PT. 3

**IDENTIFY YOUR
CORE ASSETS**

FACILITATOR'S GUIDE

STENA RECYCLING

Cradlenet

STENA CIRCULAR CONSULTING

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EUROPEAN UNION
European Regional Development Fund

Contents

About

Objective

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

- Detail the delivery of their Product-as-a-Service offering
- Decide which capabilities their organization needs
- Understand how to best secure access to the capabilities needed and develop an asset strategy

Toolbox design

The "Identify your core assets"- toolbox consists of three exercises executed in three steps.

The first step is focused on designing a service blueprint to help participants map the actions their organization needs to take to deliver the Product-as-a-Service offering throughout the different steps of the customer journey.

In the second step, the participants list all the capabilities they need to deliver the Product-as-a-Service offering. To ensure no critical capabilities are left out, trigger material with common Product-as-a-Service capabilities is provided.

In the third step, the participants will evaluate all the identified capabilities and decide how to access them. The aim of this step is to help the participants think about how they can balance the need for certain capabilities, with keeping down costs and investments, while reducing the risk of becoming too asset heavy.

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 participations.

We recommend setting aside 2 hours minimum.

You can also divide the content into two workshops to allow more time for discussion and brainstorming.

Participants

Each exercise is best performed in teams of 2-5 people. If more people are participating, divide 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 in the Miro board or 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 "Identify your core assets" Miro board

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 here
- 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.

Create your service blueprint

1. **Introduction**
   - Share the Miro board with the participants and introduce the exercise in template 1
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

List your capabilities

1. **Introduction**
   - Share the Miro board with the participants and introduce the exercises in templates 2a and 2b
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

Evaluate your capabilities

1. **Introduction**
    - Share the Miro board with the participants and introduce the exercise in template 3
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

- Summarise 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" 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