

APPENDICES

MAKING CONNECTIONS

Exploring Value Co-creation in Service Design Projects

Marjolein Los

Master thesis

Overview of appendices



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Appendix A: Sensitizing booklets Ford employees



THANK YOU!!

Space for ideas you want to share:

VALUE CO-CREATION

IN SERVICE INNOVATION PROJECTS

WITH MULTIPLE STAKEHOLDERS

MASTER GRADUATION PROJECT STRATEGIC PRODUCT DESIGN

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DAY 1

INTRODUCTION

HEY INNOVATOR @ FORD!

Thank you for helping me with my graduation project! I am very interested to hear about your experiences. Please don't hesitate to share them, because there are no wrong answers as you are the expert of your own experiences.

I am very interested to learn more about the process of developing a new service, especially when it involves more stakeholders than Ford. In the interview I would like to talk about value co-creation and how and at what time in the process you discuss the value that a service creates for Ford and for the other stakeholders. Because this is a complex topic, the assignments in this booklet prepare you for the interview and will help me get most out of the interview. It contains 5 small assignments that just take you a few minutes to fill in and that you can spread over 5 days.

Good luck and have fun! Please bring this booklet to the interview and don't hesitate to reach out if you have questions or remarks!

See you soon!

Marjolein Los

DAY 5



VALUE FOR OTHERS

What value is created for other stakeholders because of the new service? Think about use value, economic value, ecological value, professional value etc.

-
-
-

VALUE FOR FORD

What value is created for Ford with this new service? Think about use value, economic value, ecological value, professional value etc.

-
-
-

DAY 2

DAY 3

PROCESS SERVICE INNOVATION PROCESS AT FORD

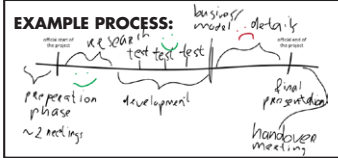
Step 1:

Think about one your projects that comprises the development of new services, preferably with more stakeholders than just Ford, such as a delivery company or municipality. Could you draw how the project process looks like? What are the phases, activities, key moments, etc.?

Step 2: ABOUT THE PROJECT:

Project name:
Other stakeholders involved:

EXAMPLE PROCESS:



DAY 3

Step 1: Indicate with emojis - :(or :) - which moments were positive or negative during the process.

DAY 4

DAY 1

STAKEHOLDER MAP

Please draw a map or diagram that shows the stakeholders that are involved in relation to each other. Feel free to choose any form you like. Some examples are shown below.

Examples:



MY NAME:

MY JOB:

WHAT I LIKE MOST ABOUT MY JOB:

MY ROLE IN SERVICE INNOVATION PROJECTS:

MY MAIN EXPERTISE IS IN:

THE AMOUNT OF PEOPLE IN MY TEAM:

Appendix B: Interview guide Ford employees



Checklist

- Interview guide
- Generative assignment materials
- Voice recording
- Pictures
- Laddering: why, why, why? + giving examples

Research questions

How can innovation teams at large organizations be supported with creating and capturing value when designing and developing new services together with other stakeholders?

- a. How are service design tools and methods currently used to support the value co-creation and capture process of service innovation projects with multiple stakeholders?
- b. What are the challenges with value co-creation and value capture in service innovation projects in which multiple stakeholders are or might be involved?

Applied to Ford:

- a. How is Ford currently co-creating and capturing value in service innovation projects?
- b. How is currently dealt with projects that involve multiple stakeholders and what are the struggles that are experienced?

Opening

- Thank you
- Duration: +/- 1 hour
- Description of the research: By interviewing several Ford employees that work on developing new services in which other stakeholders might play a role, I want to see what the processes looks like. I am especially interested in seeing how is dealt with discussing how the projects create value and for who and how this value is captured, both for Ford as for others. I will try to look for patterns and see if and how this process of value co-creation and capture could be supported.
- Process: We will go through the booklet together and I will some more questions around it.
- You are the expert of your own experiences, there are no wrong answers. Your answers will be anonymous, so please be honest, that will be most helpful for the project.
- Recording: is it okay to record this session for research purposes only?

