

The PiPPi Community of Practice (CoP) presents:

The Playbook – Guide of knowhow and success in your PiPPi unmet need journey

**Meeting unmet healthcare needs identified by
multidisciplinary professionals and end users through
procurement of innovation, or innovation of procurement.**

Playbook - Table of contents

1. Intro the PiPPi CoP:
 - i. Why join the PiPPi CoP (slide 3)
 - ii. What is the PiPPi CoP (slide 4)
 - iii. Main components of the PiPPi CoP (slide 5)
2. Procurement of innovation methods and context:
 - i. PCP (slide 7)
 - ii. PPI (slide 8)
 - iii. Context and other options to address challenges/unmet needs (slide 9)
3. The PiPPi unmet need journey – step by step guiding you through the process, available tools & methods, creation of documentation and critical competencies required:
 - i. Introduction and overview to the unmet need journey (slide 10-15)
 - ii. Step 1 - Continuous sharing of identified problems and opportunities (slides 16-19)
 - iii. Step 2 - Challenge alignment (slides 20-23)
 - iv. Step 3 - Opportunity monitoring (slides 24-28)
 - v. Step 4 - Demand identification (slides 29-33)
 - vi. Step 5 - Demand definition (slides 34-38)
 - vii. Step 6 - Plan/preparation of participants and method of choice (slides 39-42)
 - viii. Introduction to methods and tools (slides 43-66)
4. Glossary (slides 67)
5. Closing remarks (slides 68-69)

