

# Appendices | Exploring the transformation of a PSS into an SPSS through co-creation

Graduation Report | Luuc van Tiel | Strategic Product Design



## | Reading guide

This document is a selection of materials that support the graduation report. It has been designed in such a way that it is best visible on screens. When opened in Acrobat, make sure to set the page display to “two page view”. This can be done under View > Page Display > Two Page View. In that same pane, select “Show Cover Page in Two Page View”.

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# A | Reflection

Before the start of my graduation project, I have set up multiple personal goals to work on. Throughout the process, I have learned way more than expected. A graduation process is challenging, since it is one of the first time you work by yourself, without a team. Below you can find a reflection on my personal goals and on learnings I gained.

## Personal goals

I listed four personal goals in my project brief: organisational empathy, mastering facilitation skills, improving expectation management and structural working. Each goal is evaluated separately.

### Organisational empathy

I have learned how being educated as a strategic designer really contributes to my analytical skills. Design thinking is not just something you can learn; it needs the right skillset and a lot of practice. My education definitely helped me in translating ill-defined problems, challenges within Swapfiets and different perspectives into solutions. It also helps in dealing with uncertainty; Swapfiets is a very flexible company and is continuously changing. Understanding how Swapfiets works and how employees could be involved in the project worked out really well. Especially the co-creation sessions helped me show how my skills contributed to creating impact in the organisation. It was highly valued and once the word was out, I have been asked multiple times to organise a creative session for different problems. For example, I have organised a creative session to reduce the churn of customers with a multidisciplinary team. Feedback was very positive; 'we have never produced so much in so little time' and 'wow, I wished I have done the same master as you have'. This was a compliment of course. My main learning is that I should prove the impact of such an approach by organising sessions together with employees. I hope that Swapfiets involves an employee who is specialised in creative facilitation, since it really accelerates collaborations and creating solutions.

### Mastering Facilitation skills

During my internship at Fronteer, I never really got the chance to facilitate a whole session. Now, I have organised and executed two! I am really proud of the list of participants I got together. The sessions took a lot of time to organise and to prepare, but I am glad to say that they both went

really smooth. Evaluating my facilitation skills with all (internal and external) actors also gave me valuable insights. In general, all participants were impressed by my way of working; I received a job offer of one of the participating companies and one participant actually applied for a job at Fronteer. Furthermore, the participants felt comfortable and were surprised by the created concepts.

Personally, I noticed that I felt very comfortable in both sessions. I did get one important tip: be more involved in creating concepts. Due to my role as researcher, I did not help participants with creating the concepts. Looking back, I could have been more actively involved with concept creation, by encouraging and steering the participants.

### Improving expectation management

This skill is something I have been working on for years now. Honestly, I have to say that I have had my ups and downs during this project concerning expectation management. I have been too late in communicating with my board at important moments. However, my board has been really supportive and actually taught me a lot on this skill. I have learned to open up towards my board and to share my thoughts. Before, I always tried to deliver 'finished' products. This project has shown me that I should share the way I think and not the way I want to deliver. This actually is the most valuable lesson to me.

### Structural working

The way I work always starts well structured; a folder for everything, a new notebook and a clean PC. However, it always ended with a chaotic pile of files and notes I did not understand anymore. This has always been very annoying and for this project, I wanted to do it different. That worked out really well. My folders are still well-structured and my notebook is clear documented. This really helped me putting all insights together.

Unfortunately, this way of working did not directly reflect in reporting my findings. But with the support of my board, I learned how to structure my report in a clear way.

## **Learnings**

This project has brought me more than improving my personal goals. I have learned way more about co-creation and reporting.

### **Co-creation**

Preparing, executing and following up on co-creation is a highly time-consuming process. It involves a lot of planning, gathering information and contacting participants. Personal meetings, emails and multiple phone calls are conducted to inform and convince external actors about the usefulness of the session. It is not only about mastering the facilitation skills, but also about clear communication. Before the session, to involve participants and the internal team. After the session, to communicate the outcomes in a clear way. Although it is time-consuming, I do think co-creation delivers more than solutions to a challenge; it creates new networks and collaborations.

### **Reporting**

This has been my main challenge in this project. Due to insufficient communication and expectation management, I did not open up discussions about my report. This has led to a setback, which is my own fault. However, this setback also made me rethink my way of working, reporting and style of communication. In short, with the help of my board, I turned that setback into a positive learning moment. The final report would not have been the same without that moment. So for the next time, I know I will involve others in an earlier stage, stop being stubborn and actively ask for feedback.

# B | List of interviews

<b>Interview Number</b>	<b>Date</b>	<b>Interviewee</b>	<b>Location</b>
1	12/11/2018	Founder Swapfiets 1	Swapfiets HQ
2	15/11/2018	Founder Swapfiets 1	Swapfiets HQ
3	23/11/2018	Fronteer Strategist	Fronteer, Amsterdam
4	27/11/2018	Swapfiets mechanic	Swapfiets warehouse, Utrecht
5	05/12/2018	Team Bike Member 1	Swapfiets HQ
6	06/12/2018	Team Bike Member 2	Swapfiets HQ
7	06/12/2018	Founder Swapfiets	Swapfiets HQ
8	12/12/2018	CEO Roetz	Roetz Bikes, Amsterdam
9	14/12/2018	Founder Swapfiets 2	Swapfiets HQ
10	08/01/2019	Co-owner The Upcycle	The Upcycle, Amsterdam
11	11/01/2019	Founders Gerrard Street	Swapfiets HQ
12	14/01/2019	Fronteer Strategist	Fronteer, Amsterdam
13	15/01/2019	CEO Yellow Bike	Swapfiets HQ
14	24/01/2019	Team Bike Member 1	Swapfiets HQ
15	24/01/2019	Team Bike Member 2	Swapfiets HQ
16	24/01/2019	Product manager	Swapfiets HQ
17	24/01/2019	Founder Swapfiets 1	Swapfiets HQ
18	24/01/2019	Founders Gerrard Street	Swapfiets HQ
19	25/01/2019	Brand manager Bundles	Swapfiets HQ
20	25/01/2019	Founder Super Power	Swapfiets HQ
21	31/01/2019	Founder & Manager Roetz	Roetz Bikes, Amsterdam
22	31/01/2019	CEO Yellow Bike	Swapfiets HQ
23	31/01/2019	Team Bike Member 1	Swapfiets HQ
24	31/01/2019	Team Bike Member 2	Swapfiets HQ
25	31/01/2019	Product manager	Swapfiets HQ
26	01/02/2019	Product manager OV-fiets	Swapfiets HQ
27	12/02/2019	Marketeer Swapfiets 1	Swapfiets HQ
28	12/02/2019	Marketeer Swapfiets 2	Swapfiets HQ
29	28/02/2019	Fronteer Strategist	Fronteer, Amsterdam
30	08/03/2019	CEO and manager Roetz Bikes	Roetz Bikes, Amsterdam
31	15/05/2019	Customers Swapfiets	Swapfiets Store, Rotterdam
32	16/05/2019	Citylead Swapfiets	Swapfiets HQ

	<b>Interview</b>	<b>Subject</b>
	Personal interview	Problem definition, organisational structure
	Personal interview	Strategy Swapfiets
	Personal interview	Fronteer Methodology
	Personal interview	Organisational structure, input solutions for problem
	Personal interview	Challenge definition
	Personal interview	Challenge definition
	Personal interview	Network, possible actors, methodology
	Personal interview	Refurbishment methods, possible solutions to problems Swapfiets
	Personal interview	Financial analysis problem
	Personal interview	Upcycle possibilities Swapfiets
	Call	Common challenges in PSSs
	Personal interview	Organisation of co-creation
	Call	Material flow Yellow Bike
	Personal interview	Evaluation methodology, concept assessment
	Personal interview	Evaluation methodology
	Personal interview	Evaluation methodology and outcomes
	Personal interview	Evaluation methodology and outcomes
	Call	Evaluation methodology and outcomes
	Call	Evaluation methodology and outcomes
	Call	Evaluation methodology and outcomes
	Personal interview	Evaluation methodology and outcomes
	Call	Evaluation methodology
	Personal interview	Evaluation methodology and outcomes
	Personal interview	Evaluation methodology, concept assessment
	Personal interview	Evaluation methodology, concept assessment
	Call	Evaluation methodology and outcomes
	Personal interview	Concept assessment
	Personal interview	Concept assessment
	Personal interview	Evaluation methodology
	Personal interview	Further development concept
	Personal interview	Customer perception on brand and flexibility contract
	Personal interview	Brand perception

# C | Literature Review

## Literature findings: transformation from a PSS to a SPSS

Table – findings in literature supporting the need for a methodology to transform a PSS into a SPSS.

<p><b>Baines et al. (2007)</b> – page 8, finding 9</p>	<p><i>The PSS literature highlights that in-depth and rigorous research is needed to develop models, methods, and theories. More widespread adoption of the PSS concept needs better understanding of PSS practices, of methods to assess value, and of organizational transitions</i></p>
<p><b>Ceschin (2013)</b> – page 86, conclusions</p>	<p><i>On the basis of these results, a relevant research direction is to understand how to translate these factors and indications into an instrumental step-by-step approach (and related tools, guidelines etc.), to be used by companies, project managers and management consultants to design, manage and orient the process of introduction and diffusion of this kind of innovations</i></p>
<p><b>Mont (2002)</b> – page 8, conclusions</p>	<p><i>There is a need to further explore the design side of PSSs and to develop a methodological basis for their development, practical implementation and evaluation of economic, environmental and social consequences.</i></p>
<p><b>Morelli (2006)</b> – page 6, conclusions</p>	<p><i>Although PSS are fundamental for the development of solution oriented partnerships, and consequently for sustainable solutions, the design discipline has not yet defined an operational paradigm, i.e. a set of standard tools and methods, to design and develop PSS.</i></p>
<p><b>Tukker (2015)</b> – page 88, finding 2</p>	<p><i>Integration of such tools in the main detailed PSS design methods that are available is not yet mature or that tools are still lacking, potentially leading to a lack of emphasis on requirements that should drive PSS design, how to organize cocreation processes, sustainability opportunities, and the relevance of differences between domains (B2B, B2C and B2G) and types of PSS in the design process</i></p>



<b>Vezzoli et al. (2015)</b> – page 10, segment 5.2	<i>However, further research is needed to better understand the S.PSS introduction and diffusion process (and its critical factors) and how it can be designed, managed and oriented. In relation to the latter point it seems promising to examine the potential role of protected socio-technical experiments (or Living Labs) as a strategy to incubate, test and hasten the diffusion of S.PSS. However, practical applications are needed in order to test and validate this approach</i>
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# D | Session materials

## D.1 | Concept worksheet

**Concept:** .....

1. What's the rationale?

2. Who should we involve?

What's

the idea?

3. What do we need?

4. What's the potential impact?

## D.2 | Session Materials

Besides the concept worksheet, each session is supported by other printed sheets. A simple representation of the agenda is important to give all actors a view on the programme. The Golden Rules worksheet is used as one of the first conversation starters and helps scoping the challenge.

### Agenda

- ▶ Introductie
- ▶ Golden rules
- ▶ Uitdaging
- ▶ Kansen
- ▶ Co-creatie
- ▶ Presentatie
- ▶ Advies
- ▶ Einde

# 5 GOLDEN RULES

..service of product met een positieve  
(ecologische) impact.

1. ....

2. ....

3. ....

4. ....

5. ....

# Ways of Working

- ▶ Elke mening telt
- ▶ Wees open en eerlijk
- ▶ Creatief & constructief
- ▶ Vraag het als iets onduidelijk is
- ▶ (Bijna) iedereen is deelnemer
- ▶ What happens in Vegas...
- ▶ Have fun!



# E | Methodology Fronteer

Fronteer is an Amsterdam based innovation agency. They believe co-creation supports the development of (radical) innovations. They have developed multiple variations of co-creation, all with their own purpose. One of those variations is the Treehouse Co-creation. This appendix clarifies this particular approach, from defining the definition to implementation strategy.

It starts with *framing*, followed by *inspiration*, *stakeholder selection*, *co-creation* itself and concluded by the *strategy*.



## Framing

**Goal:** define the core challenge that needs to be solved. Involve the team.

It is important to start the project with a clear starting point. The scope, deliverables and ambitions of the team need to be crystal clear from the start. But most importantly, the defined challenge needs to be broad enough to have opportunities for new ideas, but scoped down sufficiently to appeal to the participants' imagination. It is useless when the organising party expects to turn the company into a circular economy leader, where the company only wants to comply to the legislation set by governmental institutions. So before defining the problem, it is important to get aligned on ambition.

