"/> Tech. in Sustainable Design
			<input type="radio"/> Entrepreneurship

### SUPERVISORY TEAM \*\*

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	J.I. Van Kuijk	dept. / section:	AED
** mentor	G.H. Berghuis	dept. / section:	SPD
2 <sup>nd</sup> mentor	Jeroen Panders		
organisation:		Byborre	
city:		Amsterdam	country: The Netherlands
comments (optional)	:		

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.



Second mentor only applies in case the assignment is hosted by an external organisation.



Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.



## APPROVAL PROJECT BRIEF

To be filled in by the chair of the supervisory team.

chair \_\_\_\_\_ date 14 - 02 - 2023 signature Jasper van Kuijk

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ondertekend  
door Jasper  
van Kuijk  
Datum:  
2023.02.14  
10:50:54  
+0100

## CHECK STUDY PROGRESS

To be filled in by the SSC E&amp;SA (Shared Service Center, Education &amp; Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 33 ECOf which, taking the conditional requirements into account, can be part of the exam programme 30 EC

List of electives obtained before the third semester without approval of the BoE

☒ YES all 1<sup>st</sup> year master courses passed

☐ NO missing 1<sup>st</sup> year master courses are:

name Robin den Braber date 14 - 02 - 2023 signature Robin den Braber

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door Robin den  
Braber  
Datum:  
2023.02.14  
14:01:36 +0100

## FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked \*\*. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: ☒ APPROVED ☐ NOT APPROVEDProcedure: ☒ APPROVED ☐ NOT APPROVED

- with chair it was discussed in detail why the projectbrief was submitted so late  
- misspelling in title: opportunity

comments

name Monique von Morgen date 21 - 02 - 2023 signature \_\_\_\_\_

## The Window of Textile Opportunity

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 03 - 10 - 2022 09 - 03 - 2023 end date

## INTRODUCTION \*\*

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The fashion industry is one of the most polluting industries in our modern world. Textile creation has a larger carbon footprint than all international flights and maritime shipping combined (UN, 2019). Global Life Cycle Data shows that fashion's biggest emissions stem from the material phases of the supply chain (GLAD, 2020). Thus, a big positive change can be made with regard to the sustainability of the fashion sector by improving material creation.

Byborre is a fashion/textile-tech company playing into the field of ethical creation and consumption. It wants to change how the textile industry operates by making ethical creation more accessible for parties ranging from small creators to large industries, allowing them to create responsible textiles and to completely customise and optimise the fabrics to their wants and needs. All the while keeping aesthetics, functionality and impact as main pillars for the creation through a transparent process and supply chain. Textile as a service, so to say.

As part of their mission to change the textile industry Byborre introduced the 'Window of Textile Opportunities' (WoTO). As they describe it: "An experience that celebrates democratised innovations, supply chain accessibility and material transparency". It was introduced to "facilitate and connect a community of like-minded people by giving access to tools and education on latest developments and organise events to activate change".

A way of connecting different entities of the textile creation ecosystem.

The opportunity for me as a designer is to contribute to this initiative by using my knowledge as user focused designer to research what is needed to further develop this concept. Or to challenge it. What will engage current stakeholders further? How does it become an entity of its own? What does the platform offer for creators as well as industry professionals? And is the current embodiment of WoTO the best way to fulfill their needs?

However, with a range of diverse stakeholders come complications. Time will be a scarce resource which could prove a limitation depending on interaction with-, and cooperation of stakeholders and current users. Taking big corporates and their flexibility into account.

space available for images / figures on next page

introduction (continued): space for images

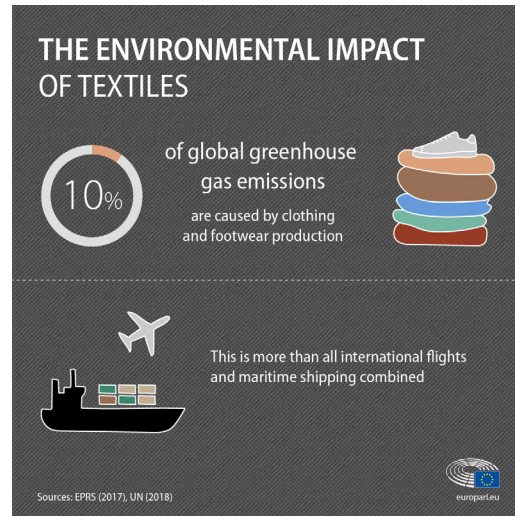
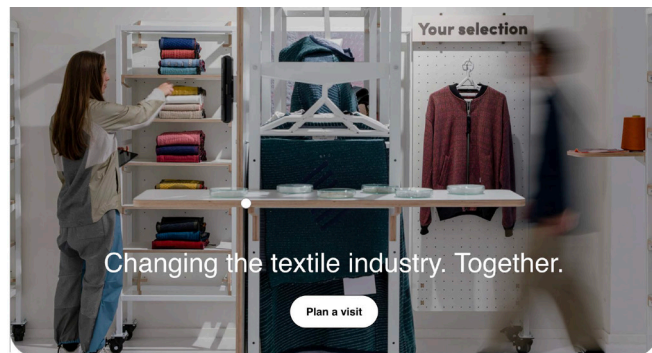


image / figure 1: The impact of textiles



An experience that celebrates democratised innovations, supply chain accessibility, material transparency and real change.

We are committed to lead the responsibility movement and change the textile industry for the better. We do this by pushing conversations on how to fix the industry that is ruining our planet, sharing knowledge and facing challenges together.

image / figure 2: The Window of Textile Opportunities

## PROBLEM DEFINITION \*\*

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

How can you educate and connect textile users and producers around the topic of transparent, responsible and fit for purpose textile creation?

This question arises because of the traction Byborre's WoTO has gained over the past year, almost outgrowing its current context and concept. To answer this question I will research the current workings of the Window of Textile Opportunities and the context in which it operates and create a concept that takes WoTO further, while taking stakeholders and partners along in this research process. An important factor in this process is to give the stakeholders (partners included) an incentive and intrinsic motivation to actively participate in the resulting concept and strategy. What is their gain? Why do they cooperate? How do we reach our target audience? Who are they? etc.

An overarching framework that would help guide this project is the double diamond model consisting out of 4 phases: discover - define - develop - deliver. The first phase will focus on discovering and defining where the current complications and opportunities lie. The second phase will be to come up with a future proof strategy and concept to help WoTO evolve from its current position. Note: this is just a framework and will be further filled in with methods such as interviews, stakeholder maps, co-creation sessions, etc.

