APPROACH

Workshop Finland 30.-31. May 2024

DIVE INTO PROJECTS, BUSINESS AND RISKS, CAREER DEVELOPMENT
VAASA UNIVERSITY OF APPLIED SCIENCES

euproject -approach.eu/

This project receives funding from the European Commission's Horizon Europe Research Programme under Grant Agreement Number 101120397

AGENDA

Day 1 (CET 9:00-12:15)
9:00-10:30 Topic 1: Dive into projects, Miia Lammi
10:30-10:45 Coffee break
10:45-12:15 Topic 2: Dive into business, Tanja Oraviita

Day 2 (CET 9:00-12:15, 13:00-16:00)
9:00-10:30 Topic 3: Self & career development strategies, Marianne Laurila
10:30-10:45 Coffee break
10:45-12:15 Topic 4: Risk management training, Miia Lammi & Tanja Oraviita
12:15-13:00 Lunch break
13:00-16:00 Consortium meeting

APPROACH

DIVE INTO PROJECTS

Miia Lammi

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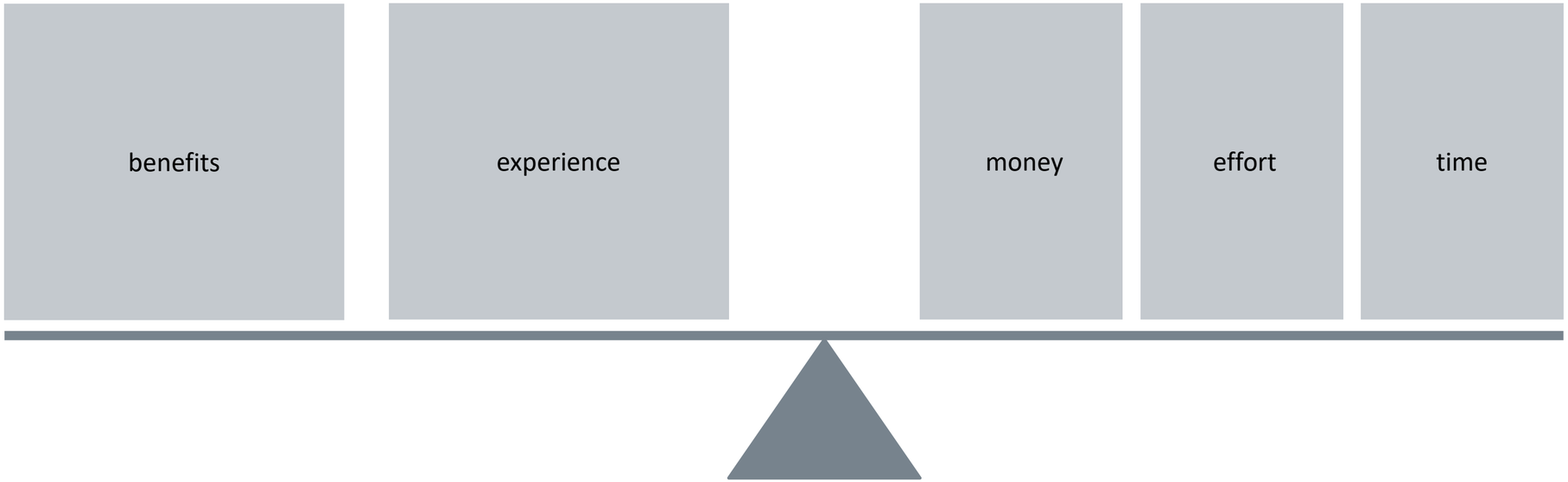
CONTENT

The aim of the workshop is to reflect RDI actors creating value in projects. We learn about an applied research project case and share insights about the value we create with stakeholders.

1. CREATING VALUE
2. CASE PROJECT REWISE –RESOURCE-WISE INDUSTRY
3. REFLECTIONS ON APPLIED RESEACH PROJECTS
4. INDIVIDUAL REFLECTIONS:
5. GROUP DISCUSSIONS: value for stakeholders

VALUE FORMATION



CREATING VALUE THROUGH RESOURCES

According to the service -dominant logic ‘‘there is no value until an offering is used –experience and perception are essential to value determination’’

Service providers propose value based on competences and capabilities.

Customers evaluate, accept / reject / unnoticed resources based on their needs.

Vargo & Lusch, 2006.

Spohrer et al., 2007; Spohrer et al., 2008,

Image supplied by Microsoft 365

CREATING VALUE THROUGH RESOURCES

A service system integrates resources into a sellable package.

