Suggesting an innovation process for Fonecta Oy

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The main objective of this thesis is to present an improved innovation process for Fonecta's management. The research is conducted with the use of qualitative methods and adopts a service design approach guided by The Double Diamond Model. In the empirical treatment, the author carries out contextual interviews and participant observation for the purpose of collecting data in order to understand how the current process of innovation is defined and carried out. For her analysis, the author makes use of service design tools such as customer journeys, a value proposition canvas, jobs-to-be-done and a service blueprint.

The empirical results show that Fonecta has an unclear innovation strategy, and lack proper office space and time for innovation. Also, the findings reveal that the current process focuses mainly on the development of financial reports which is demanded by upper management at the wrong time of the innovation process. This leads into a blocker to share ideas and to become creative. Furthermore, once the investment proposal is presented to upper management the process gets lost. After detecting the current issues happening in the process, the author makes use of her own knowledge and those of the experts in innovation to propose an innovation process that considers such problems. The author suggests a new and fairly simple innovation process for Fonecta. Further, it proposes to the managers of Fonecta to continue working in the development of this process through co-creation workshops.

Keywords
Innovation process, established companies, service design approach

Table of contents

1   Introduction

The 21st century is well known as the age of technology and innovation. Amazon, Google, Airbnb, Uber are just some examples of new and successful start-ups of the century that have had a profound impact on traditional industries and business models. In this age of rapid changes and emerging businesses, established companies do not have it easy to survive and succeed. Now, perhaps more than ever before, companies need to look at consumers' needs, as the main focus of their business strategies. Understanding customer's needs and being able to supply them with products and services they want is a sure way to attain sustainable growth in the organizations.

Innovation is precisely the focus of this research. As its study case, the author has selected how Fonecta management can support the innovation process in the company. With this goal in mind, the author attempts to present an improved innovation process for Fonecta Oy. Therefore, the present study aims to answer these important questions:

− When does the process of innovation start?
− What triggers the process of innovation?
− What happens after an employee finds out an opportunity that can lead into innovation?
− How can Fonecta employees come up with ideas which connect with real world needs?

It should be said that, within the different known levels of innovation, only radical and middle-range innovations will be dealt with in this thesis. The approach is mostly qualitative as it aims to describe, understand and interpret the current innovation process of Fonecta so as to enable the author to make suggestions as feasible solutions to improve the current situation. To that end, the author also compares the case of Fonecta with other cases by relying on the work of experts in the field. In this regard, the author follows a service design approach which helps her collate pain points during the current innovation process while providing visual tools to aid in the analysis and interpretation of findings. All these based on customer understanding, instead of on mere intuition from the author. Insights for this study are exclusively gathered from managers and team leaders at Fonecta. Certainly, it would also be enlightening to look into what upper management and the rest of employees think towards the current innovation process in order to get a more holistic view of the current scenario. However, setting the limits of a thesis of this kind, means that this should be left for further research. Finally, as a cautionary note, the author wishes to point out that the results provided are just based and limited to what she can perceive during the interviews as well as from participant observation as an outsider, visiting the Fonecta premises.

1.1 Case company

The commissioner company of this research is Fonecta Oy, a leading information provider in Finland. Fonecta's target customers are both business and retail consumers to whom it offers directory among other information search services. Initially, Fonecta Oy started the business of directory books in which it used to have a clear role and place in consumers' mind. The best known product from the company was the telephone directory book that everybody had at home. Also, they offered the "020202" calling service which enabled B2C consumers to seek information from Fonecta. As a result of exponential growth of smartphones and apps, Fonecta launched also an app in 2011 which offered the same services (Lindberg-Repo & Dube 2014, 52).

Currently, Fonecta's services also include search engine marketing, customer relationship marketing, digital direct marketing and search media. The company also forms part of the European Directories which counts with business operations in eight different countries (PR Newswire Association LLC 2011). Since the last decade, Fonecta is putting its efforts in re-formulating its brand and finding new approaches to become more relevant to current customers. (Lindberg-Repo & Dube 2014, 54) At present, and according to Eklund, Fonecta's commissioner for this thesis, the company's intention is to become more innovative at a strategic level and, as a result, there is a need for a clear process that supports their intention to grow and innovate (Eklund, 23 May 2018).

Here is some context; Fonecta Oy is currently showing the first signs of innovation. Some solutions, such as the InnoTool, are starting to be piloted for the purpose of creating a favorable environment where ideas can be shared inside the organization, easily approved and tested. However, this solution is at its pilot phase; it is just the beginning of a challenging but interesting and exciting path towards innovation. Other attempts to become a more innovative company stem from the commissioner of this thesis, he is making an effort to bring coaches to train his team to become more customer-oriented and creative. However, are the Innotool and the trainings sufficient for Fonecta to become a more innovative organization? This is partly what this thesis will attempt to answer. Taking all these points into consideration, the author will attempt to suggest a process plan that can be applied to support not only the InnoTool project but also to create a much more ambitious scenario to innovate.

A central concept in this thesis is *service design*, which refers to the approach that helps organizations see services from a customer perspective. The approach aims to strike a balance between needs of customers and experience quality. This approach supplies us

with a human-centered process in order to improve services. (Lawrence, Schneider, Stickdom & Hormess, 2018,19).

Another central concept is *customer insights*, which refers to the author's interpretation of specific customers' perspectives. These are the hypotheses behind what customers find particularly frustrating, things they might not understand or are trying to get done when using certain services (Reason, Løvlie & Brand Flu 2015). In this study-case, customer would mean Fonecta managers and team leaders, as they are the key actors of this research.

Innovation can occur at different levels; however, this research will focus on *modular and incremental innovations*. According to Dawson and Andrioupoulos (2014, 65), modular innovations are "middle-range innovation that are more significant than simple product improvements" while incremental innovations "typically occur when current knowledge and capabilities become obsolete and new knowledge is required to exploit uncharted opportunities".

Also, in this thesis, the author will distinguish between *upper management and management*. Upper management would refer to Fonecta's C-level managers and the representatives of the Board of Directors. Whereas managers refer to lower levels of management and team leaders. Finally, when the author refers to *established companies* as already existing profit making organizations which operate in the market with products or services and have certain social and economic impact. These firms can also be called *legacy companies* as they carry behind their backs old ways of doing things which do not contemplate innovation as their priority. Established companies would oppose *startups*, the latter are entrepreneurial organizations newly emerged that have in the core of their strategy providing innovative products.

This thesis is divided in five chapters. The first chapter presents the commissioning party, the objectives, research problem and delimitation of the research. Also, it offers an overview of the structure of this thesis. The second chapter describes the theoretical framework used as a basis for the research in order to gain knowledge about the topic and help the author and the reader get in a glance the most important views from experts in the topic. The theoretical framework gives an overview of innovation processes dealt with in the literature. Also, it introduces the Double Diamond, the service design approach followed in this thesis.

The third and the fourth chapters represent the empirical work and the analysis of the empirical results. Also, the new innovation process for Fonecta is presented together with additional suggestions that can result of the interest for the commissioner. The last chapter reflects the learning outcomes of this thesis and describes the author's personal evaluation towards the process and the learning.

2 Innovation Management in established companies

Innovation has been a key factor of success in organizations probably at all times. However, innovation has become an extremely complex process that established organizations need to face nowadays. With new competitors continuously coming into the scene, established companies must stay focused on their product and business strategies. Further, unlike startups, adopting innovative strategies to the already existing and successful processes involves understanding well higher degrees of complexity.

Therefore, it makes sense to ask what an established firm would need in order to be successful in innovation. This paper intends to offer an analysis of key concepts involved in innovation. Also, it attempts to show in what ways and at what levels we are considering innovation in order to be able to examine the company's position and the direction the company needs to take as a result. Just as importantly as analyzing key concepts in innovation, the author also presents two modern processes developed by experts in the field in order to serve as an example for her research. Finally, the service design approach to be used in the empirical research is introduced at the end of this chapter.

2.1 Defining innovation and creativity

A number of authors and researchers in the field have referred to innovation and creativity. As a starting point, Dawson and Andriopoulos (2017, 64-65) offer us an interesting literature review which the author partly reproduces and adapts here. Thus, according to the authors, innovation has been addressed by Tushman and Nadler (1986, 75) who describes innovation as "the creation of any product, service or process which is new to the business unit". For Bessant and Tidd (2007,12) "innovation is the successful exploitation of new ideas" and "the process of translating ideas into useful –and used- new products, processes and services" (2007, 29). Tidd and Bessant (2013, 59-104) claim that the model emphasizes innovation as a core renewal process in which ideas are turned into a reality that captures business value. If this position were adopted, one might see the interconnection between innovation and creativity. Thus, creativity might be seen as novel and useful ideas being generated whereas innovation refers to the realization of those ideas.

King (1995, 83) sees organizational innovation as the process by which a new element (originating as a creative idea) becomes available within the marketplace or is introduced into an organization with the intention of changing or challenging the status quo. For Amabile et al. (1996, 1155) "creativity…is a starting point for innovation; the first is a necessary but not sufficient condition for the second". Following this assumption, innovation follows creativity. (Dawson & Andriopoulos 2017, 64-65).

Von Hippel and colleagues (Von Hippel, 1986a; Von Hippel et al, 2011b) claim that consumers and users play a central and very active role in innovation. It is not only a matter of listening to consumers, but "including lead user methods and user co-creation." In fact, design knowledge and tools are available for consumer-innovators at present. Von Hippel et al (2011) introduce the consumers-as-innovators pattern as a new paradigm in contrast to the 'traditional innovation model' that understands consumers as the market. (Prud'homme van Reine 2017, 62).

Finally, Viki & al. (2017) emphasize sustainability as part of the innovation model, claiming that:

> Innovation has to be defined as the creation of new products and services that deliver value to customers, in a manner that is supported by a sustainable and profitable business model. It is not simply create new products and services. New products may be part of the equation but the ultimate outputs of innovations are sustainable business models. A business model is sustainable when our novel creations delivers value to customers (i.e. when we are making stuff people wants).
> (Viki & al. 2017, 26).

What all these different views highlight is that innovation is all about transforming and improving already existing products, services or processes. However, both the complexity of the innovation process and how innovations that respond to consumer needs are produced whilst remaining sustainable in the long run are, indeed, hard nuts to crack.

2.2   Levels of innovation

Recognizing different levels of innovation will help us understand that there can be very different innovation processes. For instance, the length of the innovative processes may vary depending on whether ideas are small implementations or radical innovations. For Dawson and Andriopoulos (2014), innovations can vary from small-scale changes to the more radical pioneer innovations. For simplicity, the authors propose to distinguish between three innovation types, namely, incremental innovations, modular innovations and radical innovations, which are described as follows:

1. *Incremental innovations* refer to small changes based on established knowledge and existing organizational capabilities. Examples of these would be, improvements of picture quality or the sound performance of existing hi-fi music systems.
2. *Modular innovations:* refer to middle-range innovations which are more significant than incremental innovations, as, for example, the transition from black-and-white to color TV.
3. *Radical innovations:* they occur when current knowledge and capabilities become obsolete and new knowledge is called for. An example of this would be the introduction of DVD players and its consequences. (Dawson & Andriopoulos 2014, 66-68).

2.3 Innovation ambition levels: The Innovation Ambition Matrix

Nagji and Tuff's *Innovation Ambition Matrix* (2012) can help managers analyze all the options their business contemplates as well as examine where they are putting their efforts into. The *Innovation Ambition Matrix* is an adaptation of *Ansoff's Matrix* (on growth strategies) and it is built upon two central dimensions: products and markets (new vs. existing). Drawing on the two dimensions, they determine three main types of innovation: core, adjacent and transformational, as shown in Figure 1 below.
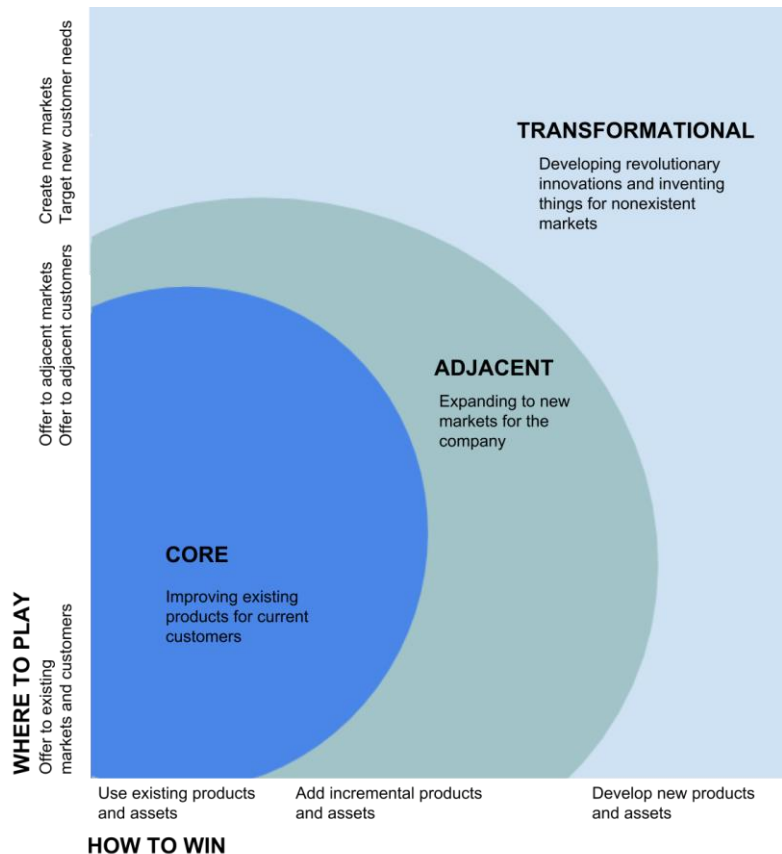
Figure 1. The Innovation Ambition Matrix (adapted from Nagji and Tuff 2012)

According to Nagji & Tuff (2012, 66-74), in the band of activity at the lower left of the matrix one may find *core innovation initiatives*—efforts towards incremental changes to existing products and incremental inroads into new markets:

> These can take the form of new packaging (such as Nabisco's 100-calorie packets of Oreos for on-the-go snackers), slight reformulations (as when Dow AgroSciences launched one of its herbicides as a liquid suspension rather than a dry powder), or added service convenience (for example, replacing pallets with shrink-wrapping to reduce shipping charges). These innovations draw on assets the company already has in place.
> (Nagji & Tuffs 2012, 66-74).

Transformational initiatives, found at the other angle of the matrix, are designed to create new offers, for new markets and to satisfy other customer needs:

These are the innovations that, when successful, make headlines: Think of iTunes, the Tata Nano, and the Starbucks in-store experience. These sorts of innovations, also called breakthrough, disruptive, or game changing, generally require that the company call on unfamiliar assets—for example, building capabilities to gain a deeper understanding of customers, to communicate about products that have no direct antecedents, and to develop markets that aren't yet mature.
(Nagji & Tuffs 2012, 66-74).

Adjacent innovations are placed between the other two, sharing features of core and transformational innovations:

An adjacent innovation involves leveraging something the company does well into a new space. Procter & Gamble's Swiffer is a case in point. It arose from a set of needs P&G knew well and built on customers' assumption that the proper tool for cleaning floors is a long-handled mop. But it used a novel technology to take the solution to a new customer set and generate new revenue streams. Adjacent innovations allow a company to draw on existing capabilities but necessitate putting those capabilities to new uses. They require fresh, proprietary insight into customer needs, demand trends, market structure, competitive dynamics, technology trends, and other market variables.
(Nagji & Tuffs 2012, 66-74).

The *Innovation Ambition Matrix* provides a framework that Fonecta managers can use in order to contemplate the innovation opportunities their business currently offers. For instance, some questions that may raise up when using this framework are:

- How many innovations does Fonecta wish to pursue?
- How much investment is Fonecta willing to allot for each type of innovation?

Also, the framework aims to help managers discuss about the ambition level of innovation they pretend to reach.