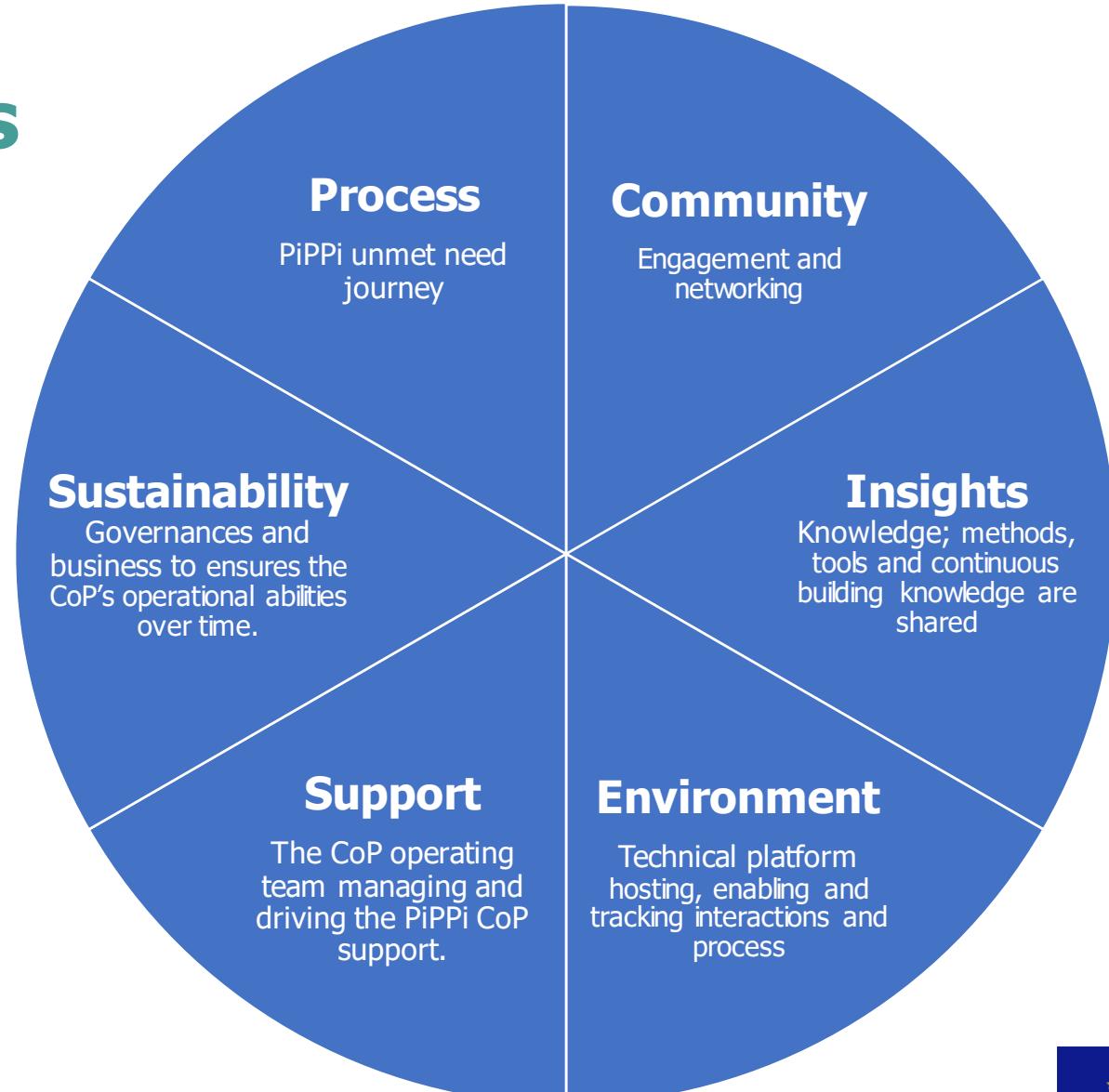
Why do you need the PiPPi CoP

- Develop and implementing innovative solutions for healthcare transformation requires collaboration and co-creation;
 - Bringing together a multitude of competences and resources to collaborate around your unmet needs;
 - Addressing unmet healthcare needs is a task to complex and resource demanding to be solved by sole parties;
 - The PiPPi CoP provides a way to interact and exchange ideas on how to achieve their goals, in the early stages of the innovation process.
-
- Therefore, the PiPPi CoP enables engagement of and collaboration among all stakeholders – organisations as well as individuals representing patients, hospitals and health professional, industrial partner and developers, researchers, payers and policy makers.

What is the PiPPi CoP

- The PiPPi CoP are empowering people who have shared goals.
 - The PiPPi CoP bring together demand-side and supply-side stakeholders to identify common unmet clinical needs and advance the development of innovative solutions.
 - The PiPPi CoP will drive innovation in this manner will empower faster digital transformation and increase trust between stakeholders.
- A collaborative platform for joint innovation in healthcare

The PiPPi CoP - Overall Components

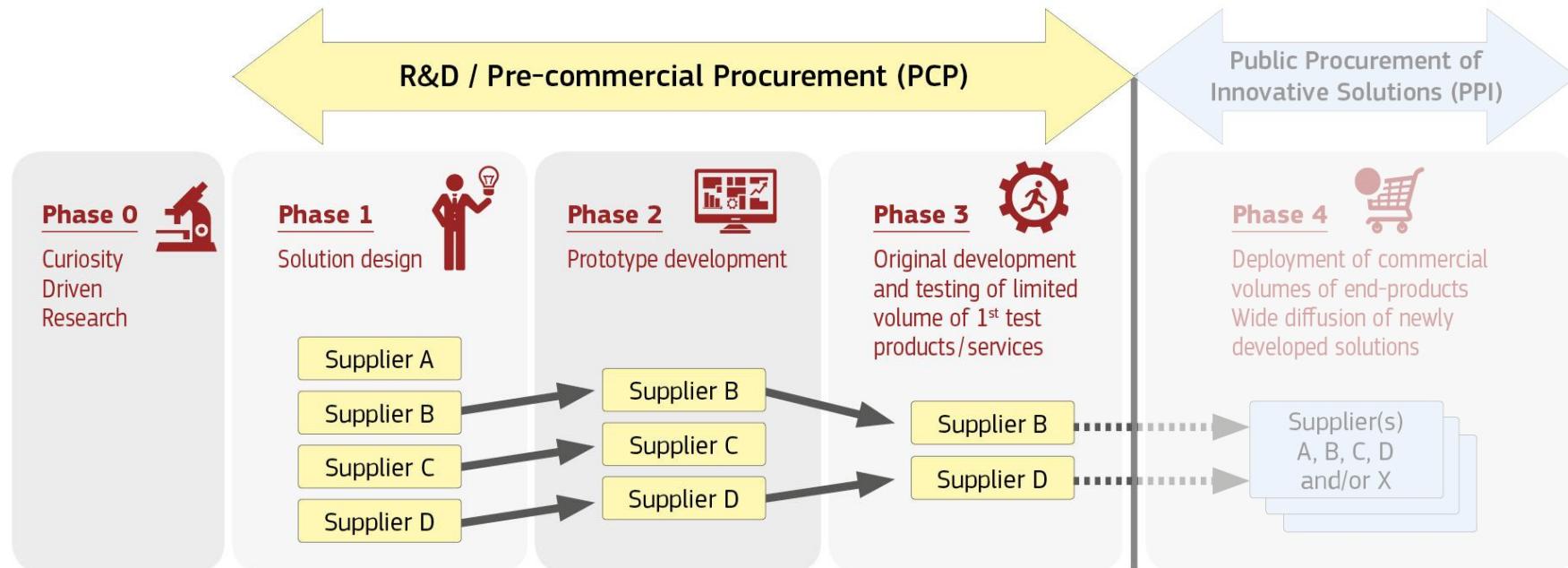


Innovation & Procurement

Background and context to address your unmet need in the PiPPi CoP

Pre-Commercial Procurement (PCP)