USE OF RESOURCES

HUMAN RESOURCES

INFORMAATIO

NETWORKS

TIME

MONEY

FACILITIES, PRODUCTS, MATERIALS

Interests

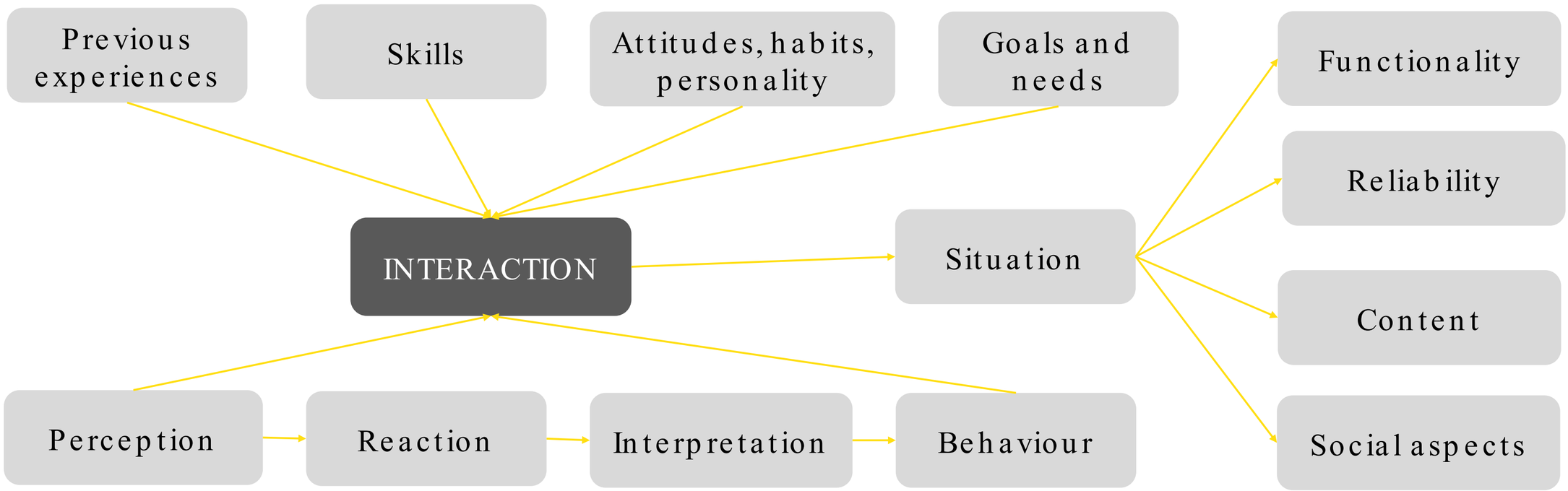
Roles

Responsibilities

Interests

Image supplied by Microsoft 365

VALUE FORMATION: EXPERIENCES



Jaakkola et al., 2015
Helkkula, 2011
Vasconcelos et al., 2015
Latomaa, 2007

DIVE INTO PROJECTS

Miia Lammi

Resource-wise industry

Case project REWISE

PROJECT OBJECTIVES

- Develop a demonstration and research platform for resource -wise industry
- Develop VR and video based demonstrations for illustrating resource -wise systems in industry
- The platform and demonstrations aimed to promote sustainable development of product -service systems and ecosystems in industrial SMEs and startups in Ostrobothnia
- In addition, Rewise platform is a multidisciplinary research, development, innovation and learning platform
- New openings and competence in RDI activities together with industry and universities
- Funded by EU Regional Development Fund

Image Tanja Oraviita

PROJECT PLANNING

- Collaborative planning together with a university
- Producing a project flyer about the idea to test it with the companies
- Contacting companies by email and phone, sometimes in meetings
- Generating the project plan and application

Tavoitteet

- Edistää kestävän kehityksen tuote-palvelujärjestelmien kehittämistä Pohjanmaan teollisuudessa
- Tukea vähähiilisten tuotteiden, palveluiden ja tuotantomenetelmien kehittämistä ja kaupallistamista kysyntä- ja käyttäjälähtöisellä tavalla.
- Kehittää demonstraatio- ja kokeilualusta resurssiviisaille ratkaisuille
- Tuottaa tuote-palveluvisioita havainnollistamaan kestävän kehityksen teollisuusratkaisuja tulevaisuudessa

Tulokset

- Resurssiviisaiden teollisuusratkaisujen demonstraatio-, kokeilu-, innovaatio- ja tutkimusalusta, joka hyödyntää CoProtolabin virtuaaliympäristöä (teollisuuspalveluiden nopea simulointi ja prototypointi)
- 7 tuote-palveluvisiota resurssiviisaista teollisuusratkaisuista kehitetään Vaasan yliopiston VEBICin, Muotoilukeskus MUOVAn, yritysten ja sidosryhmien kanssa
- 3 VR-pohjaista demonstraatiota resurssiviisaista ratkaisuista
- 3 visiointityöpajaa ja 5 demonstraatiotapahtumaa (esimerkiksi EnergyWeek, Pohjanmaan teollisuus, Alihankintamessut, projektin järjestämä tapahtuma)

Toteutus

- Koordinaattorina Muotoilukeskus MUOVAn (VAMK)
- Yhteistyökumppanina Vaasan yliopiston VEBIC tutkimusalusta
- Yhteistyössä West Coast Startup, joka on Vaasan yliopiston ja VAMKin yhteinen yrityshautomo

Yritysten osallistuminen

- Ei edellytä rahallista tai ajallista panostusta, vaan kertoo että projekti on tärkeä
- Mahdollisuus osallistua työpajoihin
- Mahdollisuus osallistua projektin ohjausryhmään, jossa esitellään projektin tuloksia (2 / vuosi)

Yhteystiedot

Vaasan ammattikorkeakoulu | Muotoilukeskus MUOVA
Kehittämispäällikkö Miia Lammi
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Vaasan yliopisto | VEBIC
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Projektivastaava Karita Luokkanen-Rabertino
Karita.luokkanen-rabertino@univaasa.fi | 029 449 8183

ENVISIONING PROCESS IN REWISE-PROJECT

Defining demonstrations

Interviewing lead companies

Selecting relevant fields of industry

Reviewing acacemic literature

Interviewing SME companies

Identifying industry trends

Reviewing trends in the industry

Interviewing experts

Defining the most relevant trends in collaboration with companies

Defining design drivers for development

Creating a concept for the vision

Defining the scope of the vision

Selecting the elements for vision

Preparing LCA calculations

Scripting the vision

Visualising the vision

Preparing the visualisations for testing

Developing LCA calculation model
Developing the VR demo

Creating VR demonstrations

Testing VR demonstrations

Preparing videos

Promoting resource-wisdom in SME events

RESOURCE-WISDOM IN OSTROBOTHNIAN COMPANIES

Organisational

- Culture, values and attitude toward environment
- Lack of human resources, knowledge and competencies
- Unavailability of capital to invest in environmental initiatives

Customer

- Insufficient customer needs
- Conflicts with customers existing business culture, strategy and operations