2.4 Forms of innovation

Likewise, innovation can manifest itself through different forms. Recognizing different forms of innovation can help managers to narrow their focus and look for the specific areas of innovation. It also serves to examine the company's position and to study the direction they want the company to take. Ahmed and Shepherd (2010, 7-11) have addressed this issue. Figure 2 reproduces their representation of the various innovation forms. In Figure 2, Innovation is divided into two general categories: those that are within an organization control and those that reciprocally influence or are outside the organization's level of influence.
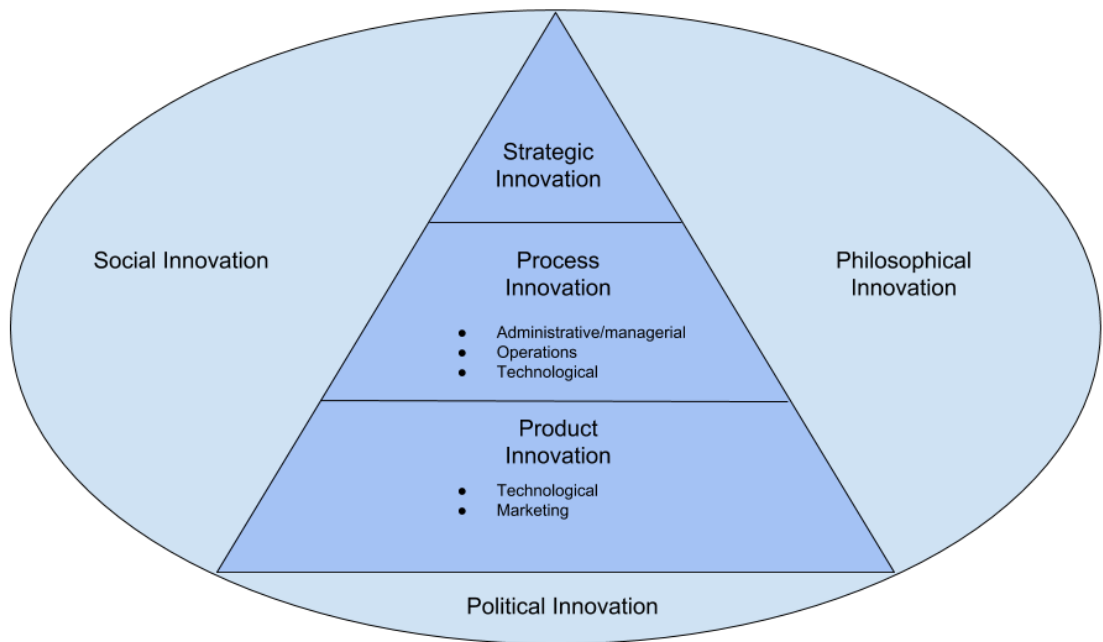
Figure 2. Innovation formats (adapted from Ahmde & Shepherd 2010)

Ahmde & Shepherd (2010, 7-11) present the following organizational innovations:

1. *Product Innovation:* the most visible manifestation of the innovation process in their view. New products are the outcomes of it. They can be either technology-driven, as in visible functional features of a product, or marketing- driven, which involves product features and product branding. Technological embodiment of an innovation is often observed in the visible functional characteristics of a product.
2. *Process innovation:* the change in the way a company organizes and executes its functions, as a result of technological advance, or by adopting a new structural or operational configuration.
3. *Strategic Innovation:* It may involve a significant adaptive shift in the organization's current business model or an adoption of a new business model.

Environmental Innovations refer to:

1. *Social Innovation:* Society is in a constant state of change. Social innovation is complex, often an outcome of multiple factors.
2. *Political Innovation:* Political changes often have important consequences. Political innovations often involve legislation, institutional reform, social direction and governance.
3. *Philosophical Innovation:* New philosophical thinking affects society and the way it manages and conducts itself (Ahmde & Shepherd 2010, 7-11).

2.5 Modern Innovation frameworks

Innovation frameworks can help managers locate their products and services in the different innovation process stages. For instance, it might be helpful in order to visualize what teams are doing and to see in which steps of the process they are. That way, managers will be able to offer support based on the needs of each stage and take the right decisions for the stage the innovations are in.

2.5.1 The Lean Product Lifecycle by Pearson

At Pearson, the proponents have reviewed the best practice and leadership across various industries and created the one Pearson *Product Lifecycle* so as to deliver a product strategy and increase the capacity of innovation in businesses**.** According to the authors (Kresojevic, 2018a; Viki et al., 2017b 85; Gloege, 2016c), the *Lean Product Lifecycle* (aka LPC), is a simple framework for managing products at their various stages of their lives. The lifecycle comprises six distinct stages; idea, explore, validate, grow, sustain and retire. The first three focuses on searching for sustainable business models and the last ones on executing validated business models. Here is their proposal (and representation in Figure 3):

1. *Idea stage*: Identify problems and think of ideas to solve them. Teams should align their product idea with hypotheses about customer needs and alignment to company strategy.

2. *Explore stage:* Share the ideas with learners and customers. Teams confirm customer needs by going out of the building and develop the business model. Only the ideas that understand critical features that the product must will be selected.

3. *Validate* stage: Build something small, measure its impact and learn from users. A minimum viable product is built by teams while they test other aspects of the business model (market demand, revenue models and channels).

4. *Grow* stage: Launch your product but carry on improving it and learning from users. Increase revenues, market share, customer satisfaction and drive learner outcomes. Teams work with a view to increase customer numbers, revenues and market share.

5. S*ustain* stage: Attempt to increase margins while sustaining customer satisfaction and learner outcomes. The focus now is exploitation by maintaining revenues, profitability and customer satisfaction. Teams work on optimizing operations while reducing costs. Eventually, every product reaches the end of its lifecycle, thus must be retired.

6. *Retire* stage: This refers to transitioning customers to other solutions, retiring the product and planning new great ideas. Product is rapidly removed from the portfolio making sure that customers are not inconvenienced.
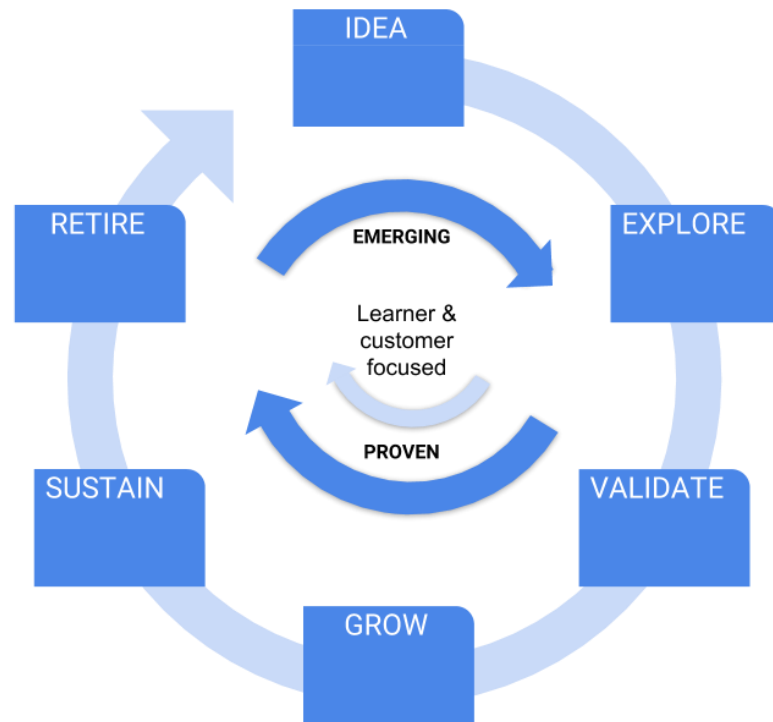
Figure 3. The Lean Product Lifecycle of Pearson (adapted from Gloege 2016)

2.5.2   The innovation Framework by The Corporate Startup

The Corporate Startup Innovation Framework introduced by Viki & al. (2017, 89-91), consists in 4 stages: Creating ideas, testing ideas, scaling ideas and renewing ideas. When renewal generating ideas, the new business models will go through testing and iterating before they are again to scale. The author reproduces by way of a summary some of the ideas of this important framework (see Figure 4):

1. Creating ideas: To generate great ideas, organizations should create cross-functional teams. The dialogue between disciplines builds a context for creativity to flourish. Firms should remain in touch with clients to develop empathy and understanding of needs. Companies must also pay attention to new trends in businesses. They may organize ideation sessions to tackle particular issues, open calls for ideas by means of competitions. All the ideas should be stored on an open platform. The decisions about investments on any idea must be recorded and tagged for the future. This applies to ideas that end up failing in the market; the company should make sure that these ideas do not get lost. It is often the

11

case that the relevance of insights generated today will only begin make sense later on in the future. However, the company needs to make sure that the selected idea is tested, not sealed too early.

2. Testing ideas: Ideas must be tested for market viability. We need to consider first if customers really have the needs or problems we have assumed. Secondly, we should test if the solution given satisfies customer needs and if they would pay for it.

3. Scaling ideas: The reason for testing our ideas is for the market to give us hints concerning the channels and growth engines. After the engine of growth is identified, the engine should be tuned. To this end, we should track the right metrics. Once we have checked our growth engines, growth can be speeded up. The last stage is exploitation; here the company focuses on exploiting their successful business model.

4. Renewing ideas: Every quarter, a company should review if their business models are viable when new trends could be coming into being. Business models can be renewed, for example by looking at new revenue models, new channels to reach customers, new customer segments, or new technologies that can help lower the cost of value creation. After deciding the new model, it should not be taken to scale after testing.

Create Ideas			Test Ideas			Scale Ideas			Renew Ideas		
Idea generation	Idea selection	Idea review	Problem exploration	Solution validation	Business model validation	Tune the engine	Accelerate growth	Exploitation	Business environment review	Business model redesign	Business model review
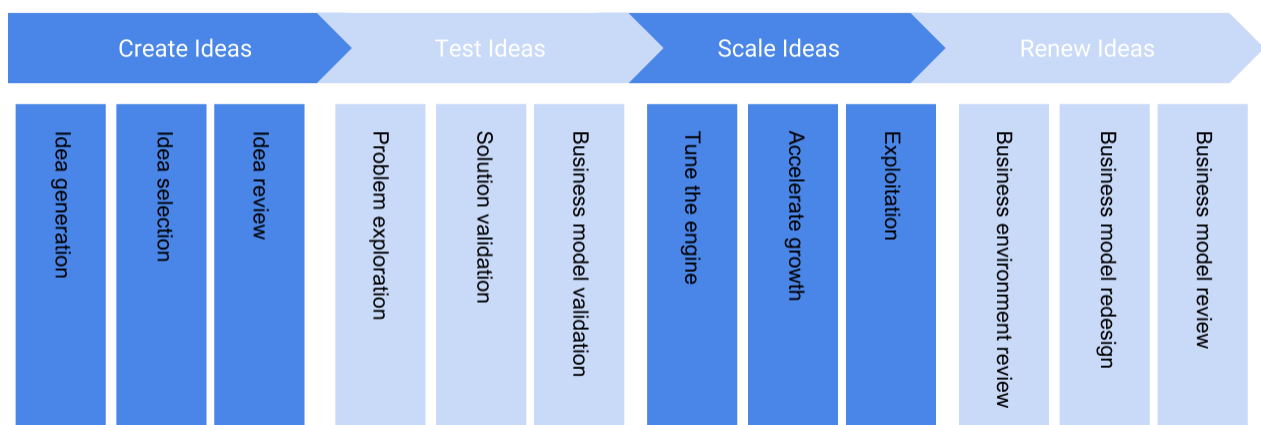
Figure 4. The Innovation Framework by the Corporate Startup (adapted from Toma, 2018)

Both models presented above serve the author and the commissioner as useful and very adequate guides to look at how innovation processes are conceived nowadays by experts in the field. Most particular, the choice of The Lean Product Lifecycle, conducted by experts in the field at Pearson; a model which has resulted from extensive research among companies from different industries. Also, The Corporate Startup is especially

interesting because it is very adequate for established companies like Fonecta, this study case. It should be highlighted that the two frameworks presented are, so to speak, recent models. Thus, The Corporate Startup process appeared in 2017, whereas The Lean Product Lifecycle by Pearson is still undergoing certain developments, and has not been published yet but it is expected to come out soon by the end of 2018. This means that the selected models are quite prepared to understand today's organisations challenges and are more updated than any other ealer alternative processes.

A feature of both frameworks that strongly appealed to the author is the fact that both understand innovation as a process that needs to be aligned with customer's needs. This is a principle that the author claims as a basis of her research. Both frameworks are very attractive as they are very simple to understand and can be easily adapted into any organisation process. For example, Dan Toma, one of the proposers of The Corporate Startup, instead of just suggesting a process to be applied, he encourages companies in his YouTube channel to start by creating a simple process. Such process consists in defining the different stages the company under consideration goes through and then to define critical activities that occur during those stages. In his view, creating a framework is a complex process but the key is to start with a simplified version that can be gradually improved in an iterative manner by involving multiple strengths of the company's perspective. Certainly, these frameworks should be taken just as simple recommendations that a company can think of but not as compulsory principles.

However, this approach is very appealing as provides the author with great freedom to find out the best practices and advice for the Fonecta case by simply suggesting ideas and questioning current innovation issues. Therefore, after a careful examination of these frameworks, the author felt that they were what Fonecta, as an established company, would need to look at as they covered crucial innovation issues in great detail. Needless to say, the author considers these two frameworks as a mere guide of best practices towards innovation in established companies.

2.6   A service design approach to improve processes

When developing new business concepts, service design is an approach that looks into qualitative data to find possible solutions to a service, a product or a new business concept. The hypothesis behind the objective of this research is that a service design approach is very adequate to find and collate pain points during the current innovation process while providing visual tools to aid in the analysis and interpretation of findings. Service design is an appealing approach that also equips the researcher with a methodology that contains the necessary tools to define and analyze problems, propose solutions, test

them, prototype them and iterate the process. All this is based on customer understanding, for instance, the research is not founded on intuitions, but on the empirical findings provided by the company's stakeholders.

Reason et al. (2015, 76) are in favor of a service design approach to be applied for business concept development because, in their view:

> Business concepts start with clearly defined business problems. They may be a frustration with the complexity of the business or lack of direction or a specific pain point like customer churn or low margins. Identifying and naming these pains through internal discussions, or even work sessions that bring together a range of people from across the business, help to define the problem. Collating pain points from a number of people is likely to create patterns as different people bring up similar issues. These can be synthesized into a small number of core problems to address. (Reason et al. 2015, 76).

Although the objective of the present study differs in some ways from Reason's et al., that is, to improve and develop a new business process, their view of the service design approach is equally applicable to this research.

For Reason et al. (2015, 131-132), the exploration of customer's perspectives (their needs, experiences, etc.) is crucial to designing services. This allows us to see what frustrates them, what they cannot understand, or what fails them. Gathering customer's insights means to get to their personal stories as a crucial step. When a reasonable number of these stories coming from different people has been compiled and analyzed we need to correlate quantitative data with qualitative interpretations (Reason et al. 2015, 131-132).

For the sake of clarity, when improving organizational processes, customer's insights should be interpreted as insights provided by employees of the organization.

2.6.1 The Double Diamond for carrying out a service design approach

The Double Diamond was developed by the Design Council (London, 2005) as a simple graphical way of describing the design process. The Design Council found some commonalities in the creative process; based on those common patterns they developed the Double Diamond model which, as far as we know, has been successfully applied to case studies from eleven global and established companies.

The Double Diamond model stems from the idea that the creative process starts with problem definition before the idea generation is implemented. A common mistake is to omit the first diamond and end up trying to solve wrong problems. The Double Diamond is

conceived as an iterative process, which means that ideas have to be continuously developed, tested and refined. As the Design Council claims, the iterative cycle is an essential part of great design.

As presented in figure 5, the Double Diamond framework is divided into four phases: Discover, Define, Develop and Deliver.

- The first quarter of the Double Diamond model represents the *discovery* phase. This is the starting point of the process in which user views are gathered.
- The second quarter of the model represents the *define* phase in which interpretation and alignment of the needs to business objectives is carried out. Some questions to answer at this stage are: Which possibilities identified in the previous phase are the ones we should act on first? Which are the most relevant? Which are feasible?
- The third quarter of the Double Diamond, the so-called *develop* phase, is when design-led solutions must be developed, iterated and tested within the company. This is the trial and error process to be able to improve and re-fine ideas.
- The fourth quarter of the model represents the *delivery* stage, where the resulting product or service is finalized and launched onto the relevant market. (Design Council 2007, 6-7).

