

ACCELERATION MODEL FOR BUSINESSES

How can more businesses become involved in enabling sustainable change while also making a profit? Our acceleration model helps to engage businesses to offer individuals new products and services that ease the transition to a sustainable lifestyle on a wider scale.

REQUIRED ROLES

Project manager, service designers/business designers, workshop facilitators x2

PREREQUISITES

Local context understanding, Motivation profiles, Behaviour SHIFT model or other ways to help companies to think differently



OVERVIEW

This development programme helps small and medium-sized enterprises (SMEs) grow their business and learn about sustainable consumption. By changing the market you will achieve emission reduction quicker.

The Smart everyday development programme was created in order to help small and medium-sized enterprises (SMEs) that operate with a sustainable business model to better understand their customers and grow their business. The programme was built around rapid business experiments to develop and introduce sustainable products to large customer groups and not only the niche segments targeted at eco-consumers.

The development programme scale was limited to 10 SMEs and 10 large consumer companies.

In the programme, each pair, consisting of an SME and a large company, planned experiments together so that both organisations could learn from each other and together find out how to develop new sustainable business. The goal of the experiments was to develop initial ideas into market-ready concepts and validate their business value with target consumer groups identified with the help of the large companies. ●



PAYOFFS

1 **By engaging companies** and doing good business with sustainable solutions, the positive impact can be scaled up.

2 **By changing the markets** and the share of sustainable options you will have a huge effect on social norms and achieve widespread emission reduction quicker.

3 **The companies learned** together about sustainable consumption and business models. ●

Results — Finland

- ✔ Thirty experiments aimed at achieving thriving and sustainable business. Increased business development competence. Validated business models, MVPs and prototypes, which were developed further in collaboration after the programme.
- ✔ Business growth experienced by the best performers in the first year after the programme of 50%.



WHAT IS NEEDED

You need small or medium-sized companies that have the potential to become big with their sustainable solution. You need large consumer companies willing to support them and learn along the way. You need a project manager, coaches and designers who are ready to roll up their sleeves and help the companies with business strategy and in practice. You need to be able to build an active and supportive community where companies share with and teach each other.

Whatever the plan is, it is important that:

- plans are often rethought; it's OK to change;
- there is no problem with every company being in a different development phase and needing different kinds of support;
- there is more action than theory;
- learning is embraced: encourage everyone to share, learn, rethink and try again.

Consider what is the best way to support the companies, for example, by providing money or coaching. ●

TEAM AND RESOURCES REQUIRED

In your team:

- ➔ Project manager
- ➔ Community builder

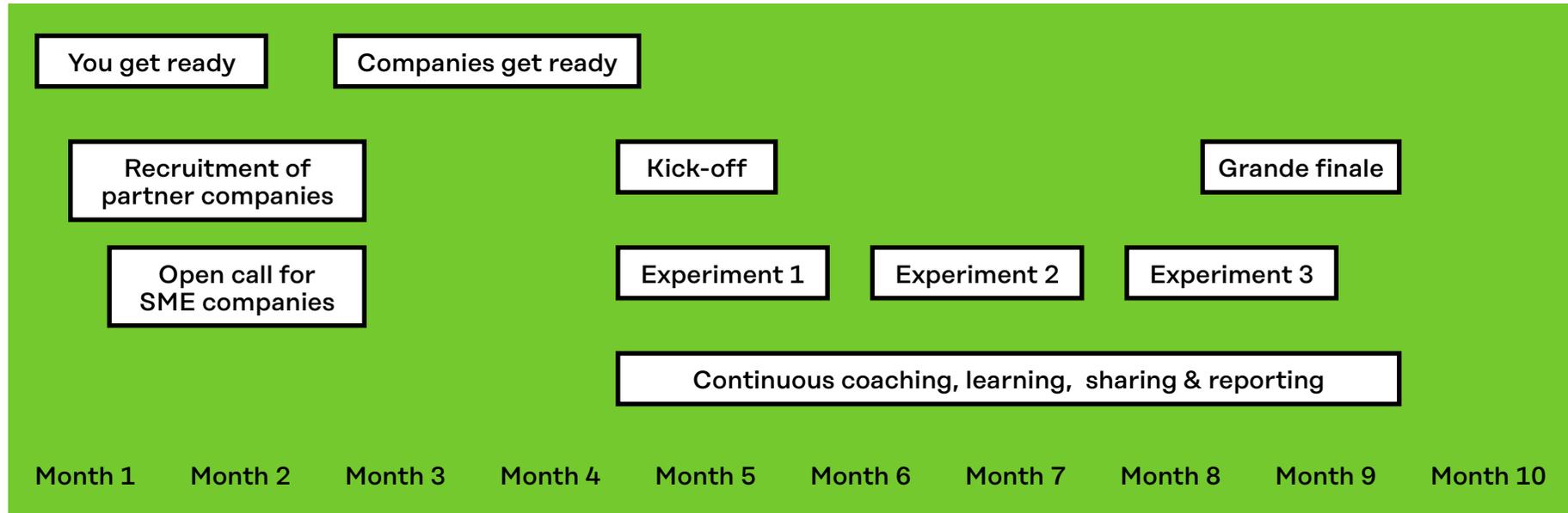
Additional roles:

These can be outsourced

- ➔ Service designers & business designers
- ➔ Coaches for the teams (could be the designers)
- ➔ Legal help, if money is granted



BLUEPRINT



Preparation

Execution

Follow-up



PREPARATION

RECRUITMENT OF PARTNER COMPANIES AND OPEN CALL FOR SMEs

First you need to recruit both large companies and SMEs. For that you need to decide what the challenge to be worked on is and the criteria for the participants. Such as the following:

Large companies

- The ability to provide one to five participants, and to offer their expertise and time.
- The ability to offer support for arranging experiments (such as a customer base, data, spaces or people).