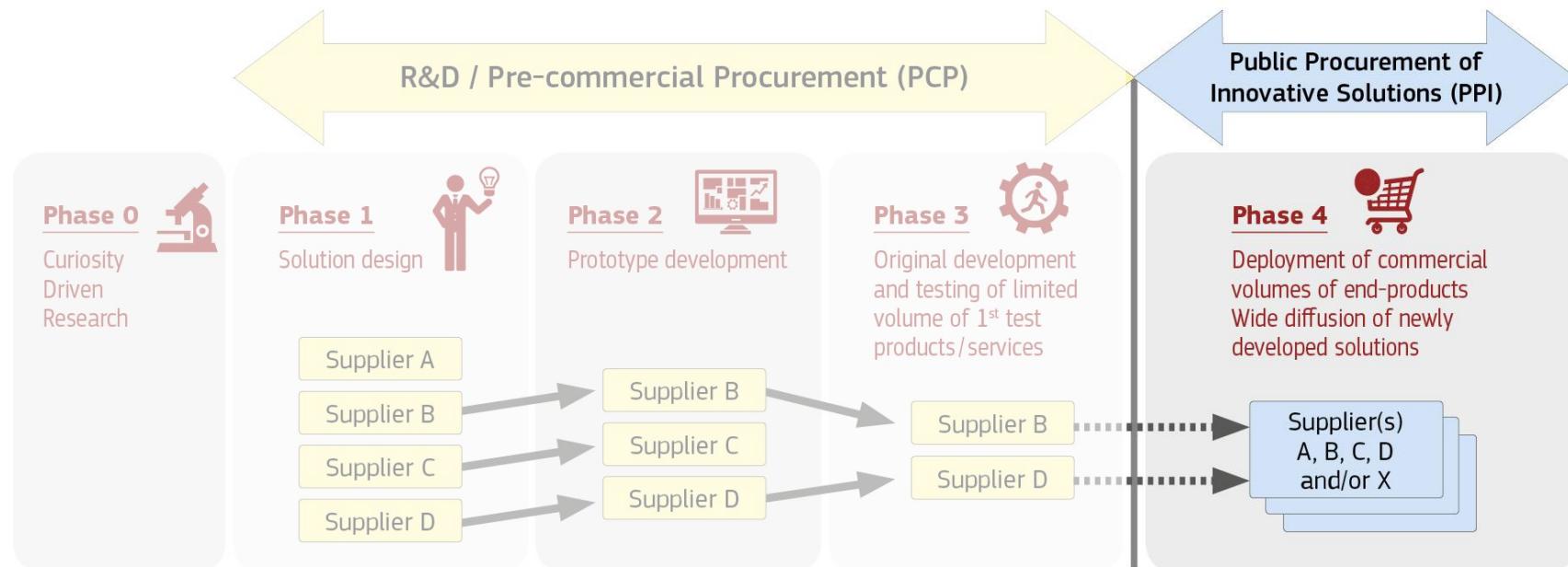
PCP is one of the two types of procurement of innovation. It usually contains four phases; phase 0-3, including understand your unmet need, a solution design on paper, prototyping of developed solutions and small-scale development and testing of developed solution.



Public procurement of innovative solutions (PPI)

PPI is a tender process in which the state of the art is close to the market, yet the innovation is presented in the way the service/product is to be delivered.

A PCP is often followed by a PPI, but not always.