A client identifies a challenge they face, which will be posed to the facilitating team. This team will then ask questions to fully understand the underlying motivation of the challenge. The initial challenge definition is written together with a hierarchical higher placed member (project manager) of the project team. Supported by desk research on context developments and trends a list of questions is built up.

During the kick-off meeting, the final problem definition is determined. This is the first time the facilitator and the full internal project team are together.

The final definition is put together by a first light form of co-creation in three steps:

- How does success look like?
- What are the first ideas and opportunities?
- Select the most interesting area for development

By these three simple questions the challenge definition is specified and the project team becomes involved in the project. It is also the outset for desk research and the direction where external experts need to be found.

Of course, these questions are quite broad and open questions, so they are supported by additional triggering questions:

- What are the key aspects that have impact on us, or we have impact on in our environment?
- What ambition is in line with our corporate strategy?
- What role do we want to play as a company and as a brand?

## Inspiration

**Goal:** gain inspiration and insights to develop inspirational stories that ignite creativity and curiosity.

With the challenge in mind, the research phase starts. The facilitating team conducts desk and field research to get acquainted with the current market developments and the client company. Furthermore, the team uses its creativity to come up with possible existing solutions for the challenge, inside and outside of the client its sector.

Within this phase, several questions need to be answered:

- What is happening in the market right now?
- Are there ready to implement solutions to the challenge?
- What are possible future scenarios?
- Who to approach for participation?

To answer those questions, a certain time is set to read about the subject, find promising existing solutions and to identify possible participants. Key is to balance the time spent and quality of the outcomes. Fronteer has a unique dedication in finding the right participants for the co-creation session, since it has a team of connectors, whose job it is to focus on selecting and contacting those possible participants.

This group of external experts should exist out of five different types of players: the customer, professional, professor, connector and wildcard. These types and the selection process are described separately.

## Stakeholder selection

**Goal:** Find and invite the right balanced group of participants to ignite creativity.

First, the internal stakeholders are identified; from the board-level to a creative employee from a different department, all players needed to make the project successful internally are selected and brought together in the project team.

From the kick-off on, a so-called 'Connector' uses the power of networking to make sure the 5 different players are involved in the co-creation session:

### **The Customer**

Is passionate about what we are about to make, is beneficiary of value (created).

### **The Professional**

Has learnt the ropes and is already "doing this"; has practical experience with the topic in question. The professional is entrepreneurial, has created an inspiring product, service or concept.

### **The Professor**

Has a vast ocean of knowledge, hardly ever put into practice, a visionary, a thought leader. The professor is all knowing of the topic of your challenge.

### **The Connector**

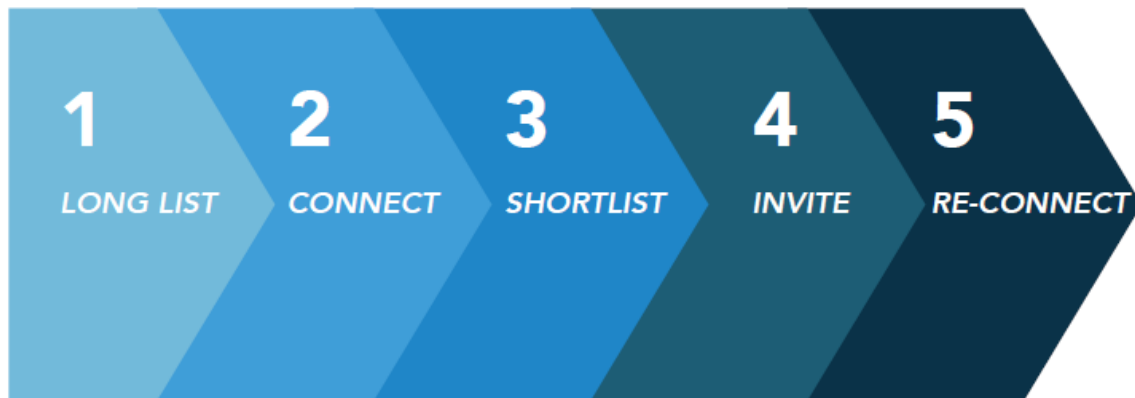
Knows the "word on the street", hears a lot, talks a lot and tells the world. The Connector is objective but also subjective, someone who knows about the industry and its important and less important players.

### **The Wildcard**

Knows nothing but might just know everything, dares to ask questions, brings refreshing perspective and creates energy. The Wildcard positively influence the group, creates a good vibe in a group, out of the box thinker, someone who people look up to with a "cool" track- record, bubbly image and a little extravagance.

When a long list of possible participants is made up, a first connection is made. This connection process exists out of several steps:

- An e-mail to start, to explain co-creation, the reason why this participant is contacted and the challenge faced. It gives the person time to process the information given.
- When this leads to a positive response, a follow-up call is made where more detailed information is given and a personal connection is made.
- A shortlist of possible participants is made who are open to participate
- The final invitation is sent and detailed information about the session (location, time, list of participants) is shared'
- Re-connect! It is important that the participants feel appreciated and the outcomes of the session are shared with them
- Keep them up-to-date about the development of the outcomes, to keep them warm for possible future collaborations or participation



*Fig. 2: The 5 steps of the recruitment process*

## Treehouse co-creation

**Goal:** collaboratively develop an innovative solution to the posed challenge

After this preparation phase, it is time to create! For this project, the Treehouse set-up is used. I will describe the steps correspondingly to the sequence of the agenda:

	<b>What</b>	<b>Time (minutes)</b>
Welcome	Get to know each other	30
Start	Explanation wow	15
Vision	Golden Rules	45
Challenge	Presentation	30
Opportunities	Rapid Map	45
Co-create	Concept Development	75
Advice	Last Words of Advice	15

### Welcome and Start

**Goal:** get to know each other and share the programme of the afternoon.

Before the official start of the afternoon, it is important for the participants to get to know each other, where they work for and why they are participating. It is to get everybody comfortable with the environment and other participants. Logically, but highly important is to take good care for the participants; make sure there are (healthy) snacks, refreshing drinks and good coffee.

Then it is time to officially start the session, by introducing yourself as facilitator, the agenda of the day and the ways of working. These values are important, to make sure everybody is on the same level.

- Every opinion is valued. It is important participants feel valued and whenever they think of something, they should feel comfortable sharing it
- Be open and creative. Everybody is creative, it is not about if you can draw or not, it is about sharing what comes to mind.
- Ask whenever something is unclear. All assignments and exercises their meaning should be clear; why it is done. Everybody can ask everything at every moment, it supplements to the first point.
- (almost) everybody is participant. Only the facilitating team will withdraw themselves from discussions and will make strategic decisions throughout the afternoon.
- What happens in Vegas.. Logically, the goal is to develop an innovative solution to the challenge, to create a strategic advantage. This outcome should remain among the participants

- Have fun! The afternoon should be fun, participants should appreciate the process, gain insights and consider it refreshing.



Then it is time to make it awkward. Not with the goal to make it awkward, but to show everybody is equal and to loosen up the atmosphere. Within the Treehouse approach, this is done by the 'pok-pok exercise'. As facilitator you start of the story that you are in a treehouse and want to invite everybody to join this cosy tiny house in the tree. To do so, the participant has to knock on the tree, by saying 'POK POK' out loud, introducing themselves and sharing how they feel. This lowers the threshold for every participant to speak later on, since they already experienced a slightly awkward moment. After this introduction, the facilitator welcomes the participant in the treehouse and the next, in random order, participant can take over.

## Vision

**Goal:** set guidelines for the -still to be developed- concept and lower the threshold to share thoughts.

Every participant is asked to do some small homework task. This task is to bring a printed example of something they admire which concerns the challenge. Challenging the participants upfront with such a question makes them think. They do not know why this homework task is given and want to bring a good and original example. Provoking this behaviour makes sure all participants can share their thoughts right in the beginning of the afternoon.

Then the group is split up in subgroups, to discuss and draw conclusions from the homework. This is done by filling in the Golden Rules sheet. Each group is asked to come up with 5 golden rules that answer the homework question. After a while, the entire group is asked to join the collective discussion to conclude on the final five golden rules. These golden rules will serve as guidelines for the concepts and inspire participants for the next opportunities phase.

5 GOLDEN RULES

..service of product met een positieve (ecologische) impact.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

## Challenge

**Goal:** create awareness about the meaning and urgency of the challenge

With the participants in the right mode, it is time to present and question the challenge. The client will present the story about and behind the company, its goal and strategy to reach it. The client should be open to share sensitive data or strategies to sustain the open mindset. The presentation is continued by presenting the challenge they face and what the barriers are to overcome. This is the trigger for the participants to question the challenge and ask for relevant information. At a certain tipping point, these questions will flow over in ideas for a solution. That tipping point is the signal for the facilitator to finalise the presentation and to continue to the next step.

## Opportunities

**Goal:** generate as much possible answers to the challenge as possible.

In this step the creativity of the participants is addressed; it is about generating as much possible answers to the posed challenge as possible. Each participant receives enough post-its (the real ones), to individually brainstorm about as many possible solutions he can think of.

After a half-hour all participants are asked to form half a circle around the whiteboard. It is time to 'kill your darlings', everybody is asked to select their three best ideas and to discard the rest of them on the table. This is done to pre-select possible solution areas and to keep an overview. One at a time, the participants share their three ideas. These are translated into one or two summarising keywords by the facilitator. These words have to ensure the participants understand each idea by reading them. While the ideas being shared, the facilitator also comes up with the right categories, to create a clear overview on the whiteboard.

The facilitator makes sure everybody has shared the ideas they wanted to share and then there is a challenging role for the facilitator: summarise all ideas in one smooth story. Going from category to category, he enthusiastically repeats the ideas jumping from one to another. This refreshes the mind and also creates an overview.

All participants receive small coloured round stickers, which count as a vote. The internal client team gets one vote more than the other participants, since they have to continue with the project and are aware of the capabilities of the company. The two or three directions with the most votes will be used as the basis for the joint concept development, after the important break. In this break, the facilitator, together with the internal decision maker, decides what directions are picked to continue with in the co-creation phase. Here, the facilitator uses his strategic mindset to prevent the possibility of regardless dismissing a less popular direction.



## Co-create

**Goal:** jointly develop several concepts

After the break, it is time to develop the concepts. The group will be divided in three subgroups, who all get a chosen direction allocated. These groups are carefully made, with the capabilities, knowledge and role kept in mind.

Each group receives a concept sheet, to get them started and to make sure all aspects are taken into account. The concept sheet contains four alternating questions that are adapted to the challenge. The centre space of the sheet is where groups are asked to visually present the final concept, after answering the conditional questions.

Concept: .....

The concept sheet is a rectangular page with a large circle in the center. The circle is divided into four quadrants by a vertical and a horizontal line. The text 'Wat is het idee?' is written at the top center of the circle. Surrounding the circle are four rectangular boxes, each containing a question:

- Top-left: 1. Wat is de motivatie?
- Top-right: 3. Wat hebben we nodig?
- Bottom-left: 2. Wie moeten we betrekken?
- Bottom-right: 4. Wat is de potentiële impact?

At the bottom left of the page is the logo for TU Delft, and at the bottom right is the logo for Swagfesto.

After one hour, all groups are gathered together and each team is asked to present its concept. Each presentation ends with a round of questions, to make sure the concepts are thought through and criticised.

## Advice

To wrap everything up, all participants should get the opportunity to share their last thoughts. Whether something not shared yet or to underline important insights, there is a lot of knowledge and experience in the room. This moment is the last moment to receive free advice. This is done in the form of 'do and don't'. Each participant shares one 'do' and one 'don't'. A 'do' is something the client company should continue doing, or a concept which really deserves further action. A 'don't' is something the client should stop doing or a direction they should not take.

## Drinks

The session is wrapped up and everybody is invited for drinks. This might sound silly, but it is actually the moment to build up your network and to discuss possible future collaborations. So make sure there are (alcohol free) drinks and some snacks! Everybody will be grateful for this.

## Strategy

**Goal:** decide upon which direction to take and define next steps

With all gathered input from the co-creation session, the team gained loads of new insights and is encouraged in a strategic direction. It is key to follow up on the participants, to thank them and to share the results of the afternoon. Then you will keep a window open for collaborations and for possible participation in future sessions.

The created concepts are analysed by the internal team and the most promising concepts are chosen to assess on the fit with the company its strategy. From here on, a roadmap is made to oversee all needed actions to develop the concept into a product.



# F | Preparation and Results Co-creation

## F.1 | Invitations

All actors received an invitation for co-creation. In this way, they were able to prepare for the sessions. Important to note is the 'homework assignment'; actors are asked to bring an example of a service or good with a positive (environmental) impact. In the session, this example is collaboratively translated into 'Golden Rules'.