Introduction

- If they filled in the booklet: Thanks for filling in the booklet! How did you experience it? Do you have any comments?
- Could you shortly introduce yourself and your job?

Introduction to service innovation project

- Could you introduce me to the service innovation project that you have chosen?
 - o How did the project start? Who initiated it? What happened before the project started?
 - o Why was the project started/what was the goal of the project?
- What other stakeholders are involved?
 - o Why and how were they involved?
 - o How were those partners selected/chosen?
 - o Could you describe the collaboration with those stakeholders?
- What was your role in the project?

Project process

- Based on timeline exercise: Could you explain the phases and steps in the process?
 - o What steps are taken throughout the project? / What are the phases of the project?
 - o What activities took place?
 - o In what phase is the project currently?
 - o What will be the next steps?
 - o How would the service be implemented? How would the implementation phase be organised at Ford?
 - o How do you think it should be organised?
- How is the process of developing a service at Ford different from the 'normal' process?
 - o What challenges do you experience?
 - o How could you be supported more in developing a service?
- You indicated moments in the process that were positive or negative. Why were they positive/negative?

- o How could they do better?
- o What did you learn from it?
- o How does it make you feel?

Stakeholder map

- Why and how were those stakeholders involved?
 - o How were those stakeholders selected/chosen?
- How was it to make this map?
 - o Why was it difficult/easy?
 - o Did it spark any new insights?
 - o Do you think the map is complete? Why?
 - o Can the service be implemented with those stakeholder or are more needed?
 - o What is the consequence of that?
- Could you describe the collaboration with those stakeholders?

Value creation

- Could you explain what you have written down for the value that is created for others with the new service?
 - o Are those values made explicit during the service innovation process? Why?
 - o What about the value for stakeholder X? Why would they engage? What would they get out of it?
 - o How is this value captured?
- Could you explain what you have written down for the value that is created for Ford with the new service?
 - o When was this made explicit or determined?
 - o Next to economic value, does Ford get any strategic or organizational value out of it?
 - o How does Ford capture this value?
- Going back to the process, at what moments did those values that the project creates play a role?
 - o Why at those moments?
 - o How were those values discussed, chosen and agreed upon?
 - o Did you make use of any tools or methods to discuss or determine those values?
 - o How did those support the process? / What was the purpose of using the tool?
 - o What elements were specifically important / helpful?
 - o At which moments in the process did you use those tools?
 - o Were multiple options explored? How?
 - o What challenges did you experience in the process regarding creating and capturing value?
 - o Was any type of value (strategic, economic, organizational, use) dominant in those discussions? What do you think of that?
 - o How and at what moment was started to think about the business case and how and when was the business case determined?
- Did you experience any situations in which values conflicted with each other, for example that a decision would lead to more revenue for Ford, but made the proposition less beneficial for other stakeholders or led to negative consequences for society?
- What would you need support with?
- What is needed to realize those values?

General probes

- How did you experience this?
- What is your opinion on ...?
- Why?



Appendix C: Sensitizing assignments service designers

VALUE CO-CREATION IN SERVICE DESIGN PROJECTS

MY NAME:
 MY JOB:

INTRODUCTION

HEY SERVICE DESIGN EXPERT!

Thank you for helping me with my graduation project! I am very interested to hear about your experiences. There are no right or wrong answers as you are the expert of your own experiences, so don't hesitate to share your opinion.

Because the topic of the interview - value co-creation in multi-stakeholder service design projects - is quite complex, this assignment will hopefully help you get into the topic. To help you start, I will share my current definition of value co-creation. However, this definition is still changing as my knowledge about the topic grows.

[Value co-creation]
 Creating a better outcome by integration of resources (exchange) and/or application of competences (service) in an interaction among multiple actors

What do you define as value co-creation?

