

Voimatel is one of the leading constructor of utility projects for electricity and telecommunications in Finland.

CASE STUDY

OPEN INNOVATION FOR DEVELOP COST EFFICIENCY IN VALUE CHAIN OF TELECOMMUNICATION INFRASTRUCTURE CONSTRUCTION

“InTo tool and the process provided a systematic and efficient open innovation framework for co-creation in value chain of telecommunication infrastructure construction. Process helped us to identify potential discontinuity points and savings from the multi-actor process. Evaluation with strong math helps participants to make priority project list for action plan.” Mikko Heinonen, Development and quality manager.

The key objectives of the pilot project were:

- ✎ Define the discontinuity points and savings from the end to end delivery process for the further development actions to increase productivity and business performance.
- ✎ Prioritization of the most promising development areas for improving productivity.
- ✎ To identify the feasible solutions and actions to improve both customer and personnel satisfaction.

CHALLENGE

It is challenging to develop the multi-actor process in the complex business environment. The main challenge is find common development items, which make strong link to interest and scope of development strategy of actors.

SOLUTION

Standardized innovation and evaluation process was used created by InTo tool including the following key steps:

- ✎ Kick-off meeting. Process presentation. Decide schedule and actors.
- ✎ Phone interviews. In order to identify improvement ideas totally 40 persons participated in interviews.
- ✎ Ideas generated. Totally 93 development ideas were generated. The identified ideas concerned areas like information flows, process development, education and investment needs and methods of work.
- ✎ Workshop 1. Concrete ideas toward project. Totally 25 project ideas left after workshop to evaluation.
- ✎ Evaluations. 18 experts evaluated the identified ideas against selected criteria. Robust portfolio modeling were employed in order to identify those ideas which best fulfilled the needs of different criteria. TOP11 ideas were identified.
- ✎ Final workshop. Key persons from Voimatel and customer participated in a half-day workshop. Finally, three action plans Action plan with concrete goals, schedule and responsibilities based on the TOP11 ideas were the outcome of the workshop.

BENEFITS

Several benefits were realized during the pilot project and the after the project. Those concrete development items are obvious including approximate calculation of saving potential to all projects of action plan. In addition, Voimatel and customer start systematic co-creation forums for develop productivity. Voimatel get also valuable information and know-how of co-creation tools and methods.