## ASSIGNMENT \*\*

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, .... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

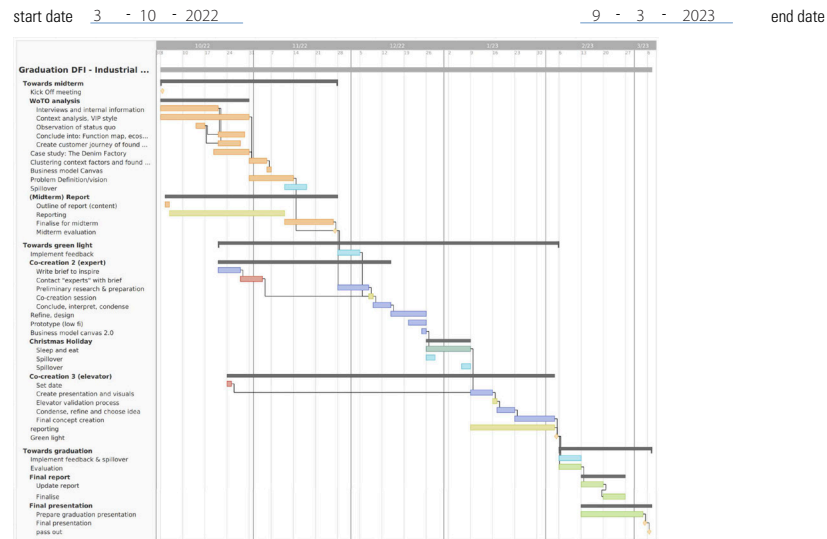
The aim of this project is to define a strategy and design a resulting concept to educate and connect textile users and producers around the topic of transparent, responsible and fit for purpose textiles.

I will set up user and stakeholder research of the current WoTO in combination with present and future context research of the operating field of WoTO and (similar) knowledge sharing initiatives. Based on the outcome of this research I will create a design brief, including a problem statement and design goal, and design a new conceptual direction for Byborre WoTO that aims to actively involve stakeholders and users.



**PLANNING AND APPROACH \*\***

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.



The project will be a full-time project. A break will be planned around christmas: 26/12/22 - 06/01/23

**Discover & define:**

Stakeholder interviews: discover why WoTo was initially set up. In depth information. What do different partners say? What is their role? Use events to gather information also. Information of its workings and the "WHY": what was its initial vision and what are its functions. What do they envision for the future? Observation of use: what is the user flow, how is the current concept used? What works and what doesn't. Functions, ecosystem & stakeholder map & business canvas: create summarised overview of what we know.

(Case study: denim factory)

Contextmapping VIP style: what are current and future developments, trends, states and principles.

Cluster and combine information (context and qualitative findings) in a semantic manner (common and emergent quality). Do interesting areas appear?

Problem definition, design goal & interaction vision (analogy).

**Develop & Deliver**

Expert co-creation session: invite externals and internals to do a generative pressure cooker.

Business model canvas

Co-creation: elevator validation process (evaluation step in refining concepts)

Another evaluation step will be done, method to be defined.

**MOTIVATION AND PERSONAL AMBITIONS**

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

The main reason I have set up this project is my love/hate relationship with the fashion industry. On the one hand it allows for infinite creativity, aesthetically pleasing products and personal expression but on the other hand it is one of the most twisted and polluting industries around. Two things that in my opinion don't have to go hand in hand. I would love to have impact in this industry by increasing transparency and allowing/ supporting conscious production. Especially in this case, working in the most impactful part of the supply chain.

Secondly, I personally have always respected Byborre in their craft and ambition and have followed it from the start. Not only am I very excited to do this project for them as an organisation, but also the fact that it brings along a challenge that is a "real life" scenario with real implications, which seems like something I can learn from a lot. For me it rounds my master off more than doing a conceptual project for myself.











Thirdly this project is multi-faceted in a way that I can explore and grow in my various interests in the field of design. Next to a user focused case there is an element of strategic design present in. Managing different and potentially conflicting interests of stakeholders, but also coming up with a strategic element in the concept itself. This strategic approach is something I've always had an interest for and would love to increase my skills in. Adding to this the co-creation aspect. Planning and hosting a session is something I have not incorporated in any of my projects and will be a great addition to my skills as a designer. Also how this can be applied throughout the different phases of the design project.

**FINAL COMMENTS**

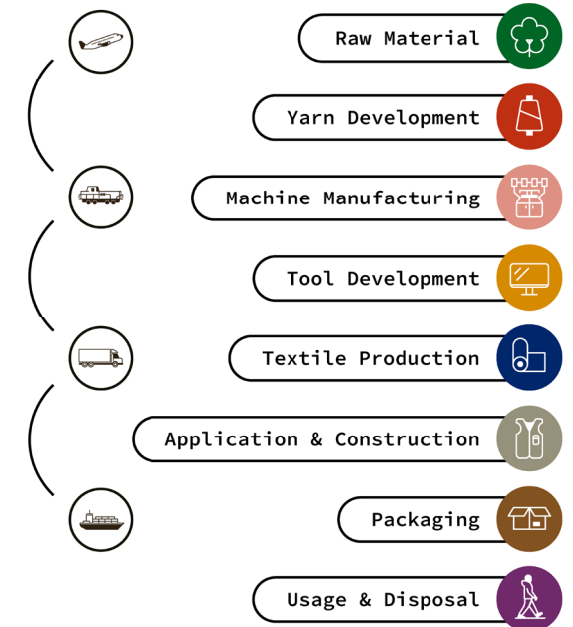
In case your project brief needs final comments, please add any information you think is relevant.

# APPENDIX C








## WoTO partner overview

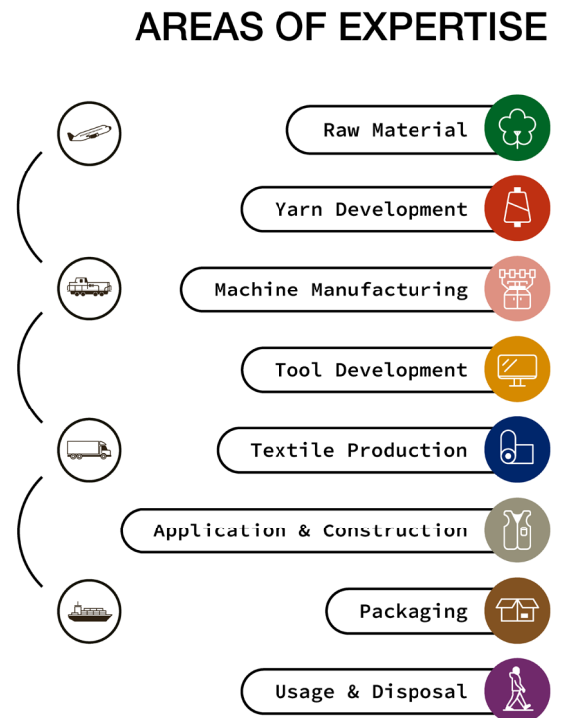
 <p><b>SORONA®</b></p> <p>Bio-based polymer by DuPont Biomaterials</p> <p><a href="#">More info</a></p>	 <p><b>AVERY DENNISON</b></p> <p>Retail Branding and Information Solutions (RBIS)</p> <p><a href="#">More info</a></p>	 <p><b>MAYER &amp; CIE.</b></p> <p>Supplier of high-end circular knitting machines</p> <p><a href="#">More info</a></p>	 <p><b>MEC BY SANTONI®</b></p> <p>An experience that aims to create a smarter textile industry</p> <p><a href="#">More info</a></p>
 <p><b>NYLSTAR</b></p> <p>Infinitely recyclable yarns to end Zero Microplastics Pollution</p>	 <p><b>GROZ-BECKERT</b></p> <p>Advancing the world of production by the power of precision</p>	 <p><b>INDORAMA VENTURES LIFESTYLE</b></p> <p>Innovations in filament yarns</p>	 <p><b>SÜDWOLLE GROUP</b></p> <p>High-end and innovative worsted yarns</p>
 <p><b>BYBORRE CREATE™</b></p> <p>The platform for bespoke and responsible textile creation</p> <p><a href="#">More info</a></p>	 <p><b>THE WOOLMARK COMPANY</b></p> <p>Global authority on wool</p> <p><a href="#">More info</a></p>		