I am looking forward discussing this and talking to you! Don't hesitate to reach out if you have questions or remarks! See you soon!

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ASSIGNMENT 1 SERVICE DESIGN TOOLS

Step 1:

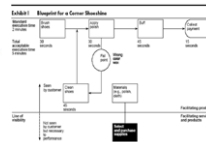
Please circle the tools/methods that you regularly use in multi-stakeholder service design projects to discuss values that will be created or exchanged with the new service.



Business model canvas (Osterwalder & Pigneur, 2010)



Value flow mapping (Den Ouden & Valkenburg, 2011)



Service Blueprint (Shostack, 1984)

Other:



Step 2:

Indicate with a smiley if you like using the tool/method for value flow discussions.

Step 3:

Why do you like or dislike them?

VALUE CO-CREATION IN SERVICE DESIGN PROJECTS

ASSIGNMENT 2 SERVICE DESIGN PROCESS WITH MULTIPLE STAKEHOLDERS

Step 1:

Think about a project from the past that you facilitated or participated in that involved more stakeholders than just one organisation and its customers. It could have been a project for an organisation that wanted to partner with other organisations or a project that was carried out by a consortium. Could you draw how the project process looked like? What were the phases, activities, key moments, etc.?

Step 2: ABOUT THE PROJECT:

Project name:

Amount of stakeholders involved: []

One leading/initiating organisation: [yes / no]

EXAMPLE PROCESS:



Official start of the project

Official end of the project



Appendix D: Interview guide service designers



Checklist

- Interview guide
- Generative assignment materials
- Voice recording
- Pictures
- Laddering: why, why, why?

Research questions

How can innovation teams at large organizations be supported with creating and capturing value when designing and developing new services together with other stakeholders?

- a. How are service design tools and methods currently used to support the value co-creation and capture process of service innovation projects with multiple stakeholders?
- b. What are the challenges with value co-creation and value capture in service innovation projects in which multiple stakeholders are or might be involved?

Opening

- Thank you
- Duration: +/- 1 hour
- Description of the research: By interviewing several experts that have worked on projects in which multiple stakeholders were involved, I want to see if there are any insights, patterns or factors during the value co-creation and value capture process that could be used to develop a method that supports project teams during this process.
- Process: questions and exercises. Exercises are meant to stimulate the thought process and to get better insights. Please explain your thoughts out loud, when doing the exercises.
- You are the expert of your own experiences, there are no wrong answers. Your answers will be anonymous, so please be honest, that will be most helpful for the project.
- Recording: is it okay to record this session for research purposes only?

Introduction

- Could you shortly introduce yourself and your job?
- What activities do you consider typical for a service designer in a multi-stakeholder project?
- Could you explain what you define as value co-creation?
 - o Why?
 - o Do you think value is something that is exchanged or something that is always co-created between two actors and determined in use only?
 - o What is the role of time? Do some value creation processes happen in a specific order or is some value only created over the passing by of time?
- What types of value do you distinguish?
 - o Use value, social value, environmental value, economic value, professional value

Introduction to multi-stakeholder service innovation project

- Could you introduce me to the multi-stakeholder project that you have chosen for assignment 2?
 - o Who were the stakeholders? Was there one leading organization?
 - o Why was the project a multi-stakeholder project?
 - o How were the stakeholders selected and collaboration agreements made?
 - o Was the project aiming at creating a short term solution or did it comprise an ambition for the long term?

Role in the project

- What was your role in the project?
- Why did you have this role?
- What problems did the organization(s) experience that they needed your help?

Project process

- Based on timeline exercise: Could you explain the phases and steps in the process?
 - o What steps are taken throughout the project?
 - o What activities took place?
 - o Could you identify moments in the process that were positive and that were negative?

- o Why were they difficult? Why were they positive?