Supply network

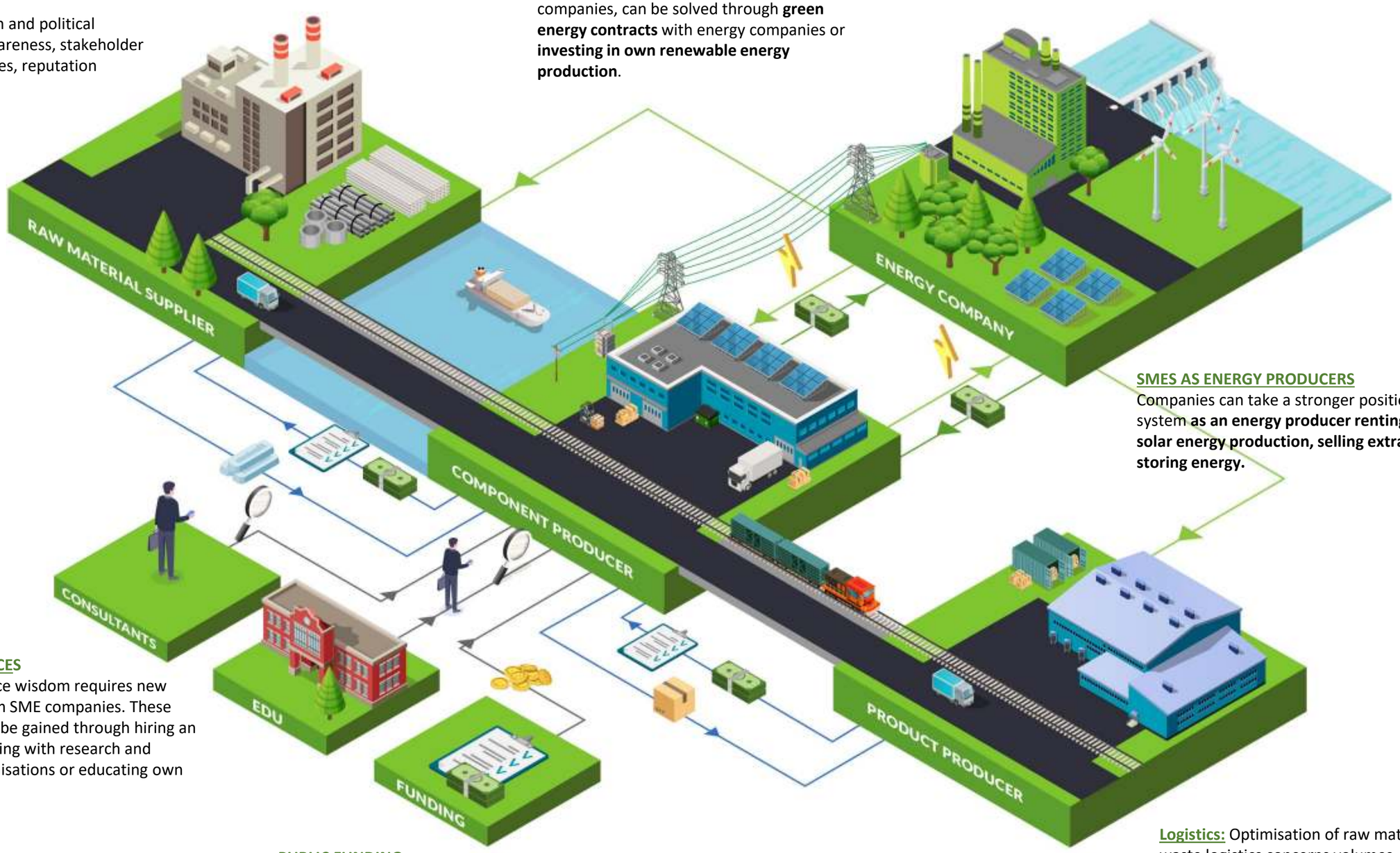
- Lack of collaboration and knowledge in value chain
- Lack of bargaining power of SMEs in value chain

Institutional

- Complex or ineffective legislation

DRIVERS
Legislation and political
Green awareness, stakeholder preferences, reputation

RENEWABLE ENERGY
Turning to renewable energy in industrial companies, can be solved through **green energy contracts** with energy companies or **investing in own renewable energy production**.



SMES AS ENERGY PRODUCERS
Companies can take a stronger position in energy system **as an energy producer renting their roof for solar energy production, selling extra energy or storing energy.**

NEW COMPETENCES
Increasing resource wisdom requires new competences from SME companies. These competences can be gained through hiring an expert, collaborating with research and educational organisations or educating own staff.

PUBLIC FUNDING
Public funding is available for companies' **climate- and environment-friendly investments and investigations**.

Logistics: Optimisation of raw material, product and waste logistics concerns volumes, schedule, transportation mode, and route.

ENERGY EFFICIENCY

Optimisation of energy usage aims at energy and cost savings. **Investing in energy-efficient buildings and production systems** create value on the long term.

Saving energy can also be achieved through **retrofitting facilities and optimising processes** such as installing compressor, preventing leaks, and changing motors**.**

There is high interest and need for **sustainable energy storage systems** of which heated sand is one of the new innovations.

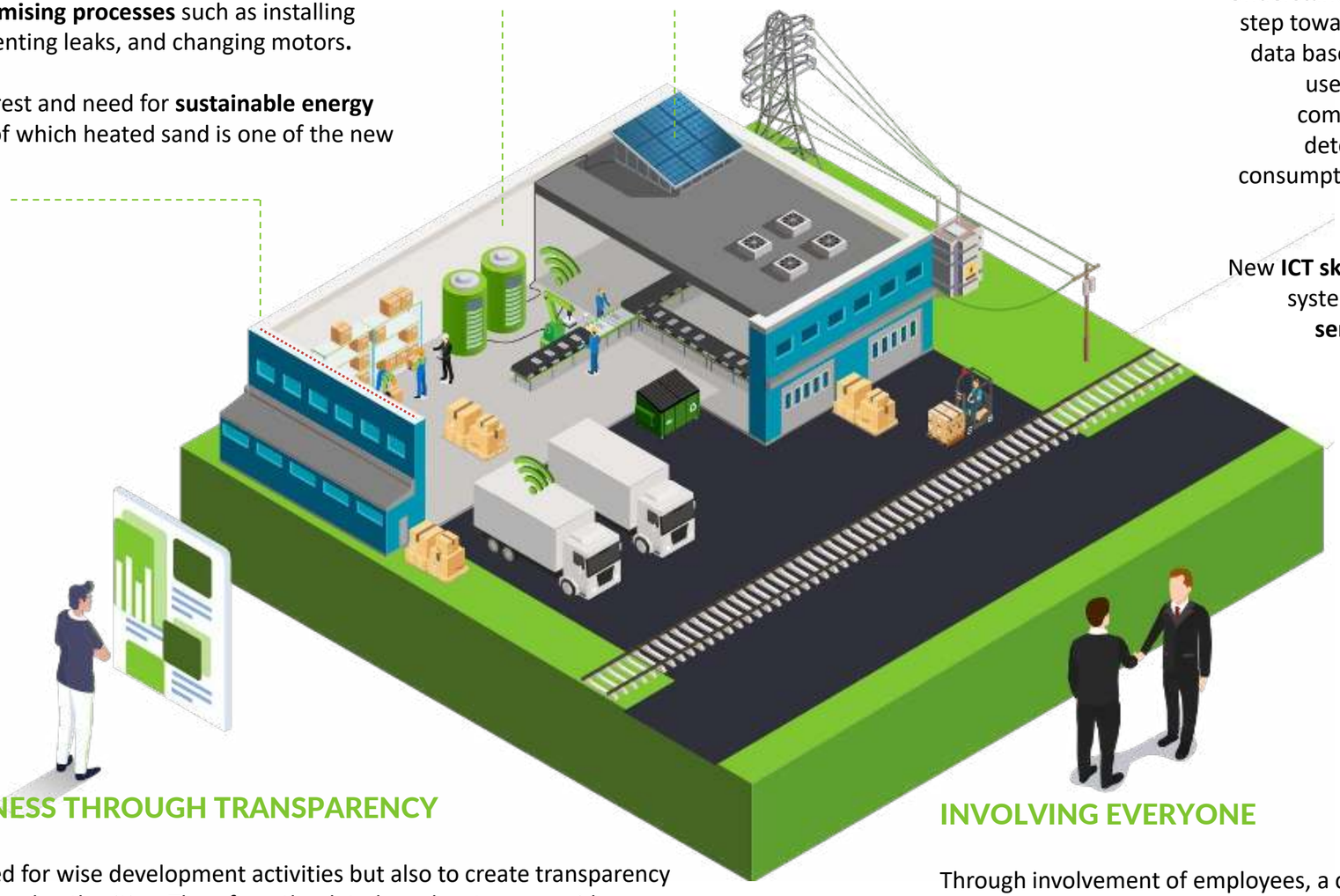
A company can invest in own renewable energy production e.g. through solar panels and batteries, heat pumps and geothermal heat.