As the service design process can turn into a very complicated process, The Double Diamond model helps the author and the readers visualize the process stages and tools used for each step. It also serves as a framework to understand that it is not possible to straight away jump blindly to the last part of the process (provide solutions) without having defined solid problems in advance.
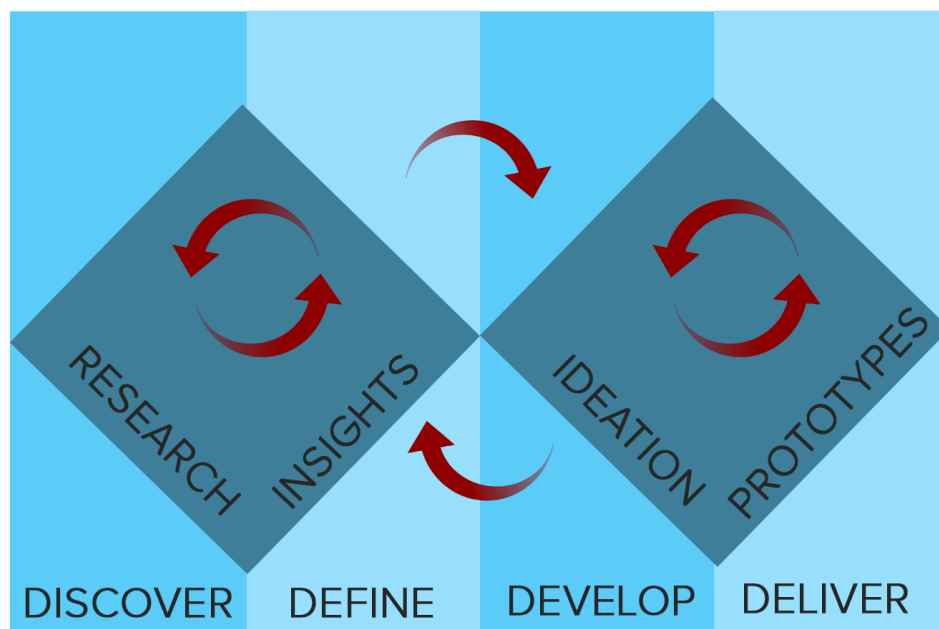
Figure 5. The Double Diamond Model (adapted from The Design Council 2007)

3 Understanding the current innovation process

This chapter describes the research approach selected to find answers to the research questions and objectives of this thesis. The first part describes the research plan, the methodology and the tools chosen to collect and analyze the data. The second part is devoted to the research implementation, where the author describes how she conducted her research and went about analyzing the data.

3.1 Research plan: method, process and tools used

The research plan aims to find answers to the research questions and objectives presented in chapter 1. Briefly, the main research question of the present study is:

− How can Fonecta Managers can support the innovation process?

The following sub questions emerged as related to the main question above:
− When does the process of innovation start? What triggers the process of innovation?
− What happens after an employee finds out an opportunity that can lead into innovation?
− How can Fonecta employees come up with ideas which connect with real world needs?

As a result, this thesis aims to present an improved innovation process for Fonecta. With this purpose, the research is conducted with the use of qualitative methods and aims to adopt a service design approach guided by The Double Diamond process model.

As presented in chapter 2, a service design approach helps the author of this thesis firstly to conduct a discovery research on the current innovation process and, secondly, to analyze and interpret the data gathered in order to be able to suggest an improved solution that is adapted to the relevant stakeholders needs. This means that the findings and later the solutions provided will be suggested based on what the real users of the process think and feel instead of mere intuitions provided by the author. Another benefit of using a service design approach is that it provides a wide range of tools and visuals that can help the researcher gather customer understanding and to interpret the findings during both phases of the empirical part.

In order to capture how the service design approach is applied to this study case as a research method, the author makes use of The Double Diamond model, presented in Chapter 2. Figure 6 is an adaptation of the Double Diamond Model for this study:
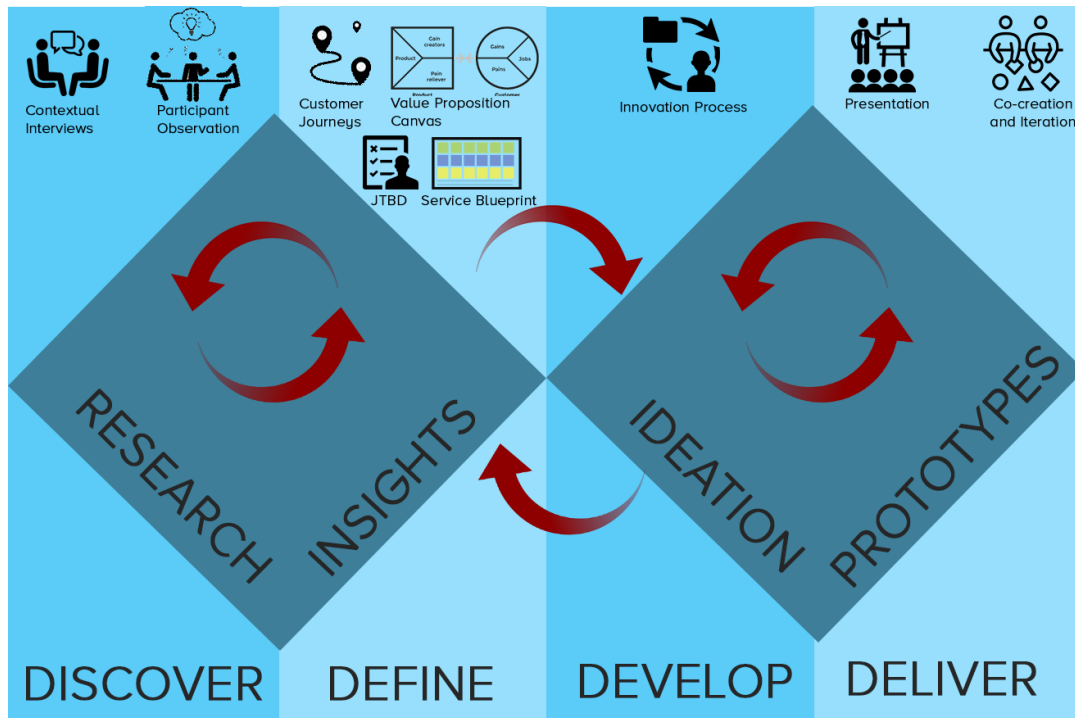
Figure 6. Service design process and tools for this thesis (adapted from Design Council, 2007)

This model, helps the author and the readers visualize the whole empirical process followed in this thesis and single out the tools needed within the different stages of the process.

- The first quarter of the Double Diamond model represents the *discovery* phase. In order to gather customer understanding, the author carries out contextual interviews and makes use of tools such as a People & Connections map, storyboards and an assumption-based-storyboard.
- The second quarter of the model represents the *define* phase in which the author will present the insights gathered and identify common patterns to act on first. In order to do so, the author makes use of journey maps, jobs-to-be-done tool, a value proposition canvas and a service blueprint.
- In the third quarter of the Double Diamond, the so-called *develop* phase, the author presents results and possible suggestions as form of solutions to the problem. In this case, the outcome is a suggested innovation process for Fonecta Oy. The ideal scenario in this phase would be to create, test and improve in an iterating way the resulting process. However, due to the required limits established for this research, this work focuses more particularly on providing a suggestion that is to be thought out and improved by the commissioning party at a later stage.
- The fourth quarter of the model represents the *delivery* phase. At this stage, the resulting ideal process is presented to all the employees of the company, prototyped and, again, improved. The author does not participate in this phase but it is recommended that the commissioning party works on co-creative workshops with the relevant stakeholders in order to improve the process suggested.

It should be pointed out that the most valuable part of this study for the commissioner is the one represented by the first diamond, where data are gathered and pains and gains have been identified. These can be taken as a basis for further research.

17

3.1.1 Discover: Gathering customer understanding

Collecting the views of employees represents the discovery phase of the research process. Viki et al. (2017, 37) gathered a conversation with Tristan Kromer, a thought leader in lean innovation who suggests where to start if you are working in a large company and planning to set up an ecosystem. In their view, one should "start with discovery". This is his response to this part of the interview:

> Your entrepreneurs have problems. What are they? What is stopping an entrepreneur from proposing a new project? From building a team? Is there red tape in the way? Is there a network where entrepreneurs can learn from one another? Discovering a company's problems is a much better bet than jumping into a solution like, "let's run a hackathon!" There's nothing worse than a hackathon where a hundred great ideas are created and all of them are orphaned. Maybe the real problem wasn't coming up with ideas, it was finding a business sponsor to fund them.
> (Viki et al. 2017, 37).

The author follows Kromer's suggestion and that is why she thought appropriate to gather customer insights within contextual interviews with the Fonecta employees and participant observation as a starting point of the research.

Through contextual interviews, the author aims to gain a better understanding of the way employees work on innovation in the company, what the existing innovation process (if any) is, their roles in the existing process, and to see whether or to what extent they understand the relevance of customer understanding as a basis for innovation. The author also decided to use this method because the researchers can observe the environment where interviewees usually work when conducting contextual interviews and the interviewees can refer to elements and more easily remember specific details so the researcher gains a more thorough understanding.

Stickdorn, Hormess, Lawrence, & Schneider (2018) claim that contextual interviews can be conducted, for example, with employees at their workplace or with customers during a specific moment of their customer experience. In this case, Fonecta employees, under upper management request, are starting to learn more about service design approaches to better understand customer needs as well as to become more innovative. The author believes it is also the right time to conduct these interviews because the feelings and perceptions they have of this change are very recent and therefore it is easier for them to recall.

The main purpose of the interviews is to collect the view points of the different stakeholders of the company. To this end, a number of informants, who represent the management level in the main units of the company are to be interviewed. During the interviews, three tools will be presented to the interviewees. The first one, People & Connections Map tool,

aims to know more about the interviewee and make him/she feel comfortable during the conversation. Through a people and connections map the author intends to know the interviewees and their (company) roles by clarifying relationships between stakeholders. The People & Connections Map tool is the ideal tool in order "to understand who does what, how and with whom" (DIY Toolkit, 2014). Also, the author aims to make use of this tool as an ice-breaker.

The second one, storyboarding, aims to share stories within different scenarios. Consequently, during the interview different scenarios will be presented to the interviewee as a starting point: Firstly, they will need to tell a story where they currently come up with innovative ideas and describe how they follow up on those. The second storyboard will present a scenario where they need to describe their ideal process of innovation and elaborate on how they would like to tackle innovation in the future.

And the third, an assumption-based process map will be presented as an example of how innovation could ideally work. The roadmap presented is just an example to get from them details that perhaps they did not think of sufficiently in previous activities. In a chapter devoted to Mapping Journeys, Stickdom & al. (2018) justify this assumption-based process map as follows:

> Sometimes, it makes sense to start with an assumption-based journey map to get an idea of how to structure the research process: who to ask what, when, and where. However, over time, assumption-based journey maps should develop into research-based ones with a solid foundation on research data.
> (Stickdom & al. 2018, 26).

The aim of these three activities (and tools) is to make the interviewee describe their feelings, ideas, concerns and blockers towards the current innovation process and describe their expectations and wishes regarding how they would like to work towards innovation in the near future.

Participant observation is the second method to be used in order to gather customer understanding. The author believes that this is a great method because, as stated by Polaine & al. (2013, 54), "it is very valuable for understanding what people do, rather than what they say they do". In addition, the authors argue that "it gives good depth and insight into latent needs, the things people actually need, but perhaps do not know that they need because they are so used to their old routine". For Stickdom & al. (2018, 9) the researcher can "pay attention not only to what people are doing, by interpreting their body language and gestures, but also to what people are not doing (e.g., do they ignore instructions or refrain from asking for help or assistance?)".

Participant observation will take place during service design trainings for Fonecta employees. Taking advantage of the fact that Fonecta employees are having service design trainings, the author will participate in the workshops together with the employees. The purpose behind it is to try to understand deeper how employees behave and interact with teams, how they feel about this new approach, what their learning progress is and how they understand and implement service design tools as a basis needed for innovating.

3.1.2 Define: Journey maps, jobs-to-be-done, value proposition canvas and service blueprint

After gathering customer insights, in this subsection the author will start analyzing the data. By means of this analysis, the author attempts to identify common patterns in the current innovation process in the form of pains, gains, opportunities, bottlenecks and process steps.

These are main points to act on and will be presented to be visualized in journey maps and a value proposition canvas. Also, a list of jobs-to-be-done will be used to help visualize which are touch points or aspects that need improvement in the future. Finally, a service blueprint will be used to compile in a more visual manner all the previous analysis and provide a draft version of the suggested innovation process that will be presented in chapter 4. All tools complement one another and help the researcher move from A to B easily. The tools selected are described below:

In journey maps, particular stories can be visualized from different angles. A journey map is a great tool to showcase either existing experiences or new experiences that do not exist yet. It also shows personal bottlenecks and opportunities occurring in a sequence of different steps. In journey maps, the author can also show her perceptions about how the interviewees feel when they are asked certain questions. Those can be represented for example in an experience chart with emoticons. The emoticons would represent feelings in the different stages of their stories.

Jobs-to-be-done (aka JTBD) are used in order to break away from the current situation and find a better new solution based on what employees really want to obtain. In this situation, the author believes it is an ideal tool to break down the different expectations the different stakeholders have towards the new innovation process. It converts the insights gathered from the interviews from all the stakeholders into situations, what they want that happens in that situation and what that activity will help them do (expected outcome). Figure 7 is an example of how JTBD is to be presented in the next subchapter.

Figure 7. Jobs to be done (adapted from Stickdom & al. 2018)

The value proposition canvas tool aims to help the researcher to put together all the jobs employees are trying to get done when innovating as well as pains and gains that take place during the current innovation process. It also contributes to find out if the current process solves those pains and takes into account the gains. It is a great tool to understand if a product, service, or in this case a process, fits the needs of customers (in this case instead of customers, Fonecta employees). In this study, the author will just put together the employee jobs, pains and gains (customer profile) leaving for the commissioner the value map part where once put in practice they will be able to evaluate whether the new innovation process suggested fits their needs or not (gain creators and pain relievers). Figure 8 below is a representation of the value proposition canvas:
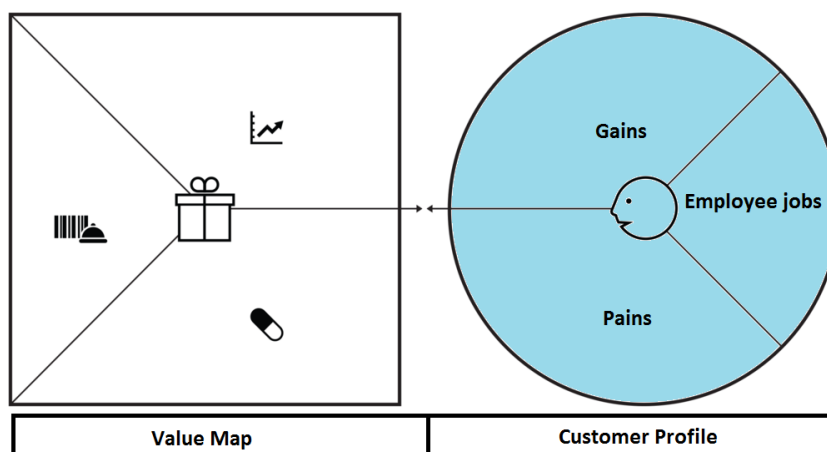
Figure 8. Value proposition canvas adapted to the author needs (adapted from Strategyzer, 2018)

After carrying out customer journeys, jobs-to-be-done and the value proposition canvas, the author will be able to put together in a white canvas all the actions that are taking place in the scrutinized innovation process. On one side of the canvas, the author will put together all the critical process steps that take place in the different stories. On the other, she will be able to put together the different activities identified in the current innovation

process. By using a white canvas, the author believes it serves as a space where ideas that follow certain patterns can be collected. Also, it helps grouping them in a visual manner for the subsequent analysis.

To conclude this define phase, service blueprints will be used as a way to compile all the previous work. It is a suitable solution for the author to map the whole picture of what is happening in the current innovation process. Through a service blueprint, the author will map out all the process actions happening in the current innovation process and all the stakeholders which participate in the process. Then, all the activities that are taking place in the current innovation process will be put together and compared with all the actions that the different stakeholders want to happen in the new process.