## AREAS OF EXPERTISE





 <p><b>SAXION — UNIVERSITY OF APPLIED SCIENCES</b></p> <p>Fashion and Textile Technology (Bachelor) and Innovative Textile Development (MSc)</p> <p><a href="#">More info</a></p>	 <p><b>AMSTERDAM — UNIVERSITY OF APPLIED SCIENCES</b></p> <p>Amsterdam Fashion Institute (AMFI) and Fashion Research &amp; Technology Group</p> <p><a href="#">More info</a></p>	 <p><b>PARSONS SCHOOL OF DESIGN</b></p> <p>The New School Parsons, Master of Fine Arts Textiles Program</p> <p><a href="#">More info</a></p>	 <p><b>FIT — STATE UNIVERSITY OF NEW YORK</b></p> <p>The Fashion Institute of Technology</p> <p><a href="#">More info</a></p>
   <p><b>UAL LONDON COLLEGE OF FASHION</b></p> <p>University of the Arts London, London College of Fashion</p> <p><a href="#">More info</a></p>	<p><b>Want to join?</b></p> <p><a href="#">Apply here</a></p>		



# APPENDIX D

## Ideation co-creation session procedure

The co-creation session had multiple phases each with its own purpose:

- Introduction
- Homework & golden rules
- The challenge
- Rapid map
- Concepting
- Presentation
- Introduction

A general introduction about the session, who is participating and ways of working.

## Homework & golden rules

One week in advance the participants were asked to give an answer to the following question: "Give an (inspiring) example of an object, product or service that facilitates and stimulates connection, communication and collaboration". In the session

participants were asked to present their answer and together with their peers deduct qualities that supported collaboration and connection. From these qualities they were instructed to create the "golden rules" for collaborative working.

By letting participants think about the topic without being introduced to the actual problem that they are going to solve levels the playing ground and creates room for everyone to provide their personal opinion and view on the matter. By collaboratively creating a commonly accepted denominator in the form of "rules" you align the participants for the rest of the session. An overview of this template is shown in figure 1.

## The challenge

Here the challenge is introduced: the context of the project, what are Byborre and WoTO, and the challenge that the group will try to solve during the co-creation session: "How can we stimulate and facilitate cross-disciplinary working, providing structure and guiding towards common challenges and connection?"

### Homework

*"Give an inspiring example of an object, product or service that facilitates and stimulates connection, communication and collaboration"*

**Example**

A jump rope was one of the first products that required me but also facilitated me, to communicate and collaborate together and it resulted in great fun!

Lucie

Rebecca: Now a nationwide UK initiative Warm Spaces is designed to signpost anyone in need of warmth to a warm space.

Every space can offer something different. Some may offer free food, pay-it-forward schemes, advice, somewhere to charge your phone or maybe just somewhere to be comfortable & warm with no judgement.




Something as simple as a football can stimulate connection. Highly connected fan groups, extensive discussions and tactics on pitch, thought leadership like respect & diversity movements off pitch, and collaboration from youth leagues, complex yet highly efficient collaboration between several individuals on pitch. Off pitch collaboration can be seen during facilitation of big events like the world-cup.

Mark

**Good because**

count on each other, everybody is involved and feels like a part of the process

Shared goal  
Equal incentives  
Higher purpose goal

### Golden Rules

For effective collaborative work

1. 

everybody is of value to the process / interdependency
2. 

Focus in what you want to achieve (clear objectives)
3. 

different professional backgrounds and expertise / that needs to be valued and appreciated
4. 

clear roles & communication tools
5. 

clear roles & communication tools




Figure 1: homework & golden rules



### Rapid map

The rapid map serves as an ideation tool. Each participant is asked to individually ideate on the topic for 15 minutes and presenting their top 3 ideas when this time is over. The moderator live-clusters these ideas into themes (important for further personal ideation). After the clustering is done the participants vote for the best ideas. These best ideas will be used in the next phase.

### Concepting

The participants are divided in teams to further develop the selection of ideas. They are supported in this by a concept map (figure 2).

### Presentation

The session is closed by presenting the concepts in 2 minutes and a closing question & discussion session about the session and way forward.

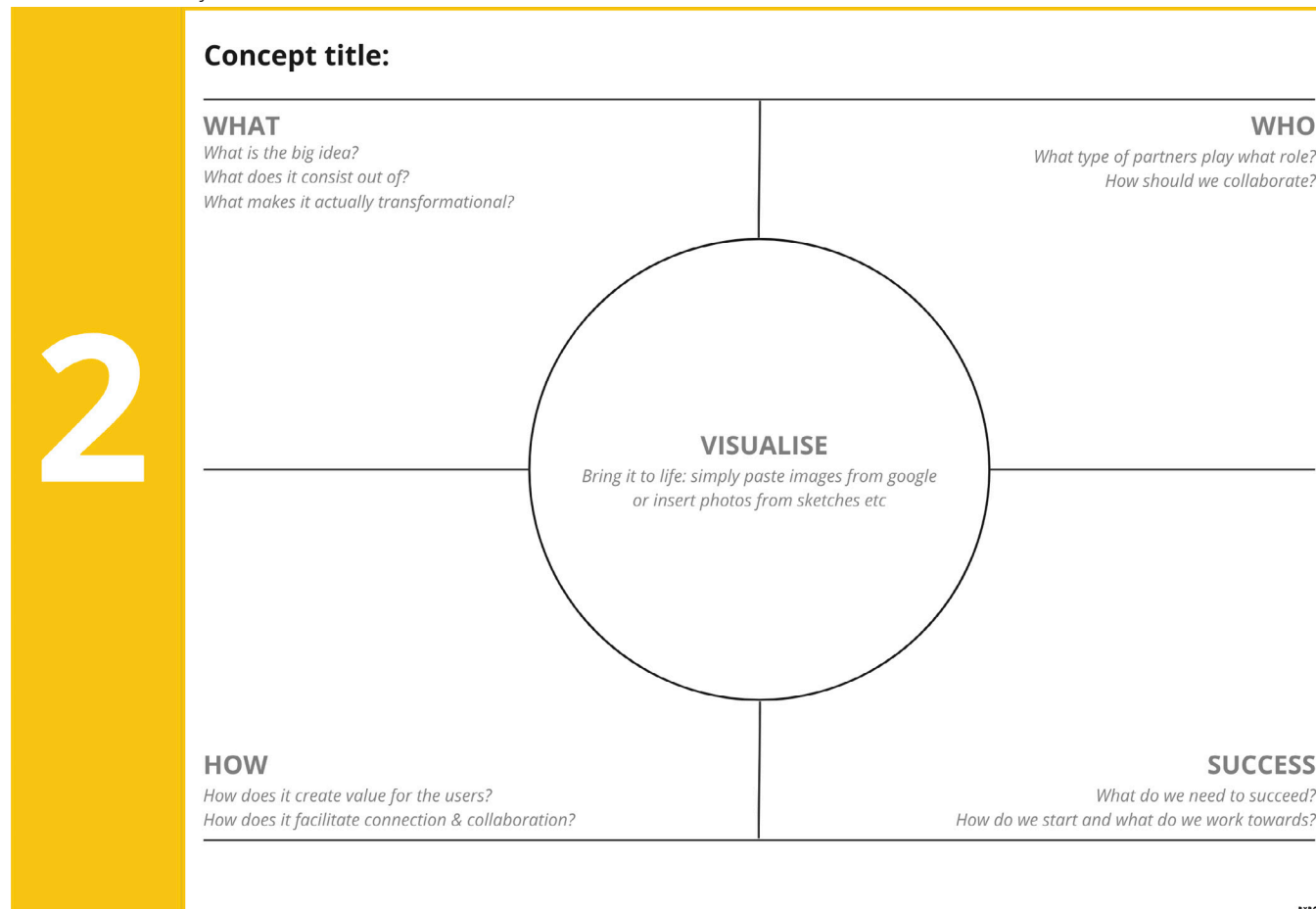
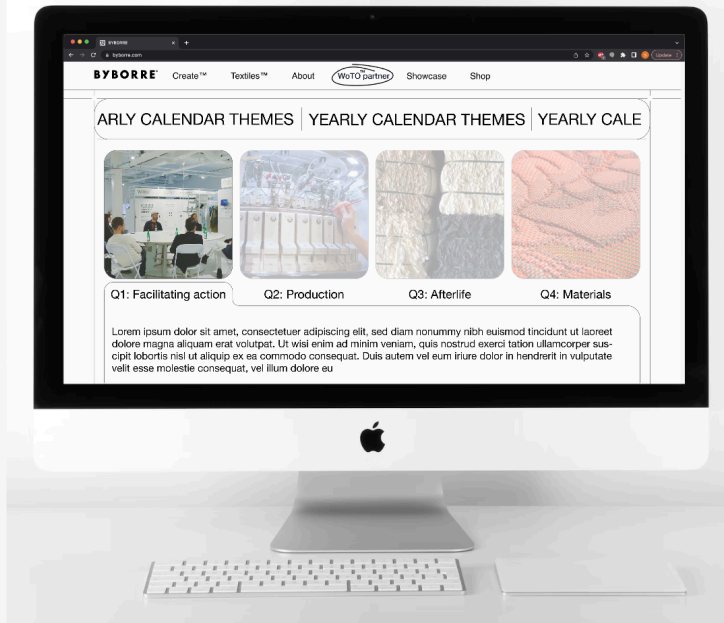