The roof or other unused space can be rented for external parties, which create readiness for virtual power plants.

DATA BASED KNOWLEDGE

Understanding the energy consumption is the first step towards energy efficiency. These are various data based solutions ranging from smart meters used for recording energy consumption, to complete energy management software for detecting, analyzing and optimizing energy consumption and identifying potential for energy savings.

New **ICT skills** are needed because the data-based system requires **investment in software and sensors** to collect, store and analyze data.



COMPETITIVENESS THROUGH TRANSPARENCY

The data can be used for wise development activities but also to create transparency towards customers and authorities. Therefore, the data-based systems provide **new competitiveness for a company.** This also encourages knowledge sharing to create more sustainable product life cycle.

INVOLVING EVERYONE

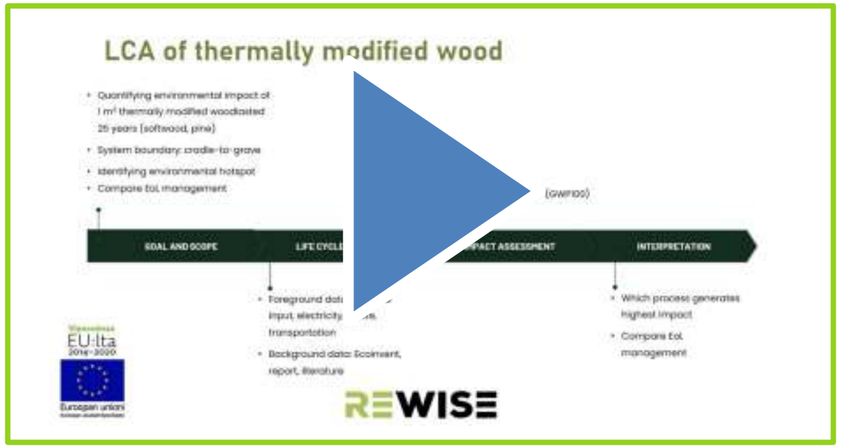
Through involvement of employees, a company can create **meaningful work and job satisfaction, proudness which influences also on customers.**
This also encourages knowledge sharing to create more sustainable product life cycle.

VIDEOS

Basics of LCA

LCA in developing energy-wise metal industry

information and calcucations in LCA



Example of LCA of thermal wood production

REFLECTIONS ON APPLIED RESEARCH PROJECT

PROJECT MANAGEMENT

- Clear roles for collaboration between Vaasa University of Applied Sciences and University of Vaasa
- Monthly meetings online and face-to-face workshop once every six months to develop solutions together
- Clear instructions on reporting from the beginning

BUSINESS COLLABORATION

- Multidisciplinary approach combining design, technology, and business
- High priority on the value for companies guaranteed with a collaborative RDI process. Value defined clearly.
- The development pace is fast.
- Collecting company data and producing applied research results to jointly defined problems in the ecosystem enable basic research while can be challenging
- Multiple ways of disseminating the results to business life.

QUESTIONS?

PERSONAL REFLECTIONS

- WHO ARE OR COULD BE THE STAKEHOLDERS IN MY RESEARCH AREA?
- WHAT KIND OF VALUE CAN I PROPOSE TO DIFFERENT STAKEHOLDERS?

Image supplied by Microsoft 365

GROUP REFLECTIONS: VALUE FOR STAKEHOLDERS

Choose one person who takes notes from the discussion. Write down different aspects of discussion.

Discuss in groups each in turn. Let everyone express their thoughts before going forward to the next question.

1. HOW COULD WE INVOLVE DIFFERENT STAKEHOLDERS TO RESEARCH?
2. WHAT COULD BE THE BENEFITS FOR THE ACTORS?
3. WHAT KIND OF EXPERIENCES COULD STAKEHOLDERS CREATE FROM COLLABORATION?
4. WHAT IS THE MINIMUM EFFORT WE NEED FROM THEM TO PRODUCE RELEVANT RESULTS?

Prepare to present thoughts after the small group discussions

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APPROACH

Thank you!

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Workshop Vaasa 30-31.5.2024

DIVE INTO BUSINESS

TANJA ORAVIITA

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DIVE INTO BUSINESS:
The structure of the workshop

1. The world of business
2. Preparing to dive into business
3. Group reflection

1. The world of business

- Most businesses in the EU -27 are SMEs. This is 99,8%. In 2022 these businesses employed 84.9 million people. (1)
- A business only exists if it answers to the **needs of customers,** and builds its business idea around this. A business must be able to transfer this into profitable offer and run business in an ethical and legal manner (both internally and externally). This includes the ability to operate proactively on different markets.
- A business looks after opportunities and is an opportunity, also for academia.

(1) Source: Annual Report on European SMEs 2022/2023 at https://single-market-economy.ec.europa.eu/document/download/b7d8f71f-4784-4537-8ecf-7f4b53d5fe24_en?filename=Annual%20Report%20on%20European%20SMEs%202023_FINAL.pdf

1. The world of business

Business operates differently from academia:

- Working culture and operational mode:
  - Profit-orientation; Financial profit from a self-developed idea, expanding.
- Customers; customers are at the centre of everything.
- Perception what is good and successful, and performance measurement criteria
  - What makes a business successful, creates immaterial and financial value.
  - Continuous development and efficient workstyle,
- Communication style and proactive work: Prepare, inform, react, act
- Concept of time; time is money

1. The world of business – From the Del 3.1. research

- A strong correlation between the **hard skills** identified by young and experienced researchers, research learning and support staff, and businesses.
- The **soft skills** identified by businesses differed from those identified by the two academic groups.
- **The main difference lies in how the skills are applied and other processes are dealt with.**
- There was **a significant disparity in working culture, management, time management, and other soft skills, as well as in the level of business and target -group -oriented thinking between academia and business.**
- This disparity affected all levels of collaboration and the ability of research to function in a business environment.
- **→ Addressing this cultural gap and improving communication between academia and business is crucial.**

1. The world of business: Essential in the working style, in addition

- Practical, proactive and often project -based working style.
- Strategy and profit -oriented.
- Different concepts of time precision/finalising.
- Learning.
- Not everything is done “by the book”, based on theory, or as an ultimate final solution.
    - One ideal shoe or many collections of many shoes
    - Continuous development, opportunity., scanning, outside -the -box, and extending products -> continuity and new offer to customers.
- Many entrepreneurs may not have a high education and have learnt in practice.