3.1.3 Develop: A new innovation process

After identifying the stages Fonecta is going through in the current innovation process, the critical activities related to each stage and all the employees' ideal scenarios, the next stage consists in creating a simpler version of the innovation process that fits Fonecta managers' expectations. To do this, the author will consider the insights, will create a new suggested process and will take into account the work developed by other experts in the field as developed in the Theoretical Framework part (Chapter 2). The new innovation process will be presented in chapter 4.

3.2 Research implementation

In this chapter, the author describes how she conducted the research, giving important details about the interviews and contextual observation. Also, she reveals how she went about analyzing the data obtained through the interviews and participant observation. The chapter has been divided in two subsections. The first one, discovery, represents the first phase of the first Double Diamond. Here the researcher describes how she conducted the interviews and gathered insights in the service design workshops as a participant observer.

The second one, define, represents the second phase of the first Double Diamond, where the author analyses the data gathered during the interviews and participant observation. In order to be able to analyze the data, the author recorded and transcribed the contextual interviews and went through those repetitively in order to gather a better and more holistic understanding of the current situation when innovating at Fonecta.

3.2.1 Discover

For the discovery phase, participant observation and contextual interviews were carried out. Participant observation took place during service design trainings addressed to Fonecta employees. Around 25 employees attended the workshops organized for this purpose. The attendees were workers whose roles included direct interaction with customers as well as product or service development. The trainings aimed at introducing a new more customer-oriented approach when improving the product portfolio of the company and to get to know great tools that employees could make use of in their daily work as a basis for innovation.

For most of the attendees, it was the first time they were getting a training on service design and therefore it was a great way to observe how employees behaved in their learning process and implementation of the methods and tools. During the workshops, the participants were divided into their usual working teams in order to learn and use service design tools together.

As the training was conducted in Finnish (a language that the author as a non-native speaker does not master sufficiently), its analysis was merely based on gestures and actions rather than words. Table 1 offers a summary of the researcher's observation during the three workshops:

Table 1. Observations from service design workshops by the author

Topic	Insights
Motivation	Some groups were more motivated to bring up and test ideas than others. Smaller groups weren't as active as bigger groups; probably because they needed more members in the team to share ideas with. The researcher felt a big difference in the motivation drivers between departments: Whereas product developers seemed to be quite passionate about the ideating and gathering customer insights, sales members were mainly interested in listening to customers.
Interests	Everybody was eager to know what the customer wanted. Time for doing current work seems to be more important than time for doing what interests them. Some of them seemed busy during the sessions for example doing other things at the same time and some of them weren't able to attend all the sessions.
Usability of service design tools	Service design tools seemed easy to use by all teams. The tools appeared to be mostly relevant to product teams in order to improve their current products/services. They seemed to enjoy very much the presence of customers, an approach that they didn't seem very familiar with. The creation of personas and understanding customer profiles seemed to be very appealing for sales teams as they can adjust their offers based on the understanding of different profiles. Prove to this was the request from sales to one of the participant students to develop his thesis on this topic. During and before training, only a few interviews to customers took place even though Fonecta has thousands of customers. After the training, they understood better how relevant it was for them to go out and ask customers about feedback to help them improve their services.
Creativity	The attendees came up easily with new ideas, however, these were more often small-scale ideas rather than crazy innovations. The teams were more focused on doing "the right things" instead of leaving their comfort zones. Also, they mentioned many times figures such as ROI, revenue, and pay-back time which demonstrates certain awareness of matching ideas with profitability.

The observation during the workshops helped the author get a first glance of Fonecta's current situation towards innovation. It also helped the author to start formulating the questions that would be asked later on during the contextual interviews.

For the contextual interview, five informants were selected according to these criteria: they worked in different departments of Fonecta Oy. The five informants were either team leaders or managers. The interviews were completed in over an hour. The fact that they worked in different departments was motivated because the author wanted to get an impression of how the innovation process was perceived or could work in each of these departments. Naturally, this is a small sample, though sufficient to test this approach. As Statistic Solutions (2018) point out, when using a qualitative approach, a smaller sample size than in quantitative analyses is usually required. "The goal of qualitative researchers should be the attainment of saturation. Saturation occurs when adding more participants to the study does not result in additional perspectives or information." That said, the author stopped conducting interviews when she did not detect valuable additional view points towards the current innovation process. Although Fonecta Oy is a medium-size firm which, at present, has between 200 and 500 employees, it can be very beneficial that the commissioner broadens the sample in future to get more solid and reliable results than those reported in this project.

When carrying out contextual interviews, the first tool, People & Connections Map, was implemented. As it was relevant for the author to get insights at all organization levels, this tool was important to visualize everyone's roles in the organization and if the interviewee had any relationship or interaction with customers. The reason behind is that employees who are in direct interaction with customers are the ones who can get more easily and frequently insights from them. Therefore, they are one of the most important assets to the company when it comes to innovation as they have to share customer insights with the rest of the company units as the first stage for innovation. The author re-designed this tool to adapt it to the specifics needed as shown in Figure 9 below.
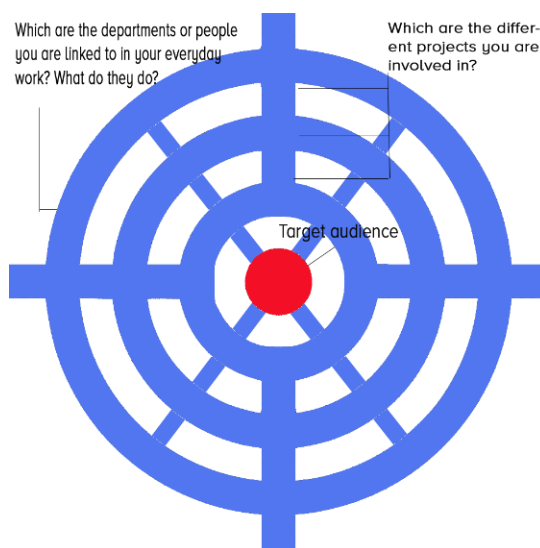
Figure 9. People and Connections (adapted from DIY Toolkit, 2014)

The questions to the informants that were asked at this initial stage of the interview included the following:

- Who are you?
- What is your role in the company?
- What is important for you in the company?
- Who is your target audience?
- Which projects are you involved in?
- Which are the departments or people you are linked to in your work routine?
- What do they do?

The tool was a great ice-breaker since people usually like talking about themselves; that is where their comfort zone stands. These introductory questions about them made them feel more relaxed and to be open and cooperative during the rest of the interview.

The interviewees were coming from IT support, product development and support, sales and finance areas. Other units such as customer service or business development were left out due to various reasons, such as lack of time from both sides. Not all the informants were in direct contact with customers, however, those who were not, were very much in contact with departments that interact directly with customers. Also, the informants who were not in direct contact with customers were very aware of market trends and had wide knowledge of business strategies, which the author believes is also very valuable for innovation.

When storyboarding, the exercise was interpreted in various ways. The author expected the interviewees to graphically represent the current innovation process. However, they all preferred to describe orally the situation; some in greater detail than others. However, all of them shared their feelings about the current innovation process.

Also, when it came to the situation to describe next steps after they had come with ideas, some respondents answered as follows: "Now that I understand what you are doing, I'm really happy that you are doing this. There is no actual process for these things"; "The Company should prepare situations where people would share their ideas". That was the moment when they realized that currently there is not a proper process for innovation in the company. In most cases, when they talked about "big ideas", their descriptions of the process were as follows: "if the idea is easy to implement, it typically goes further, if there are bumps in the road meaning that it is not straightforward or easy to implement, it usually gets forgotten".

At this stage, it is very clear for all respondents that there is a need for innovation in the company and on top of that, this innovation process had to be followed company-wise.

As the InnoTool was a possible solution offered by the management of the company to become more innovative -and also as the first solution in testing mode-, it was the right occasion to ask the interviewees about their perceptions to find out how they felt towards this new concept. By inquiring about this new concept, the purpose was also to get into those details related to the innovation process that the other storyboarding exercises could not cover.

Figure 10 shows the roadmap designed by the author in order to conduct the activity. This roadmap is based on an assumption of how the innovation process would work when using the InnoTool. The researcher presented this graph to the interviewees. The questions in the dialogue bubbles represent an example of the questions the researcher would in each step of the process ask. That way, the interviewee could elaborate more into the what, who, where and when in the different process steps represented by the graph.
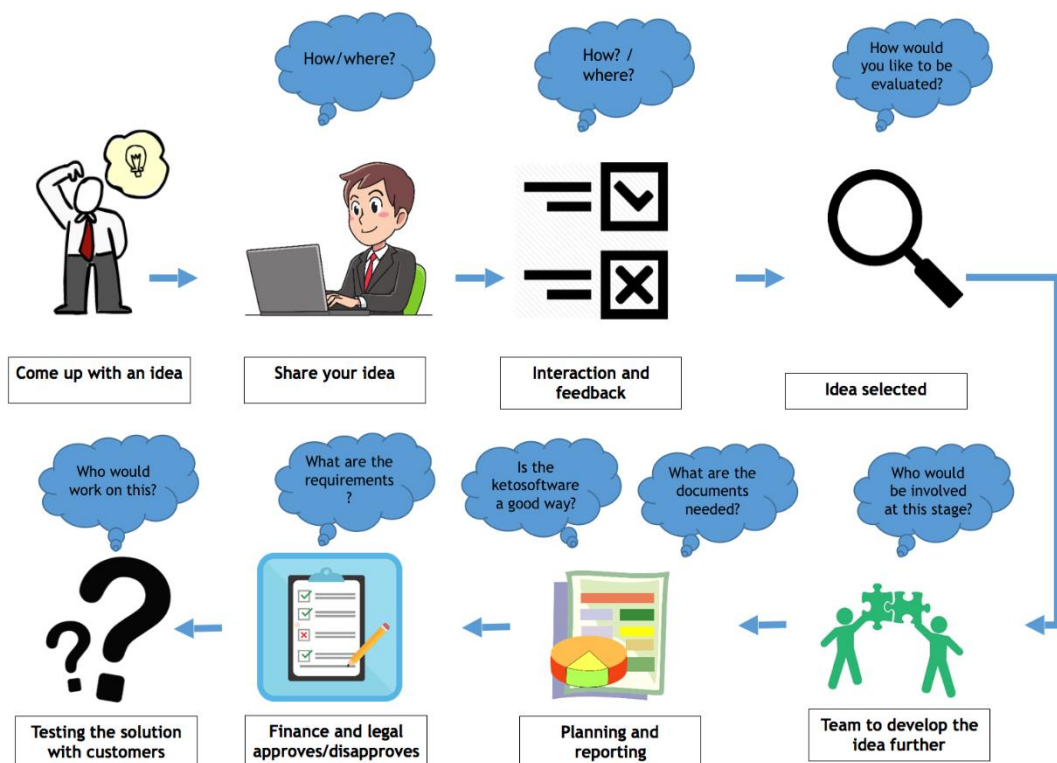
Figure 10. Innovation roadmap based on the assumption process of the Innotool designed by the author

The answers were very diverse. Those who tried out the tool during its internal kick off were able to elaborate more deeply on how the steps could go and what would be needed

for example when reporting. Others just mentioned that they did not have time or interest in checking a new platform. That could be seen as a consequence of resiliency to change, lack of interest or lack of understanding.

3.2.2 Define

In the define phase, the author created 5 journey maps that showcased their particular existing experiences towards innovation. Instead of developing journey maps based on personas, the researcher chooses to analyze particular stories or scenarios provided by the interviewed stakeholders. The reason for not creating personas and then creating a resulting customer journey was because all interviewees represented a unit in the company and the author considered all the particular cases relevant for her study. Customer journeys are presented in appendixes 1 to 5.

Two of the questions the researcher wanted to find out was the following: When does the process of innovation start? What triggers the process of innovation? When transcribing the different stories from text into the chart, the researcher found out that in every situation of the innovation process, a particular circumstance which caused the generation of ideas was set in motion. These triggers were very different from person to person. For some, coming up with ideas happened after reading an article, for others, after having a conversation with customers, others after meeting their colleagues and for others after the upper management settled goals to them. This confirms that coming up with ideas and, therefore, innovating cannot be understood without gathering insights as a first stage of the process.

Figure 11 represents a comparison of the current innovation process experience. The feelings described in the chart were subjective and based on the perceptions of the researcher. Also negative versus positive wordings were taken into account when analyzing it.

When comparing the experience charts from the different customer journeys, the author identifies very different starts when innovating. For some the idea of innovation seems to be very appealing as they show great interest in the activity. For others, it just seemed a task to perform and did not show any excitement. One of the respondents viewed the idea of innovation as connected with a negative trigger and therefore did not show much enthusiasm at the begging of the story.

The development of the process seemed to be very positive for all the respondents. For some even an exciting thing to do. However, for practically everybody the end of the

process was negative. Perhaps because the process did not have the outcome they expected.

Figure 11. Employees' experience compared developed by the author

Jobs-to-be-done (aka JTBD) are represented in three figures. The researcher found it especially relevant to see what the different stakeholders expected from the new innovation process and therefore considers them as areas of improvement. The jobs-to-be-done were created by the researcher based on the interviews. When there was a comment or opinion related to the innovation process, it was taken and transformed into the following structure: "When an action in the innovation process takes place, I want to do something (motivations, opinions…) so I get certain outcome based on my expectations". JTBD were broken down into different groups. The groups represent different process stages (see Appendices 6 and 7). Appendix 6 are JTBD which follow a process in chronological order starting from the left to the right. Appendix 7 represents other generic areas of innovation that were also mentioned during the interviews and presented as JTBD.

JTBD was one of the most relevant tools the author used as it not only reflected expected actions towards innovation but also helped to identify the current stages of innovation and ensuing actions.

An interesting finding at this stage was that there was no JTBD mentioned when it came to generate ideas. The author added a stage in the chart called "Idea Generation" as she considers that this is an important process stage when innovating. Idea generation can come for example through ideation workshops, however they did not come up with such idea. Perhaps because they do not know that this possibility exists. This also proves what the interviewees mentioned: "there isn't currently a structured time or space to do innovation. We don't come up together in a purpose to be innovative. The new ideas typically come ad hoc". Also, an interesting finding was that only one interviewee described gathering customer insights as an approach to create better offers for their clients. The author defends that gathering insights, and especially customer insights, is the base of any intent of innovation.

When arranging chronologically all the JTBD in different groups, the author found out that communication was expected to happen in different moments of the innovation process. For example, after sharing their ideas with the company, they wanted to have monthly meetings where they would go through the ideas in order to discuss them on a more personal manner. Also, they wanted an expert in the topic to listen to their ideas. After presenting their ideas, most of the interviewees desired to know if the idea had been taken into consideration, if it had been selected or if it was not. If the idea was not selected, they expected some kind of recognition for their contribution.

When looking at other generic topics regarding innovation in the company, many interviewees mentioned the board's commitment. Two questions that came at this stage that would concern the commissioner were: Why do they need the board to be involved? Is the board really needed to be involved fully in the innovation process?

A good point to think further is that they are expecting to have a clear strategy and clear goals set when upper management requires them to innovate. "When working on innovation, I want every product group to have a clear strategic goal: How are we going to reach goals? What are we going to do? Where is the effort to be applied?" Another good idea for further discussion came from a JTBD described under the Accounting group section: "When innovating, I want to have a budget to test easily things, of course, trying to spend

as little as possible so I can easily test and make shorter the process". Apparently, currently the working culture is that every time an employee comes up with a big idea it is needed to present an investment proposal report. This report, as described by the interviewees under the section "investment proposal planning" seems to be difficult to fill in and requires a lot of time which can be translated into employees leaving the process at this early stage. If Fonecta wants to get the most innovative ideas out of their employees, it is important to follow a process that it is simple and easy to carry out so they do not lose anybody at early stages of the process.