Figure 2: concept map

# APPENDIX E

All idea's

## The project calendar

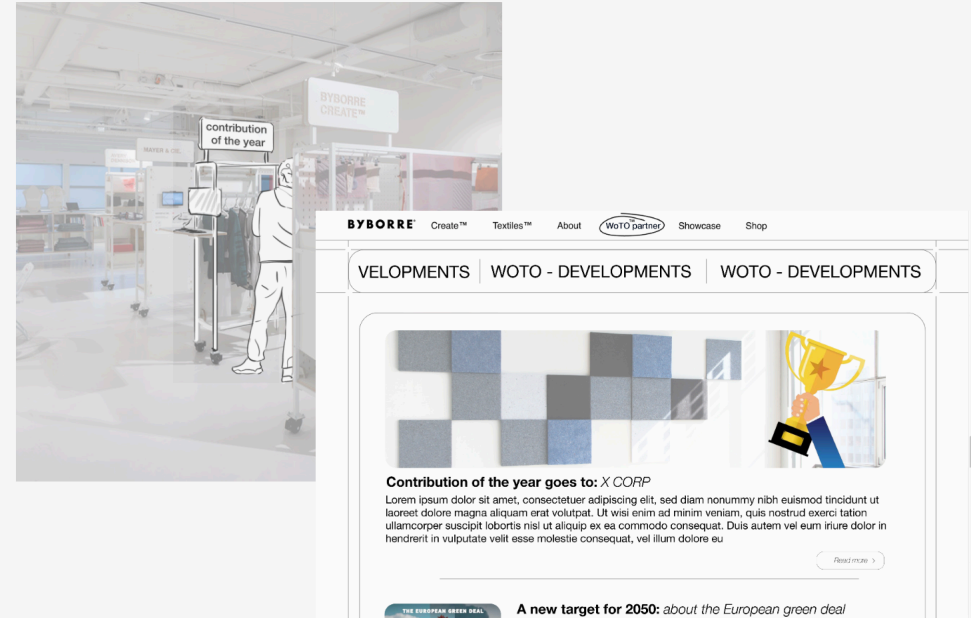


Quarterly, themed year calendar with a curated project/seminar/goal per quarter (browser based).

- sets a baseline to work towards
- clear objectives and goals to bring together and align partners



## Contribution of the year/honour achievements



Celebratory touchpoint based on input and milestones of projects etc. Placed in a "developments" browser page and embedded in the newsletter but also could be placed in a specific booth in the physical WoTO space.

- Aims to celebrate highs
- Extra exposure for the achievement
- Stimulates engagement





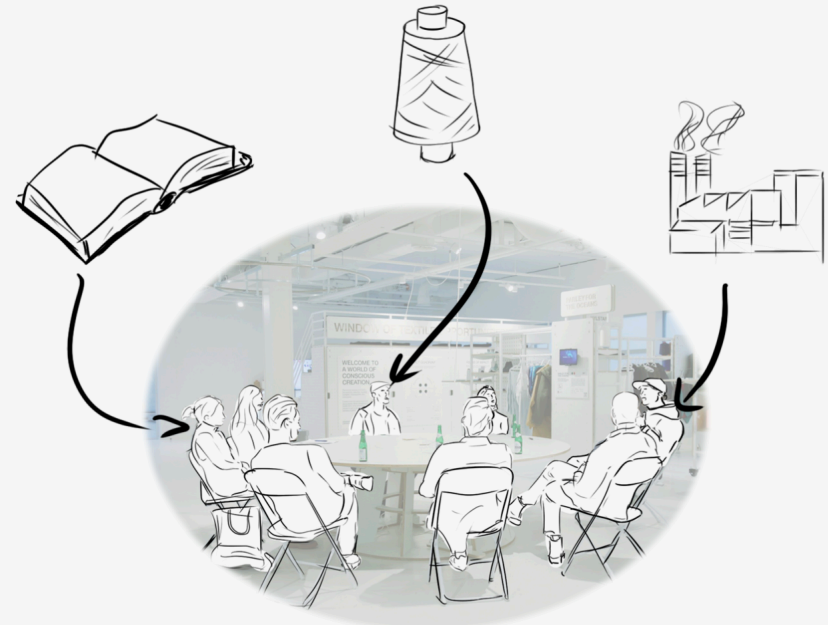
## Speed dates



Partner and out of network "speed dates" to align and connect (in-person or online). Casual coffee break type talks to make new connections and discover potential opportunities. Could be part of existing events/seminars.