→ Development of sciences and technology, new findings.

1. The world of business

One is as good as the concrete value to the business one provides to the business and its return of investment (ROI)

For example:

- Ability close deals and communicate with customers
- Expertise and customer -orientation in products and services
- Ability to save time
- Ability to initiate activities proactively
- Soft and hard competences

1. The world of business: Customers

B

- Customers are at the centre of everything. They can be:
  - Direct and indirect
  - Internal and external
- End users
- Buyers and other who are not end users or final beneficiaries
- Businesses and organisations
- Collaborators and sub -contractors, suppliers, technical work
- Internal staff
- Potential customers
- + Stakeholders and shareholders, owners and steering committee

1. The world of business: value chains and networks 1/4

Businesses operate through value chains and value networks that create value for the business and the end user, but also for other actors in the chain and/or network.

University of Cambridge (1):

> "A 'supply chain' refers to the system and resources required to move a product or service from supplier to customer. **The 'value chain' concept builds on this to also consider the manner in which value is added along the chain, both to the product / service and the actors involved**. From a sustainability perspective, 'value chain' has more appeal, since it explicitly references **internal and external stakeholders** in the value -creation process"

WBCSD (2)

> "A value chain refers to the **full lifecycle of a product or process**, including material sourcing, production, consumption and disposal/recycling processes."

Investopedia (3):

> **"A value network** is a set of connections between organizations and/or individuals interacting with each other to benefit the entire group. A value network allows members to buy and sell products as well as share information."

1) University of Cambridge. https://www.cisl.cam.ac.uk/education/graduatestudy/pgcerts/value -chain -defs
2) WBCSD (2011) Collaboration, innovation, transformation: Ideas and inspiration to accelerate sustainable growth –A value chain approach, p.3 & 5, emphasis added (Accessed 19.05.23).
3) Investopedia: https://www.investopedia.com/terms/v/value -network.asp#:~:text=A%20value%20network%20is%20a,as%20well%20as%20share %20information.

1. The world of business: value chains and networks 2/4

- Academia as part of value networks,
  - Business, educational or other networks or e.g. triple helix (HE, government, industry)
- A source of opportunities and collaboration when analysis value chains and networks
  - Benefit, value and experience ← → Investment (money, time, resources)
- Businesses may miss academia

1. The world of business – value chains and networks 3/4

- Examples of opportunities from value chains and networks:
  - Information and expertise (give and obtain)
  - Research (collaborators)
  - Services incl. of equipment
  - Products
  - Co-creating value
  - Strength, information and competitiveness through collaboration
  - Possibility to access areas that one does not have access to.
  - Mutual learning.

1. The world of business: value chains and networks 4/4

- Visual means to analyse value chains and networks
  - Draw the process and the actors on the value chain/ network (on paper of e.g. sticky notes)
  - Write down what is the value for each actor: benefit and investment
  - Start adding connections, opportunities and new value (e.g. sticky notes)
  - An overview what is needed, what can be left out, etc.
  - Documenting and strategy choices. Can be tested and reviewed too.