Value co-creation discussions in this project

- At what moments was the value that the project would create for the user and for the stakeholders discussed?
 - o Why at those moments?
 - o How did those discussions go?
- Any facilitations/tools?
- What was your role in this process?
 - o What are the differences in those discussions dependent on the moment in the process at which they take place?
- More analysing, focused on current situation or more exploratory, focusing on the future situation
- Diverging/exploratory vs. converging/decision-making
 - o Where certain types of value dominant during the discussions? Why?
 - o What values were you and other stakeholders aiming to create with this project?
 - o Use value, professional value, social value, ecological/environmental value, economic value
- What challenges did your experience in this process regarding co-creation of value?
 - o Why were this challenges?
- How do business considerations and interest of each stakeholder influence the design process and at which moment?
 - o How did you balance those?
- How was secured that those values could be realized? Did they provide any guidance throughout the project?
 - o How did you make sure that each stakeholder could accomplish their goals with the project? (either financial or any other form of value that could be derived from the innovation) How were these goals determined and anticipated?
- How was the revenue model determined?
 - o When in the process was this done?
 - o How did this decision influence the design process?

Value co-creation in the design process

- Did you experience any situations in which values conflicted with each other? (For example: data vs. privacy, quality vs. speed) /could you describe this situation?
 - o How did you deal with this value conflict?
 - o How did it influence the design process?
- How do you try to balance the value for the user (and the focus on user needs) with the value for the organizations (and the focus on making profit and capturing other values)?
 - o How does your design background help with this?
- How do you think that value co-creation/flow discussions should be integrated in the design process?

Service design tools

- Did you make use of a method to support the discussion about value creation, exchange and capture in this project? For example value flow mapping, business model toolkit, etc.
 - o How did those tools support the process?
 - o What problems did those tools solve?
 - o Which elements of the tool are specifically important / helpful?
- Looking at your answers in the assignment. Could you explain why you like or dislike those tools/methods?
 - o What purpose do they fulfil in a multi-stakeholder project? Could you give an example.
 - o How do those tools support the process?
 - o What problems do those tools solve?
 - o Which elements of the tool are specifically important / helpful?
 - o What is your critique on certain tools/methods?
- At what moment in the design process do you use them?
- What do you think could be the value of prototyping more with value flows in the design process?

Future

- What do you think could be the role of design and design methods in value co-creation discussions?
- How would you ideally facilitate discussions about what value a project creates for an organization and its stakeholder and users?
 - o What aspects are important to discuss?
 - o What could support these discussions?



Appendix E: Overview of the mentioned methods and their purpose

Method	Before kick-off	Early	Middle	Late	General
Customer journey map			Used for synthesis	Used for discussing value	Used in combination with a row of values.
Roleplay / acting out		Used to see assumptions, preconceptions, knowledge and expectations of people. Used to give insight in value flows in a less explicit way, by looking how everyone fulfills a role and what is behind it and reflecting on that.			
Scenarios / storyboards		Used	Used		Used to discuss about value, because if you talk people through, they feel like in the scenario. Used in analysis, ideation and synthesis.
Calculating business case (accounting methods)		Critical thinking used to find which assumptions should be confirmed, before continuing with the project.			Used accounting methods and a kind of analysis of an income statement, so what is your revenue, costs and what is left as margin. Used order of magnitude, in which you high level try to estimate what are the basic parameters of a business case. For example how much you expect to spend on investments, how much on operational costs. Used accounting tools with a growing amount of detail about the period of the process.
Discussing hypothesis	Used to discuss the benefits.				
10 types of innovation canvas		Used to open the discussion about innovation, to say it's not only about the offering, but the total. Used it to analyze the current proposition (and were it went wrong) and the pain points.			
Context radar/scoping		Used for scoping and mapping the problem.			
Market research		Used to identify what are the possible markets based on the questions in that market.			
Workshop			Used to find chances to propose in the market and talk about propositions.		
Simulations			Used to estimate for an example city what is the transport situation now and what would happen with our system, in terms of KPI's and matrices. Used to calculate the business case live (yield management).		
Videos				Used to share them internally to say 'this is how the effect would be'.	
Thematic insights		Used to look for the drivers of the stakeholders in the research phase.	Used to look at the connections between those drivers.	Used to show drivers, motivations, frustrations. Those are the 'hooks' for a service provider to act and organise on.	
Risk assessments.					Used during value conflicts to discuss them.