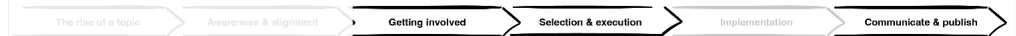
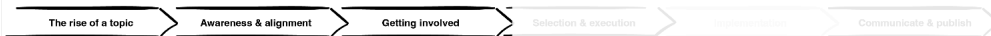
- Focussed on connecting individuals
- Keeping in touch with developments of partners
- Exchange of know-how and opportunities

## WoTO project team

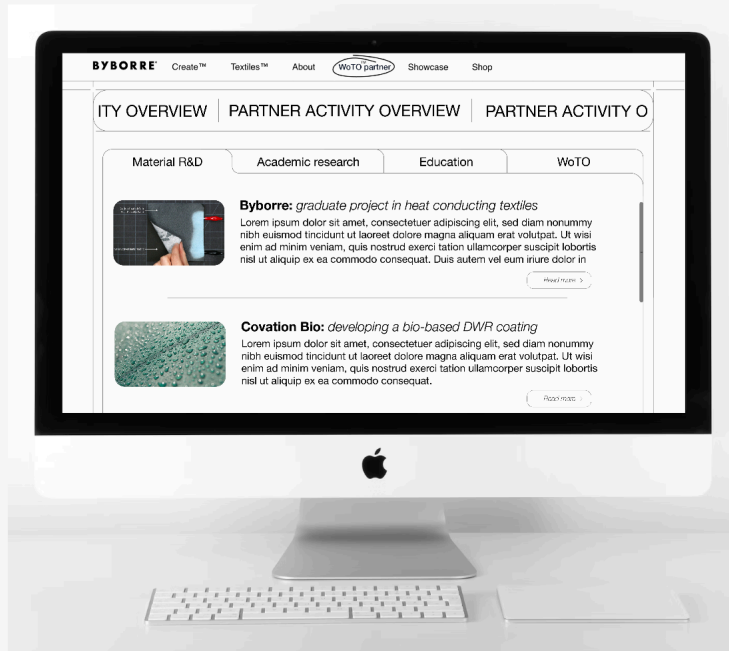


When a project is initiated, a dedicated WoTO team is set up. The partners that are engaged allocate x amount of time of an employee to the WoTO team to develop and execute. Time is the resource that is put in.

- Creates a balance in resource input
- Makes sure people stay engaged
- No longer just a "side project"



## Partner activity overview

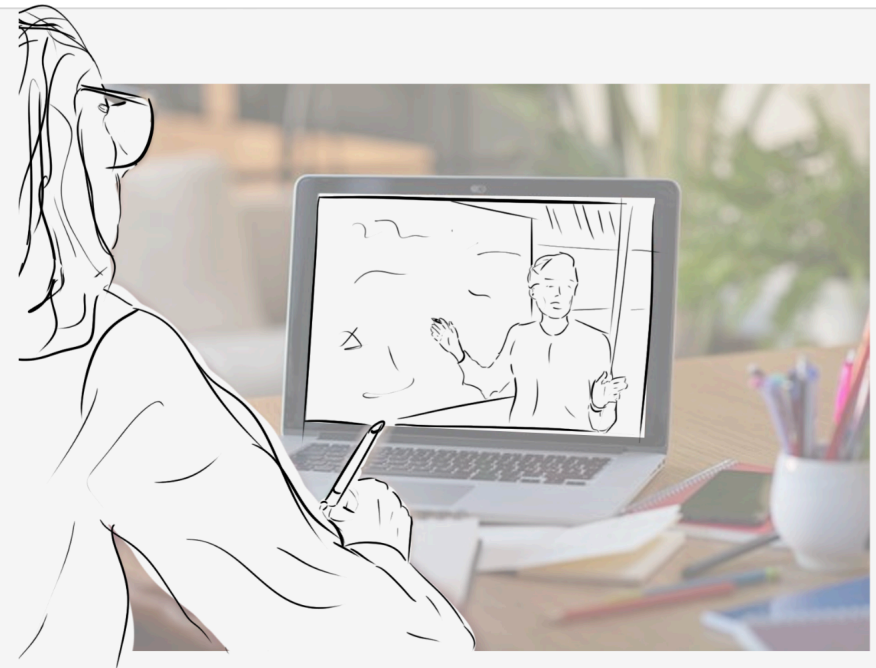


Central browser based hub where all network activity is posted. Research projects, product developments or releases, educational topics and advancements etc.

- Avoiding the isolation/siloing of partners
- Spot potential opportunities to collaborate
- Keeping engaged and aligned

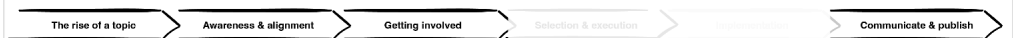


## WoTO e-learnings /education platform



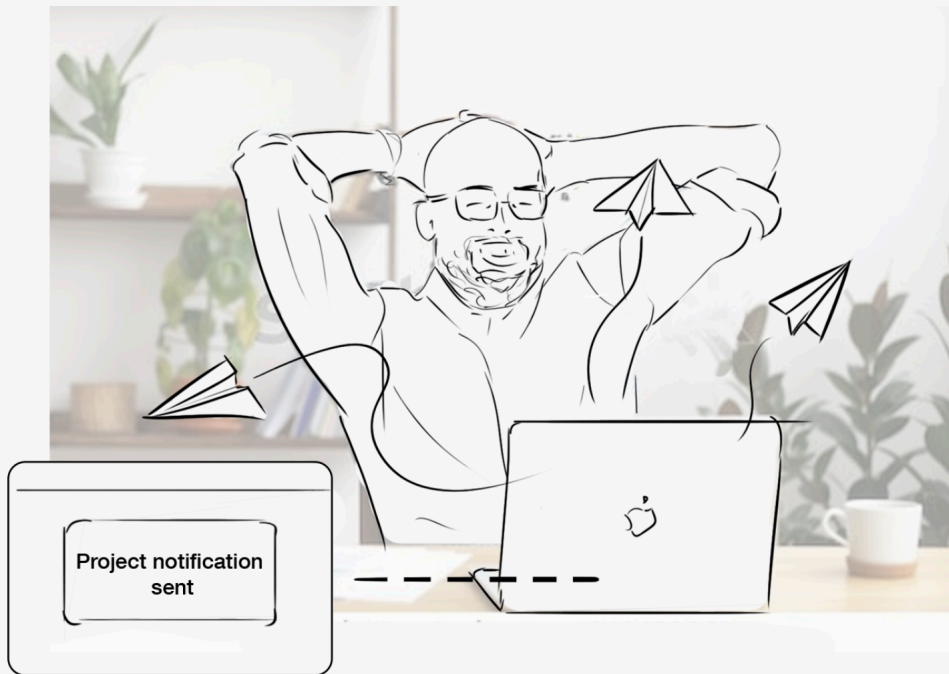
Partners together create "e-learnings" and workshops on pressing topics. Not only for the public but also for each-other. Placed in a browser based education-platform

- Accessible to consumers as well as network to increase awareness
- Increases exposure and know-how
- The process of collaboratively making them engages partner network
- Cross pollination of knowledge: theoretical + application can be inspirational
- Diminishes the gap between brand/consumer and production possibilities.