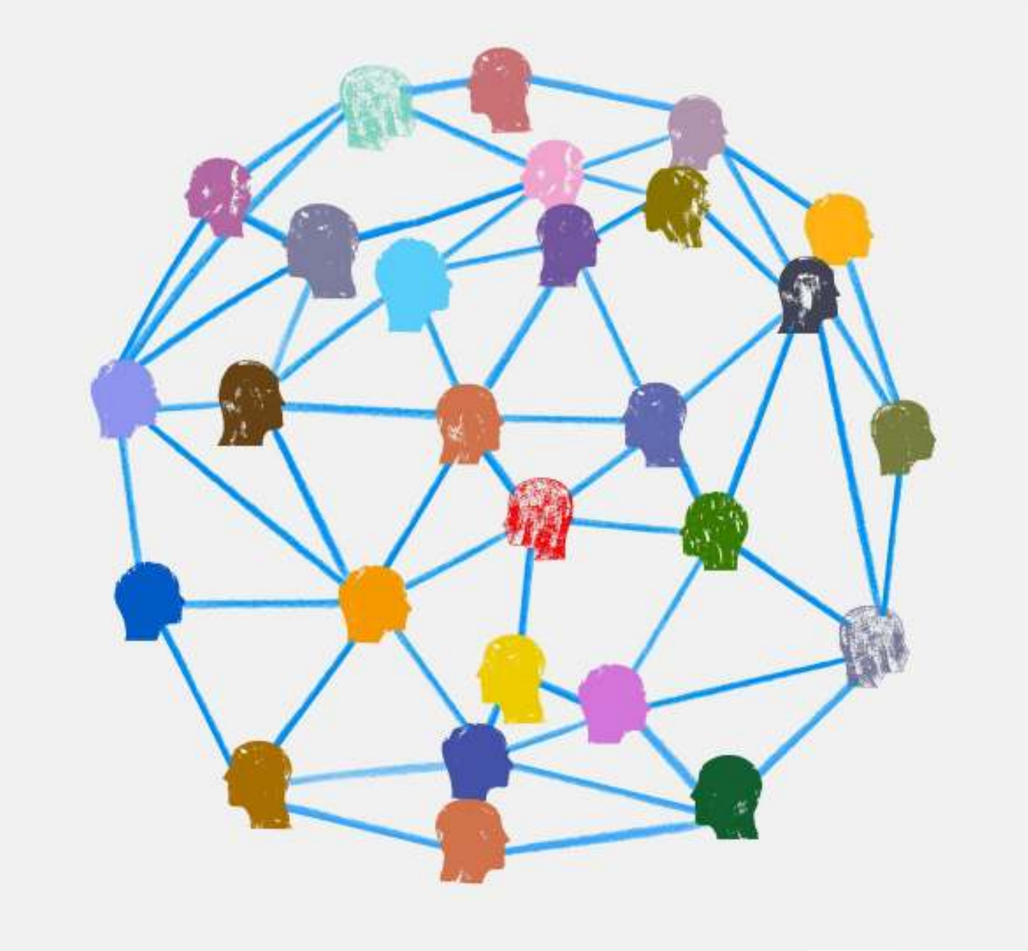


Image supplied by Microsoft 365

2. Preparing to dive into business: Academia/research and business

Reciprocal opportunities and win-win

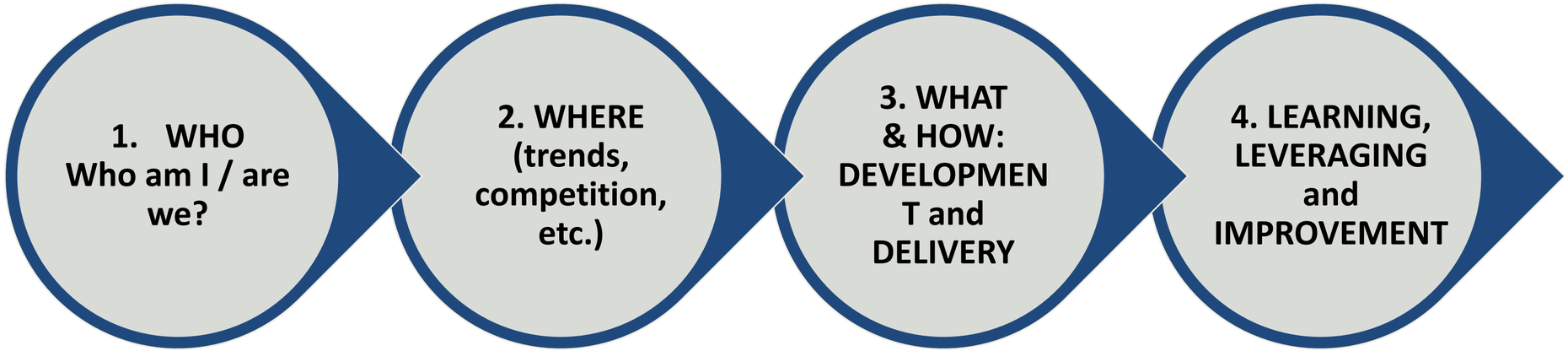
1. **Individual level:** E.g. as workers and trainers in business, thesis – final works – course works to business, lecturers and teachers from business

2. **Business level:** As customer, providing real life experience and cases, a learning platform.

3. **Academia:** Offering research-related and expert services, processes, equipment, services based on equipment. Productising offer? Applied research?

4. **Spin-offs**

2. Preparing to dive into business



- Own skills, competences, characteristics, experiences (hobbies, education …)
- The core of what we/I do, and are, what we are
- Staff

- Understanding the context, the society, trends and developments, what is needed in business and in the society.
- Competitors and competing offer
- Customers, potential customers
- Networks
- Collaborators

- Productising and customising own skills, competences and offer.
- Forms of working.
- Networking and partnerships
- Strategic approach.
- Testing and finalising.
- Creating products, implementing actions, communication, marketing.

- Continuous listening, scanning, development, and improvement.
- Staying up -to -date.
- New openings/ widening offer.

2. Preparing to dive into business: Examples 1

3D printing

a) Scan the need in the environment and the nature of potential customers.

b) Define potential 3D printing packages, e.g. XS, S, M, L XL, and calculate the expenses for each. Pricing.

   - Fixed and variable costs

a) Plan the resources and their availability (e.g. flexible staff allocation). Make sure that you always have someone.

b) Testing

c) Marketing

d) Potential other services

3. Preparing to dive into business: Examples 2

Muova's business services (an RDI unit; market-oriented design)

1. Modular and customisable to different companies and organisations
2. Also use of public finding, e.g. helping to obtain financing together
3. Research and core activity as the core idea behind the services
4. Examples of service areas

1. Product design that also includes 3D models, visualizations, prototypes, tendering for manufacturing, market research .

2. Service design including training service path , processes , service descriptions , sales material , trainings .

3. **Brand and graphic design** combined with marketing know - how including logo, visualizations, brand guidelines, advertisements, packaging.

4. User experience and applications including, user interfaces , UI, UX, icons , homepage layout, physical and digital prototypes .

5. Business design and strategy work including development and visualization of processes, strategy images, support materials for strategy work, data analytics, training, workshops, development plans, product development, customer and market research

3. Group reflection – value for stakeholders

1. What can we offer to business? What could be the benefits to business? What could we productise?
    - The product/service/process, etc.
2. Who should be involved in the process? How could we involve different stakeholders to research and productising? Who should they be? Form of collaboration? Paid service or project?
3. What could be the benefits for the other actors?
4. What is the effort we need from them to produce and obtain relevant results?

TIMING:

- Presentation 10 min.
- Reflection 10-15 min
- Discussion 10-15 min

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AGENDA – Version 2

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DIVE INTO RISKS

MIIA LAMMI & TANJA ORAVIITA

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DIVE INTO RISKS:
The structure of the workshop

1. Worst case risk scenarios
2. Key concepts
3. Tools and methods for risk management
    - Contracts
    - Work plan and project management tools
    - Management
    - Resources and responsibilities
    - Communication
    - Customer orientation including testing
    - Worst case method
4. Risk management exercise OR risk management plan

1. Examples of worst case risk scenarios

Examples everywhere around us: an operation gone wrong, eating food gone bad, a building fully collapsing in an earthquake, losing customers due to own behavior, losing funding, health hazards, products do not fit to standards or to the culture, IT security, etc.

Image supplied by Microsoft 365

Tanja Oraviita & Miia Lammi

1. Examples of worst case risk scenarios

1. **The municipality of Helsinki and data breach** (1)
   - Personal information of 120 000 accessed.
   - Reason: An essential update on the system was not run.

2. A clothing company (X) in trouble

- Questionable subcontractors breaking rules → No control led to losing the customer. The solution would have been regulatory controls and sanctions.
- Stitching not matching the safety standards. → A loss of the production batch and money from it. The solution would have been to send strict standards and information and send a person to control the quality to the factory.
- Eventually leading to company's failure.

3. IKEA furniture in the USA

- The brand image was liked, but for some reason the furniture did not sell.
- Failure to investigate the culture. In the States everything is bigger. Once the issue was identified, it was corrected. (source unknown).

