



PT. 2

DESIGN FOR ADDED
CUSTOMER VALUE

FACILITATOR'S GUIDE

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About

Objective

The objective of this part of the toolbox is to help the participants

- Detail their customer's pain points, needs and requirements
- Understand how Product-as-a-Service can help them deliver added value to their customer
- Develop a first compelling Product-as-a-Service offering

Toolbox design

The “Design for added value”- toolbox is divided into three blocks:

The first block (Steps 1 and 2) is focused on understanding the customer's baseline. This is to build an understanding of what your future Product-as-a-Service offering will compete against in the market and what positive and negative experiences the customers have when using competing solutions. These insights will help the participants design a Product-as-a-Service offering that creates added value compared to existing solutions.

The second block (Steps 3 and 4) is focused on sketching out a first Product-as-a-Service offering based on the learnings from block one. The aim is to identify tangible opportunities for creating added customer value through Product-as-a-Service. The exercise will provide participants with a first draft of their customer journey which they can continue to iterate and test together with their customers outside of the workshop.

The third block (Steps 5 and 6) is focused on detailing the offering. This is to help the participants reach common ground regarding what may be included, and what may not be included, in the Product-as-a-Service offering.

Note that the exercises have been designed to help you design your offering according to your customer's pain points, needs, and requirements. To ensure the results are based on your customer's actual needs, we recommend doing these exercises iteratively together with your client or based on inputs from e.g., surveys and interviews. We also recommend testing your final value proposition on your customers to get their feedback.

In addition to the material specific to this part of the toolbox, three general templates are provided:

- Parking lot. This template can be used to capture unrelated questions during the workshops to avoid distraction and help the participations stay focused. These questions can then be addressed by the group in a relevant forum.
- EU taxonomy checklist – Circular Economy. This checklist provides the definition of a circular economy economic system.
- EU taxonomy checklist – Product-as-a-Service. This checklist lists the technical screening criteria for Product-as-a-Service as suggested by the European Commission in 2023.

Both EU checklists are provided as support to help the facilitator and the workshop participants align on the objectives the Product-as-a-Service offering should fulfil.

Duration

The duration of the workshop will depend on multiple factors including the level of desired detail, time for discussion, and the number of participants.

We recommend setting aside 3 hours minimum for all blocks.

Note that each block can be executed during the same or separate occasions.

Participants

Each exercise is best performed in teams of 2-5 people. If more people are participating, divide them into groups and create separate instructions, templates, and toolboxes for each team. It is beneficial to include people from different functions in your organization (e.g., marketing, sales, service, design etc.)

Preparation

For a successful workshop, we recommend the facilitator to carefully review the pre-prepared instructions, templates, and toolboxes found in Miro or PDF. The facilitator will further benefit from getting familiar with the Product-as-a-Service concept. Additional resources can be found [here](#).

Material to prepare for a workshop in Miro

- Agenda (for inspiration, see example below)
- One set of instructions, templates, and toolboxes per team. Pre-prepared material is found in the “Design for added value” Miro board
- A description of the product and customer profile (see “Identify your Product-as-a-Service advantage”)

Material to prepare for a physical workshop

- Agenda (for inspiration, see example below)
- One set of instructions and templates for each team. Printable pre-prepared instructions and templates are found [here](#)
- A description of the product and customer profile (see “Identify your Product-as-a-Service advantage”)
- Sticky notes in different colours
- Dots in different colours for marking
- Pens or markers

Suggested workshop agenda

Below you find a suggested workshop agenda. If you use it directly, make sure to time each exercise before starting.

Welcome and introduction

- Welcome participants and introduce yourself
- Provide an overview of the workshop and the agenda
- Explain the concept of Product-as-a-Service
- Explain the importance of customer journey mapping

Block 1: Create the customer journey baseline and define key takeaways

1. Introduction

- Share the Miro board with the participants and introduce the exercises in templates 1 and 2.

2. Individual group work

- Ask participants to complete the tasks in their allocated group
- Encourage them to collect ideas/questions not related to the exercise in the “parking lot”

3. Group sharing

- Ask participants to share their findings with the group
- Collect new ideas and insights on sticky notes
- Encourage participants to ask questions and share their perspectives

Block 2: Design the Product-as-a-Service customer journey and define key takeaways

1. Introduction

- Share the Miro board with the participants and introduce the exercises in templates 3 and 4

2. Individual group work

- Ask participants to complete the tasks in their allocated group
- Encourage them to collect ideas/questions not related to the exercise in the “parking lot”

3. Group sharing

- Ask participants to share their findings with the group
- Collect new ideas and insights on sticky notes
- Encourage participants to ask questions and share their perspectives

Block 3: Detail the offering and summarize your results**1. Introduction**

- Share the Miro board with the participants and introduce the exercises in templates 5 and 6

2. Individual group work

- Ask participants to complete the tasks in their allocated group
- Encourage them to collect ideas/questions not related to the exercise in the “parking lot”

3. Group sharing

- Ask participants to share their findings with the group
- Collect new ideas and insights on sticky notes
- Encourage participants to ask questions and share their perspectives

Wrap-up and next steps

- Summarize the insights and conclusions from the workshop
- Discuss how you think Product-as-a-Service can be used to improve your competitive advantage, what uncertainties remain, and what assumptions you need to test with your customer(s)
- Share any next steps, such as conducting further research on customer needs or testing new ideas

Closing

- Thank the participants for their participation and contributions
- Encourage them to reach out if they have any further questions or ideas

Tips and tricks for a successful workshop

- Encourage everyone to participate and share their ideas
- Use the sticky notes to capture insights and ideas as they come up
- Keep the conversation focused on the customer and their experience
- Use the “parking lot” template to capture ideas/questions not relevant to the exercise, but important to address at a later stage
- Consider recording the session so that participants can refer back to it later
- Follow up with participants after the workshop to ensure that the insights and ideas are being put into action