

Appendix

Appendix 1: Semi-structured interview used for data collection in iteration 1

Part 1.

Listed below are 15 co-creation practices, each assigned to one of the 4 phases of the Design Thinking innovation process (Inspiration; Ideation; Prototyping; Implementation-Exploitation). The interviewer will give an explanation on each one to be completely understood by the respondent.

In order to know the degree of adoption of each of these practices by the company, please mark for each one of them if the practice is:

- (1) Not implemented
- (2) In the process of being implemented
- (3) Partially implemented

DT phase	ID. Co-creation practice	Description	Response
Inspiration	1. Challenge discovery workshops with customers from the same market.	Develop face-to-face workshops with customers with similar needs in the same market, to discover and discuss common challenges to be solved.	(1) – (2) – (3)
Inspiration	2.Challenge discovery workshops with customers from different markets.	Develop face-to-face workshops, with customers from different markets, to discover similar challenges that have been solved in different ways, to enrich and help “think outside the box”.	(1) – (2) – (3)
Inspiration	3.Successful case study sessions	Organisation of sessions between customers and other collaborating companies to present success stories and promote debates that can generate common interests in future innovation projects.	(1) – (2) – (3)
Inspiration	4. Internet platforms for interaction between business and customers	Websites where companies and customers can share their interactions and experiences about new offerings.	(1) – (2) – (3)
Inspiration	5.Intranet participation platforms between the company and employees	Intranet-based technology platform for dialogue with employees and discovery of problems reported by customers.	(1) – (2) – (3)
Inspiration - Ideation	6. Discussion of challenges in internal innovation teams with invited customers.	Creation of a “future design team”, where regular strategic meetings are held to discuss a vision for the future of services and the market. Selected customers are invited to discuss or exchange ideas.	(1) – (2) – (3)
Ideation	7.Collaborate with external expert “mentors”, validated together with customers.	Awaken the creativity of intrapreneurs within the organisation by engaging in discussions with “mentors” from beyond the walls of the organisation, inside or outside the market.	(1) – (2) – (3)
Ideation	8.Find solutions and external expert contacts from existing OI platforms.	Using external OI platforms such as Innocentive and NineSigma to find solutions to problems, both from within an organisation and from experts/retirees willing to help with their expertise.	(1) – (2) – (3)
Ideation	9. Finding solutions and expert contacts from internal OI platforms	Develop innovation platforms that showcase challenges to external entities that can propose solutions.	(1) – (2) – (3)

Ideation - Prototyping	10. In-house innovation teams to develop ideas	Project development between groups of employees and invited customers. Selection process of best projects, guided by evidence and feedback from colleagues and customers.	(1) – (2) – (3)
Ideation - Prototyping	11. Prototype testing toolkits	Providing customers with a “customer innovation toolkit”, with which they can design and prototype, giving valuable feedback to the company.	(1) – (2) – (3)
Ideation - Prototyping	12. Living Labs	Test service/product prototypes in a real environment, together with customers or other selected strategic partners. Obtaining feedback to further develop the idea.	(1) – (2) – (3)
Implementation - Exploitation	13. Working groups to analyse possibilities of “exploitation of results”.	Area created by members of the marketing, commercial and business teams, together with customers, to evaluate options for exploiting market results.	(1) – (2) – (3)
Implementation - Exploitation	14. Stable innovation network	Create collaborative networks or temporary groups, for the development or commercial exploitation of the results of an innovative product.	(1) – (2) – (3)
Implementation - Exploitation	15. Search for partners in cluster associations	Approaching cluster associations to seek partners and new ideas for value creation.	(1) – (2) – (3)

Part 2.

For each of the above co-creation practices, please indicate, from your point of view, the degree of interest you think the company has in implementing each one of them. Please mark a value from 1 to 5, with 1 indicating no interest, and 5 indicating a lot of interest. Please note that you are allowed to give an open answer to the interviewer on the chosen option, so that you can justify the answer, and thus have more in-depth information about your motivations.

DT phase	ID. Co-creation practice	Description	Response
Inspiration	1. Challenge discovery workshops with customers from the same market.	Develop face-to-face workshops with customers with similar needs in the same market, to discover and discuss common challenges to be solved.	1 – 2 – 3 – 4 – 5
Inspiration	2. Challenge discovery workshops with customers from different markets.	Develop face-to-face workshops, with customers from different markets, to discover similar challenges that have been solved in different ways, to enrich and help “think outside the box”.	1 – 2 – 3 – 4 – 5
Inspiration	3. Successful case study sessions	Organisation of sessions between customers and other collaborating companies to present success stories and promote debates that can generate common interests in future innovation projects.	1 – 2 – 3 – 4 – 5
Inspiration	4. Internet platforms for interaction between business and customers	Websites where companies and customers can share their interactions and experiences about new offerings.	1 – 2 – 3 – 4 – 5
Inspiration	5. Intranet participation platforms between the company and employees	Intranet-based technology platform for dialogue with employees and discovery of problems reported by customers.	1 – 2 – 3 – 4 – 5
Inspiration - Ideation	6. Discussion of challenges in internal innovation teams with invited customers.	Creation of a “future design team”, where regular strategic meetings are held to discuss a vision for the future of services and the market. Selected customers are invited to discuss or exchange ideas.	1 – 2 – 3 – 4 – 5

Ideation	7. Collaborate with external expert “mentors”, validated together with customers.	Awaken the creativity of intrapreneurs within the organisation by engaging in discussions with “mentors” from beyond the walls of the organisation, inside or outside the market.	1 – 2 – 3 – 4 – 5
Ideation	8. Find solutions and external expert contacts from existing OI platforms.	Using external OI platforms such as Innocentive and NineSigma to find solutions to problems, both from within an organisation and from experts/retirees willing to help with their expertise.	1 – 2 – 3 – 4 – 5
Ideation	9. Finding solutions and expert contacts from internal OI platforms	Develop innovation platforms that showcase challenges to external entities that can propose solutions.	1 – 2 – 3 – 4 – 5
Ideation - Prototyping	10. In-house innovation teams to develop ideas	Project development between groups of employees and invited customers. Selection process of best projects, guided by evidence and feedback from colleagues and customers.	1 – 2 – 3 – 4 – 5
Ideation - Prototyping	11. Prototype testing toolkits	Providing customers with a “customer innovation toolkit”, with which they can design and prototype, giving valuable feedback to the company.	1 – 2 – 3 – 4 – 5
Ideation - Prototyping	12. Living Labs	Test service/product prototypes in a real environment, together with customers or other selected strategic partners. Obtaining feedback to further develop the idea.	1 – 2 – 3 – 4 – 5
Implementation - Exploitation	13. Working groups to analyse possibilities of “exploitation of results”.	Area created by members of the marketing, commercial and business teams, together with customers, to evaluate options for exploiting market results.	1 – 2 – 3 – 4 – 5
Implementation - Exploitation	14. Stable innovation network	Create collaborative networks or temporary groups, for the development or commercial exploitation of the results of an innovative product.	1 – 2 – 3 – 4 – 5
Implementation - Exploitation	15. Search for partners in cluster associations	Approaching cluster associations to seek partners and new ideas for value creation.	1 – 2 – 3 – 4 – 5

