

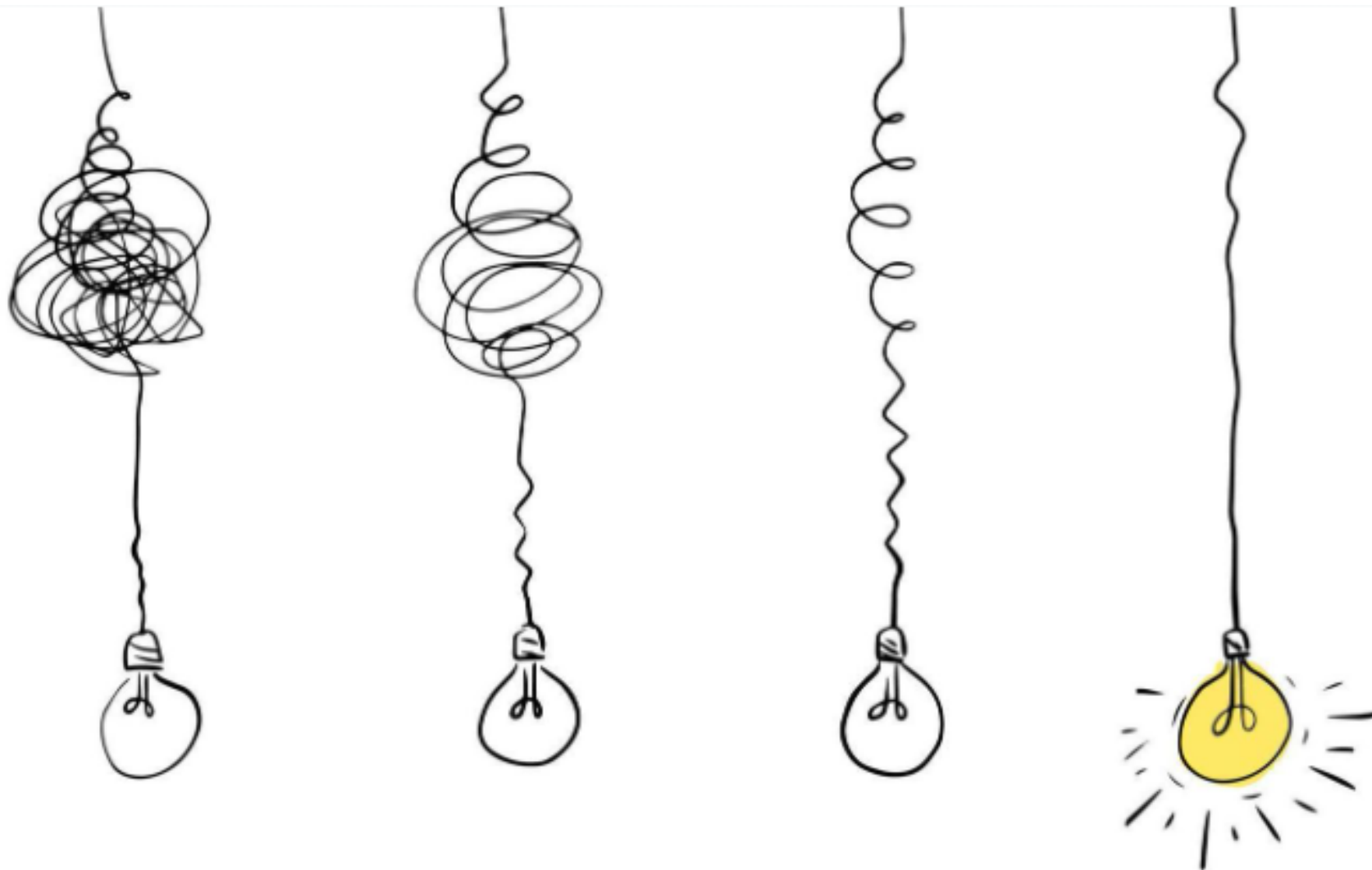
From cozy project to big value: how to convince stakeholders?