Appendix F: Overview of the mentioned methods including quotes

Method	Before kick-off	Early	Middle	Late	General
Value flow mapping		System diagrams (which were value flows) used to discuss value beyond use value and responsibility. Started using in analysis to see what the existing structures were.	Some invited people used it in ideation to show which parties they wanted to collaborate with. Value flows were almost a byproduct of a journey map. You have the value map of what makes it possible and who does what. From the research you already know what actors are involved, so then it is more trying to see different flows and what would be beneficial. A lot of post-its with actors and placing them around.	Value mapping comes as deliverable towards the end with the concept and how it changes their organisation.	Value flow mapping used collaboratively to understand system complexities. However, can get vague and you need the right people. I like about value flow maps that it makes the 'softer' values as explicit as the 'harder' values that are often easier. However, I haven't used it a lot, I don't know why. Value flow mapping helps to say that there is a value exchange in a different way than you can grasp in numbers. Used to let the team make explicit who the stakeholders are and what value is exchanged.
Service blueprint + value flow map combined				For presentation purposes I often use service blueprint and value flow mapping together. It shows how it works and its influence.	(as opposed to BMC): It makes concrete and easy for people to say: this is how it should go. Then it is easier for them to actually take this and go to the person who actually knows the information for the business model and say 'now detail it out for us'.
Service blueprint		We use it to map the current situation first (during analysis). We often use service blueprint to get better insight in how a total service is working, both if we design the total service or a part of it. It creates really more insight in the working of a system and the opportunities there are.	Then, we map the desired situation and try to find the opportunities in between. What we usually do for ideation is that we create the ideal flow that should be your business and then we do co-creative post-it sessions of how the back-end would do it. So then you know what you need, or what is ideal and then this is what you need.	For discussing value, customer journeys with back-end processes were made as official deliverable.	Service blueprints is something you start in research & analysis, but carry on to concept and detailing and as an end deliverable. Service blueprints are nicer than value flow maps, because it shows the bigger picture of how the service works and the benefits for the back-end too.
Business model canvas		BMC often used during analysis to plot the current situation with a client, to see how it looks like and where there is a pain. Often I use a simplified version of BMC with what you deliver in what way, what do you need for that and what does it cost. To create awareness about how to capture value, because that is a tricky point. I'm a fan. I regularly use it to plot the canvas and get the situation clear and see from there where it goes wrong especially in the business case.	We use the BMC in the further development of ideas, so validation after the first ideation.	(about methods in the later phases:) I use BMC only when stakeholders want to know about the business side.	I like BMC a bit less, because the people you need to be involved for a BMC need to have the right information. If they don't have the kind of information you need, this becomes a very abstract tool and does not really lead to something tangible. It is a shortcoming of the BMC that societal value does not fit in it. For example, societal value can also lead to money/harder success measures, but sometimes you have to go via the 'softer side'. For training purposes the BMC fulfills a function, that's why I still like it. It helps to talk about relations and look at all segments as a whole. However, on company level I think it is old-fashioned, because it excludes the whole ecosystem around it. When I use BMC with multiple stakeholders it is mostly in situations with a chain of stakeholders, to look at the different propositions to different parties. I used BMC as a discussion tool in a workshop, but it wasn't successful.
Business model canvas (continued)					A lot of people don't really realize the impact, if they haven't seen the business flow or they haven't gone through it or they don't know the matrix. Then this becomes just something they fill in and assume, than saying this is exactly how it will happen.
Value proposition canvas		VPC is very useful in the front end, because it is really about what are the insights about the needs of stakeholders and how do you answer them, before developing a product or service.	The most important thing we used is the VPC to look at the identified stakeholders and find their jobs to be done, pains & gains and what you can do for all of them to come to a successful proposition. Interesting to look which combinations you can find from the different VPC's of stakeholders. With VPC's we translated the needs (of the installers) to propositions (which made actors open up for collaboration). I like VPC, but it depends on how you fill it in (can be done very well or bad), but it can be very clarifying on how you create value for someone.		
Stakeholder map		I often make a stakeholder map with people together. It's not about the value you will create in the end, but about in which field we have to define the value at all. When there are different stakeholder it also says something about in which way there can be value and in which way you can create loss.	By talking to all those stakeholders in the research phase, we found out that the 'map of dependencies' changed a lot over the past 15 years and we pictured that too.		I sometimes just use indirect and direct stakeholders. Lately I also use extent of influence and extent of interest. Of course you have to focus on much influence and much interest. However, I also let people think about people with little influence and much interest, by asking questions and paying extra attention to it. I say they can create more value by taking them into account.