The author selected a value proposition canvas tool to put together visually all the jobs employees are trying to get done when innovating as well as pains and gains that take place during the current innovation process. For this study, only the first part of the value proposition canvas, customer profile, was required for the analysis. Figure 12 below is a representation of the customer profile of Fonecta's stakeholders. The different findings are divided into three sections: pains, gains and employee jobs. Also, the findings from each of these three sections are divided by categories such as place and time, rewards, communication or reporting. In the employee jobs section, the findings are divided by the different departments or units of the interviewees for easier understanding and tracking.
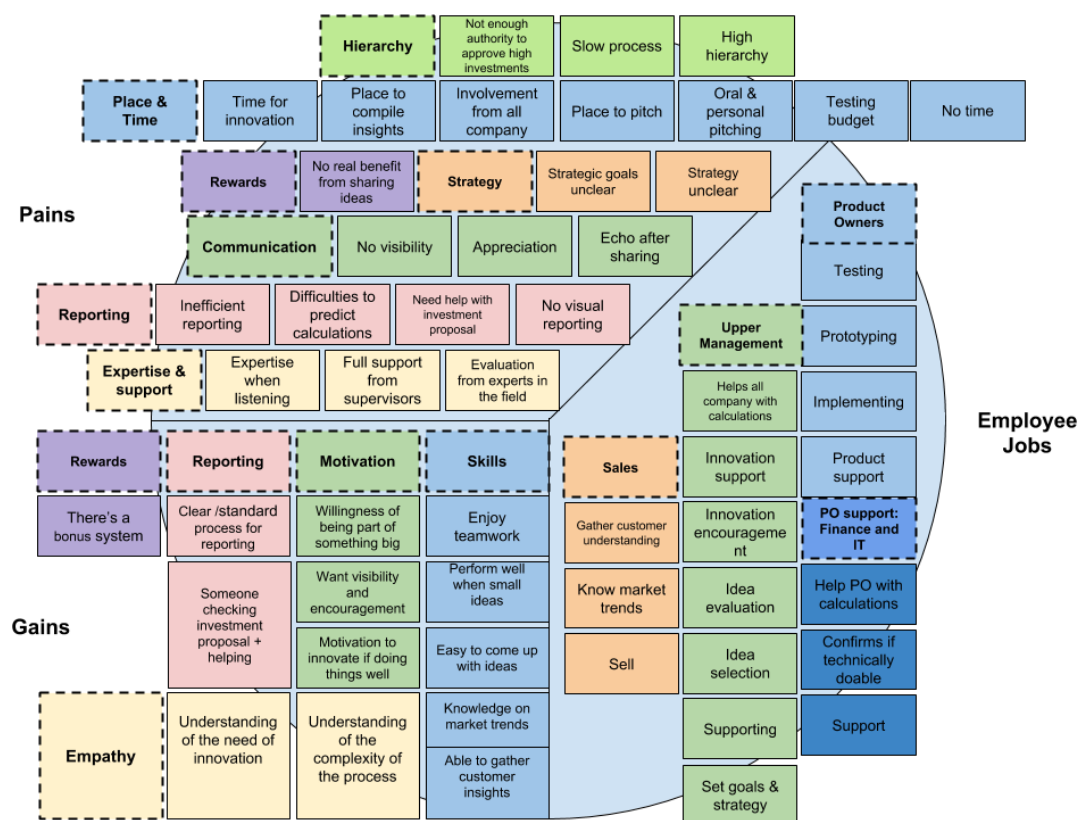
Figure 12. Customer profile of Fonecta stakeholder designed by the author

This tool helps the author to separate pains from gains and to identify the jobs employees intend to carry out. It also helps to design the future innovation process and figure out how it can create value to all the stakeholders involved.

Next, for this study the author considered necessary to present all the activities identified in the current innovation process on a white canvas. These activities are divided into groups that represent a process action. Likewise, these groups have been divided chronologically by the researcher depending on whether the actions and activities took place before, during or after idea implementation. The results are presented in Table 2:

Table 2. Current innovation process based on Fonecta employee's insights by the author.

	BEFORE					DURING			AFTER
Process Stages →	Identifying innovation opportunity	Coming up with idea	Sharing idea	Idea evaluation / viable?	Idea selection	Testing idea	Prototyping idea	Bringing idea to life	?
Activities →	Discussion with customers	Come up with ideas naturally	Share idea in the Inno Platform	Team evaluates viability		Reporting results			
	Gathering customer insights		Share idea in team meetings	C-level evaluates investment proposal		Gathering feedback			
	New goals set		Share idea in feedback sessions	Board evaluates investment proposal					
	Discussion with team members		Share idea with C-level						
	Discussion with other departments		Write a letter and send it to C-level						
	Read articles, news, etc., on new trends		Fill in investment proposal and share it with C-level						
	Request to be creative								
	Feedback from customers								

After creating the table, the author considers that the first part of the process called 'before innovation' has been completed. However, during and after remain quite empty. This is a first sign of a process lost on the way.

To conclude the define phase, a service blueprint was used by the researcher to compile all the previous work. As shown in Figure 13 (and more clearly in Appendix 8), all the process actions happening in the current innovation process and all the stakeholders which participate in the process are the variants on the map.

The author filled out the blank boxes by putting together all the activities that are taking place in the current innovation process and compares them with all the actions that the different stakeholders want to happen in the new process. Current activities are typed in black font whereas new expected activities are typed in green.

When looking at the difference in colors in the map, we can see that many activities in the current innovation process are missing. Red descriptions are added by the author. These are just her own thoughts on how to implement certain green ideas. The green and red descriptions aim to offer a complete view of how an ideal innovation process would look like from the point of view of Fonecta managers. It is important remember that this process aims at radical and modular innovations.

Furthermore, this work is not to be taken as the final process suggestion for Fonecta as the author considers important to take into consideration the insights provided by experts in the field. The final suggestion will be presented in the next chapter, Chapter 4.

PROJECT: First draft, new innovation process - Expectations MAP: Service Blueprint

Fonecta Stakeholders

In this service blueprint Fonecta stakeholders are Managers, Support, Upper Managers and the Board.

	BEFORE				DURING			AFTER
Activity (steps)	Identify innovation opportunity	Coming up with ideas	Sharing idea	Idea evaluation	Idea selection	Prototyping / Testing	Bring idea to life	Renewing ideas
Managers 1 & 2	• Reading articles • Getting feedback from customers • Discussion with customers • Management requests (goals, KPIs, ...) • Collect customer understanding and compile it somewhere to be shared withing the company	• In a natural way, no specific time/place for it. • Phone calling • Sessions to tackle specific challenges = Ideation sessions	• In a team meeting • Filling in investment proposal. Maybe only basic calculations for investment proposal needed at this stage • Pitching ideas to a public that understands the field in question. The public can be different stakeholders: learners, customers and experts in the field.	*(Handled by other units below.)*	*(Handled by other units below.)*	• Test Minimum Viable Products • Report for example performance, impact, results. • Gather feedback from customers • Test market demand • First draft of revenue models • Distribution channels • Get product market fit (for example develop a Value Proposition Canvas + Business Model Canvas)	• Learn from users • Gather customer understanding • Improve • Iterate the activities of this stage • Take product to scale (increase customers' revenue and market share)	• Explore all growth possibilities. • Maintain profitability • Is it time to retire? Transition your customers to other solutions
Support (IT)				• Evaluate viability. • Evaluation can be done by one representative of the different stakeholders in the company and customers (in a separate session)	*(Handled by other units below.)*	• Evaluate viability to implement idea • Test • Develop Implementation plan	• IT support	
Upper Management	• Set new goals and aims based on company vision • Share clear goals with innovators (Innovation Thesis) • Provide new innovation challenges • Find new opportunities f development from new trends. • Make mandatory to invest time on innovation, otherwise employees will not change their working habits.	• Legal support (copy right) • Offer ideal conditions to innovate • Offer training and ideation workshops • Offer rewards to innovators • Offer rewards that are ambitious, for instance shares. • Offer rewards that drive motivation, e.g. competitions where winning teams get investment for developing the idea further. •	• Offer knowledge • Encourage • Evaluate • Offer space and ideal conditions for pitching ideas • Offer tools	• Evaluation based on investment proposal • Evaluation based on different challenge solvers or goals set previously. • All ideas taken into account and captured in an open platform so they can be taken for future use. • No investment proposal needed at this stage.	• Share with teams why ideas were/weren't selected. • Place all the ideas in an open platform for future situations. • More authority to approve high investments. • Present results in a personal way (e.g. weekly meeting)	• Get visual reports with timetable and performance. • Provide a tool with visual reports • Need for example service designers to help in this part of the process?	• Make sure we are tracking the right metrics	• Check product portfolio
Board	• Share new strategy driven by company vision • Be aware of new trends and macro level (PESTEL) influences to the business.			• After upper management approval, evaluate if we have budget and it's f our interest. • No need to present investment proposal at this stage, only basic calculations for the board	• Share reasons why idea was selected. • Share what is going to happen next. • Ideas that weren't selected as viable, explain why not. • Select ideas? • Need involvement here?	• Offer a certain quantity of budget to easily test small ideas. And big ones as well? Testing doesn't need much investment as it is done always with Minimum Viable Products		• Are there new trends? Does our offer understand these new trends? • New updated strategical goals / vision

Figure 13. Service blueprint by the author

4 From blueprinting to developing a new innovation process

In the previous chapter, a service blueprint was the tool used to compile all the research findings in the empirical study. The blueprint represented the current innovation process by means of which the different stakeholders interviewed were represented. Together with the actions that the different managers and team leaders carried out in the current process, the author also added the expected actions by the interviewees as well as preliminary thoughts from the author as possible solutions to those expected actions. However, before presenting the new improved innovation process, it is important to take into consideration what the experts in this field recommend as well as elaborate further on those ideas slightly introduced by the author in the service blueprint. For that reason, the chapter will be divided into two sections: the first one, a compilation of the author's and the expert's views towards the new innovation process and the second, suggestions from the author for Fonecta.

4.1 A compilation of the author's and the experts' views towards the new innovation process

This section aims to compile the author's and experts' views towards innovation processes to help Fonecta start improving the current innovation process.

4.1.1 Where to start developing the process

In order to start improving an existing process, The Process Consultant (2015) claims that it needs to set realistic goals and define a scope. The authors of The Corporate Startup, Viki & al. (2017, 39-51) are also in favor of this approach, by developing the concept of defining an Innovation Thesis. Briefly, an Innovation Thesis would describe the company's view on the future as well as the strategic objectives both towards innovation.

In the case of Fonecta examined in this study, there has been no clear definition of what is going to be the scope of innovation. Therefore, the idea of innovation was not sufficiently appealing to some of the respondents. Also, some interviewees clearly mentioned that there was no clear strategy and the goals were not set. Further, it is important to understand that just coming up with thousands of ideas so as to get a good one cannot be considered a plausible strategy. In order to help the commissioner find their scope of innovation, they would need to look at the levels of innovation, innovation ambition levels and forms of innovation described in the Theoretical Framework of this thesis (chapter 2).

From the point of view of Fonecta's commissioner, one of the major challenges for them seems to be changing the company's culture. From the analysis conducted in the previous chapter, it was reflected that most Fonecta managers and team leaders are aware that innovation in the company needs to happen. Also, they had some understanding of how innovation could work (see gains in customer's profile from value proposition canvas in chapter 3).

The Process Consultant (2015) claims that in order to carry out changes in the company it is very important to count on other people's support. Firstly, they should understand the need of change and be willing to participate in this change. Secondly, they need to support the process. In order to support the new process, the Process Consultant (2015) suggests that managers take this role so as to make sure that it is effectively conveyed to their teams.

In this regard, the author believes that this would be an interesting point to consider for Fonecta since, as mentioned before, the company counts with managers and team leaders who are aware of the need for this change and also understand the basic concepts necessary to carry out innovation. Although the whole process is not thoroughly understood, a recommendation is to seek trainings at management level. Also, the author believes that another great way to align all Fonecta employees into this new process is, for example, through the improvement of innovation skills. For instance, this could be done either 1) by acquiring new personnel with a profile on innovation 2) by offering trainings and support to the current employees. The author will make a recommendation on how to carry out these two suggestions in practice in section 4.2.1.

Once we have decided upon strategy to be adopted and taken for granted that there will be people who support the innovation process in place, the next step would be to draw up a first draft of a process. In order to do so, The Process Consultant (2015) recommends to start with a very short and simple process. From there, it is easier to move into a more complex process. By doing so, the company can apply the learning from the current draft and reformulate it into a better one. Also, when looking at the frameworks developed by, Viki & al. (2017, 29-31) and Pearson, (Kresojevic, 2018a; Viki et al., 2017b 85; Gloege, 2016c), it can be observed how their processes reflect generic areas that are broken down later into a list of jobs that can be done.

The author believes in co-creation as an effective way to develop a process. When conducting co-creation workshops, all units of the company are represented by people and issues, needs and ideas can be shared company-wise. Also, it is very valuable not only as

a form of communicating but also to make everyone feel part of the process. This feeling of being part of it may create a highly positive atmosphere in the workplace and, as a result strongly motivate people into this project. Another great way of cooperating into this project is as The Process Consultant (2015) presents in his YouTube channel, by using a common area at the office to draw up the new process on a whiteboard. That way, everybody in Fonecta will be able to get the message and collaborate in the project whenever it is deemed necessary or possible.

Figure 14. Author's suggestions for Fonecta to start improving their innovation process

4.1.2 What to start improving

Based on the empirical analysis, the author finds necessary to elaborate further the following topics for Fonecta:

First of all, gathering knowledge of trends and customer understanding, which can help to find new opportunities in the market to be continuously updated and aligned with the company's strategy. To generate great products and services or simply improve the existing ones, it is crucial to understand customer needs and market trends. That way Fonecta can make sure that their products and services meet the expectations of current and potential customers. Viki & al. (2017, 87) defends that "all of this knowledge should be part of daily conversations within the business, across silos and within management teams".

This would answer one of the research questions for this thesis: How can employees come up with ideas that connect with real world needs? The answer is simple: by gathering and sharing customer understanding within the company (for example by using a service design approach) and by being aware of new market trends to be able to align the innovation strategy on time.

Secondly, creativity cannot be conceived as separate from innovation. However, how can Fonecta employees become more creative? Why are they not currently coming up with revolutionary ideas? The author believes that an ideal environment has to be offered to make the generation of interesting ideas possible. It is hardly possible to come up with 'crazy' ideas if innovation is not fully supported by management. As reflected in the empirical part, employees have routinely tasks to attend with hardly any slack to innovation. Therefore, the occasion has to be recognized company-wise as a new way of doing things in the company. For example, some innovative results could be required from teams every set period of time. When dealing with creativity, the author cannot understand it as an action happening outside team work. For example, when brainstorming, it tends to happen when working in teams rather than alone. Also, in order to be innovative, ideation workshops could be offered frequently to teams as they provide the time and place to specifically come up with ideas together. An additional benefit from ideation workshops is that they help break silos in the company by bringing different views from all departments together.

Thirdly, Fonecta needs to consider the Investment proposal as a possible blocker towards innovation. According to Sonja Kresojevic, Pearson's former SVP of Product Lifecycle (2018) no plan is necessary in order to move from *explore stage* to *validate stage*. What

teams need at this stage is to confirm the validation of customer needs and describe how much investment is required to build a minimum viable product so it can be prototyped and tested. Also, at this stage it would be necessary to test if the business model fits the market and business strategy. For this stage, the author recommends adding suitable tools to weight the business and market acceptance of the new ideas, such as, for example, the value proposition canvas and the business model canvas.

Also, Kresojevic (2018) claims that long-term financial reporting used in typical business cases only needs to be presented once innovators are ready to move from validate to grow stages. This means this that these financial projections will only be presented at the very end of the process and based on validated learning. In addition to Sonja's view, Viki & al. (2017, 24) claims that "business planning does not work for innovation. All estimates of ROI, NPV and ARR are fiction. Investments based on such numbers are usually bets made on faith".

In doing so, many ideas will pass through the filter and greater will be the chances that an idea is worth considering. If we started the process by an investment proposal, as soon as the idea has been generated, we may lose many heads for a number of reasons. One of these, for example, is that calculations can be very complex and not sufficiently predictable at this point. Another is that not everyone has the time or is willing to invest their time on a report that takes a long effort to produce.

Fourthly, the current innovation process is in most cases lost right after ideas have been shared. Why could that happen? The process might get lost after sharing ideas as a result of having someone to select the ideas as viable. If we accepted ideas that already follow the company strategy: then why selecting them? Also, the fact of knowing that you are going to be judged or evaluated by experts might make the shyest ones re-consider the idea of sharing their ideas. Another assumption here is that it is likely that employees do not understand either that failing may occur when it comes to innovation. As the commissioner mentioned during a workshop "we need to take failures as a way of improving instead of being afraid of them. We need to fail fast to learn faster" In such a case, the issue of failing could be addressed and developed further during innovation workshops. A recommendation for that is to follow the "Yes Rule": When participating in ideation workshops, it is forbidden to say "no" or "yes but" to the ideas of others.