We are looking forward to a full afternoon of inspiration and exploration during the Treehouse co-creation session.

We will exchange our knowledge and come to new perspectives. During this day we will use creative tools and challenges to come up with new innovative solutions!

### Agenda

You are welcome at our office from 11:30, where we can join the Swapfiets lunch at 12:00.

If you prefer to skip the lunch, you can walk in from **12:30**, to grab a coffee. The session will start at 13:00 sharp.

We will wrap up the session at 17:00 and drinks are served afterwards!

### Homework

Bring a printed example of a service or a good for which you would pay extra, due to its positive (environmental) impact.



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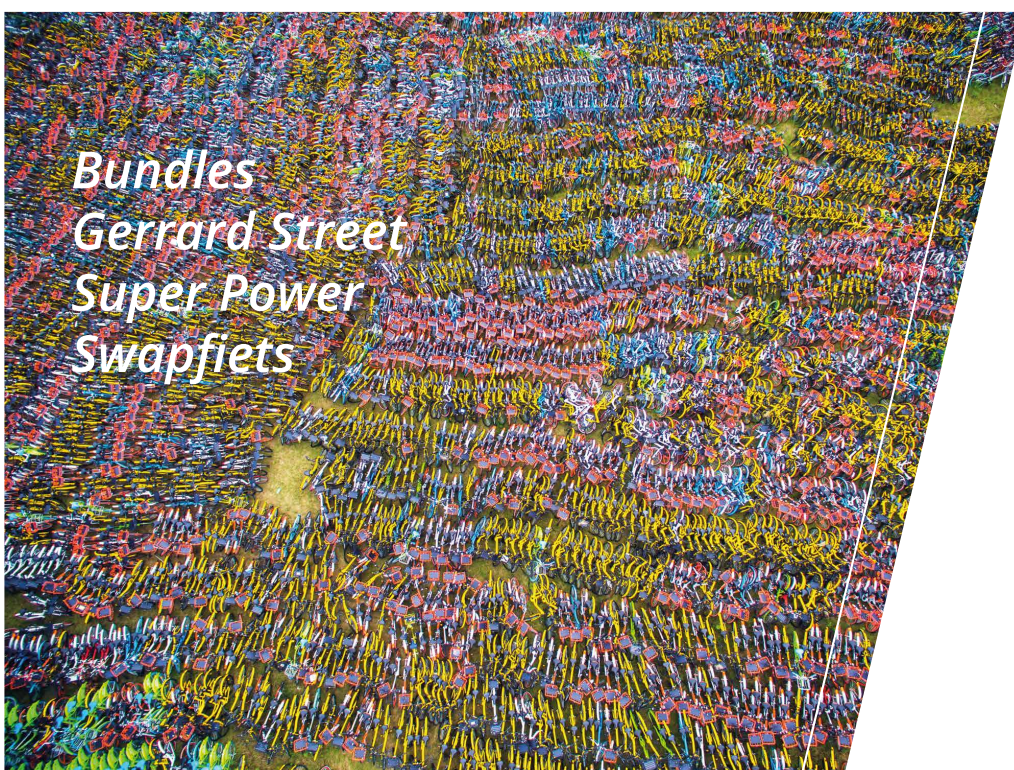
### **Homework**

Bring a printed example of a service or a good for which you would pay extra, due to its positive (environmental) impact.

## F.2 | Recap Cross-sector Co-creation

Below you can find a recap of the cross-sector co-creation session. Since all actors contributed to the outcomes, they received a digital version of the recap one day after the session.

### Recap Treehouse session 23 January 2019





*Scaling up rapidly*

Within a year, Swapfiets has grown up to more than 80.000 subscriptions. It is currently scaling up towards an established name.



*The success of tomorrow?*

The growth is driven by the numerous opportunities the team sees today. Looking forward, the time is now to think about future challenges.

How can we add value to our business and keep the bicycle's frames longer in the loop?

A close-up photograph of a bicycle saddle, showing the brown leather seat and the metal springs. The background is blurred, showing parts of the bicycle frame.

### Homework Question

To set the golden rules

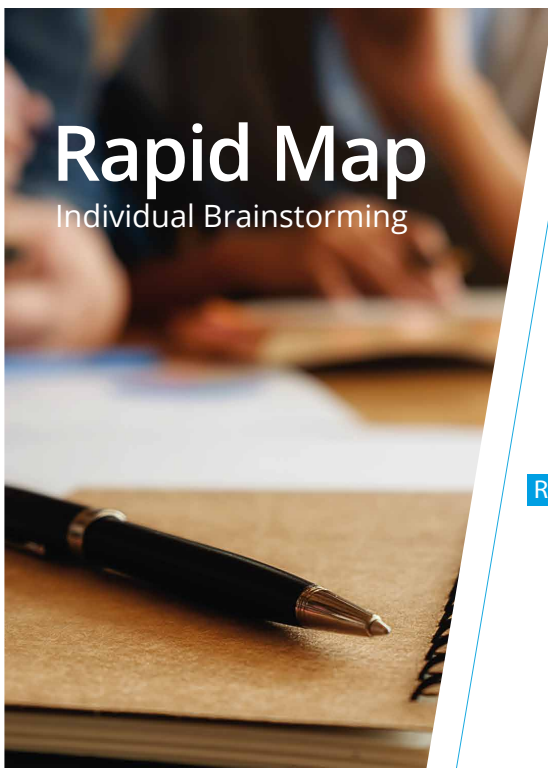
Bring an example of a service or a good for which you would pay extra, due to its positive (environmental) impact.



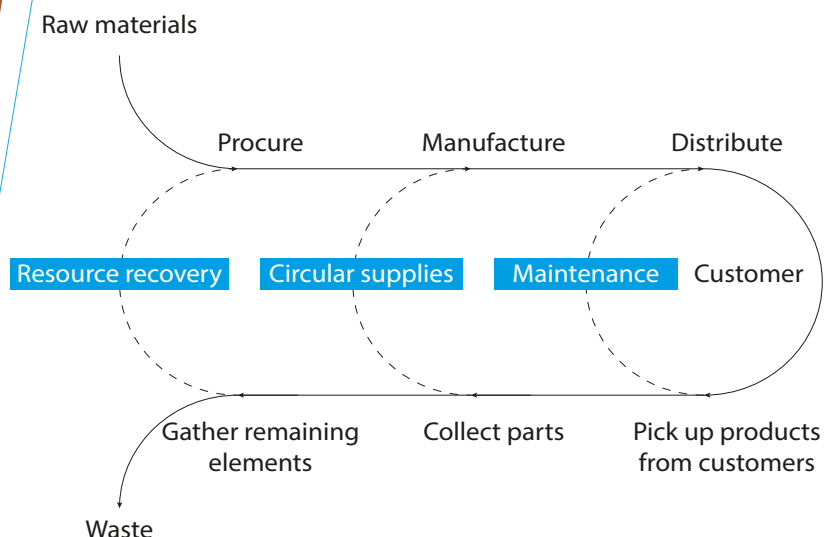
## Golden Rules

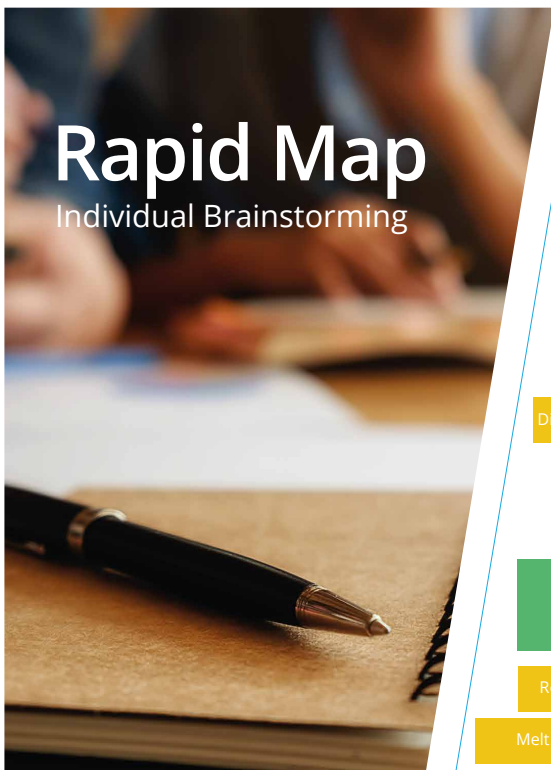
*For a service or good with a positive (environmental) impact*

1. The quality should be equal or better
2. A higher price is understandable and acceptable
3. The service is a real pleasant experience
4. The company should be honest
5. It is made simple for the customer



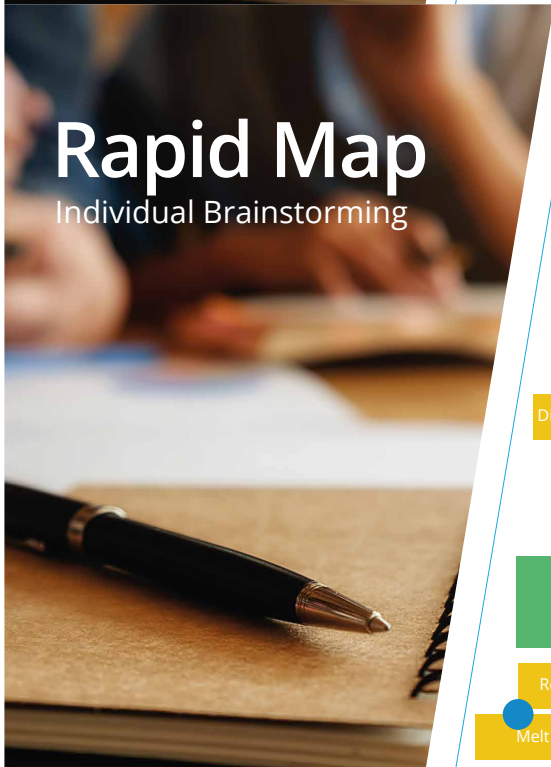
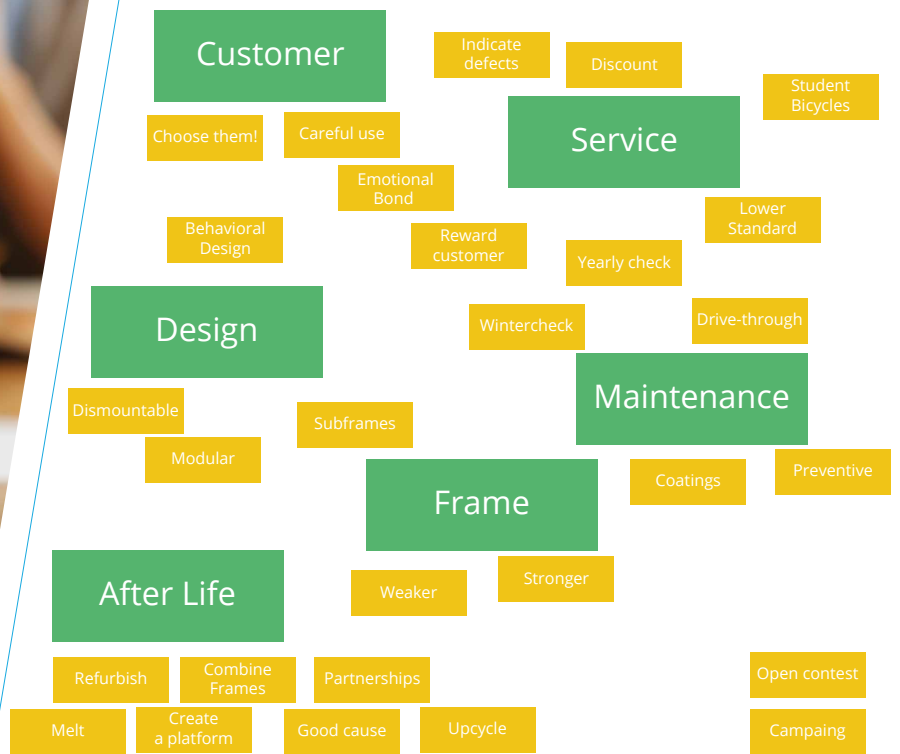
How can we add value to our business and keep the bicycle's frames longer in the loop?