Customer journey map			We created journey maps for the synthesis phase.	For discussing value, customer journeys with back-end processes were made as official deliverable.	One person expressed that she used customer journey mapping in combination with a row for values.
Roleplay / acting out		In a roleplay you see a lot of assumptions, preconceptions, etc. by how people fulfill the role. It also shows what people (don't) know and expect. I use acting out to give insight in value flows in a less explicit way. I look how everyone fulfills a role and what is behind it. Then, we reflect together on what happened.			In the formation of alliances, where there is no concrete offer, value flows are discussed more implicit, because the actors are really the people and their work. That is a bit dangerous.
Scenarios / storyboards		Used	Used		Storyboards helped in discussions about value, because if you talk people through, they feel like in the scenario. We used them in analysis, ideation and synthesis.
Calculating business case (accounting methods)		We have been busy with the business case from the start, because the success of such a project is determined by 'how many of those vehicles can we make to justify the investments?'. Instead of coming with ideas and technologies how to realize, we did some critical thinking about which assumptions should be confirmed, before continue with the project. We could not postpone the business case, because the investments were too big.			For the business case we used accounting methods and a kind of analysis of an income statement, so what is your revenue, costs and what is left as margin. We also used order of magnitude, in which you high level try to estimate what are the basic parameters of a business case. For example how much you expect to spend on investments, how much on operational costs. Actually, we used accounting tools with a growing amount of detail about the period of the process.
Discussing hypothesis	The benefits were discussed during the approval phase, as a kind of hypothesis that was proved during validation phase.				
10 types of innovation canvas		We use it to open the discussion about innovation, to say it's not only about the offering, but the total. In this case, we used it to analyze the current proposition (and where it went wrong) and the pain points.			
Context radar/scoping		We really did a lot of scoping with a tool called context radar to map the problem. From there you go to a plan of action with commitment.			
Market research		(about tools used to discuss values) In the beginning we used market research; what are the possible markets based on the questions in that market.			
Workshop			After the research phase we did a workshop session to find chances to propose in the market. Their first ideas was a new product, we showed them it is about propositions.		
Simulations			By a software package of city simulations we could estimate for an example city what is the transport situation now and what would happen with our system, in terms of KPI's and matrices. Because of the simulation we could calculate the business case live (yield management).		
Videos				When we did the validation phase and we asked people to do small prototypes, we asked them to make script of how they would use it and we took small videos and shared them internally to say 'this is how the effect would be'.	
Thematic insights		We look for the drivers of the stakeholders in the research phase.	In the ideation, concepting phase we look at the connections between those drivers.	When we deliver a project we make thematic insights that show drivers/motivations/frustrations. Those are the 'hooks' for a service provider to act and organise on.	
Risk assessments.					Whenever we came across a value in conflict... For a government, they want good quality roads at a great price and done fast vs. a builder wants more profitability. In conversations like these we had more risk assessments, so it was like, okay if the builders value is not indirect relation with the governments value, what is the risk that the government is willing to take if they want to take this party. So it might be a long term or a short term assessment. Those kind of value flows were really benched and a lot of conversation came out of those, but not something concrete.