SMEs

- They are developing or already have a smart solution for living, transport, eating, products, services or other aspects of everyday life.

Consider if you want to find companies who are at the very beginning or a bit further with their journey, and if you want to focus around a theme that is common for all of them (e.g. food, data, circular economy, digital products).

Then start contacting right stakeholders. How can you spread the message of the programme as far as possible? Create ready-made social media messages to help spread the message.

If you happen to get loads of potential companies, arrange match making in the form of a speed dating event, or let either the large companies or the SMEs choose who to play with. The keys to success are mutual trust, organisational chemistry and building a beneficial partnership for both. The ideal would be to identify common goal for the companies, for example “how to turn waste food into business”. Match making is one

of the most important phases of the programme, so do everything you can to consider the companies’ goals, themes, know-how and human chemistry.

Later, after the participants have been selected, it is a good idea to meet with the participants. Make sure everyone is ready to work hard and that they share expectations. Introduce the companies to each other and explain what is to happen in the programme. Build trust, open communication and a good spirit. ●



EXECUTION

COMPANIES GET READY

It is good to allow a month or two for the companies to prepare. Once the companies are selected, they should book calendar time to work hard, get to know their partner company and clarify their expectations and goals for the programme. Contact information should be exchanged, and a Slack space established (or other shared platform for communication).

Meanwhile, prepare schedules and agendas for the whole programme. Remember you might need to change the plan, as some of the companies will too. Plans may be useless, but planning is very useful.

KICK-OFF

And so it begins! Allow the teams to become acquainted with each other enough and start with target setting and planning. Have coaches to help them clarify their goals and the critical questions that they want to solve. The experiments should be about them. Make them work a bit, but don't forget to also use some time for fun. After the kick-off, people should start to work with each other, communicate openly and plan for the experiments. Of course, the coaches will help, but the main characters of the story are the entrepreneurs. ●

MATERIALS ON REQUEST FOR GETTING READY

- Schedule



EXECUTION

EXPERIMENTS

Build, measure, learn – and repeat! The development programme itself is based on Lean Start-up methodology, which is used to turn uncertainties and assumptions into knowledge that guide your business development. In this programme, the method is used to validate core business assumptions.

Teams will need help with clarifying what the most business-critical assumptions are and with what could be the way to build, measure and learn. Offer enough support, especially in the beginning when the method is unfamiliar; some might be shy to start.

Every experiment should be shared. We had “lessons learned” sessions with the whole group to share the lessons learned, and posted images,

videos and thoughts about experiments on Slack. In addition, we had one-to-one sparring sessions with each of the companies at their own pace. All 10 companies arranged three experiments (build-measure-learn) during the programme, so altogether 30 experiments were carried out.

Every company summarised what they had learned and presented their next steps in go-to-market plans, which they presented during a grand finale.

In Finland, the most valuable feedback was collected from experiments where large companies had made their own customers or premises available for SMEs to try out their ideas or products. This meant, for example, serving by-product-mash falafels as one dish in a Fazer canteen and then asking for diners’ feedback. ●

MATERIALS ON REQUEST FOR EXPERIMENTS

- ➔ Lean startup theleanstartup.com



EXECUTION

CONTINUOUS COACHING, LEARNING, SHARING & REPORTING

In addition to the shared kick-off and lessons learned sessions it is important to offer coaching sessions and support for whatever is needed to proceed with the experiments. We used Trello to follow the progress, and Slack to communicate. Each coach had their own teams to focus on – a service designer if a team needed help with customer centricity and product design, and a business designer if the need was more about scaling or business cases.

THE GRANDE FINALE!

Everything in the programme should aim to create a thriving sustainable business. For that, we asked the participants to make go-to-market plans in which they presented their recipes for success and their road map. We had an advisory group of four listening to the pitches: business strategists, designers, investors and sustainability experts, who gave their advice for the future.

It is also important to celebrate hard work together, so arrange something fun! Let the participants celebrate good collaboration and plan the future together. ●

MATERIALS ON REQUEST FOR GRANDE FINALE

- Examples of teams' Go to market -plans



THEN WHAT?

ENCOURAGEMENT

After a long process, everyone deserves a moment to celebrate. It is important to embrace the results, but there is still plenty to be done. This is where the actual work starts. Try to encourage the teams to continue with their efforts.

Tips for moving forward

- ✓ Identify what kind of help the teams would need next, and where to get it.
- ✓ Book a get-together at some point up to nine months after the grand finale in which every team can present their progress. Half a year could be good time to proceed with the plan.

MEDIA RELATIONS

Dynamic SMEs with sustainable business solutions offer attractive content for the media. Large companies have large customer bases and audiences of their own. Encourage the companies to make use of the media space created by Shift 1.5 community, and vice versa: they all have audiences that can highlight the positive impact the community is having. ●



ADDITIONAL RESOURCES AND CONTACTS



“SMART EVERYDAY LIVING” COMPETITION WEB PAGE

Check what has happened in Finland and what kinds of solutions the teams have created. ➔ sitra.fi/en/projects/smart-everyday-living-competition-companies

CONTACTS

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