Context and other procurement options to address challenges/unmet needs

Illustration of the PiPPi unmet need journey

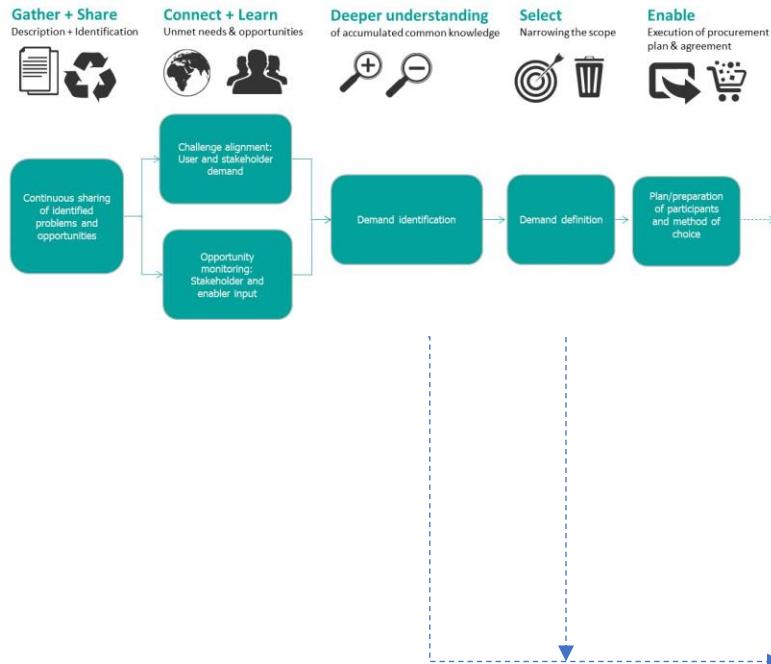
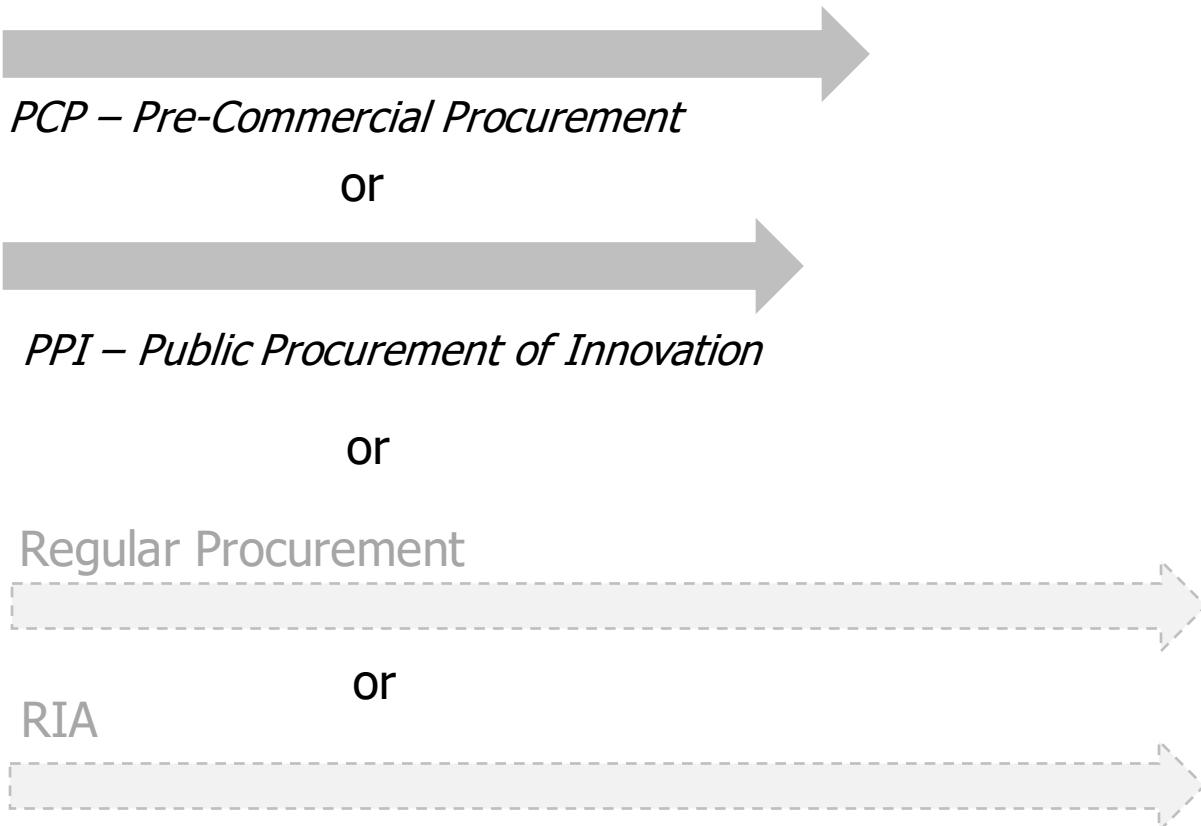


Illustration of the procurement execution options



The PiPPi unmet need journey

Description and guidance to the PiPPi unmet need journey process, methodologies and tools.