Related to the two earlier points would be the idea of easy testability. This topic was brought up by product managers during the interviews and the author agrees that it is very

valuable. Product development teams need to be able to test things easily. When imposing an investment proposal that requires long time to fill in, we are limiting product developers to test things fast and therefore they cannot fail fast either. Fail fast equally means to learn and improve things faster.

Also, the fact that not every employee is sharing their ideas can be associated with the fear of failure. An interesting idea to implement is the one coming from the so-called "Kickbox" model (Adobe, 2015). In this model, every employee is offered a red box as a substitute of what would be an angel investor. Once this red box is in their hands, they count with all it needs to start developing an idea right away. Among a bunch of interesting things they get in their hands in order to start innovating, there is a personal credit card with a 1.000 euros value available for each employee participating in innovation to use to create minimum viable products.

Finally, is there an ending to the innovation process? There is not a stage as such, since the process is iterative. However, if we think about the life-cycle of a product or service, we might want to consider having a look at our product and service portfolio every once in a while and perhaps discard those products or services which no longer bring sufficient value to customers. We may just as well re-invent them, i.e. we can always improve them based on what our customers need or want at present.

4 POINTS OF IMPROVEMENT

Gather and share internal knowledge

- Market trends
- Customer understanding (feedback, needs, profiles,...)

Support & encourage creativity

- Recognize innovation company-wise
- Offer specific place and time to innovate

Avoid innovation blockers

- Business planning and finance reporting is not necessary at early stages of the process
- Idea selection does not need to be done by managers. It is a natural result
- Allow to fail fast by supporting easy testability
- Teach a failing culture

Work on innovation iteratively

- Innovation has to be understood as a unending process
- Include innovation activities in most company actions

Figure 15. Four touch points to start improving by the author

4.2 Suggestion

In this chapter the author presents a proposal of what could be the first drafted innovation process for Fonecta. Also, the author describes some ideas she came up with that can help the commissioner introduce innovation in the company.

4.2.1 An innovation process for Fonecta

Following The Process Consultant instructions presented in the previous section, the first draft of the innovation process for Fonecta must be very simple. In that way, it will help the commissioner start from somewhere and continue developing it based on their experience. It does not make much sense to start developing a very detailed process that when the time comes to implement it, will not bring any value to the company.

As two of the questions the author aimed to answer through this research were: when does the process of innovation start? What triggers the process of innovation? The author recalls that the analysis in the empirical part found out that the very first stage is all about collecting feedback from customers, colleagues and managers as well as getting inspired by publications and other sources. Whereas the experts in the field of innovation set in idea generation in their frameworks as the first stage of the process, the author believes that in Fonecta's case, the process may start with customer understanding and market exploration.

When answering the question: What happens after an employee finds out an opportunity that can lead into innovation? The author believes, as mentioned in the previous chapter, that it should be completely supported and thoroughly grasped by the whole company. Activities that relate to customer understanding and market exploration are: coming up with idea, prototyping idea and testing idea. When developing these activities, it is crucial that many ideas enter the pipe. Only a few will eventually end the whole process. The viability of these ideas would need to be tested before investing large amounts of money based on market demand. Other issues that Fonecta might be willing to consider at this stage are the possible revenue models as well as the possible distribution channels of the new product/service. It should be highlighted that managers will not decide on the viability of ideas, at least not until the testing stage has finalized. Another important point to keep in mind at this stage is that perhaps Fonecta wants to keep placing the new ideas in an open platform like the Innotool. The advantage of using such platform is that it serves as an open source to find all the ideas. Also, it is a good way to keep ideas that did not work initially but could be reconsidered in the future. Once these are tested and found potentially viable, the next step is to bring the idea to life. Here the process is somewhat more complex

and it should be considered as the same process required when a new business is started. As argued in the previous section, there is no such thing as end of the process. New products or services need to be improved all the time, therefore customer understanding and customer insights are always very valuable. Also, as claimed in Viki & al. and Pearson's work (Kresojevic, 2018) , Fonecta needs to re-check the current product/service portfolio after certain periods of time as it might happen that some ideas are not bringing any value for customers anymore and therefore should be "killed". The following figure 16 represents the new suggested innovation process for Fonecta by the author.
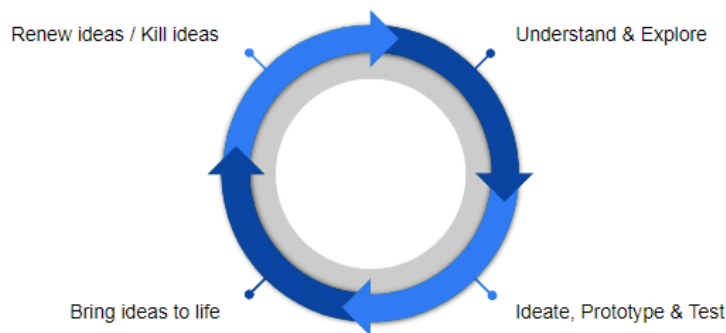
Figure 16. An improved innovation process for Fonecta by the author

After presenting the new innovation process, the author describes suggestions by the request of the commissioner. Instead of just providing ideas related to their products or services which the author does not have sufficient understanding of, she thinks that it is more valuable for the company to get ideas on how to support employees in their journey towards innovation. These suggestions are based on points developed in sections 4.1.1. and 4.1.2.

In point 4.1.1. the author suggested how Fonecta could start aligning employees with the process of innovation. One of the suggestions was to acquire new personnel acquainted with innovation processes. However, how does this work in practice? The recommendation would be to hire the so called "change agents". These agents would have a service design or a similar background. These agents would be equipped with the necessary skills to be placed in certain departments. Let's say that this team of change agents is formed by 5 people. One of them would have the capabilities needed to work in sales, another one in product development team, another in customer service and so forth. The idea here is that these new employees help and encourage the team to become more innovative. As part of their job, they would need to gather all valuable data that concern their unit

(i.e. customer feedback) and be able to share these in meetings and workshops with the rest of the change agents. In order to implement this idea, it is not necessary to recruit new employees. For instance, managers could select a representative of their team in order to become a change agent. That of course, would include more responsibilities and therefore a raise in their salaries as a good motivating factor. Another option would be to hire a team of service designers or people with a similar background and to open a new department within the company. However, the danger is that they would work in isolated departments and the rest of the company would not feel involved in any possible way with the innovation processes they were handling.

If Fonecta wishes to start the innovation process, the author mentioned previously that a clear strategy or scope should be laid out. Another suggestion might be to define themes of development. For instance, a topic could be "understanding the youngest generations". Some questions to develop further this topic would be:

− Are you also listening to them? What are their needs and pains? Do you know what do they think about Fonecta? Do they even know that Fonecta exists?

Another good topic to work around could be "The Future of Fonecta", "Fonecta in 2030" or "Fonecta in 2050". Even though one cannot predict the future due to the complexity of factors, we could anticipate things by understanding and empathizing with people. Just go out of the building and ask! It would be an excellent starting point.

As it was mentioned in point 4.1.2., employees need a space in the workplace to just stop thinking for a minute. That is the place where most ideas may come and be shared. This means providing a suitable space where anyone can go and disconnect from their ordinary tasks. A space where everyone can let their minds imagine. Sometimes we are just absorbed by our routinely tasks without thinking if they will have any impact. Or even worse, we do not prioritize in the right direction. We think that some small things are the ones we should be doing at all times in the workplace but will that be realistic enough or valid in 10 years' time? It may happen that many of those tasks will not bring you any relevant value. Instead, you will keep wondering about that awesome idea that you might have tried to implement.

And what about time? What if the whole company would spend a few days innovating? Go for an innovation camp! It can take place for instance in a villa, for example, in the Mediterranean. A different office view, right? The point here is that all stakeholders from the company are involved in this 'crazy' innovation event, far from other distractions. You can also bring customers, partners... even the Board! In this camp, all of you need is to work

together with some intensity. What is being proposed is an excellent occasion to communicate very fluidly with the rest of the company, to share great ideas you came up with in the past weeks or months. If the villa idea was too far from Finland, a more realistic one is to choose one closer to home. Take a university campus as the place to carry out your innovation camp. You can also invite students to participate in the event. They can be part of the different teams and help you generate and develop innovative ideas. You can also offer the winning team a position at Fonecta as interns for developing the idea further during the summer or to help with a specific project. Or else, you can offer the winning team the opportunity to commit themselves to bring the idea to life.
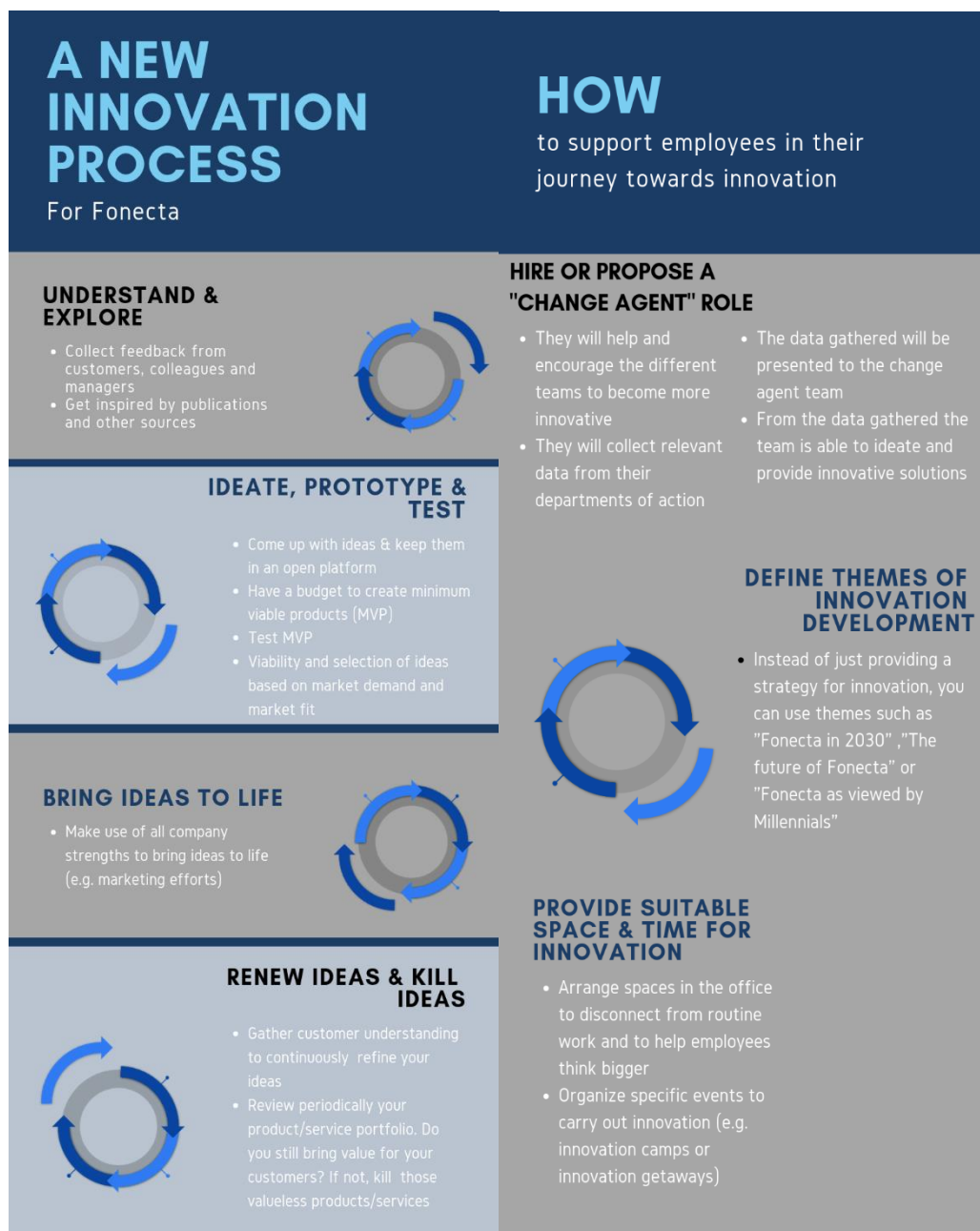
Figure 17. A new innovation process and suggestions that support the new process by the author

5   Discussion and conclusion

This chapter focuses on the reliability, credibility and validity of the research and offers a personal evaluation of the research process and learning from the author's point of view.

5.1   Reliability, credibility and validity of the research

A more ambitious research work would have set out to carry out co-creation workshops after identifying the problems and needs that Fonecta employees have at present. If such had been the case, when doing co-creation workshops, the author would have been able to validate the findings and work more in depth on those with people who represent the different units of the company to find solutions for them, and not just suggestions. However, the author considers the results of this thesis are an interesting point of departure for Fonecta to commence improving the current process of innovation. Thus, the next step to follow by the commissioner should be to start organizing workshops with upper management and the rest of management levels to define the scope and strategy they want to follow for innovation. As mentioned in the previous chapter, the process provided by the author is a simple drafted version that needs constant improvement and work from Fonecta's side. The continuous development of the process is a premise which cannot be disregarded.

For future more ambitious research it would be interesting to collect a larger number of interviews to include, for example, the upper management level. However, due to the necessary limits of the study, these interviews to the target group were excluded. As this target group is not represented in this work, but currently they are agents in the process, it would be very relevant for the commissioner to find out their needs towards innovation and reckon the effort required in the process. Also, this study has purposefully ignored what team members think or feel about the process. There are some projections from what their supervisors think would be good for them, but there are not direct insights. In order to get a more holistic view of the Fonecta case, a different study was carried out at the same time to cover that scope: "Design thinking in an organizational culture towards innovation: Case Fonecta Oy", a thesis research written by Alejandra Valenzuela. The author focuses on the organizational culture when developing products and services based on the perspective of those employees that do not represent upper management level or any other top managerial levels in Fonecta. The author believes that Valenzuela's thesis can bring additional insights from the ones presented in this work.

The author thinks that the service design approach and methodology used in this research is very adequate for Fonecta's case, and it could be useful in future research. The reason

behind this statement is that when trying to improve things in an environment which is not that of the researcher, it is quite difficult to make recommendations just based on findings from quantitative studies or what the experts in the field say. No one should develop a research based solely on what we think could work. The same applies to customers, we cannot assume that they would like certain improvements in a product if we do not find out first what their needs are or what they find valuable. Therefore, it is very important to look into the specific problems a company may have to tackle straight away what is important for them and then find solutions or make suggestions to those based on what the people concerned with the problem have to say.

The author believes that the Double Diamond Model was a suitable model to follow for her empirical work. Thanks to this model, she was able to comprehend what has to be done in each phase of her research and especially when developing the entire empirical work, the analysis and the interpretations of its results. Usually, this model has been used to help designers to improve new products or services. In this study, the author tried to see whether the process would be applicable when developing a new process and, effectively, as this thesis has shown, it was possible.

It is worth noting that the tools offered from the service design approach fit quite well with the needs of process development. Using service design tools helped visualize common patterns. Every time a new tool was used, new findings came up. Something that would have been quite hard to see when looking just at the interview transcripts without any tool or objectives set. However, in one of the cases, the author did not need to make use of any tool and helped herself with a simple white canvas. Sometimes, service design tools might not offer a wide offer when it comes to help understanding and developing new processes.

Finally, the author believes this work can serve as an example to many other established companies that are struggling with implementing new processes, and especially, the process of innovation. As mentioned earlier, every company has its own cases and struggles. However, the approach used in this study could be valuable for other study cases as it digs into the particular problems in an organization when one wishes to find out specific solutions.

5.2 Personal evaluation of the research process and learning

When looking at the time and effort invested in this project, the author believes that the research process has taken more time than expected looking back from the time this chal-

lenge was first presented to her. While quantitative researches look into data and find results in a systematic manner, when conducting a qualitative research and applying service design as an approach, the process can take a very long time. Even though the number of interviewees was small (5), when using a designer's approach, looking deeply into the insights in repeatedly occasions is necessary and time consuming. What it is valuable here is to be able to interpret what the interviewees say not only by looking at what they are literally saying but beyond, from a holistic perspective. Researching with a designers' mindset means to look at details such as the tone of voice, the emotions, gestures, positions, moment when things were said, etc. Also, the process of maturity of ideas takes time. Perhaps, the information gathered from one individual will not make the same sense as when looking at it after certain period of time, when more insights have been gathered and when the researcher understands well the situation the company she is working with. Therefore, analyzing this data needs a process of maturation.