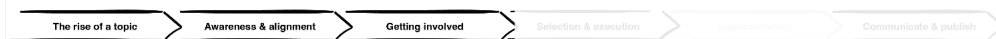


## Project/session instigation tool

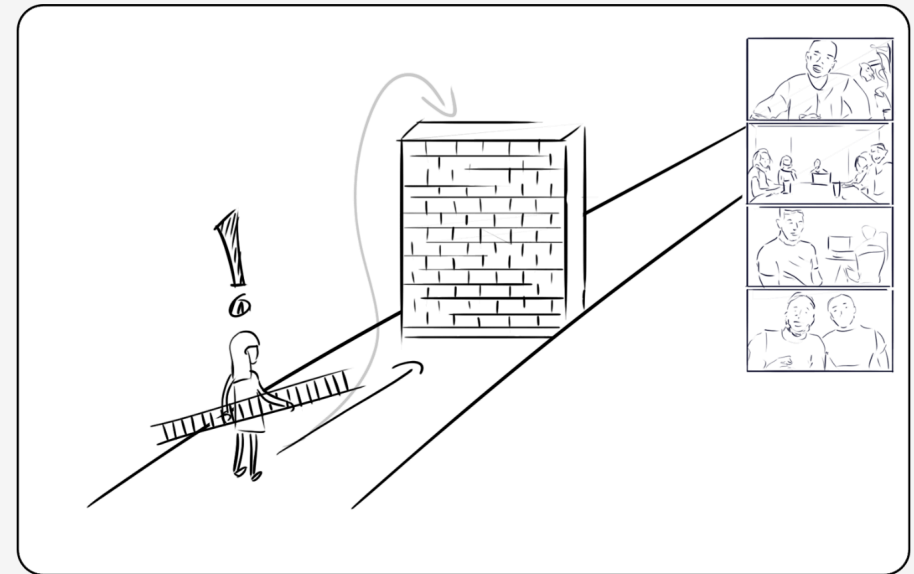


Browser based tool (embedded in Byborre WoTO page) to instigate a project or activity. Fill out a template and an activity will be started. Partners will be automatically notified and invited to join a kick off session.

- Lowering the threshold of engaging
- For any kind of activity, from the need to have a simple plenary to instigating a collaborative design sprint
- Activity will be posted on the page for other partners to see



## "fuck-up" sessions



Reoccurring "fuck-up" sessions: meetings where potential issues and roadblocks are discussed. Where did we "fuck up" and where can we improve or solve the issues.

- Levelling on mistakes and improving increases trust
- Potential to spot solutions through collaboration or partner expertise
- Keeping partners aligned and aware of the challenges



## WoTO clickable newsletter

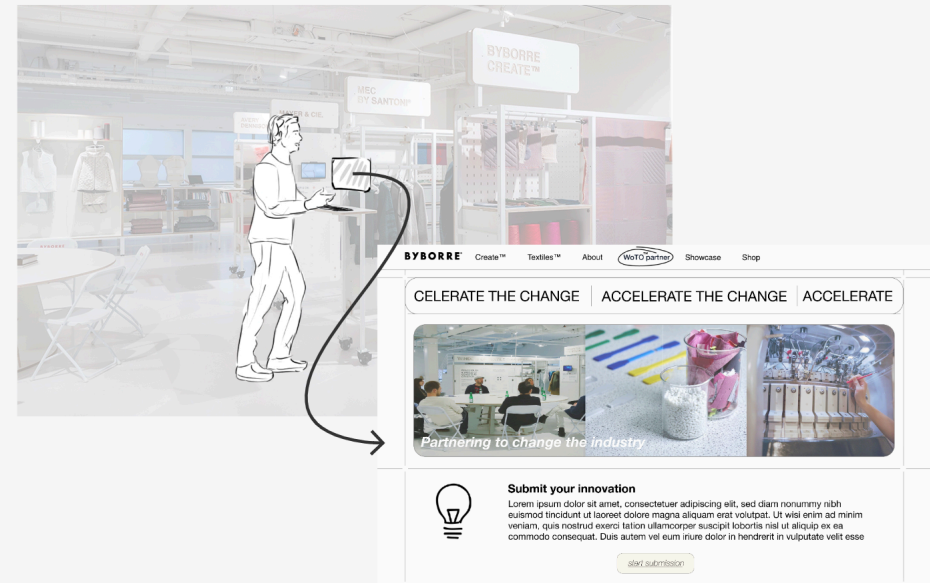


Keeping all partners (and those interested) updated on developments and activities. Clickable and interactive and placed in an already used platform (email) to lower the threshold to engage.

- Keeping partners in the loop of developments
- Interactive and inviting
- No need to engage in a separate platform

The rise of a topic → Awareness & alignment → **Getting involved** → Selection & execution → Implementation → Communicate & publish

## "Accelerate the change"



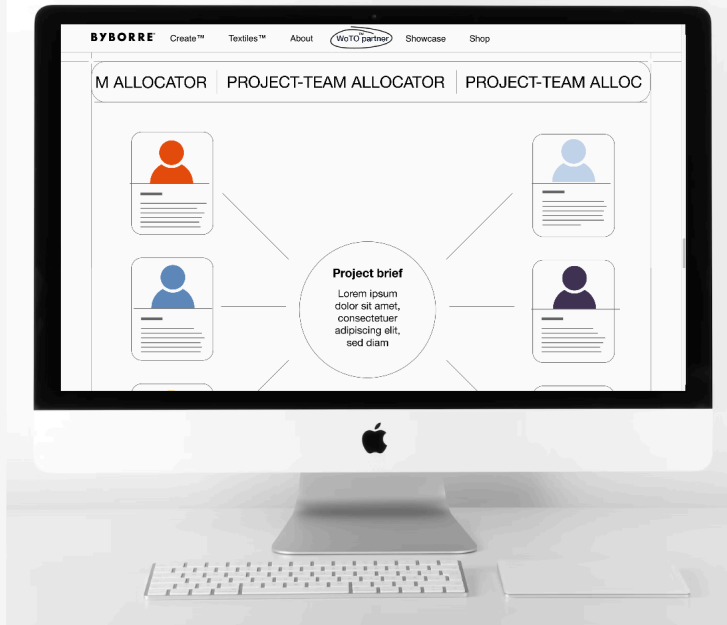
Inspired by open innovation, a physical and digital (browser based) "innovation letterbox" where visitors (brands, students, creatives) but also partners and innovators can submit product/service innovations. The page will give topics where change is needed but is also open for other initiatives.

- Change can come from anywhere
- Proven R&D method
- Increases disruptive innovation opportunities

The rise of a topic → Awareness & alignment → **Getting involved** → Selection & execution → Implementation → Communicate & publish



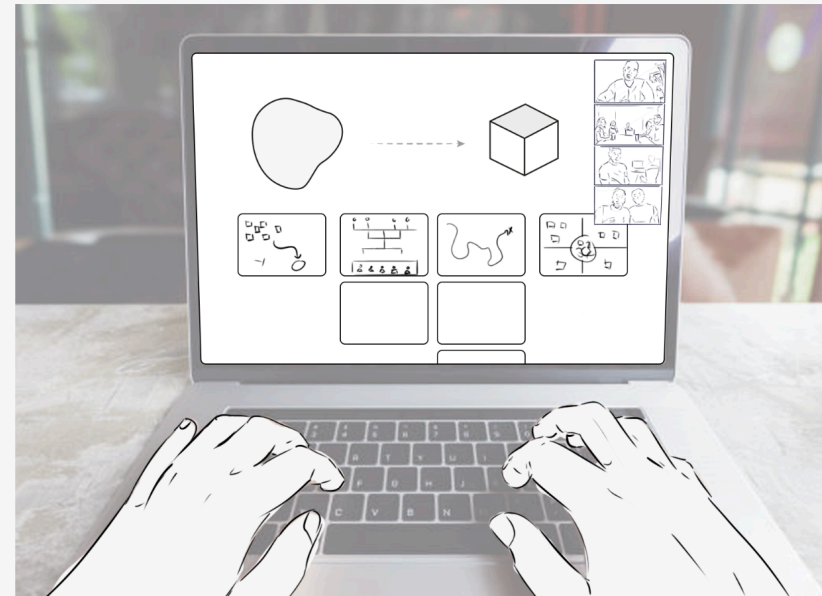
## Project team builder/overview



Tool that helps to map and build a WoTO team (competences, profiles, etc). Creates an overview of who is working on the project and their role within it. Either a template or tool.