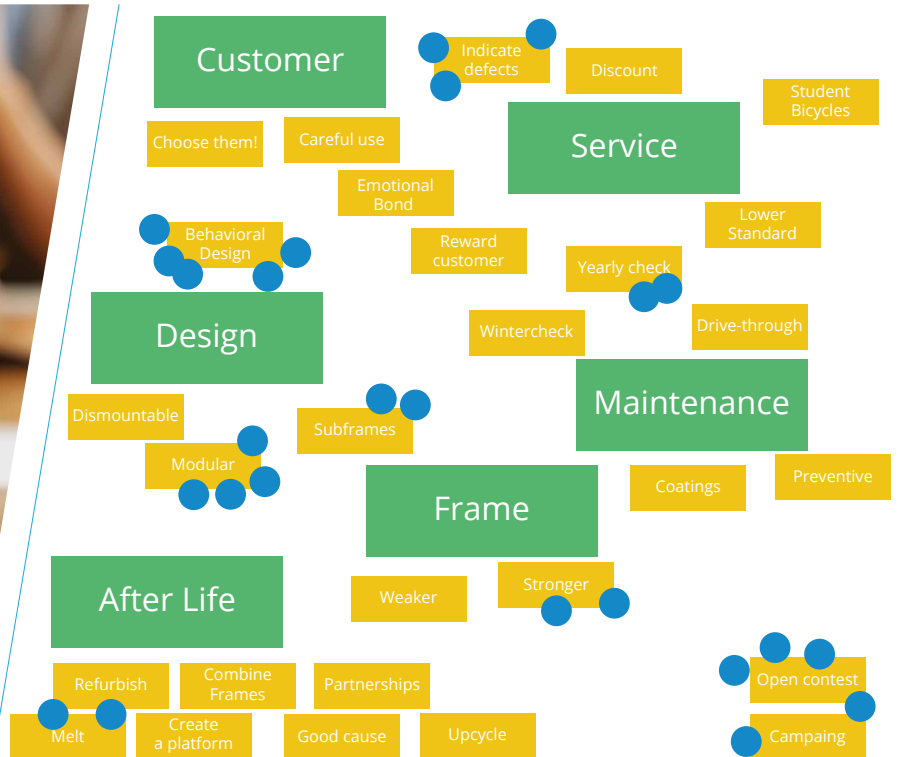
# Rapid Map

Individual Brainstorming



# Rapid Map

Individual Brainstorming



# Concept 1 APK-GO



Concept: ...APK-GO.....

1. Wat is de motivatie?

**PREVENTIEF ONDERHOUD:  
VRAAG SERVICE AAN  
VÓÓR HET TE LAAT  
IS.**

Wat is het idee?



3. Wat hebben we nodig?

**APP, WINKEL,  
ZICHTBAARHEID,  
MERCHANDISE/  
EVENT,  
GELD €  
¥,  
HARTSVAAK**

2. Wie moeten we betrekken?

- KLANTEN
- REGIO'S
- MARKETING
- DEVELOPMENT

4. Wat is de potentiële impact?

**MINDER FRAMES,  
LANGERE  
LEVENSDUUR,  
PR, SERVICE  
ERVARING**

## Concept 2 Oude liefde roest niet

Concept: Oude liefde roest niet

1. Wat is de motivatie?

Challenge ⇒ frame-probleem oplossen

Exposure voor Swap

Wat is het idee?

Countdown tot

Media moet dit oppikken

crowd van frames (gigantisch opvallends)

Stunt / guerrilla

Crowdsourcing voor oplossing

Start met een mysterieuze countdown

Soort kunstenaar/fietsen maker die beeld bouwt

Geld voor campagne

Van oude frames om beeld te maken of anderszins website

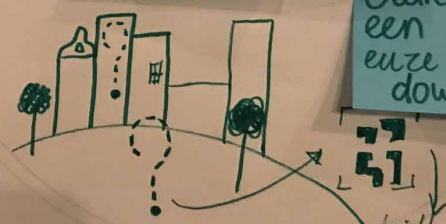
4. Wat is de potentiële impact?

Een meer transparant en open imago voor swap

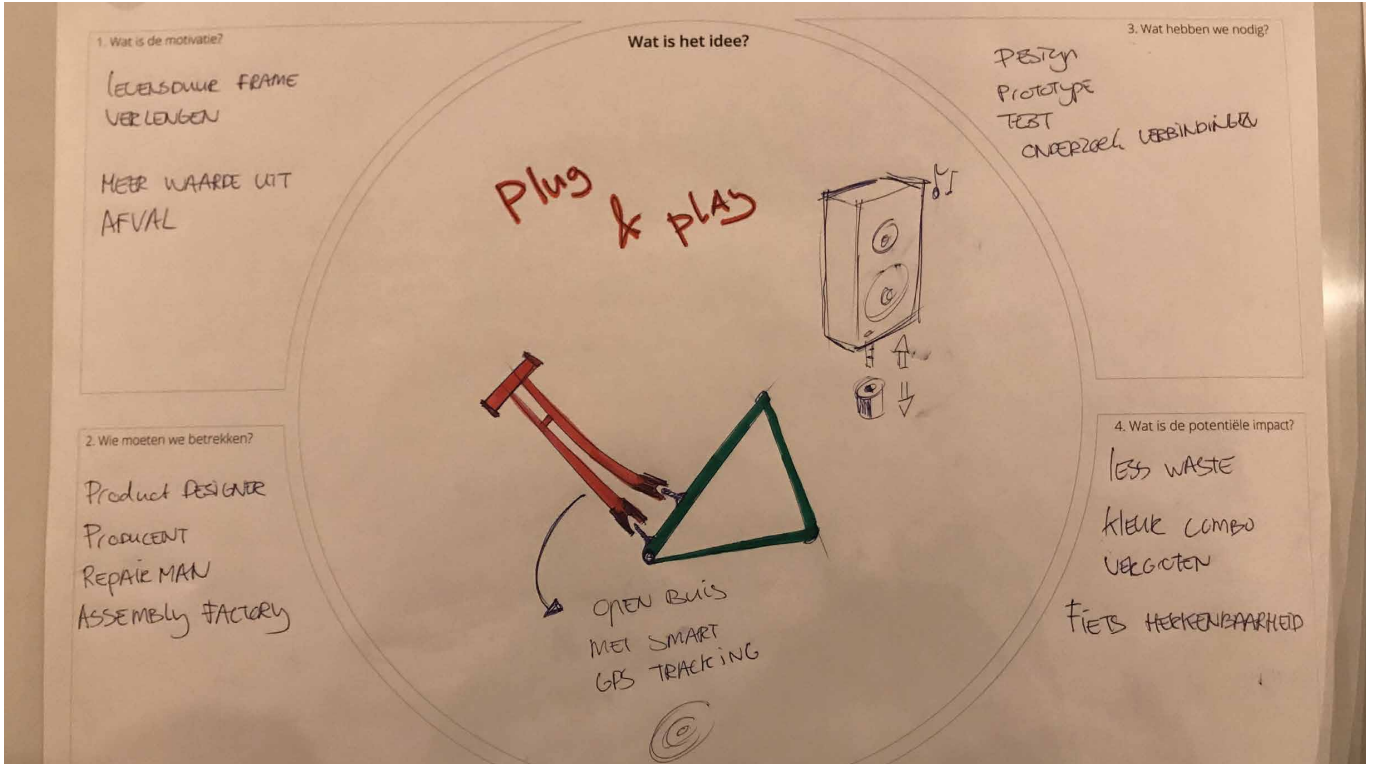
Veel pers exposure en genoemd worden in mond-bt-mond

2. Wie moeten we betrekken?

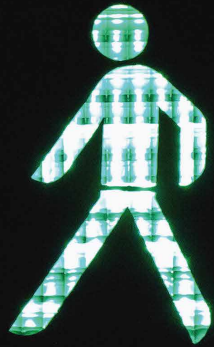
- Bestaande klanten betrekken
- Pers & media
- Crowdsourcing



# Concept 3 Plug & Play



## Last Word of Advice



### Do:

Get in touch with  
the customer

E-bikes

Spread the  
company's story!

Involve the  
customer

Be vulnerable

Check the frames  
after two years

Build a modular  
frame

Be transparent  
towards the  
customer

### Don't:

Communicate  
sustainability too  
soon

Don't stop  
optimizing

Sell your old  
bicycles as  
bicycles

Try to solve your  
own problem

Start a reward  
system

Wait

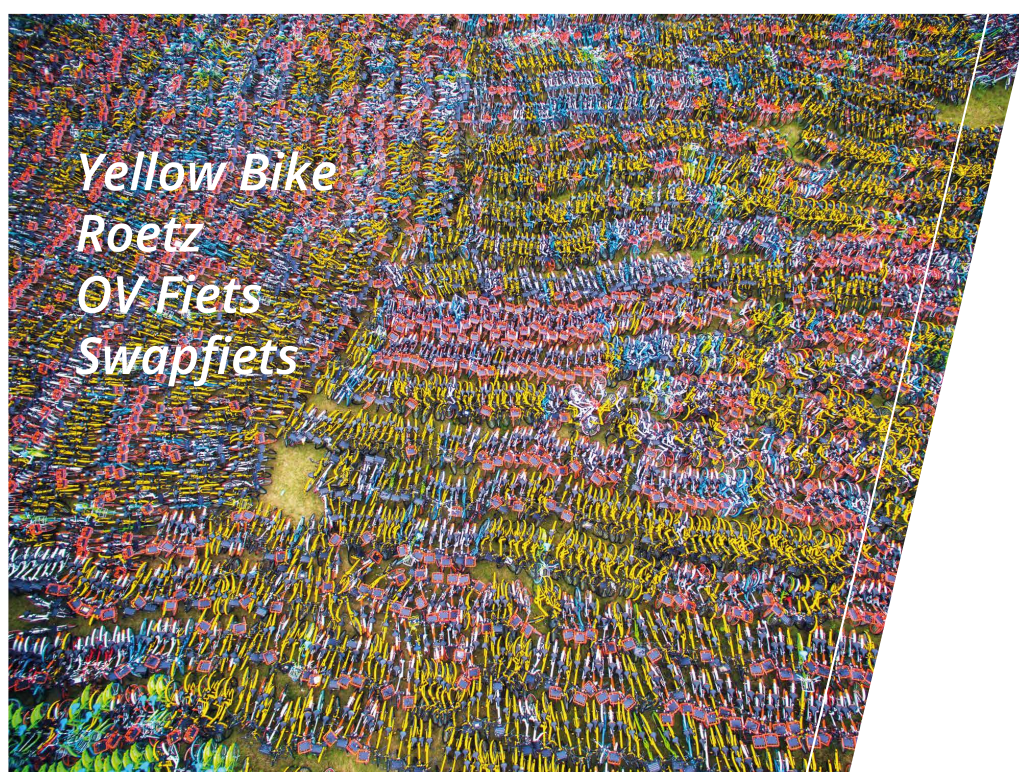
Set your focus on  
long-term  
chillness

Complicate

## F.3 | Recap Inter-sector Co-creation

Below you can find a recap of the inter-sector co-creation session. Since all actors contributed to the outcomes, they received a digital version of the recap one day after the session.

### Recap Treehouse session 30 January 2019





*Scaling up rapidly*

Within a year, Swapfiets has grown up to more than 80.000 subscriptions. It is currently scaling up towards an established name.



*The success of tomorrow?*

The growth is driven by the numerous opportunities the team sees today. Looking forward, the time is now to think about future challenges.



How can we add value to our business and keep the bicycle's frames longer in the loop?

A close-up photograph of a bicycle seat, showing the brown leather saddle and the metal springs. The background is blurred, showing parts of the bicycle frame.

### Homework Question

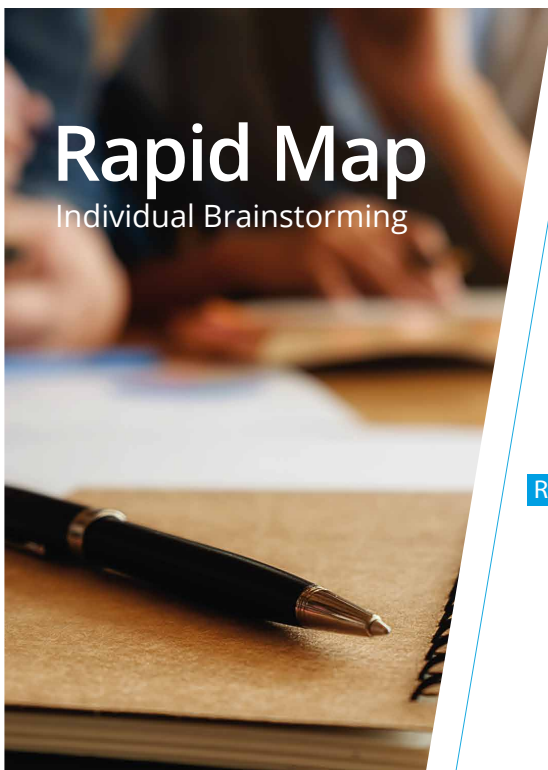
To set the golden rules

Bring an example of a service or a good for which you would pay extra, due to its positive (environmental) impact.