4. Underground Line C in Rome

- Was to be finalized for the Jubilleum of 2000. Not yet finalized in May 2024.
- Lack of planning and motivation, and bad management. E.g. antique ruins found

1) https://www.hs.fi/suomi/art-2000010426809.html

2. KEY CONCEPTS

Miia Lammi

Risk—an uncertain event or condition that, if it occurs, has a positive or negative effect on a project objective—PMI (2000).

An obvious area of uncertainty is the size of project parameters such as time, cost, and quality related to particular activities.

The importance is in preparing and managing for risks proactively

Plan a logical and impactful project that meet the expectations and involve relevant competences	Implement a project based on the project plan and achieve the expected results
Uncertainties	
1. variability of estimates 2. uncertainty about the basis of estimates, 3. uncertainty about design & logistics, 4. uncertainty about objectives & priorities, 5. uncertainty about relationships	• lack of a clear requirements • novelty, lack of experience • complexity • interdependencies • Limited analysis of the processes • events or conditions causing changes

Chapman & Ward (2003).

3. TOOLS & METHODS: CONTRACTS

Miia

IMPORTANT CONTRACTS IN COLLABORATIVE PROJECTS TO MANAGE RISKS

1. NDA
2. LETTER OF INTENT
3. COOPERATION AGREEMENT
4. GDPR NOTIFICATION

The document is signed by official signature right holder.

3. TOOLS & METHODS: NDA EXAMPLE

- “Confidential Information” means such technical and/or commercial information whether in written, oral or other tangible or intangible forms received from the other Party and marked as confidential.
- Each Party shall not disclose it to third Parties without the prior written consent of the Disclosing Party.
- The Receiving Party shall not use Confidential Information for any purpose other than the aforementioned Project.
- The Receiving Party shall restrict access to Confidential Information received from the Disclosing Party.
- The foregoing obligations shall not apply to any Confidential Information which is generally known to the public, was known prior to disclosure by the Disclosing Party as proven by written records of the Receiving Party, is at any time independently developed by the Receiving Party without using the Confidential Information, is required by law, court order or a governmental agency to be disclosed.
- This Agreement shall govern the communications relating to Confidential Information between the Parties hereto during the period of three (3) years

3. TOOLS & METHODS: LETTER OF INTENT

BACKGROUND AND PURPOSE

- The purpose of this Letter of Intent is to agree upon the roles of the Parties as well as on the mutual liabilities and obligations of the Parties during the application phase of the Project. A prerequisite for the Project is that the Parties succeed in securing the necessary financing. The Parties shall enter into the actual agreement regarding the Project once financing has been secured, or should the financier so require, before the financier makes its final decision.

IMPELEMENTATION OF THE PROJECT

- The Parties undertake, after the signing of this Letter of Intent, to use all their reasonable efforts to contribute to the progress of the application phase and to take the following actions in accordance with the agreed timetable:
- The Parties shall undertake to negotiate in good faith about the terms and conditions of the actual agreement concerning the Project. The Parties strive to sign the agreement and start the Project without delay, once its financing has been secured.

DIVE INTO RISKS: LETTER OF INTENT EXAMPLE

LIABILITIES AND RIGHTS

- Each Party shall be solely liable for its own costs and expenses in connection to this Letter of Intent and actions agreed herein, unless otherwise expressly agreed in writing.
- The Parties shall under no circumstances be liable for any indirect or consequential damages. In addition, the overall maximum liability of a Party under this Letter of Intent shall be limited to EUR 10,000. The limitations of liability does not, however, apply in cases of gross negligence or willful misconduct.

INTELLECTUAL PROPERTY RIGHTS

- No rights to existing intellectual property rights that are owned by a Party or later created by a Party are transferred by this Letter of Intent. All aforementioned rights shall remain the exclusive property of the Party in question. The Parties shall agree upon rights to results of the Project in the Project agreement.

DIVE INTO RISKS: LETTER OF INTENT EXAMPLE

CONFIDENTIALITY	• Each Party undertakes not to disclose to any third party any the business secrets or other confidential information received in connection to the co - operation between the Parties. The Parties also undertake not to use the aforementioned information in any other purpose than the purpose set forth in this Letter of Intent. At the expiry of this Letter of Intent, the Parties are obligated to return, or if so requested destroy, all confidential information owned by another Party in their possession, unless otherwise agreed in the Project agreement.
TERM AND TERMINATION	• This Letter of Intent enters into force once signed by all Parties and it shall automatically expire once the Project agreement enters into force. • This Letter of Intent shall automatically expire if the financing application concerning the Project is rejected. • The confidentiality obligations of the Parties set forth shall remain in force for three (3) years after the expiry of this Letter of Intent.

DIVE INTO RISKS: COOPERATION AGREEMENT EXAMPLE

1. PURPOSE AND OBJECT OF THE AGREEMENT
2. DEFINITIONS
3. TERM OF THE AGREEMENT
4. TASKS OF THE PARTIES
5. STEERING GROUP
6. PUBLICATION OF THE PROJECT RESULTS
7. RESPONSIBILITIES AND OBLICATIONS
8. RIGHTS TO BACKGROUND MATERIAL

Unless otherwise agreed in writing, the Results are public after the end of the Project. Publication of the Results during the Project requires the consent of all Parties. Consent shall be deemed to have been given unless the Party has objected to the publication within 14 days of receipt of the written request for publication.

..the assigning Party shall not be obliged to give any warranty to the object of the assignment and the use of the assigned Background Material and Results shall be the sole responsibility of the receiving Party. Claims for damages against a Party must be made without delay, but no later than six (6) months after the damage occurred or from the moment the damage came to the knowledge of the Party claiming compensation.

DIVE INTO RISKS: COOPERATION AGREEMENT EXAMPLE

9. RIGHTS TO PROJECT RESULTS
10. CONFIDENTIALITY
11. PROCUREMENT AND SUBCONTRACTORS
12. OTHER TERMS AND CONDITIONS
13. TERMINATION OF THE AGREEMENT DURING THE CONTRACT PERIOD
14. ORDER OF PRECEDENCE OF CONTRACT DOCUMENTS
15. APPLICAPLE LAW AND DISPUTE RESOLUTION
16. SIGNATURES

The Intellectual Property Rights of collaborative Results shall belong jointly to the Parties that contributed to its creation. If the Parties are not unanimous on the allocation of the Intellectual Property Rights, the Intellectual Property Rights shall be determined in proportion to the financial contributions received by the Parties or as otherwise agreed by the Parties.

DIVE INTO RISKS: GDPR NOTIFICATION

1. EU's General Data Protection Regulation (GDPR)
2. National legislation, and the regulations and guidelines of public officials.
3. Organisations Data Protection Policy
4. Organisations Privacy statement
5. Instructions on open RDI activity
6. Privacy notices / statements of the project

https://www.vamk.fi/en/privacy-statement

DIVE INTO RISKS: RESOURCES

We are hiring competent experts!