The author needs to confess that she is quite junior at this stage of her professional life, and much of the terminology used in the company or even the processes took time to be grasped and mentally processed. For instance, she struggled very much to understand the hierarchy of the company and that might be reflected in her work. As she was an outsider, so to say, not working for the organization, it was difficult for her to see the different levels of Management there were in Fonecta. Some people in the interviews talked about the board, others about c-level, others about upper management and others about managers and team leaders. Eventually, the author assumed the difference had to be made between upper management (which would include c-level and the board) and managers (which would include lower level of management and team leaders).

During participant observation workshops, the author struggled to understand and follow the conversation of participants at the workshop. However, looking at the good side, she paid sufficient attention to analyze what she could perceive from movements, gestures, tones of voice and actions. However, much information would have been gathered if she had understood the conversations in Finnish among employees and team leaders/managers.

The following figure is a representation on how the author felt during the research process:
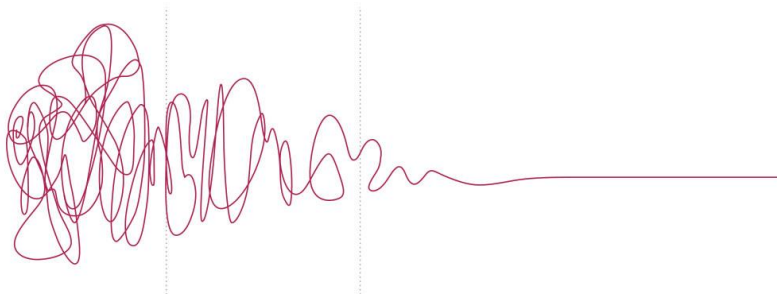
Figure 18. The research process in this study by the author

This representation is commonly used by service designers to describe how the service design process usually starts until a solution is found. However, the author believed it was a great way of describing graphically a project like this. For instance, the first phase represents uncertainty. This is the very start of the process where even the problems and research objectives need to be thought further and refined. Then, the second part of the research process represents the moment when the author collected sufficient insights to be able to find out common patterns in form of problems and needs of development. This phase was when things started to make sense: when enough data were gathered and the insights composed a similar story. Then, she also needed to go back and forth in order to analyze the data. Undoubtedly, the author had ups and downs during this phase because, again, she had to re-define the scope and objectives of this research due to the amount of possibilities and directions that this project offered. Finally, the third phase represents the last part of the research: comparing findings with what specialists say about specific cases and see if it makes sense to apply those to the company case. Then, being able to provide some suggestions as solutions to the problems presented in the first phase.

The author is proud of the outcome of this thesis and all the learning reflected while writing the different chapters. Working with the Fonecta case also meant learning a lot. However, she feels she still would need years and years of research in order to master this topic. Innovation processes are indeed very challenging full of quite complex issues. There are many scenarios where they can be applied and also many different ways of applying them. Innovation is much more than just developing and improving products or services. Some of the ups and downs the author suffered while writing this thesis were mainly due to the fact that she was not fully aware of the scope of this topic when she decided to write about it. In the future, the author would need to be clearer about the scope so later on, she will not have to go back and forth and to remove unnecessary work. How-

ever, if she were asked again, she would certainly like to take this topic for future re-
search, even considering the big challenge that this topic involves. After finishing this the-
sis the author feels even more passionate about innovation.

6   Conclusion

The purpose of this thesis was to find out how Fonecta managers can support the innovation process in the company. In order to do so, the author had to present an improved innovation process for Fonecta. The project started with discovering what problems were present in the current innovation process (if any would exist at this stage) from the point of view of managers and team leaders. In order to carry out the project, the author adopted a service design approach guided by The Double Diamond model. This model, guided the author in the data collection phase (discovery phase) and to analyze the results (define phase).

With the purpose of collecting data, the author carried out contextual interviews and participated together with Fonecta employees in service design workshops where she was able to conduct participant observation. Through participant observation, the author (and researcher) could analyze the behavior of employees towards the new trainings imposed by management.

For analyzing the data, the author made use of several tools such as customer journeys, value proposition canvas, jobs-to-be-done and service blueprints that are used in service design. These tools were very helpful in order to find out the current challenges towards innovation in the company. Some of the challenges included an unclear innovation process followed by the entire company and the lack of proper office space and time for innovation. Also, the findings revealed that the current process focuses mainly on the development of an investment proposal as the first thing employees needed to carry out when they come up with ideas. Thus, this investment proposal is demanded by upper management at the wrong time of the innovation process which leads into a blocker to share ideas and to become creative. Furthermore, once the investment proposal is presented to upper management the process gets lost. There was no one to consider the proposed ideas and there was not clear communication with employees about what would happen in the rest of the process.

The managers are conscious that the innovation process implies devoting time to it and being competent enough to implement it. However, they do not feel the support of the upper management. That is the reason why they ignore the importance innovation deserves. Once the possible problems that the innovation process in Fonecta presents today have been detected, the author made use of her own knowledge and those of the experts in innovation to propose a new innovation process that considers current problems.

The author proposes a new innovation process for Fonecta that is highlighted by its simplicity because it makes no sense to provide details that only Fonecta employees can experience. Therefore, this study ends here and proposes to the managers of Fonecta continue working in the development of this process through co-creation workshops.

This new process will also solve the sub-questions raised at the beginning of this project, by giving an answer to them:

When does the process of innovation start? What triggers the process of innovation? Unlike in other innovation processes, in Fonecta it begins when any employee of the company collects feedback from customers, has conversations with colleagues on how to improve things in the company or when you simply get informed on current topics.

What happens after an employee finds out an opportunity that can lead into innovation? What happens next is the development of the innovation process that includes various things. Among them, the support of the managers when it comes to sharing and creating ideas. This involves for example the facilitation of spaces and time for this purpose. Also, the author defends that the management should give the freedom to invest a small amount per employee in creating minimum viable products for this purpose. Finally, not all ideas will be welcomed by consumers or would have a place in the current market. Certainly, many ideas will have to be discarded in this part of the process. However, it is proposed to provide an open space where these initially rejected ideas can be stored and therefore can be re-considered later in time. It is also important that the work of those workers who decide to invest their time in innovation is valued, even if their ideas were discarded. The ideas that manage to pass the first two stages, will be those that can be carried out. The process of innovation is an iterative process and therefore never ends. However, it is important to consider whether some of the products or services offered by the company create value for customers. If they do not create value, they will have to be let go or improve them so that they are not a negative number in the accounts of the company.

To conclude this work, the author would like to claim that the key to innovation is to work on ideas that contribute value to customers and future customers. The last question raised in this study was 'how'. To that, the author states: "you just have to go outside the building and ask your customers."

6.1 Executive summary

EXECUTIVE SUMMARY
A new innovation process for Fonecta Oy

THE CASE COMPANY & STUDY

Fonecta Oy is a leading information provider in Finland. The company's goal is to become more innovative at a strategic level and, as a result, they need a clear process that supports their intention to grow and innovate.

KEY PROBLEM

How Fonecta management can support the innovation process in the company.

RESULT

A new and fairly simple innovation process is suggested. Managers of Fonecta need to continue working in the development of this process through co-creation workshops.

RESEARCH QUESTIONS

- When does the process of innovation start?
- What triggers the process of innovation?
- What happens when an employee finds out an opportunity that can lead to innovation?
- How can Fonecta employees come up with ideas which connect with real world needs?

SCOPE OF THE STUDY

- Only radical and middle-range innovations are dealt with
- Insights are exclusively gathered from managers and team leaders at Fonecta

IMPLEMENTATION PLAN

- Research based on service design approach guided by The Double Diamond process model:

DISCOVERY PHASE
- Participant observation
- Contextual interviews

DEFINING PROBLEM
- Customer journeys
- Jobs-to-be-done
- Value proposition canvas
- Service blueprint

FINDING SOLUTIONS
- Finding best practices in the field
- Suggest a new innovation process
- Co-creation left for future work
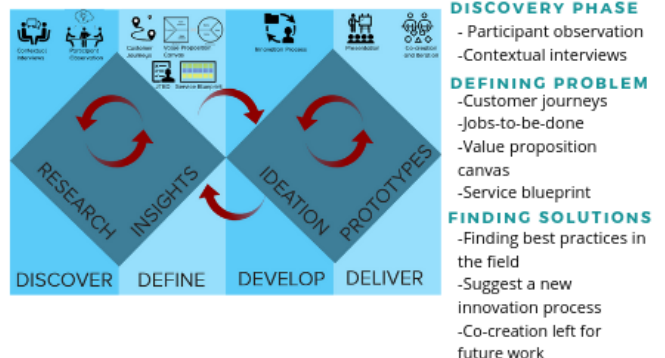
THE CURRENT PROCESS: KEY FINDINGS

- An unclear innovation strategy
- Lack proper office space and time for innovation
- Strong focus on untimely development of financial reports which is demanded by upper management at the wrong time of the innovation process
- The process gets lost
- There is interest by lower managerial level to innovate and a good understanding of the complexity of the process

SUGGESTIONS

START IMPROVING THE INNOVATION PROCESS

1. Define the scope of innovation
2. Find support in the organization
3. Align the working culture with innovation
4. Co-create your innovation process

4 TOUCH-POINTS OF IMPROVEMENT

1. Gather and share internal knowledge
2. Support and encourage creativity
3. Avoid innovation blockers such as financial reporting, difficult testability or idea selection by management
4. Work on innovation iteratively

HOW TO SUPPORT EMPLOYEES IN THEIR JOURNEY TOWARDS INNOVATION

1. Hire or propose a "Change Agent" role to support and represent all company units
2. Define appealing themes of innovation development
3. Provide a suitable space and time for innovation

A NEW INNOVATION PROCESS

UNDERSTAND & EXPLORE

IDEATE, PROTOTYPE & TEST

BRING IDEAS TO LIFE

RENEW IDEAS & KILL IDEAS
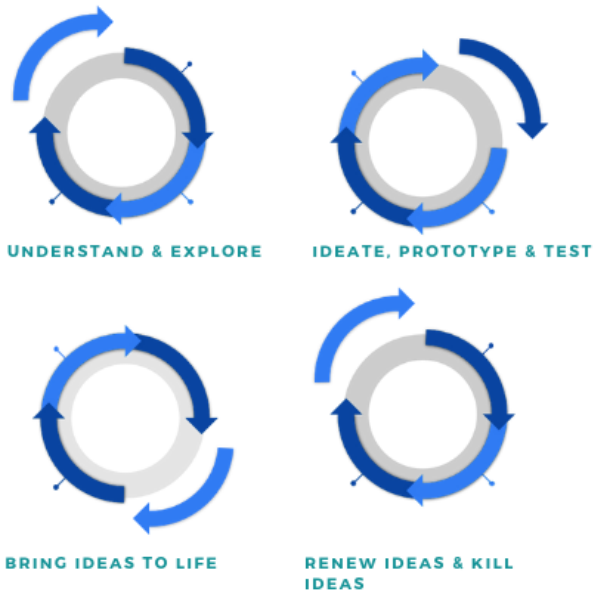
Figure 19. Infographic of executive summary by the author

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Appendices

Appendix 1. Customer Journey Manager

PROJECT: First draft, new innovation process - Expectations   MAP: Manager

Manager

I'm running an operations team. I'm a very supportive manager as I take into consideration the feedback and ideas coming from my team and try all my best to make things happen. I value my teammates and their work very much.
I'm very energetic and take every challenge with passion even though I almost never have time to work on it as much as I would like to.

	TRIGGER	COMING UP WITH IDEA	SHARING IDEA	SELECTING IDEA	PROTOTYPING IDEA
User Goals	We have to increase our sales meetings and production needs to support it	Come up with a solution	Get feedback and ideas from team	Pitch idea to solve problem	Prototype idea
Process and channels	Meeting with Management	During the weekend	Team meeting	Meeting with boss	During working time
Story		The team straight away started thinking how to solve this problem	One of the most senior persons in my team came up with a very good idea to solve it and shared it with the team	I pitched the idea quickly	I can prototype the idea myself
Think & feel	*My team was a bit sad/mad because Management was requiring more from us even if our workload is very high already*		*Oh crap! This is such a good idea but it's such a bad time to bring it up because there's no knowledge in the upper management about how media agencies work.* *I have to prepare very well my pitch, I don't want to waste this idea it is a very good idea and opportunity for our team.* *I'm so excited about the idea that I need to share it as soon as I have the chance. My boss is so busy that I don't know if I'll have any other chance to meet him/her soon.* *But.. I don't have time to prepare a good pitch.*	*My pitch didn't call enough attention to my boss. I feel like I wasted a very good idea.* *Stupid of me that I shared the idea in the wrong time.*	*But I would love to get support and awareness from the only person who has the knowledge to do it.* *I want the signal from upper management that they are interested. I don't want to put my effort in things that aren't visible.*
Experience	sadness	optimism	anticipation	remorse	pensiveness
Bottlenecks				Developing/ planning a new business model or idea requires a lot of time The next step should be to encourage the idea instead of being a barrier. It should be easier.	
Ideas/Opportunities	We need to define clear strategical goals: How are we going to reach goals? What are we going to do? What are we going to put more effort on?			I would like a place where I could introduce my ideas to an audience The company should prepare situations where people would share their ideas If there's people interested in growing and bringing new ideas, developing things in the company, there should be this space offered with a public where we could do so. Like for example pitching it to the board. That could be super inspiring!	

Appendix 2. Customer Journey Manager 2

PROJECT: First draft, new innovation process - Expectations   MAP: Manager 2

Manager 2

I enjoy interacting with customers, getting their feedback and finding up new opportunities. Coming up with ideas comes natural to me. I don't enjoy environments where my voice isn't heard. I have a lot of experience and a lot of knowledge to share.

	TRIGGER	COMING UP WITH IDEA	SHARING IDEA	SELECTING IDEA	
User Goals	Directors ask to be creative and bring ideas to the company	Come up with ideas for the company	Share idea with C-level	Get feedback from C-level	Find other ways to develop my knowdledge
Process and channels	Meeting with Management	Free and working time	Mail		Other
Story		I have multiple ideas every day, but I have one very good idea that will bring a lot of money to the company	I write a proposal letter for C-level	None has contacted me afterwards	
Think & feel	" I have multiple ideas every day, I can help the company grow with my ideas "	" Tommi helped and support me to do it. "	"	" I feel like they think I'm just a sales person and I don't know about strategy I really hope to receive at least an answer If there's no eco I'm not going to share my ideas anymore. I'll find other ways myself to develop my knowledge "	"
Experience	love	optimism	anticipation	anger	neutral
Bottlenecks				I have multiple of ideas, probably I haven't shared these because I would need some echo. The only person who listens to me is Tommi. An organisation needs to understand that if we got 10 ideas, 9 are shit and 1 is the jackpot.	
Ideas/Opportunities	We should have new ideas, why we don't make wider our offer at fonecta.fi? Let's turn this totally 180 degrees.			I collect huge amount of information from customers to make an understanding to know how we can help them. We can create a map to put together all of their business needs.	

Appendix 3. Customer Journey Product Owner

PROJECT: First draft, new innovation process - Expectations   MAP: Product Owner

Product Owner

I work in product development. I'm very passionate about my work but my calendar is quite full. I have so many things going on that I have to prioritize.
I am a very systematic and organised person. I always need to know if my work is valuable for the company.

	TRIGGER	COMING UP WITH IDEA	SHARING IDEA	SELECTING IDEA	SELECTING IDEA	TESTING IDEA	IMPLEMENTING IDEA
User Goals	Discussion with team mates, colleagues from other departments, feedback from customers, reading an article..	Come up with an idea	Get feedback and ideas from team	Evaluate difficulty to implement idea to solve problem	"Idea easy to implement": Go to next step

"Big idea": Create investment proposal | "Idea easy to implement": test idea

"Big idea": Gets forgotten | "Idea easy to implement": implement idea

"Big idea": Gets forgotten |
| **Process and channels** | Discussions feedback etc | At work or home | Make a call or Slack | | Investment proposal | | |
| **Story** | | I come up with an idea | I immediately make a call or send a slack message to ask for feedback | If it's an easy idea to implement, it typically goes further

If it is an idea that requires more work I create an investment proposal | "Idea easy to implement": The idea doesn't need approval, next step is testing.

"Big idea": The investment proposal goes to management level | "If easy to implement": We just do it depending on the available resources. Whoever had the idea can do it.