The PiPPi unmet need journey was based on the collected best practise on the eight PiPPi project consortium partners. Further input was integrated from all stakeholder categories in various workshops and surveys during the PiPPi CoP development.

This is a living document that will continuously be developed and evolved based on the learnings and knowhow of the PiPPi CoP members.

Guided by the process in PiPPi CoP

Gather + Share

Description + Identification



Connect + Learn

Unmet needs & opportunities



Deeper understanding

of accumulated common knowledge



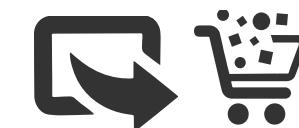
Select

Narrowing the scope



Enable

Execution of procurement plan & agreement



Challenge alignment:
User and stakeholder demand

Opportunity monitoring:
Stakeholder and enabler input

Demand identification

Demand definition

Plan/preparation of participants and method of choice

Execution to follow based on PiPPi CoP support

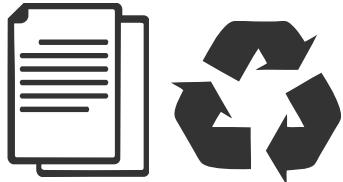
Templates & Methodology



What happens in the main process in the PiPPI CoP?

Gather + Share

Description + Identification



Activities

- Describe your challenge
- Share your own and other's challenges
- View challenges and opportunities

Outcomes

- Better understanding of yours and other's challenges
- Support while documenting
- Build your own and other's knowledge/awareness of challenges and opportunities



Platform for Innovation of Procurement
and Procurement of Innovation

Connect + Learn

Unmet needs & opportunities



Activities

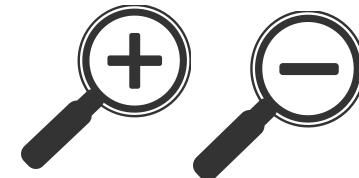
- Share input, discuss with and learn from other stakeholders

Outcomes

- Increased understanding of yours and other's unmet needs and root causes
- Support while documenting
- Connect with relevant challenges and opportunities
- Get an identified area of common unmet need where you can join forces; resources, knowledge, time and effort

Deeper understanding

of accumulated common knowledge



Activities

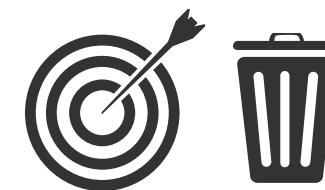
- Increase interaction with other stakeholders to deepen and detail the understanding of crucial components

Outcomes

- Ensuring quality by utilizing competencies from a multi-functional stakeholder perspective
- Sharing resources and knowledge building
- Providing value to unmet needs and learnings from best practices
- Identified dedicated partners/collaborators
- Further understand your and other's unmet needs

Select

Narrowing the scope



Activities

- Continue interaction (discuss/share/view/provide engagement) with partners joined around chosen unmet need; to determine the final common scope of it
- Create common documentation

Outcomes

- Confirmed and detailed unmet need descriptions
- Confirmed dedicated partners/collaborators

Enable

Execution of procurement plan & agreement



Activities

- Chose method to address the common unmet need
- Create common documentation and project plan for the coming procurement

Outcomes

- A common project plan
- Confirmed and dedicated partners
- Shared risk and effort investment

Templates & Methodology



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Framework Programme of the
European Union

Context of Challenge & Unmet Need

Challenge:

A challenge is an identified novel problem shared in the PiPPi CoP by one and/or several members.

Unmet need:

An unmet need is a challenge that does not have a known solution, or a good enough solution, currently in the marketplace.

The context of challenges and unmet needs being identified:

- The stakeholders of healthcare have different and individual processes and methods to identify challenges.
- The different stakeholders such as for example, healthcare providing institutions, patient, suppliers do not only have different processes, but also different perspectives, terminology and expertise when identifying, detailing and validating a challenge and formulated as an unmet need.

The PiPPi unmet need journey is designed to accommodate and support the joint ability to individually identified challenges to cross border unmet needs

How to interact in the platform – The User's guide

The user guide will help you with instructions on the following points:

- How to create a new challenge
- How to create a new idea and input to
- How do you interact with a challenge
- Upload of documents

If you would like more information on how to interact on the platform, please go to our User Guide. You can find the user guide here: XX

The guide to methodologies and tools within the PiPPi unmet need journey will follow now.