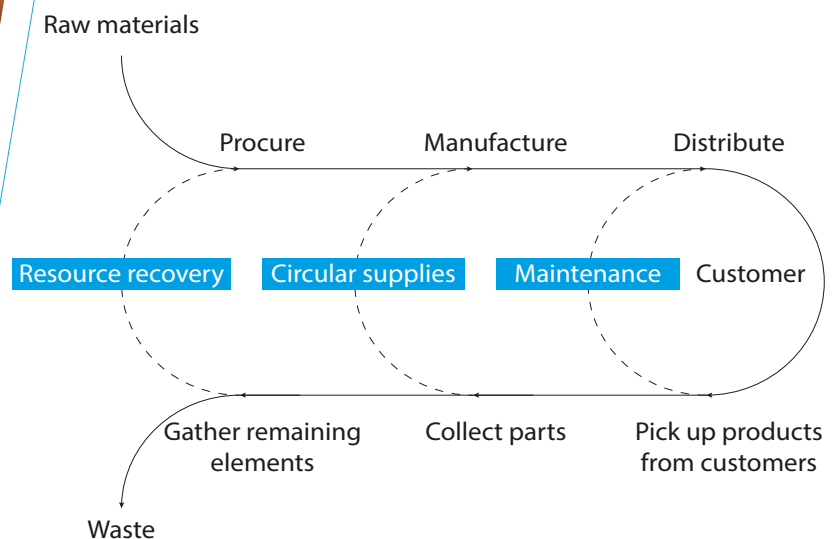
## Golden Rules

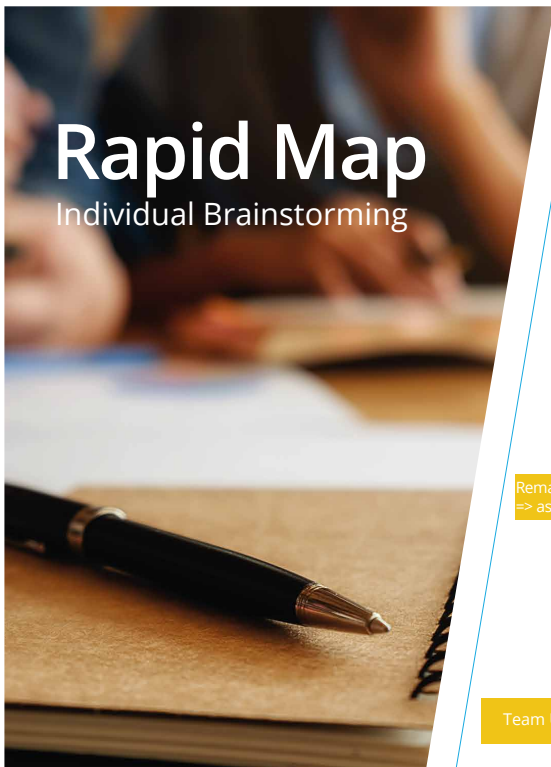
*For a service or good with a positive (environmental) impact*

1. Tell your story! Be open
2. Listen to the user, have a real conversation
3. Be sure to offer high quality products
4. Research the right price to ask
- (5. Become circular in steps)



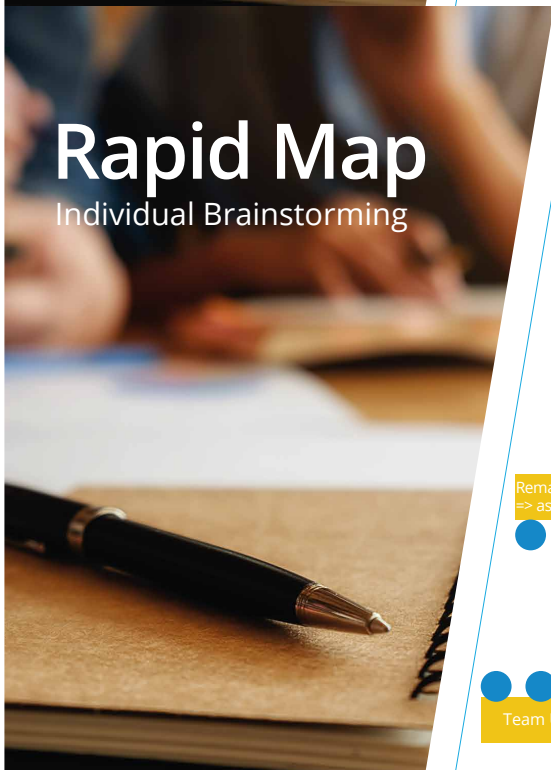
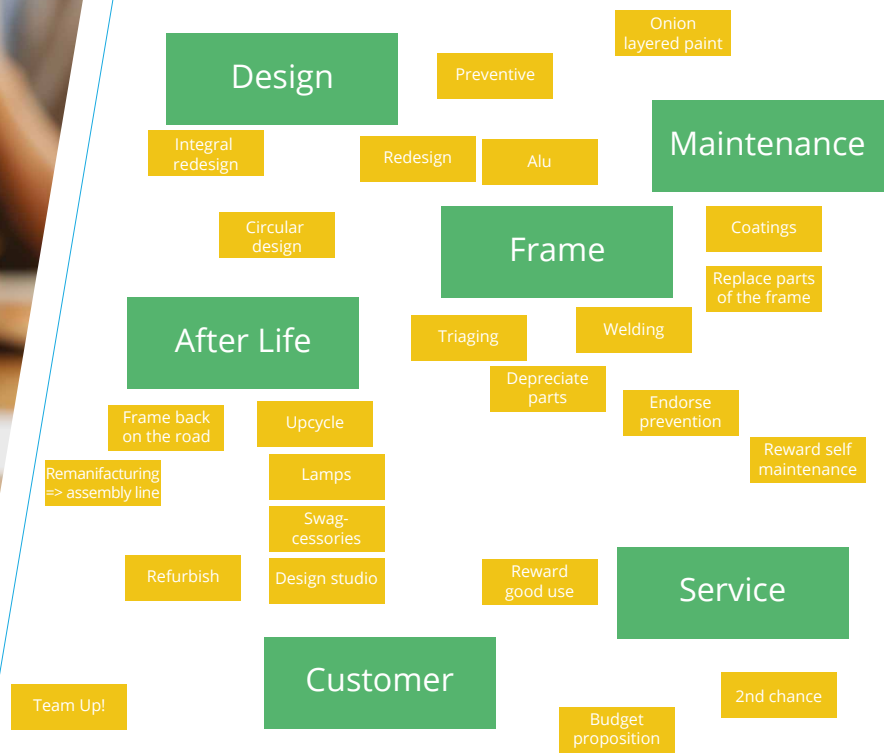
How can we add value to our business and keep the bicycle's frames longer in the loop?





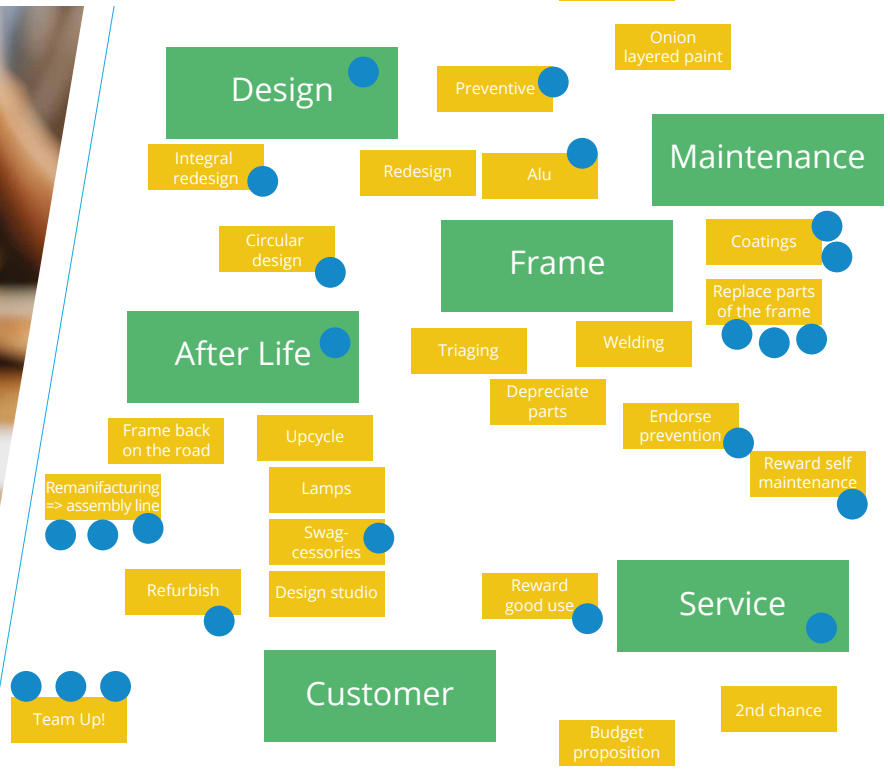
# Rapid Map

Individual Brainstorming



# Rapid Map

Individual Brainstorming



# Concept 1 Robust & Modular Design



## Concept: Robuust & Modulair Design

1. Wat is de motivatie?

- Lange levensduur voor frame (< afval)
- design to ~~replace~~ "swap"

Wat is het idee?

- 1 a frame to last
  - voorvork versterken
  - flex
  - zitbuis versterken
  - ~~meer~~ stijfheid om uitlijning te waarborgen

- speciale productie <sup>P/N</sup> <sub>3. Wat hebben we nodig?</sub>

- hoge initiële investering & ~~laag~~ lage operationele kosten

= > ROI

2. Wie moeten we betrekken?

- bike engineer
- designer
- materiaal wetenschapper
- monteur / Swapper

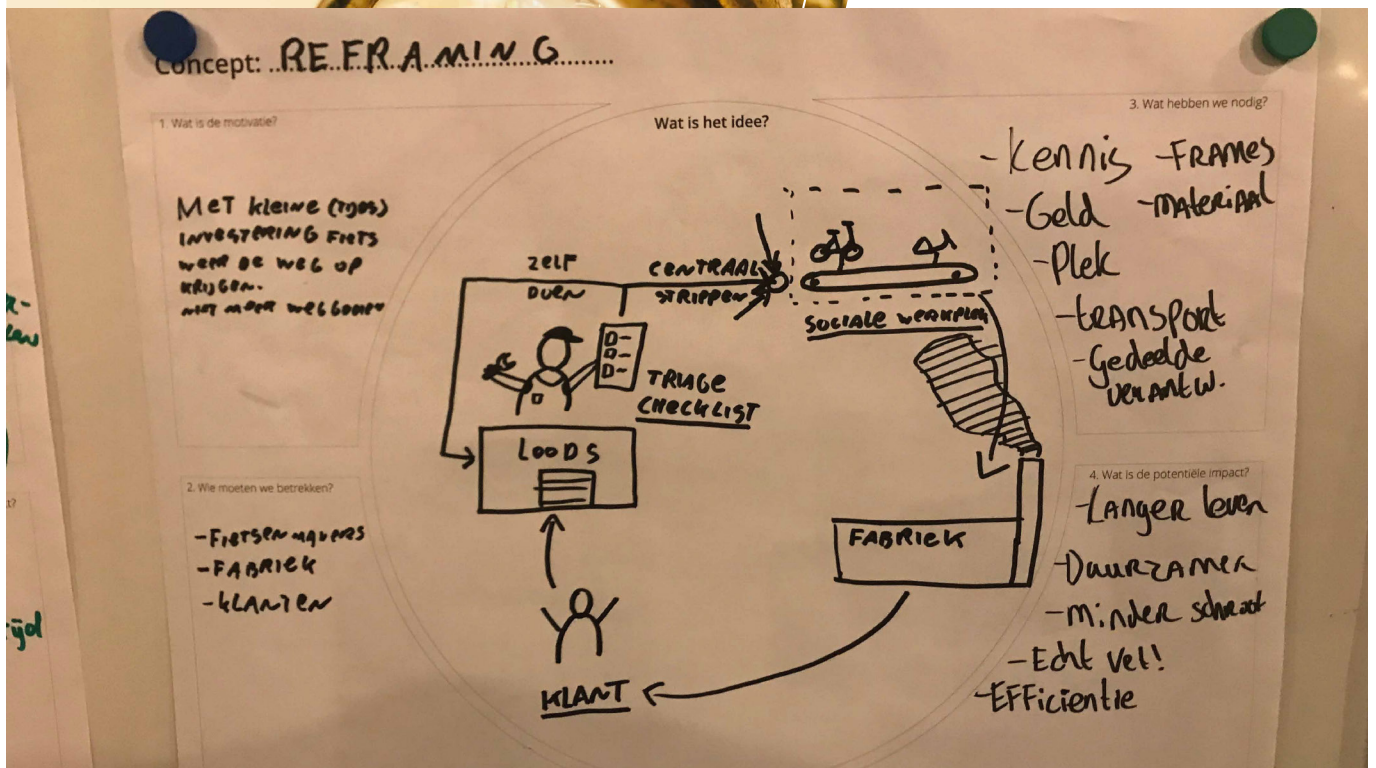
2

- 2 a modulair frame
  - 1 achtervork (staand & liggend)
  - 2 voorpoten + kroon
  - 3 voorframe

4. Wat is de potentiële impact?

- kortere Ref. Tijd
- < REST afval

## Concept 2 Reframing




## Concept 3 Team-Up!



Concept: Team-Up!