- Defines clear roles and responsibilities for the individuals/partners
- Based on competences and professional profile
- Facilitates a goal oriented approach

## Co-creation template for project approach/kick-off



When a project is started, it is kicked off by a co-creation session defining roles, approach, ownership and responsibility. Allowing for a clearly defined and goal-oriented project approach.

- Clear project approach/planning
- Collaborative start to align and make agreements
- Determining who is actively involved

The rise of a topic → Awareness & alignment → Getting involved → Selection & execution → Implementation → Communicate & publish

The rise of a topic → Awareness & alignment → Getting involved → Selection & execution → Implementation → Communicate & publish

## Co-creation template for year themes



Co-creation template focussed on determining the year themes and potential approaches. This is done in order to keep a balance in the topics so all wants and needs are taken into account.

- Mediating all interests and a level playing ground
- Alignment early in the year with clear roles and goals
- Expectations of the year discussed

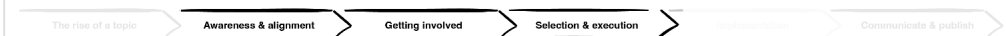


## Project selection & execution toolkit



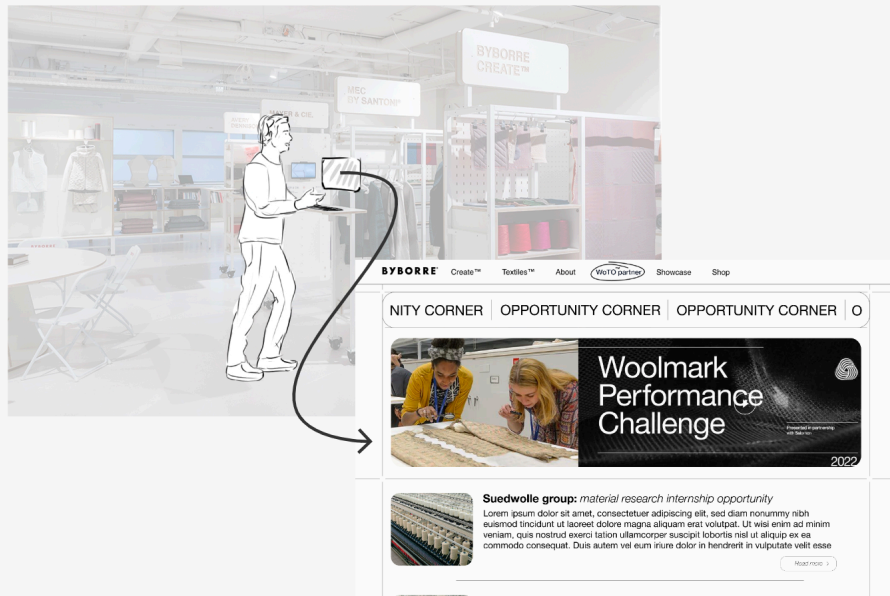
Toolkit (physical and digital) facilitating the selection of opportunities to turn into actionable projects and executing them: who can contribute, how will it be approached, who will benefit and how (business modelling) but also pre-defined phases and steps based on innovation/design methodology.

- Supporting through different phases: from selection to involvement to execution
- Different touch-points (digital in early phase, physical in later phases)
- Facilitating to translate from idea to action



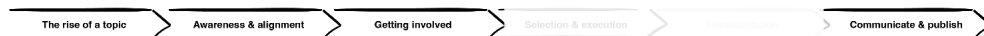


## Opportunity corner



Physical (and digital) touch-point for opportunities: think internships, traineeships, research programmes, job openings, etc. Mainly aimed at visitors but could also be valuable for inter-partner opportunities (think internship opportunities for students from partnered institutes etc).

- Offering knowledge and know-how to the future generation
- Maintaining relevance
- Extra reach and value for partners in WoTO physical space



## The WoTO end of year expo/event

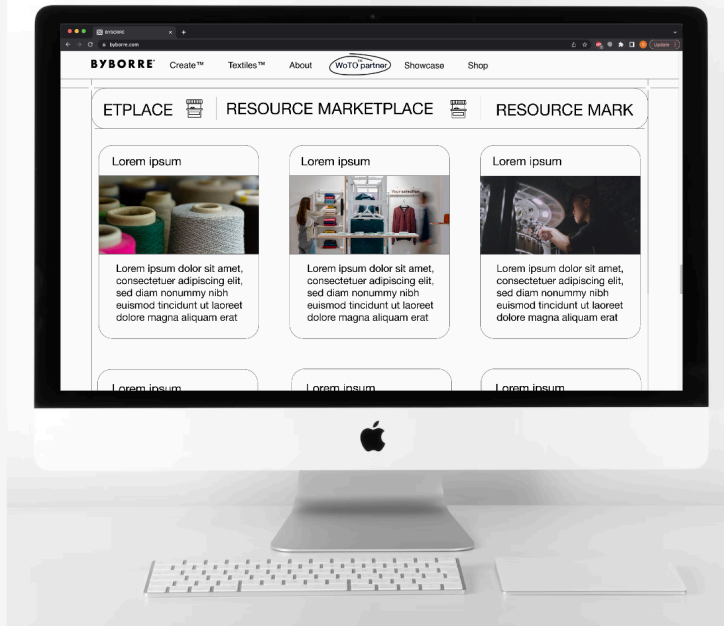


Yearly "goal" to work towards. A large WoTO event themed around the yearly themes and advancements made. Could be self initiated but also part of bigger existing fairs (think Salone del Mobile etc).

- Exposure for involved partners
- A clear goal at the end of each WoTO year
- A driver to initiate actionable projects and research
- A potential "student" graduation project spot included



