

Joint Offering Evaluation Framework (JOEF) facilitates the decision making before co-creation

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Abstract

Joint offering is a concept or solution that is co-created in collaboration with two or more actors that usually have complementary technological skills or value creation logics. Various aspects related to joint offering development and value creation were examined before the Joint Offering Evaluation Framework (JOEF) was defined. JOEF contains both the JO playbook and the Business Value toolset. The JO playbook offers viewpoints and tools for IT solution providers considering collaboration and co-creation towards an industrial use cases that they cannot deliver or sell alone. The Business Value Toolset illustrates the advantages of a joint offering from the viewpoints of both business value creation and delivery, and business value capture and assessment.

Approach

The research was challenge driven and interdisciplinary by nature and applied scientific methods to find solutions to the practical problems. The approach aligned with the principles of design science and empathized the problem-solving as a source of innovation.

The input for JOEF development was collected via the business value interviews conducted during spring 2020 within one SEED use case. JOEF feedback was gathered from solver company representatives and one university researcher in a remote workshop in November 2021.

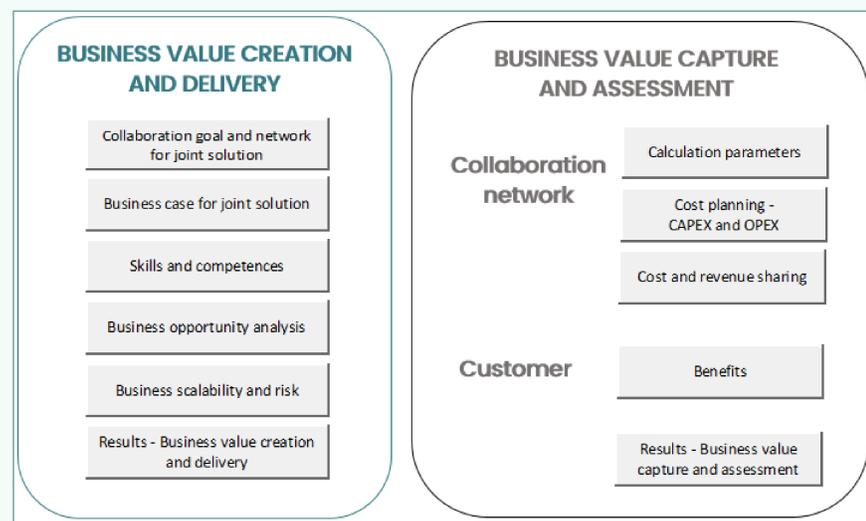


Figure 1. Business Value Toolset illustrates the advantages of a joint offering from the viewpoints of both business value creation and delivery, and business value capture and its assessment.

Use Case (UC)	
UC canvas	Do you have an use case (UC, industrial challenge you would like to contribute, but cannot deliver it completely on your own)?
Stakeholders map	Which are the users (main and primary; secondary; potential external) of this UC?
Joint solution	
Need-Approach-Benefits-Competition (NABC)	Which are the needs, approach, benefits and competitiveness of the joint solution in mind?
Strengths-Weaknesses-Opportunities-Threats (SWOT)	Which are the strengths, weaknesses, opportunities and threats of the joint solution in mind?
Resources and skills needed to deliver the joint solution	
UC requirement resources	Are all relevant resources available to define the requirements of this UC?
ICT skills and platforms	Are all required ICT skills and platforms available?
Technological Readiness Level (TRL) of components	What is the TRL level of each required component?
Partners	
Partner identification	Are new partners needed?
Actions, Resources and Actors (ARA)	Are necessary actions, resources and actors available to co-create, deliver and sell?
Each partner	
Potential partners and their preconditions	Does the partner candidate have complementary and necessary skills?
Trustworthiness of each potential partner	How to estimate the trustworthiness and reliability of a partner candidate?
Integrator	
Validation of integrator	How to ensure sufficient selection of the integrator?
Business	
Business value toolset (xls) together with potential partners	Is the expected business value acceptable?
Contract	
Contract	Is the contract type (mutually) agreeable?
Work and fee allocation	Is the work allocation fair?
Outcome	
Outcome and its scalability	Will the result be a joint offering and scalable (enough)?
Summary	

Figure 2. The viewpoints, tools and related questions of the Joint Offering Playbook.

JOEF

- Provides structured and transparent information to support decision-making
- Supports product and service development
- Provides baseline for identifying and measuring benefits of joint offerings
- Guides how to establish a sustainable collaboration network
- Increases understanding on economic relation and opportunities of joint offerings
- Prepares for future market requirements
- Supports marketing, branding and communication
- Supports new business creation

Results

Räikkönen M., Saari, L., Siira, E. *Joint Offering Evaluation Framework (JOEF)* contains both the Playbook and the Business Value Toolset (shared with companies contributing to the JO WS in November 2021)

Räikkönen M., Saari, L., Hytönen E. *Plant life-cycle operational efficiency - Business value identification and assessment*. SEED insight study (shared with companies interviewed during spring 2020).

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Saari, L., Valkokari, K. *Joint offering(s) for Joint success*, Blog at SEED ecosystem, 2021.

Saari, L., Räikkönen, M. *To co-create or not to co-create? Joint Offering Evaluation Framework (JOEF) guides when considering whether to co-create with complementary companies*. Blog at SEED ecosystem, 2022.

Conclusions

- Companies need to devise and reinvent assessment tools and strategies that are suitable for the joint offering development and for the value creation in the collaboration network.
- The developed Joint Offering Evaluation Framework (JOEF) contains both the **playbook** and the **toolset**. JOEF provides new conceptual understanding of joint offerings and the value creation that occurs in the interplay of parties in value networks.
- We are looking for **industrial pilots** to validate the framework.

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