Mikael Lind
Sjoerd Boot
Joost Van Deursen
Lasse Nykänen



Co-financed by the Connecting Europe
Facility of the European Union

Sjoerd Boot - Netherlands



Joost Van Deursen - Netherlands



Our solution

Environment to grow

Courses

Sparring opportunities with our consultants or students

Small group innovations

Organizational insights through a scan

Digicoach course



Mikael Lind - Sweden

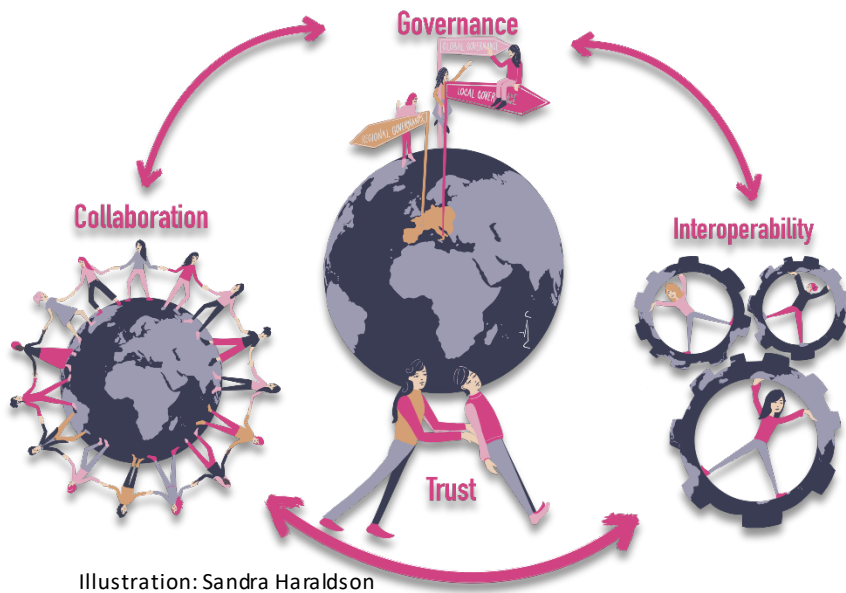


Illustration: Sandra Haraldson

The transport ecosystem is unique requiring democratic approaches to innovation. It is:

- The largest sharing economy
- Global
- Flat
- Self-organized
- Federated and democratic governance
- Asset intensive with high demands on optimized resource utilization
- Not allowing for one owner
- Episodic interactions

"To INNOVATE the transport ecosystem: a diverse group of thinkers and doers co-creating solutions to drive improvements in the value chain, industry, or ecosystem they belong to"

WHY?

- The transition of the transport ecosystem requires coalitions of the committed
- Not a single actor show
- The transport ecosystem comprise very many stakeholders

HOW?

- Define a common object of interest
- Incentivise digital collaboration as a mean by defining and validating use cases
- Demonstrate by increments of artifacts in use

WHAT?

- In Sweden:
 - Reflective practitioners and engaged scholarship
 - Ensure that there is something in it for everyone
 - Don't pave the cow paths



Lasse Nykänen - Finland



Why?

- In Finland, we have a lot of small companies
 - Urgent need for digitalization leap
 - Big difference between consignors/consignees and LSPs, when talking about emission monitoring and usage of digital tools
- Without private actors and their interest we cannot achieve desired development path

How?

- In Finland, we have made several studies and stakeholder interviews and Finnish authorities have supported and promoted **learning by doing approach**, where pilots are used to go agile **from power points to action**.
- Several stakeholder networks, which together form a Finnish PPP smart logistics ecosystem

What?

- Now Finnish authorities have enabled collaboration environment, where pioneering and forward looking organizations are already working
- Now it's time to get more service providers to participate this Twin transition. And hence improve Finnish accessibility and competitiveness.

Logistics integration model (role)	Customer value	Data model	Process model	Network collaboration	People capabilities	Network value competitiveness
Strategy executives	Our B2B integration plan will support the company's strategic goals and enable the emergence of new strategies	Our executives have real-time information of our business units and supply chain to support decision making	Our executives have defined what standards are used for the integration of business process information	Our executive have defined and prioritized the business units where integration is implemented	Our executives are aware of the potential that B2B integration will enable and actively participate in development	Our executive are aware of B2Bi benefits and are therefore committed to using common standards across the value network
Business model managers	Our B2B integration plan supports business units in achieving their objectives and goals	Managers are collecting and sharing real-time business information to increase efficiency and cut non-value work	Management has prioritized business processes where integration has been speed up with the use of standards	Management has prioritized customers and suppliers where integration will be executed	Management have actively participated in B2B integration planning and they have nominated the process owner to all major processes	Management measures supply chain performance against the company's performance measures such as delivery accuracy, error-free
Information model IT-experts	We have a compact graphical drawing of the IT structure of our enterprise to help discussions and development	The IT structure tells where the information is located, where it is collected and where it is distributed	The IT structure tells in which business location the process integrations will be implemented	The IT structure describes the core user groups internally and within the network	The IT structure includes the key responsible persons for each module	Our company's IT budget can be presented according to the IT structure
Process standards St-experts	The usage of standards has made rapid integration and scalability possible	The usage of standard documents has improved information by being real-time, error-free and reliable	The usage of industry standards has made it possible to integrate supply chain	The usage of industry standards has made it possible to integrate supply chain	We have utilized experts who know how to use standards	We have agree to usage of standards in our integrations and we have reached our target benefits faster
Integration channel intermediates	Interoperable systems support real time B2B collaboration in the business network	Information is exchanged as standardized electronic documents between IT systems	Shared, standard processes allow IT systems to process and exchange business documents at a desired level of automation	Guidelines and supporting services aid in B2Bi process implementation in the network	The roles and responsibilities of the B2Bi experts in organizations are clearly defined and communicated to partners	Organizations are able to carry out the targeted B2Bi and at the intended level of automation by dispensing the manual processes
Service portfolio users	We know which services of our customers and suppliers are ready for integration	We have test methods available for information integration	We have test methods available for process integration	We have an information repository available to our B2Bi in the business ecosystems	We have experts available for implementing	Open information sharing has speed up integrations and brought us the targeted benefits

<https://julkaisut.valtioneuvosto.fi/handle/10024/161898>



Discussion