Appendix G: Session plan: validating insights and testing service blueprint

Checklist:

- Beamer
- Camera
- Audio recording
- Tool materials

Duration: 90 minutes

Goals:

- Create awareness about the topic of value co-creation as part of service design processes by explaining my current understanding and insights
- Receive feedback on my interpretation of struggles and opportunities in current value co-creation processes
- Observe how Ford employees in practice deal with a service design tool (after limited explanation)
- Get better understanding of how value co-creation tools would be used in their daily work

Opening:

- Thank you
- Duration: +/- 1,5 hour
- Description:

In this collaborative session I would like to give some insight in my project and results so far and validate if some of my conclusions feel recognizable for the people that I interviewed. Next to that, I would like to create awareness about why thinking about value co-creation during the service innovation process makes sense. Also, I would like to present some examples on how others (scholars/ service designers) look at this and what tools there use to support taking value co-creation into account during the service innovation process. Then, I want to take one of those tools as example and apply them to one of the projects that is currently worked on in the Ford team. At last, I want to reflect together on how value co-creation could be integrated in the daily work and what the preferences and expectations are for that.

- You are the experts of the Ford processes and your experience. I am super interested in those and am not looking for certain answers. Please be honest, that will be most helpful for the project (your answers will be confidential).
- Recording: is it okay to record this session for research purposes only?
- Agenda:
- My topic and process so far
- Discussion on insights on struggles and opportunities
- Insights on tools and review/test of 1 tool
- Closure: how would you integrate value proposing, co-creating and capturing in your work?

Sub parts:

Mini 'lecture' on value co-creation and my insights (10 min)

What is value? - Value proposition, value co-creation, value capture - Definition of/overlap between service design, design thinking, business modelling

Discuss/validate struggles & opportunities in practice at Ford (20 min)

Do you recognize those struggles? - What would you add or remove?

Tools (50 min)

Show overview of mentioned tools - Explain one example tool (service blueprint) - Let them pick one of the cases that they are currently working on - Apply the tool to the project

Reflect/questions (10 min)

How would you use it in your daily work? - How do you ideally want to be supported/facilitate value co-creation?

Appendix H: Session plan: testing value co-creation canvas



14.00-14.30

Introduction and explanation

- Session plan + goal of the session
- Short recap of the project
- Update on the design process model and integration of value co-creation overview
- How does it work? Step by step explanation of the canvas
- “Rules”
- Non-Ford example of a filled-in canvas

14.30-16.00 (put in a 10-minute break when the energy is low)

Filling in the canvas by Ford employees (pressure cooker way)

Step 1: Identifying the stakeholders and their roles (partner, supplier, competitor, customer, etc.)

Step 2: Filling the stakeholder circles with jobs to be done, pains, gains, activities and resources

Orange post-it's for assumptions

Green post-it's for validated insights

Step 3: Connecting circles through integration of value propositions

- What different ecosystems can we create around a service?
- Start from the current state of the concept and its current value proposition.
- Make explicit what pains & gains you are addressing with your service and how.
- Also think about why certain decisions are made. Why is this customer segment attractive? What do we need from them? And the other way around, how do we create value for them?
- Change or improve the circles if necessary.
- Then, also try to go beyond this concept, try to add other stakeholders and connect them with value propositions.

Probing questions:

- Why did you choose this customer segment? What makes it attractive? Which resources/gain creators?
- Do you know segments with similar pains/gains that could also benefit from your service?
- What other stakeholders can you co-create value with?
- What kind of ‘jobs to be done’ do you want to focus on?
- What are resources & activities of attractive stakeholders?
- What companies currently play a role in this field?

Step 4: Detailing: revenue model (show revenue model flow chart), channel, customer relationships, determining expected value capture based on expected pains and gains

16.00-16.30 (maybe start earlier)

Reflection

- Comparing the filled in canvas with my filled in canvas
- Questions
- Feedback

Appendix I: Value co-creation building blocks