REQUIREMENTS:

SUITABLE EDUCATION
EXPERIENCE IN PROJECT ACTIVITIES
WORK EXPERIENCE RELATED TO THE TOPICS

LANGUAGE SKILLS
COMMUNICATION AND INTERACTION SKILLS
NETWORKS AND NETWORKING SKILLS

RESPONSIBLE, INNOVATIVE AND COOPERATIVE WAY OF WORKING
COMPETENCE DEVELOPMENT AND LEARNING SKILLS
PRESSURE TOLERANCE

MOTIVATION
UNDERSTANDING OF WORK TASKS
SUITABILITY FOR THE WORKING COMMUNITY

3. Tools to deal with risks - mentality

- Common sense and down to earth
- Do not take things granted
- Investigative
- Proactive
- Check and double check
- Communication and making things available
- Keep calm and find solutions

Image supplied by Microsoft 365

Tanja Oraviita & Miia Lammi

3. Tools and methods for risk management: Work plan and project management tools a

- A workplan and different tools help in risk management, e.g. check points and meetings.
- Created at the beginning or before the kick off. Regular update of the tools and work plan (e.g. potential changes).

- **A detailed and clear work plan:** a guiding document and a description of what is meant to do and how, what are the roles and responsibilities, timeline, what are management activities, potential risks and risk management, the budget, communication and any other element.
- Make sure that the work plan is **available** for all and that everybody reads and **understands** it.
- Going through together each area and discuss about them, and common planning.

3. Tools and methods for risk management: Work plan and project management tools b

- **Other tools:**
  - Agreements and administrative and financial tools with instructions.
  - Management, dissemination and work package plans.
  - Monitoring tools: e.g. quality management, risk management, task management and follow -up tools with reach, roles and deadlines.
  - A common platform and sharing tools, communication, bulletins or other continuous updates, meetings, common decision making and proactive informing and decision -making.
- Stakeholder communication.

3. Tools and methods for risk management: Management

- A central role in risk management as it enables delivering the work and the work flow:
  - Takes care of the administrative, legal and financial matters and follow -up.
  - Provides an overall view to the work/project and prepares changes to the work plan and schedule when needed, for example, in relation to risks.
  - Time and risk management, financial and resource planning and follow -up.
  - Overlooking proactively that everything will be done and provides tools for this (e.g. meetings to clarify tasks).
  - Overall reach, measurements, impact and success of work/project, and its impact.
  - Communicates with the top management, financial management, and potential financer/client, negotiations.
  - Directs the project and solves conflict and enables risk management.
  - Work/project impact and outcome guarantee.
  - Maintenance of records, claims, etc. contracts, etc.

- Central management and work area management
- Risk manager collaborates with the manager and work area managers
- Meetings and top down and bottom -up communication.

3. Tools and methods for risk management: Customer orientation and testing

- Customer/user is at the centre of everything - From management to testing
- Based on real needs and issues that might be different from the obvious ones
- Usability and reaching people. People must know what they do and what is expected from them.
- People factor and cultural variations
- LOTUS – Listen, Observe, Test, Understand, Strategise

INTERNAL

Internally all areas of the work must be clear and easy to work with. Also between peers and towards e.g. financers.

EXTERNAL

- The starting point of the need
- Involvement in investigation and development.
- Testing solutions.
- Communication towards them in their language and places.

Tanja Oraviita & Miia Lammi

3. Tools and methods for risk management: the worst case method

- When planning and implementing actives, thinking for each of them what could go wrong.
- Helps in planning and preparing for risks

One process example:

1. Identify activities and their aim.
2. Isolate each of them and start working on it visually, e.g. on a sheet of paper
3. Write around each of them any potential risks related to them including people related to them.
    - Scan the environment, use previous examples, also from others, think about the human factor (e.g. culture).
    - Think what could trigger these risks
4. Integrate these into the risk management plan and strategy. Discuss with the people on the same project/at work.
5. Plan from your side how to prevent risks from taking place in every day work.
6. Ongoing internal and external communication and monitoring.
7. Check-up points and update when needed.

3. Tools and methods for risk management: Design Thinking tools for risk management

The added value of the design approach: user-orientation, experimentation, illustration, and discovering new angles and viewpoints.

Identification:

1. Risk walkthrough
2. Role play
3. Empathy map
4. Bodystorming of risks
5. Any testing and prototyping tool

Treating risks:

1. SCAMPER
2. Must have, could have, should have, won't have
3. Implementation map

3. Tools and methods for risk management: Design Thinking tools

RISK WALKTHROUGH

(from desktop walkthrough)

"Desktop walkthroughs can be seen as interactive mini -theater plays that simulate end - to -end customer experiences." - This is Service Design Doing

1. Identify a risk area/s
2. Create maps and stages for these
3. Create and decide roles
4. Do the first walkthrough: What happens? What kind of risks appear? Whom to and why?
5. Keep a list of findings, risk areas, insights, and ideas.
6. Create the next variation and go through the walkthrough again
7. Take notes as above.
8. Discuss about the findings and document them
9. Bring the findings to handling risks.

LInk: https://www.thisisservicedesigndoing.com/methods/desktop-walkthrough

3. Tools and methods for risk management: Design Thinking tools

SCAMPER

1. For identification, evaluating and treating risks

2. **Substitute** –what can you substitute or change? Is it something completely different or unusual in that context? How can it be done?
3. **Combine** –what can you combine? Can it be combined with something completely different or external? How would you do it and why, what is the benefit?
4. **Adapt** –what can you adapt? What can/do you need to adapt or tweaked, e.g. to certain processes or people?
5. **Modify** –what can you modify (or magnify or minimise)? What can be modified to reduce the risk?
6. **Put to another use** –what can you put to another use to reduce risk? For another purpose? As part of something else?
7. **Eliminate** –what can you eliminate or remove or simplify? Is something unnecessary or can something be simplified?
8. **Reverse** –what can you reversed or rearranged?

Adapted from
ServiceDigiCUlture : https://www.servicedigiculture.eu/toolkit -scamper

3. GROUP REFLECTION: RISK MANAGEMENT

WHAT ARE THE RISKS RELATED TO YOUR WORK?

HOW COULD YOU MITIGATE THE RISKS?

APPROACH

THANK YOU

euproject -approach.eu/

This project receives funding from the European Commission's
Horizon Europe Research Programme under Grant Agreement Number 101120397