1. Wat is de motivatie?  
→ Vervangt bus met dagrij, probleem belang  
OV-fiets  
SWAPfiets

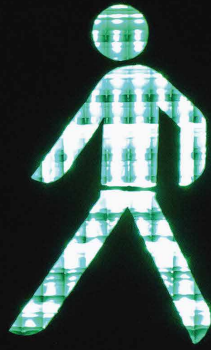
2. Wie moeten we betrekken?  
- Producent v.d. fiets - waar zitten de kosten?  
→ ander ontwerp  
Busconen  
Pon

Wat is het idee?  
  
een fiets ontwerp waarbij onderhoud en eol centraal staan.  
Op grote schaal

3. Wat hebben we nodig?  
- Commitment  
- data breken ponts  
- effent  
- grote schaal

4. Wat is de potentiële impact?  
TCO ↓  
de gesloten loop

## Last Word of Advice



### Do:

Stay enthusiastic

Team up and  
share data

Take big steps in  
development

Make it modular

Reinvent the  
wheel

Keep it in the  
integral cycle

Collaborate

### Don't:

Stick your head in  
the sand

Wait

Get rid of those  
Swap-cars

Ditch your waste

Don't only focus  
on volume, but on  
quality

Use your current  
frame

Get blinded with  
your short term  
goals

# G | Managerial Instruction Manual

This managerial instruction is meant to support Swapfiets in organising their own co-creation sessions. Whether internal or with external actors, co-creation needs preparation. This is a step-by-step guide to support Swapfiets in getting the best result.

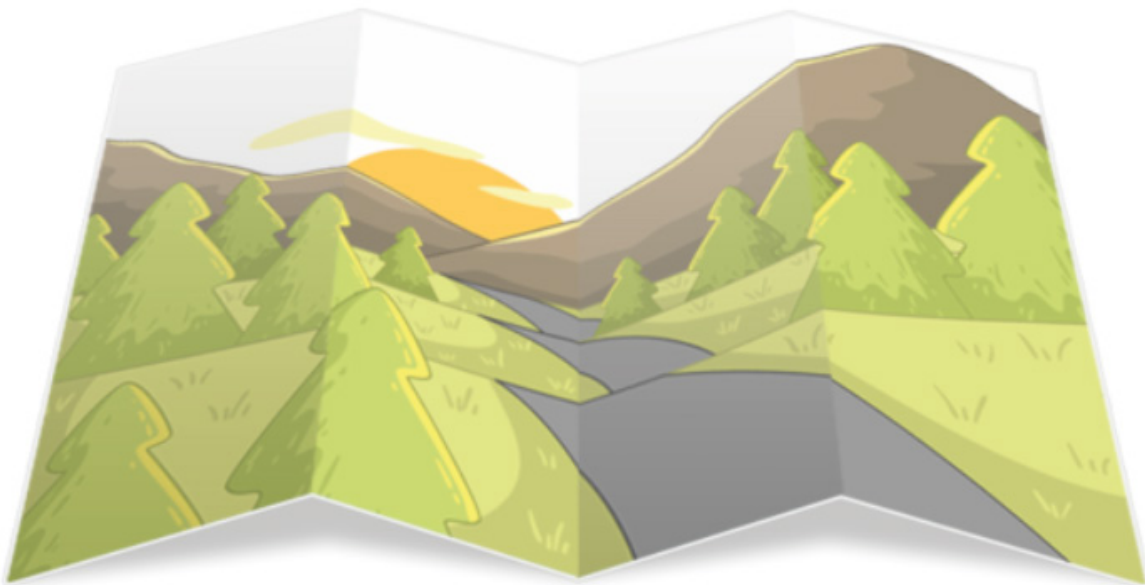


## Building a Bike Shed

*For the bicycle you care about*

To the manager of Team Bike, Swapfiets.

This manual guides you through the process to help you improve the material flow of the bicycle. It is divided in four phases: framing, inspiration, co-creation and strategy. You start from scratch by identifying your challenge, after which you will use available resources to get inspired and inspire others for co-creation. Developing concepts in one or multiple sessions will provide input for the strategy on how to realise the best concept.

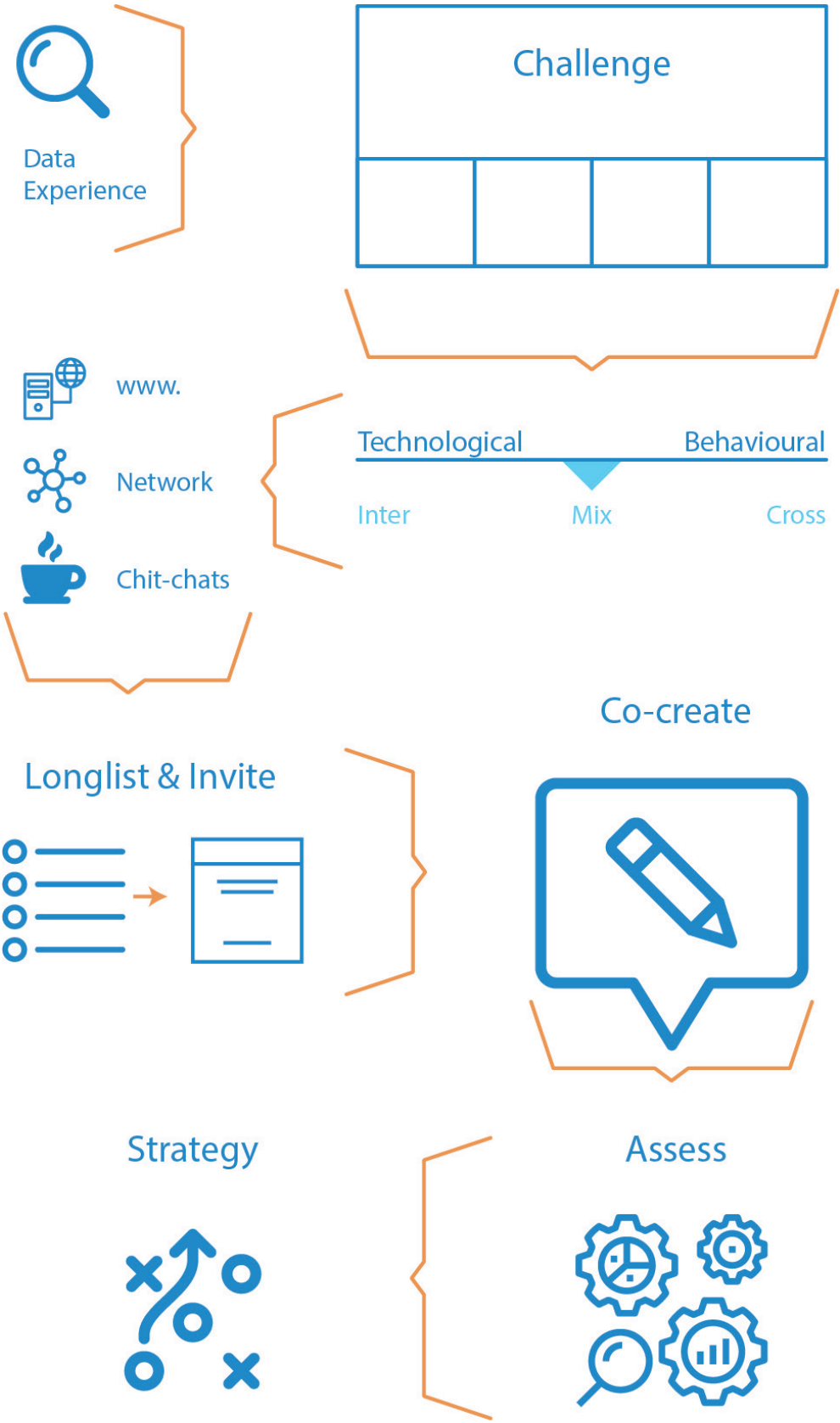


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*"No matter who you are, most of the smartest people work for someone else"*

---

# Toolkit flowchart



## Framing

### Goal: a well-defined challenge and goals to meet

Within this phase the challenge and desired outcome are defined. A process cycle is nothing without a thought through challenge. It should be manageable, but big enough to get inspired.

This phase exists out of the following sequential steps:

- 1) Discover challenge
- 2) Define challenge and success

Within each step, some actions are required and others optional.

### Discover challenge

#### What do we know?

To find a challenge to be solved you need to discover it, but how? Swapfiets has a huge dataset and loads of experience to consult! These sources for input should be used to gain insights about points of improvement.

#### *Tableau and team data*

The dataset is enormous and Team Data knows how to handle it.

- 1) Plan frequent evaluation sessions with them and find faulty elements of the bicycle and try to describe patterns.
- 2) Find out what could cause the problem; is it the quality? Or is Customer behaviour? This might influence **participant selection**.
  - a. There are two kinds of data challenges identified that require different knowledge:
    - i. Analysis**- how to interpret data and how to recognise patterns
    - ii. Comparison**- do other bicycle companies have comparable data? How do they influence it?

## Swapfiets employees

With the growth of Swapfiets, the number of employees are increasing as well. They are working with your product on a daily base, involve them! The amount of experience is endless and they have a different perspective than you have.

To gain insights in their experience multiple approaches can be used. Observe, brainstorm, interview and talk about it.

**Important note:** make sure Team Bikes saves all names of persons or companies who might be interesting for co-creation in an Excel file. This is the start of your long list.

### 1) Observe by sharing experiences

Go out there. Knowledge and experience is shared in the workplace. Working with them provokes conversations. During those conversations experience is unknowingly shared. For example:

- Mechanics will share their view on what should be improved to increase repair efficiency.
- Swappers can give insights in how certain defects are usually caused.

### 2) Interviewing

This technique is used to confirm or counter an expectation you have. Based on your experience and gut feeling you might expect a problem to exist. Ask city leads, mechanics and swappers to meet or call. Take into account:

- Ask open questions, be sure they are unbiased.
- Take notes during those interviews
- Do it elaboratively, have a chit-chat and make sure not to dive into depth directly.

### 3) Generative sessions

A lot of knowledge is tacit and will not surface necessarily in interviews, but is revealed by discussion and brainstorming. Gather employees from all levels for a generative session in which you jointly pinpoint a point for improvement.

- Ask a diverse group working with the bicycle on different ways
- Give everybody a marker and a stack of post-its
- Individually write as many points for improvement as possible
- Each participant shares his top three (or five)
- Categorise them and stick them on a whiteboard
- Open the discussion, are there links to make?
- Take a picture and analyse the outcome

### 4) Chit-chats

Remember that the enthusiasm and energy at Swapfiets HQ is quite unique, it builds your company. They know a lot. Tell as many of your colleagues about your challenges and they will come up with more tips and advice than you might want. Also think about **slack**, your platform to reach out to everybody!

## Team Bike

Your team is confronted with challenges within Swapfiets every day; from logistic problems to frequently braking parts. Make sure they store and count these questions, since they give valuable information gathered over a long period of time. To do so, it is up to the Team Manager to set-up and encourage this process:

- Set up an excel table, with labels to categorize the problems. Add a column that helps indicating the frequency of the problem.
- Remind them about this every Wednesday, in the Bike meeting
- Take time to talk about what they feel is important to improve. Brainstorm jointly to come up with points for improvement

### What is happening out there?

Besides what is happening within your organisation, there is happening a lot outside. Gain insights in the newest market and technological developments and find the fit with your future vision and current process.

To find possible challenges you will face, there are some resources you already have on hand to use:

- **Google** – is your best friend, but also one that can seize a lot of time. So set your timer on one hour and start to gather information. What are other companies doing? What is the latest news on bicycle production? Google news is a good source for inspiration. Terms like 'circular bicycle', 'recycle bicycle' and 'sustainable bicycle' give hundreds of examples of what is happening in the Dutch market.
- **Fairs** – you are invited to many fairs each year. Most of them present the latest trends and developments. Keep an eye out on matching solutions with your problems. If there is no match, ask yourself the question: could this be a problem for us in the future?
- **Suppliers** – constantly improving their products, but what are their struggles? What direction are they heading? Pick up the phone or write an email, you are important to them, so they will help you.