## WoTO marketplace

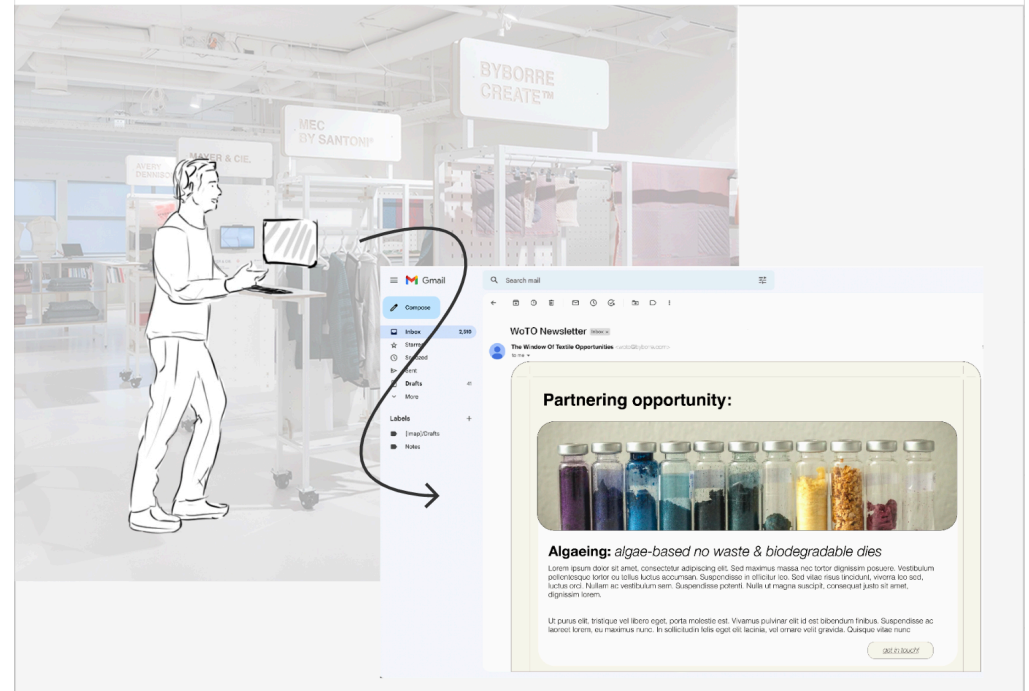


An online location where resources/wants/needs are placed in order to match up with other partners. Think: research application/opportunity, open internships, leftover/waste material (for example to sponsor students), etc.

- Make use of networks strengths and opportunity
- Increase network engagement

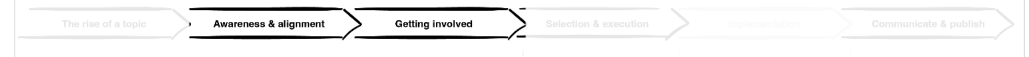


## Partner matchmaker/opportunity spotter



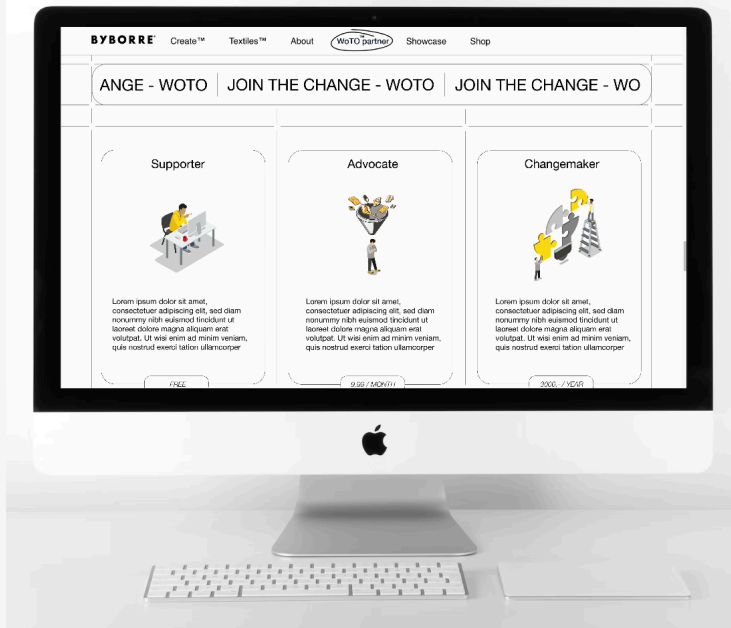
Notification tool for partnering opportunities. If a matching project, profile or partner submits an idea/innovation or instigates an activity you automatically get notified to get in touch. Like the newsletter this will be in a clickable email format.

- Promoting inclusivity and leveraging the network
- Passive stimulation, no need to actively check
- Aimed at increasing exposure and actionable outcome



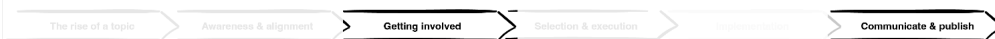


## WoTO premium (amount of access)



Additional touch-point/business model. Various levels of WoTO users. For example: ree users have a limited amount of access and digital access to seminars etc, advocates get all educational content and access to physical events and changemakers can also initiate and join in content creation (just to illustrate)

- Extra stream of funding
- All knowledge still accessible
- Professional networking tool

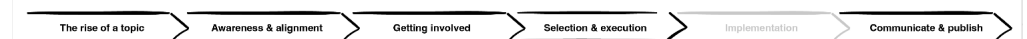


## Shared process ledger (blockchain)

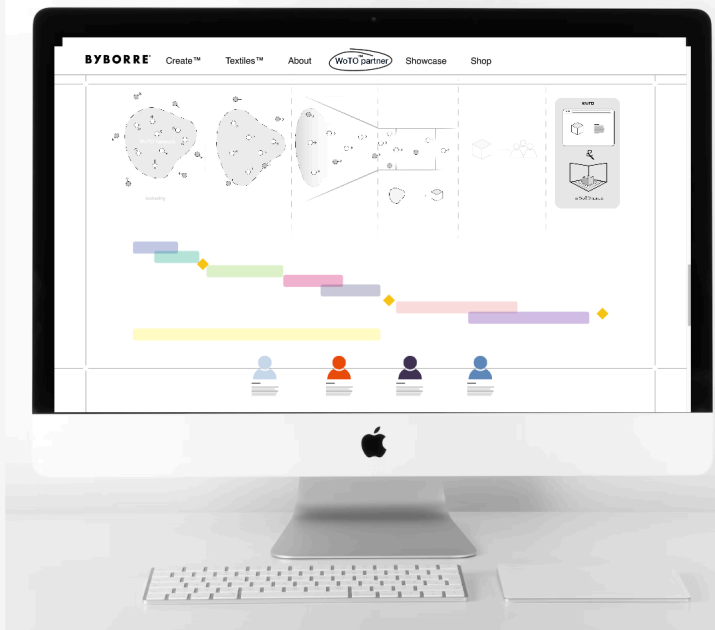


A potential future foundation to partially automate WoTO as platform and increase its impact. A blockchain based shared ledger improves transparency drastically but can also be used as model to predict impact of similar products and initiatives etc. A rich source of information for other changemakers (tightly managed and ownership is at the network)

- Rich source of data for various projects
- Supporting the digitalisation of textile
- Automation of touchpoints



## Dynamic project planner



When in a project, a browser based dynamic planning tool with overview who owns what task, milestones and translation to WoTO.

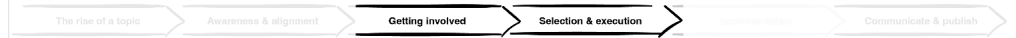
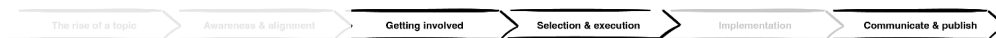
- For all partners to access (browser based)
- Overview of who is on the project, their profile and proficiency
- Clear boundaries for a project focussed on result and translation of that result

## Gate system: take ownership/project execution



Multiple check-point system in the execution and selection phase of the projects. Think: who will be engaging in the project, ideation phases, business case modeling etc. At the end of each phase a "gate" allows for a go or no go (discard the project).

- Makes sure the right people are working on the right things
- Clear phases and goals
- No lost time in unfruitful projects





# APPENDIX F

*Overview all stimuli:*

[Link to Miro board](#)

# APPENDIX G

*Open innovation submission template:*

Insert file upload after slide 8. Only in premium.

## 9→ Visualisation and supportive documents

Please upload any visuals or documents that support, quantify or clarify your submission.



**Choose file** or drag here

Size limit: 10MB

[Link to Typeform template](#)