"If big idea": This idea usually gets forgotten | "If easy to implement" Based on testing, the idea is/isn't implemented |
Think & feel	" "	" We don't come together with the purpose to innovate. Ideas come always ad hoc. "	" I'm so excited about the idea that I'm reacting immediately. "	" "	" "	" "	" "
Experience	joy	optimism	ecstasy	remorse	awe	neutral	neutral
Bottlenecks	At the moment our workload is such heavy that we don't have this kind of structured time or space to do innovation. We don't come in a purpose to be innovative. The ideas typically come ad hoc during other activities.			Everybody is responsible for their own product. If the idea is approved we try to find a team to implement it. Sometimes it involves external resources / external consultants.	Going through an investment proposal increases the workload of the Project Manager.		
Ideas/Opportunities						It would be nice to have a budget that can be spent to test easily things, trying to spend as little money as possible. That way we wouldn't need to do always the Investment Proposal.	

Appendix 4. Customer Journey Management and investment reporting support

Management and investment reporting support

My work is much more than looking at the numbers. It's about helping my colleagues to understand what is behind them. I enjoy very much helping my colleagues! I also like observing them thinking about numbers in action instead of just reading the results from an excel file.

I take into consideration my colleagues feedback and always try to think on ways to improve things especially if I can affect on it.

	TRIGGER: GETTING IDEA	SHARING IDEA, REPORTING INVESTMENT	SHARING IDEA	SELECTING IDEA	PROTOTYPING IDEA
User Goals	Product Management or Product Owners have a new investment project	Check and help with investment calculations	Approve/disapprove idea based on investment calculations	Approve/Disapprove idea based on numbers	Prototype idea
Process and channels	PO/DM gathers data	CRM	Weekly team meeting	Meeting with board	
Story	Project Managers get all the data they need and fill the investment calculations.	I check the investment calculations and go through it with Tommi (CFO) and Product Management. The reports are: Payback time, the goal they want to achieve through this investment, other calculations and a summary with key numbers as revenue, efficiency, improvement... They also present a plan with everything related to the idea; a plan on how much money they are going to spend, which resourses they need, how many hours, when are they going to spend that money (timeline). They need to estimate it and make it as accurate as possible. The investment report is shared in our CRM and if it's a ready investment I just check it from there.	Project Managers present the idea in our weekly meeting.	If the investment proposal is ok, Tommi or the Product Owner presents the idea to Fonecta b2b directors (board). If the board accepts the idea, the idea moves forward.	
Think & feel	"	" The process is quite slow. Of course, it needs some time to prepare but there are things we can get rid off at this stage. I think planning and reporting are very interesting things to do for Project Owners. It's interesting to see how they are thinking during the process and quite useful because they need to think about those numbers and what is needed. Checking the reports from the CRM works very smoothly "	"	"	"
Experience	neutral	joy		remorse	remorse
			joy		
Bottlenecks				If investments go up from 100.000.000 it will take even longer because the board needs to approve it. Last time it took 6 months to get the approval and on the meanwhile it wasn't communicated the status. It's quite inefficient if we do a completely new product and wait that long probably someone would do it faster than us	Currently Product Owners haven't got any time to do product development because their time goes to product support and sales support. It's difficult to expect that they do also product development if they don't have time for that. Time is a big issue.
Ideas/Opportunities		In this stage, it is more about reporting the big picture rather than specific numbers and what would be useful and easy for the board. I think the actual reporting has to be done once the ideas are selected as viable. It's something we need to think further.	I think it's a good way to run it. there's Tommi and our product owners (supervisors), their managers and me. It's a good team for decision making because we are the ones who will run it.	It would be good if Tommi would have more power/authority to approve high investments. that way the process would be shorter. Another solution would be to fix the limit to move faster.	

60

Appendix 5. Customer Journey IT support

PROJECT: First draft, new innovation process - Expectations   MAP: IT Support

IT support		TRIGGER	SHARING IDEA	REPORTING IDEA	SELECTING IDEA	SELECTING IDEA	PROTOTYPING IDEA
I support mainly product team when developing new improvements of the products. I work very hard and persistently on my tasks. I strictly follow the company processes and enjoy helping my colleagues. I'm a real doer!	**User Goals**	Product Owners decide who is responsible for certain product and have a long list of ideas on how to take the idea further	Product Owners share idea with us. We evaluate if it's possible.	Help Project Owners handling the investment proposal			IT has to help Project Owners to build the infrastructure
	Process and channels	Meeting with POs	Team meeting	Reporting	Steering group	CEO approval	
	Story			If we need more capacity we need to pay more so normally when the new features need to be implemented we have to get developers and therefore money. One of my roles is to handle the investment handling process. There's a template you need to fill and attach documents which describe why you need to invest money for this.	There's an approval process, certain people have to approve it. Sometimes it's finance, other times IT roles, other PO roles... It depends on what kind of investment application is. It can affect all functions.	When approvals are done, it goes to our CEO and then he decides if that's the investment that we want to make.	
	Think & feel	" "	" "	" Of course there's always room for improvement depending on what kind of investment proposal is. There needs to be lot of calculations for example the ROI: sometimes it's hard to predict that. "	" "	" "	" "
	Experience	neutral	neutral	remorse	neutral	neutral	neutral
	Bottlenecks			Hard to predict some calculations at this stage			
	Ideas/Opportunities				I don't know what is the best way to go through the ideas but we need to have certain time and place where we can go through all the ideas	It is very important that people sees what is going on. We can share with the rest the ideas that are moving forward for example on the info screens. It can be also part of the agenda of the monthly review	

Appendix 6. Jobs-to-be-done

GATHERING INSIGHTS	IDEA GENERATION	INVESTMENT PROPOSAL PLANNING	SHARING IDEA	COMMUNICATION	PRESENTING IDEA - REPORTING	PRESENTING IDEA - ORALLY	COMMUNICATION	SELECTING IDEA	COMMUNICATION	REPORTING IDEAS
When doing sales. **I want** to also gather customer insights, know about customer needs and create a map to put together all their business needs **so** I can make them an offer depending on the different customer profiles to help them and increase our sales.		**When** working on innovation, in the first stages, **I want** to show the basic calculations to the board (useful and easy information for the board) instead of working long hours on difficult calculations **so** we don't lose people on the way and the board can work faster.	**When** sharing strategical ideas **I want** all of them to be pitched to someone **so** they are aware of the importance that they need.	**After** sharing ideas, **I want** to get a report summarizing what is happening for example in the innotool. **I want** to show the status in real time **so** we can see who came up with more ideas or with the best ideas. Competition works very well so motivation increases.	**When** writing the first draft of the investment plan, **I want** to have a shorter version highlighting the most important things to show the board, **so** the process can move faster.	**When** developing a new business model/ idea, **I want** to have a place and time where I can introduce it because this work requires a lot of time **so** it is properly presented. The company should facilitate situations where people can share orally their ideas.	**When** ideas are in hands of the board, **I want** to know what is going on, **so** I can know if my work is taken into consideration and valuable for the company.	**When** selecting ideas, **I want** to have more authority to approve high investments, **so** the process can move faster.	**When** presenting the selected ideas, **I want** the management to do it in a personal way, for example in a weekly meeting 'these were the best ideas of the week and this is what is going to happen' also I want to thank my colleagues for their work. **so** everybody feels part of something and motivation increases.	**When** reporting, **I want** to have a more visual reporting option where we can see for example the timetable and other results more easily.
		When creating the investment proposal, **I want** to fill in fewer calculations, **so** I can easily predict them.	**When** working on innovation, **I want** to pitch my idea to someone in my team and somebody would put it in the system, **so** I can focus on other things.	**When** working on innovation, **I want** to have monthly meetings (at given time and place) to go through the ideas. **so** we can discuss them more thoroughly.	**When** working on innovation, **I want** the board to work efficiently and go through the numbers as easily as possible **so** the process moves smoothly.	**When** sharing our ideas, **I want** to have a space offered with a public to pitch it (for example to the board, as it is done in some tv shows **so** it will be very inspiring.	**When** coming up with ideas for other departments, **I want** my colleagues to add them to their roadmap and once it's time to go through the roadmap and they are doing decision making, then they will come to me and tell me if it's possible to develop them or not or at the very least thank you for the idea **so** I know that my ideas have been taken into consideration.	**When** selecting ideas, **I want** the limit to be bigger higher, **so** I can approve high investments, and speed up the process.		**When** ideas are chosen as viable to develop further, **I want** to show more specific figures, **so** I can report the necessary information.
		When reporting, **I want** to help POs **so** I can see how they are thinking during the process (it is very different when just reading the information from an excel file).					**When** providing new ideas, **I want** to know if the idea has been selected. If it wasn't I want to know it as well and just get a thank you **so** I know what is going on.	**When** selecting the ideas, **I want** all the ideas to be evaluated or at least someone to go through them. **Because** relying only on someone commenting or liking the topic won't yield real results as we don't always have time for voting. It doesn't mean that it's a bad idea, we just don't have time to vote.		
		When reporting, **I like** the current process, I like the fact that it's standard and someone is checking it.					**When** my team is providing new ideas, **I want** to share with them why the ideas were/were not selected **so** they will be able to understand what is going on, and be happy and inspired to innovate in the future.	**When** sharing small ideas, **I want** all the company to be part of the voting whereas when sharing strategical ideas, **I want** the management or specialists on the field to be part of the selection process. **so** the ideas are evaluated properly.		
		When reporting, I understand I have to do it and I don't mind to do it. **however**, I just have noticed that I can't do it alone. **I always need** help so I can finish it correctly.					**When** presenting my ideas, **I want** a specialist in the topic/an expert to listen to the idea **so** it can be properly valued.			

Appendix 7. Generic jobs-to-de-done

ACCOUNTING	REWARDING	WORKING ON DEVELOPMENT OF IDEAS	STRATEGY	INVOLVEMENT	COMMUNICATION
When innovating (PO), **I want** to have a budget that can be spent to test easily things, of course, trying to spend as little as possible **so** I can easily test and shorten/speed up the process.	**When** innovating, **I want** to be rewarded **so** I'm motivated to carry on innovating.	**When** coming up with strategic ideas, **I want** to be part of something big and see the shape of the project. If it isn't in my business I can at least become a consultant **so** I will be happy and encouraged to innovate more often.	**When** working on innovation, **I want** a more flattened company **so** the process works and doesn't get lost on the way.	**When** I bring ideas to the company, **I want** to have some echo **as** a sign of respect and appreciation	**When** working on innovation, **I want** the process to be smooth and shared with others, **so** people don't get bored or ignore that this process exists.
	When getting rewarded, **I want** holidays, gadgets... it doesn't have to be always money **so** I am motivated to continue innovating.	**When** working on strategic ideas, **I want** them to be checked and evaluated by the management **so** that it can be evaluated by specialists in the field and properly appreciated.	**When** working on innovation, **I want** every product group to have a clear strategic goal (how are we going to reach goals? what are we going to do? where are we going to put more effort) **so** we follow the company's strategy.	**When** working on innovation, **I want** everybody in the company to know what is happening and communicating how we are moving forward with the best ideas, which ones they are and why **so** everybody in the company sees what is going on in this regard.	**When** innovating, **I want** to get visibility about what will happen next, **so** I can be motivated.
	When innovating, **I want** to get rewarded with something that isn't **so** easy to obtain by yourself. Eye doctor's appointment, voucher to a special healthcare, hela torstai off, gadgets... so it won't lose the value when getting it.	**When** working on innovation, I want full support and awareness from my supervisor, **I want** encouragement **so** I can put my efforts on things that are visible and follow them up/monitor them. It's for the team, I want them to feel that we are working for a reason and that it's supported by the company.	**Before** starting to work on innovation, **I want** that the company stops for a second to think about the strategy, the direction we are taking **so** we are all aligned with the strategy (that at the same time has to be aligned with today's trends and business ecosystem).	**When** innovating, **I also want** the board to be actively involved **so** the process moves smoothly.	
	When sharing my ideas (referring to big ideas), **I want** to get well rewarded, just movie tickets aren't enough **so** I can get real benefit from my idea, I care about money. Would you give your ideas to someone for free?	**When** working on the ideas, if it doesn't involve my job I'm equally happy if the other departments consider it, **I want** to know how it is going and also get rewarded **so** I feel appreciated for my work.	**When** innovation, **I want** the company to understand that out of 10 ideas we get, 9 are shit and 1 is the jackpot, **so** we can properly understand the innovation process.	**When** working on innovation, **I want** the idea generator to get something out of it, **so** he/she gets the credits of generating the idea while we increase the innovation activity.	
	When coming up with small ideas, **I want** to be rewarded with things like movie tickets **so** I will be happy and encouraged to do this more often.	When working on the ideas, I want to work only on those that involve my work so I can bring real value to it.	**When** innovating, **I want** to have a well defined scope **so** I can develop ideas that follow our strategy.	**When** product owners are working on innovation, **I want** them to have time for product development instead of just focussing on product support, **so** we can work on innovation.	
				When working on innovation, **I want** everybody in the company to be involved, **so** we can get the most out of it.	

Appendix 8. Service blueprint

Fonecta Stakeholders

In this service blueprint Fonecta stakeholders are Managers, Support, Upper Managers and the Board.

Activity (steps)	BEFORE					DURING		AFTER
	Identify innovation opportnity	Coming up with ideas	Sharing idea	Idea evaluation	Idea selection	Prototyping / Testing	Bring idea to life	Renewing ideas
Managers 1 & 2	• Reading articles • Getting feedback from customers • Discussion with customers • Management requests (goals, KPIs, ...) • Collect customer understanding and compile it somewhere to be shared withing the company.	• In a natural way, no specific time/place for it. • Phone calling • Sessions to tackle specific challenges = Ideation sessions	• In a team meeting • Phone calling • Filling in investment proposal. Maybe only basic calculations for investment proposal needed at this stage • Pitching ideas to a public that understands the field in question. The public can be different stakeholders: learners, customers and experts in the field	*(Handled by other units below.)*	*(Handled by other units below.)*	• Test Minimum Viable Products • Report for example performance, impact, results... • Gather feedback from customers • Test market demand • First draft of revenue models • Distribution channels • Get product market fit (for example develop a Value Proposition Canvas – Business Model Canvas).	• Learn from users • Gather customer understanding • Improve • Iterate the activities of this stage • Take product to scale (increase customers' revenue and market share).	• Explore all growth possibilities • Maintain profitability • Is it time to retire? Transition your customers to other solutions
Support (IT)				• Evaluate viability. • Evaluation can be done by one representative of the different stakeholders in the company and customers (in a separate session).	*(Handled by other units below.)*	• Evaluate viability to implement idea • Test • Develop Implementation plan	• IT support	
Upper Management	• Set new goals and aims based on company vision • Share clear goals with innovators (Innovation Thesis) • Provide new innovation challenges • Find new opportunities f development from new trends. • Make mandatory to invest time on innovation, otherwise employees will not change their working habits.	• Legal support (copy right) • Offer ideal conditions to innovate • Offer training and ideation workshops • Offer rewards to innovators • Offer rewards that are ambitious, for instance shares. • Offer rewards that drive motivation, e.g. competitions where winning teams get investment for developing the idea further •	• Offer knowledge • Encourage • Evaluate • Offer space and ideal conditions for pitching ideas • Offer tools	• Evaluation based on investment proposal • Evaluation based on different challenge solvers or goals set previously. • All ideas taken into account and captured in an open platform so they can be taken for future use • No investment proposal needed at this stage.	• Share with teams why ideas were/weren't selected • Place all the ideas in an open platform for future situations. • More authority to approve high investments • Present results in a personal way (e.g. weekly meeting).	• Get visual reports with timetable and performance. • Provide a tool with visual reports • Need for example service designers to help in this part of the process?	• Make sure we are tracking the right metrics	• Check product portfolio
Board	• Share new strategy driven by company vision • Be aware of new trends and macro level (PESTEL) influences to the business.			• After upper management approval, evaluate if we have budget and it's f our interest. • No need to present investment proposal at this stage, only basic calculations for the board	• Share reasons why idea was selected • Share what is going to happen next • Ideas that weren't selected as viable, explain why not. • Select ideas? • Need involvement here?	• Offer a certain quantity of budget to easily test small ideas. And big ones as well! Testing doesn't need much investment as it is done always with Minimum Viable Products.		• Are there new trends? Does our offer understand these new trends? • New updated strategical goals / vision