**Output:** A lot of information about challenges and future challenges.

Now it is your task to create an overview. Do not think you should do this on your own, but involve your colleagues. Gather all the gained insights on a pile, write them down on post-its and start categorising. Have an open conversation during this process to provoke discussions. The advantage of post-its is that you can replace them as often as you want.

Now start triaging together: Rank the categories and their sub-problems in terms of importance and priority. Write down all possible challenges to face and assess them.

*“based on our experience, data and discussions,  
we see that ..... needs improvement”*

Now you have your initial challenge!

## Define challenge

**Goal:** a well-defined challenge, success factors and identified barriers to overcome

You have found your initial challenge on which you will now elaborate. To create a challenge that is manageable, it is good to think about possible outcomes. What is holding you back and identify external factors that might influence the challenge?

This is a job that perfectly fits Team Bike its responsibilities. Make sure everybody is aboard and keep on involving them.

### *Preparation*

Team Bike has expressed that they feel more comfortable in discussion when they have time to prepare and gather information. This is important for all following phases, but key in defining the final challenge. They need a small jump-start in the right direction to come up with the right answers, so pose them with some questions you expect them to answer.

With the initial challenge defined, they can start doing their own individual desk research. Set a reasonable time to answer the following questions on the worksheet 'define challenge – preparation':

- Are there existing solutions to this problem?
  - Is there a technological solution?
  - Are other companies solving the same problem?
- What influence on the following factors do you think a solution can have (worksheet)?
  - Customer
  - Lifetime
  - Quality
  - Costs
  - Environment
  - Logistics
  - Repair
  - Aesthetics
- What resources do we have on hand to solve the problem?
  - Time
  - Money
  - Knowledge
- What do you think is the biggest hurdle?
  - What are capabilities we need but do not have?
  - What resources do you think we need?

## Define challenge

Bring Team Bike together and make sure there are markers and post-its. Also print the Challenge Definition worksheet multiple times on an A3. This worksheet is about answering the questions, which have the same subjects as the desk research, so every team member will have input for each question.

- **Step 1**- What are existing solutions to the problem?
  - Existing solutions can help you in setting feasible goals
- **Step 2**- Discuss the Influencing Factors worksheet to find possible hurdles to overcome within the challenge.
  - With defining the factors, arguments on desirability can be defined
- **Step 3**- Define the resources on hand and what is needed to come up with a solution
  - This helps in setting goals towards a viable solution
- **Step 4**- Define the hurdles to overcome. Identify all possible obstructions, which is important for the next phase.
- **Step 5**- Discuss all outcomes of previous steps and decide on how success would look like. Bear in mind that it should be feasible, viable and desirable.
- **Step 6**- Conclude by combining all information discussed and include it in your challenge definition. Replace the bold text with the given input:
  - “How can we improve/prevent **identified problem**, taking **the hurdles to overcome**, the possible application of **existing solutions** and identified gaps in our **resources** into account”
- **Step 7**- Take a picture of the filled in worksheet; it serves as input for the next phase.

<b>Challenge</b>	“How can we improve/prevent <b>identified problem</b> , taking <b>the hurdles to overcome</b> , the possible application of <b>existing solutions</b> and identified gaps in our <b>resources</b> into account”			
<b>Context</b>	Existing solutions	Influencing factors	Hurdles to overcome	Success looks like:

## Inspiration

Throughout the framing phase you have identified gaps that need to be filled and already compiled a list of companies working on this challenge and existing technological solutions.

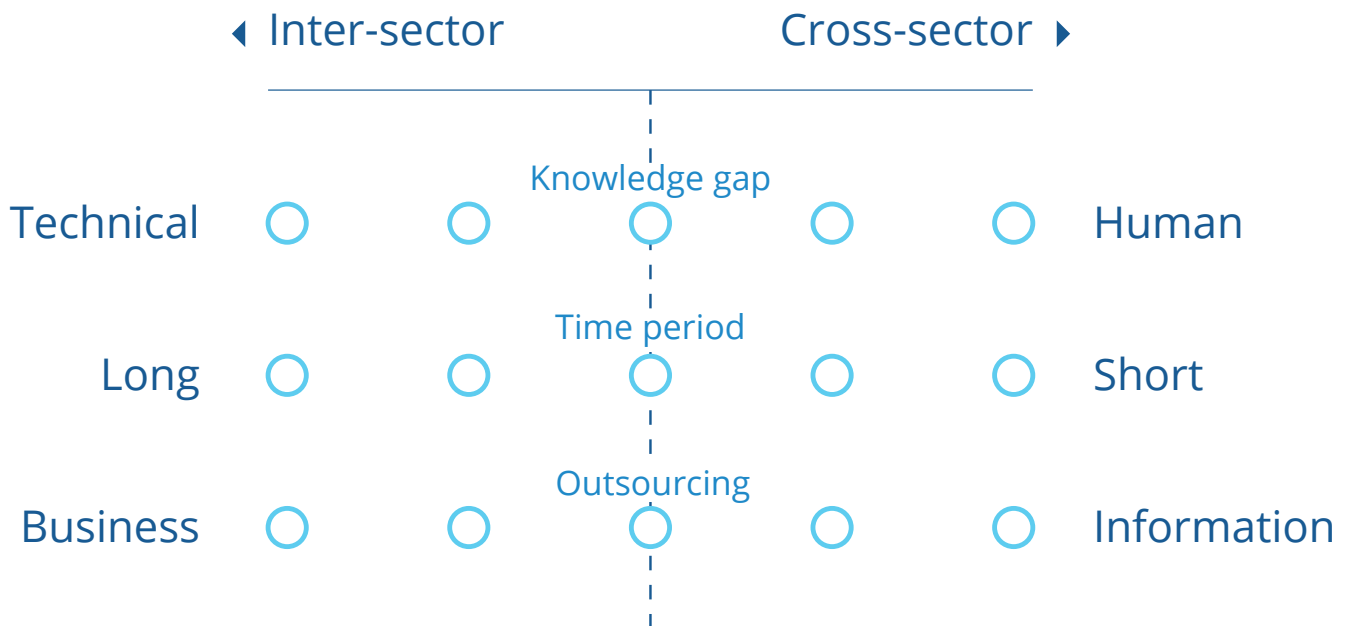
Inspiration is gained in this phase to gather a group of external participants, which is ought to deliver input to meet the desired outcome.

### First direction

To define what kind of participants are needed, a critical review on the Challenge Definition outcome is needed. Review the influencing factors, hurdles to overcome and success factors:

1. *Knowledge gap* - the lack of knowledge and experience, regarding the challenge, within the organisation should be clear. This knowledge gap should then be abstracted to a point where it is clear whether it is a technical or human challenge.
2. *Time period* - the urge of the challenge should be clear; in what time period does it need to be solved.
3. *Degree of outsourcing* - It should be determined to what extend the solution may be outsourced; the need for a business or information partnership to solve the challenge.

By altering the parameters *knowledge gap*, *time period* and *outsourcing*, Swapfiets can decide whether inter- or cross-sector actors should be invited. However not tested in research yet, a combination of both actors can also be applicable to a challenge.





### Listing participants

Expanding the long list of possible solution can be done when the direction is determined. Make sure you are not doing this alone, involve Team Bike and other colleagues. This list can be expanded in three ways:

- Network
  - Pon Bike Group- your very close contacts, ask around if they face similar challenges or have view on it.
  - Connections –besides Pon, Swapfiets has a huge network which you should use. Post your challenge on Slack and ask for connections. Search on LinkedIn for possible leads and keep your eye open on fairs and connect!
- Google
  - Step out of your comfort zone and look for companies you do not know anyone yet. Most of the companies experience an invitation as a compliment. Make sure you do re-search on all companies gathered in the Discover and Define Challenge phases.
- Chit-chats
  - you are working in a young and very diverse company, make use of it. Tell people at Lunch, the Weekstart and on coffee breaks.

### Selection

At this point you will have a long list for possible leads. Assessing the list to narrow it down has a big influence on the outcome of the co-creation. Take the following points into account:

- Partnerships – the identified gaps can possibly be solved on a short term by creating partnerships or collaborations. Consider companies who are working on the same challenge as possible partners.
- Group composition – make sure the group is diverse, so that challenges are approached from multiple perspectives. Always invite a wild-card; a person who is known for his or her creativity and original ideas. This helps the co-creation going.
- Prevent prejudice – even though you have a large network, make sure you do not judge companies or people too easily.
- Openness- even if a company is facing or solving the same solution, try to imagine *why* they would share insights. There should be an open atmosphere which would be blown away when participants are too precautious.

## Invite

Inviting your selection is exciting; will they or will they not be open for collaboration?

You should follow the sequential steps to increase the chance of success:

- Reach out – send an email to the lead with the following information:
  - Who are you? Be open
  - Why are you reaching out? Tell about the challenge and the link with them. Is it for their solution, knowledge or personality. This is a personal touch which is seen as a compliment by the recipient.
  - Why should they participate? Tell about the insights they can gain and possible partnerships that arise. Make sure you highlight the fact that is an enjoyable and fresh afternoon.
  - Ask for a call, so that you can convince them with your enthusiasm.
- Call – it is your time to shine. Remember why you want them to participate in the session and make it clear personally. Tell them about the angle of a session, the fun you will have and there will be taken good care of the participants in terms of snacks and drinks. It is a good way to network for them as well!
- Get back via e-mail- now the participant wants to join, send them the official invitation right away. Together with Team Marketing, create a template with the following information:
  - Time
  - Location
  - Challenge
  - Homework task – let them bring an example of an innovation in their company. They are proud of it and it is their first thing to share in the next phase.
- Keep in touch – two weeks prior to the session, remind them of it. Share the other participants in this e-mail as well; it helps in enthusing them.

**\*Note:** when you experience that people are not eager to join a session or is too easy to cancel it last-minute, discuss possible (small) compensations for the time spent at Swapfiets

**\*Note:** make sure you reserve the Blue Lagoon once the date is set.

## Co-creation

Finally it is time for co-creation. To have a successful afternoon, be sure to take time for preparation.

### Facilitation

Facilitation needs practice! It might seem easy, but it actually is a sport. Constantly putting energy to sustain a good atmosphere, but at the same time being a referee who watches time and containing discussions. Practice with colleagues by finding a shared challenge, improving the work environment of mechanics together with Team Tank for example.

To give some direction, this a list of responsibilities you should take into account:

- On the spot **problem solving** – a session never goes perfectly as planned. You are responsible all steps are taken within the given time. Solve any issue on the spot.
- As a facilitator you are supposed to be **unbiased** – never stop a discussion ‘because it would certainly not work’. Do not be influenced by the amount of work you have left and by what you consider to be feasible.
- Be **empathic** – one participant will enjoy speaking more than the other. But the other might have that one brilliant idea! Make sure you manage discussions and everybody feels comfortable and free to speak their mind.
- **Encourage** wild ideas, but keep track of the added value – make sure you catalyse out of the box thinking, but mind things being said twice or a discussion is going into depth too much.
- **Mediate** discussions – you are there to listen and to observe. Is the discussion about the same subject? Do they listen to each other? Sentences like: ‘I think that he means to say that ....., do you agree?’ are completely normal and will help you to have a well-founded discussion.
- Make everyone **at ease** – from the start on, it is you who is the host. Sympathise and make everyone feel valued.
- **Write** it down! Besides channelling discussions, you have to generate insights out of them. Whenever you hear something ‘that is useful later on’, then write it down.
- **Filter** the core of what someone wants to say – some participants might need a lot of words to express themselves. Repeat your perception of what they mean and ask if that is correct.
- **Steer** towards an outcome – you know what you need, all discussions and directions can be influenced, but make sure to be unbiased and not eliminate ideas preliminary.
- Encourage the usage of **markers** and **post-its**! It is not a childish way of writing down ideas. It forces everybody to be concrete and understandable. Visualising also provoke participants to think their concept thoroughly through.

## *Preparation List*

Before the session, there are certain things you need to do, print and buy. Make sure you plan those moments, so it will not damage the quality of the session.

### **Do**

- Check if the Blue Lagoon is still reserved for you and if you have time to prepare
- Create name tags for all participants
- Adjust the worksheet to your challenge
- Adjust the presentation about the company and the challenge
- Adjust the agenda

### **Print**

- List of innovations (A3)
- Agenda (A3)
- Ways of working (A3)
- Concept sheet (A1, so must be done on time externally)

### **Buy**

- Buy snacks and drinks
- Post-its (real ones) and markers (permanent and whiteboard)
- Empty sheets of paper
- Voting stickers (small blue circles)

When all of the listed is taken care of, make sure everything is in place before the session starts. Set up:

- The beamer is working
- The agenda and way of working are on the whiteboard
- The name tags are in place
- The drinks are in the refrigerator
- Concepts sheets are in the room
- Post-its and markers are abound
- There is a bicycle bell in the room
- The voting stickers are in the room

## Execution

Now it is up to the facilitator to take the lead. He is the one checking the time, making sure everything is clear and there is an open and comfortable atmosphere.

	What		Min
<b>Welcome</b>	Arrival participants	Provide a light lunch	30
<b>Start</b>	Welcome and Explanation	Tring-tring' introduction, Ways of working, agenda and challenge introduction	15
<b>Vision</b>	List of innovations	Discuss and question innovations, share insights and find common ground	30
<b>Challenge</b>	Presentation	Present the Swapfiets story and follow up by a full explanation of the challenge	30
<b>Opportunities</b>	Rapid Map	Come up with as many solutions as possible, individually and without constraints	45
	Break	Take a walk!	15
<b>Co-create</b>	Concept development	Divide in groups and develop concepts supported by the concept sheet	75
<b>Advice</b>	Las Words of Advice	All participants share their last advice and best ideas of the day	15
	Drinks	Keep enough time for drinks, it is appreciated	

## Welcome

Openly welcome all participants and offer them something to drink and or eat. Introduce them to the room and make sure everybody is smiling

## Start

Introduce yourself and thank them for their presence. Then it is time to break the ice and share the programme of the day:

- 'Tring-tring' – you start by sharing the story of the bike shed. You are already working on it and you invite others to tell who they are, how they feel and what they expect, after awkwardly ringing the bicycle bell. Welcome them to your shed and toss the bell to the next one.
- Ways of working – highlight the open atmosphere and it is supposed to be a fun afternoon. End by sharing your trust in everybody to keep the outcomes confidential.
- Agenda – tell everybody how the session will look like and when there is time for a longer break. Invite them for the drinks afterwards.
- Challenge – share the challenge on an abstract level, details will follow

## **Vision**

All participants brought an example which they are proud of. Publicly share the innovations and give room for questions. Write down five take-aways or insights you jointly decide upon. This will make your inspirational 'list of innovations'.

It also lowers the threshold to speak later in the session.

## **Challenge**

Present the Swapfiets story enthusiastically, it is even better when somebody different than the facilitator does it, to keep him unbiased. It is also best when the same person introduces the challenge and the problems Swapfiets is facing.

After the presentation there is room for questions. At one point, the tipping point, these questions will fade into ideas. That is where you stop the conversation and continue to the next step.

## **Opportunity**

Each participant receives a stack of post-its and a marker. Encourage them to come up with as many solutions as possible and disregard barriers. Keep track of time and make sure to stop when everyone is finished.

Gather everybody around the whiteboard and have two colours of post-its and a marker yourself.

Ask them to 'kill their babies' and to only pick their best three ideas. Sequentially, everyone will share their three ideas. While talking, pick up the core of the idea and summarise it in one or two words. Stick it onto the whiteboard, while categorising at the same time.

Hand all external participants two voting stickers and internal participants three. Ask them to vote for an idea or a category.

Then it is time for everybody to take a break, except for you and two identified employees of Swapfiets, to decide upon which three (depends on the amount on participants) directions are interesting for concept development. Bear in mind that you are looking for a solution to your challenge.

Divide the group into three smaller groups based upon your experience with them. What knowledge would boost the direction? Between who do you feel chemistry?

## Co-create

Present the worksheet and explain the questions and their function. From now on you function as a catalyser:

- Make sure the middle is used for visual representing the concept and they come up with an original name.
- Walk around and help get the groups started.
- Share the time left every fifteen minutes.
- Help groups out where you feel some obstruction

Gather everyone around the table and place the three concepts on the whiteboard. Ask external participants to present the concept and take time to ask questions. Write those questions down, since they are valuable insights for the strategy.

A round of applause after each presentation is in place.

## Last Word of Advice

After this intense afternoon, a lot of insights are generated and everybody should have had the opportunity to share their last thoughts.

Ask everyone to write down one 'do' and one 'don't'. What do they think should be the focus? What is something you might stop? These thoughts can give support for a direction to chose or might enlighten blind spots you would not think of yourself.

## Drinks

Do not underestimate the closing drinks. This is a token of appreciation for the contacts and are a good moment for evaluation. It also benefits the personal connections so you could call them next time you want to organise a session!

## Feedback

Within 2 days a recap of the session should be created and shared with the participants. This shows respect to them and they will enjoy seeing the outcome of the session.

Keep them in the loop about the developments, because that will keep the door open for future participation or possible partnerships.

*Note: take pictures of everything! Of the session, but mainly of all the concepts, rapid map, list of innovations and the last word of advice.*

## Strategy

The developed concepts are great input for a strategy to solve your challenge. There are several possible steps to take to realise the created concept. Before setting up the strategy, an assessment of the concepts is made by a judge.

## Judge

When you are involved with creating concepts, you are likely to be biased. When deciding on what concept to use, you are also easily influenced by the amount of work that is facing you and your team. Luckily there are many colleagues who can help you out!

- Gather around a group (four or more) of your colleagues and make sure they are representing the following teams:
  - Finance – invite someone who is experienced with business cases, to assess the viability of a concept.
  - Tank – someone is needed who understands the operations and its developments really well, to keep an eye on feasibility.
  - Marketing – marketeers are telling the story about Swapfiets, they know what fits the company and if it would be of value for the customers or the company.
- Present the concepts as if they are your own! Be enthusiastic about them and make sure you share the core of the concept.
- Start with an individual ranking of the concepts on gut feeling, make sure their name is on the paper.
- Continue with the assessment of the feasibility, viability and desirability per concept individually. Make sure everyone understands the definitions.
- Followed by the comparison assessment of the concepts by ranking them on the three values.
- Conclude by openly discussing the outcomes and if the judge sees value in the concepts.
- Gather all forms and put them together in an excel file. Ask someone from Team Data to help you analysing it.
- Now you will have the concept you can build upon!

*Note: store all concepts in a clear file, they might be useful later on*



## Next steps

Now you collaboratively decided upon which concept should be transformed to an strategy. There are several categories of directions to be distinguished, with different follow-ups.

### Partnerships and collaborations

The concepts needs developing capabilities which you do not have internally. With the current prospectus, you will not be likely to gain those capabilities within the term the concepts needs to be created. There is a possibility that companies having those capabilities were involved in the session. That makes it easier to get in touch. If you are not in touch with such a company yet, start looking for it and get in touch.

- Imagine a possible partnership between Swapfiets and the external company. What would you need? What would their benefit be? This will help you in discussions and negotiations. Develop your viewpoint and trade-offs you can make.
- Get in touch! Share the outcomes of the co-creation session and why it is you contact them. Ask for a open discussion to research possible partnerships.

### Product development

The chosen concept can be developed with your internal capabilities. Now it is up to you create a realistic roadmap with clear (small) goals. Allocate the tasks in your weekly team meeting and keep track of it weekly. A roadmap should include:

- Time on the x-axis
- Roles on the y-axis, categorised per subject
- Milestones throughout time. Make sure you celebrate those points when they are met!
- Create visual links between roles, to show how everybody should collaborate.

When it turns out you need other capabilities to further develop the concept, do not hesitate to involve other companies or freelancers! Also make sure you keep the role of other teams in mind, since they are very likely to be affected by this project as well.

# G.1 | Worksheets Instruction Manual

Supportive to the managerial instruction manual, worksheets are presented. For multiple steps in the process, worksheets are created. Worksheets help in clarifying ill-defined problems.

Consumer	Lifetime	Costs
Environment	Challenge	Aesthetics
Quality	Logistics	Repair

<p><b>Challenge</b></p>	<p>“How can we improve/prevent <b>identified problem</b>, taking <b>the hurdles to overcome</b>, the possible application of <b>existing solutions</b> and identified gaps in our <b>resources</b> into account”</p>			
	Existing solutions	Influencing factors	Hurdles to overcome	Success looks like:
<p><b>Context</b></p>				

# List of Innovations

We are proud of:

1. ....

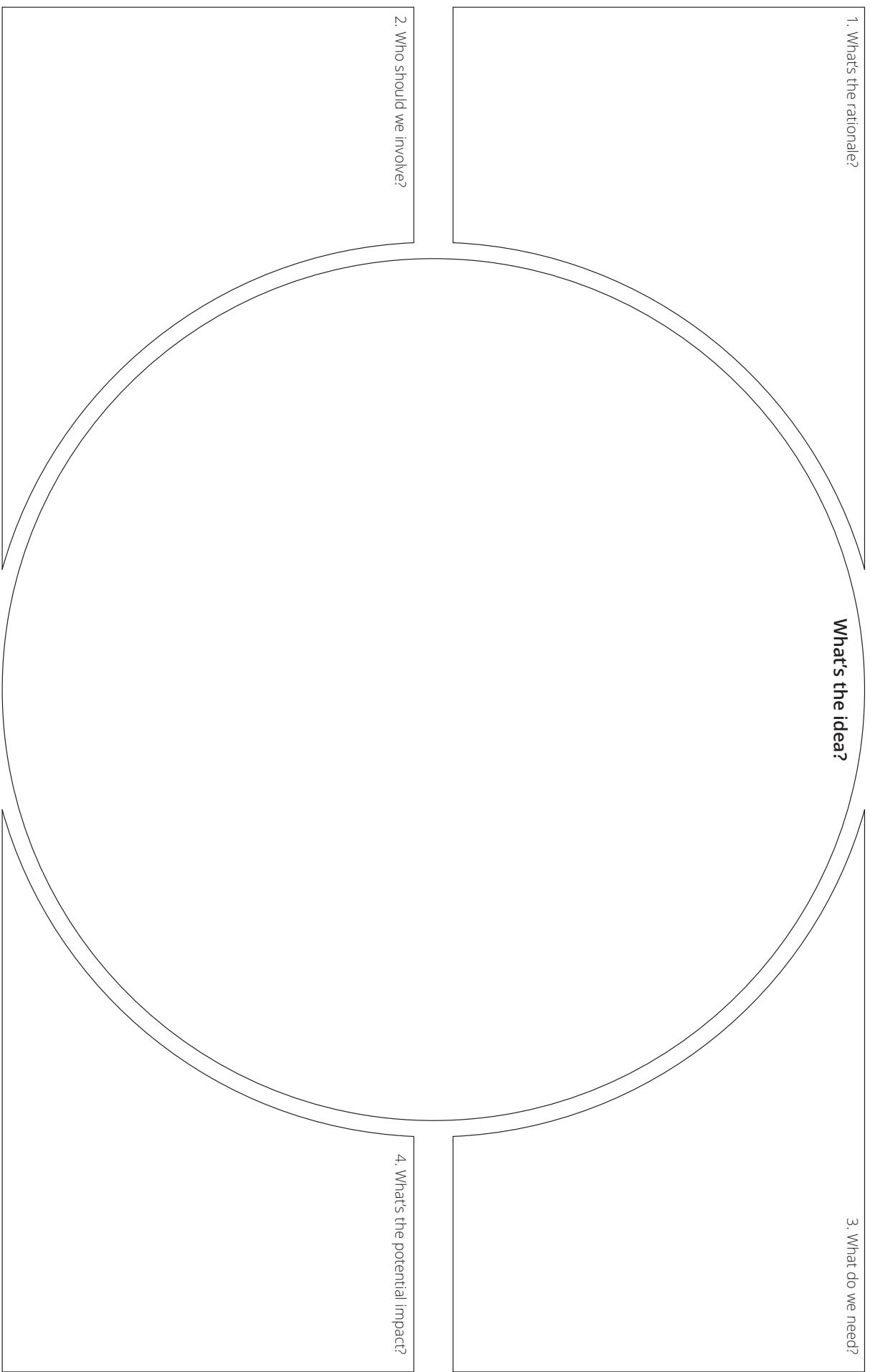
2. ....

3. ....

4. ....

5. ....

**Concept:** .....



<b>Name:</b>				
<b>Name concept:</b>				
<b>Desirability</b> Is it solving the (future) problem?				
<b>Customer</b>				
No need		Must have		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why?				
<b>Swapfiets</b>				
No need		Must have		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why?				

<b>Feasibility</b> Do we have the capabilities? (technology, branding, customer service, partnerships, etc.)				
<b>Building on new capabilities</b>				
Not at all		Completely		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why?				

<b>Viability</b> About our financial resources and how the ROI looks like. Does the business case sound viable to you?				
Not at all		Completely		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Why?				

	1	2	3	4	5	6
<b>Desirability</b>						
<b>Feasibility</b>						
<b>Viability</b>						