The material compiled per step in the PiPPI unmet need journey

The information compiled is of course generic and based on complied from some best practices. The material should be viewed as a possible menu to choose from but needs to be determined by each collaborating team for their specific setting and challenge.

The material is presented per step is organized as follows:

- 1) An overview
- 2) Summary of the tools and methods
- 3) A summary of the documentation recommended and what it might be providing in your challenge/unmet need
- 4) A summary of the recommended competencies and what their contribution might be

* Please note that a tools or methods can be used in several steps and adjustments might be min different steps and the detailed descriptions and details can be found after steps 1-6 descriptions.

Step 1

Continuous sharing of identified problems and opportunities

At this step you will describe and share your challenge as well as view the challenges and opportunities posted by others. In this chapter templates and checklists are provided to document your local challenge in a format that can be shared with the PiPPi CoP. Once this step is completed you will have gained a better understanding of your and other's challenges. You will also have built your own and other's knowledge/awareness of current challenges and opportunities

Activities

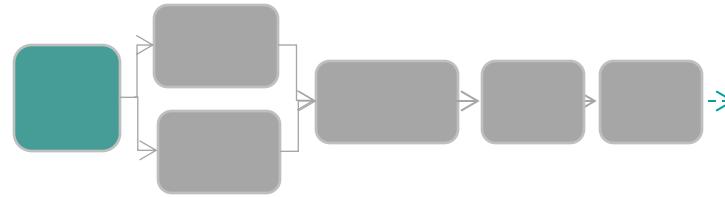
- Describe your challenge and
- Describe your current business model using Mission/Business Model Canvas
- Share you're the challenges
- View challenges and opportunities

Outcomes

- Better understanding of yours and other's challenges
- Support while documenting
- Build your own and other's knowledge/awareness of challenges and opportunities

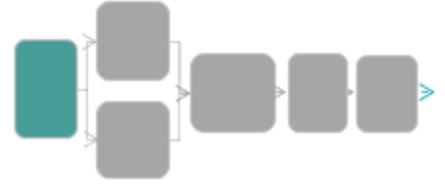
Decision points

- To published challenge communicated (public or private) via written material, video, workshops and/or in webinars.
- All relevant stakeholders members of the PiPPi CoP can decide and start to interact.



Methods & Tools	Documentation	Competences
<p>Local challenge formulation using:</p> <ul style="list-style-type: none">• One-pager, challenge description <p>Service Design Thinking</p> <ul style="list-style-type: none">• Mission/Business Model Canvas• Challenge Assessment• Job to be done <p>Connecting challenges:</p> <ul style="list-style-type: none">• Technical platform• The above input <p>(Back office)</p> <ul style="list-style-type: none">• Clustering• Matching	<p>Local challenge formulation</p> <ul style="list-style-type: none">• Initial Stakeholder description• Value description• Patient/user/customer journey description <p>Connecting challenges</p> <ul style="list-style-type: none">• One pager• Assessment template• Mission/Business Model Canvas	<p>Local challenge formulation</p> <ul style="list-style-type: none">• Other local stakeholders such as patients and healthcare providers• Innovation manager• Service designer• Relevant clinicians• Management <p>Connecting challenges</p> <ul style="list-style-type: none">• Innovation leader

Tools & Methods



What do they provide you with

Technical platform – PiPPi platform that provides you with the methodologies & tools, network of stakeholders and a forum where to interact with a smaller to wider audience and collaborators as you define is as a challenge creator/co-creator. The audience can continuously be defined by the creator/co-creator. Back-office supports and oversees matching and clustering of opportunities and challenges.

One pager – The purpose is to summaries the challenges with a condensed document and share the challenge. (details see slide 20)

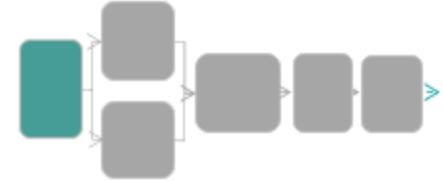
Mission/Business Model Canvas –The Mission/Business Model Canvas helps visualize what is important and forces users to address key areas of your challenge. (details see Slide 22)

Challenge assessment – The purpose is at this step an initial test if the challenge applicable for cross border PCP/PPI. (details see slide 23)

Job to be done – A way to illustrate the bigger picture of the underlaying components of the unmet need. This methodology supports you in describing what a product helps the customer to achieve. (details see slide 24)

Matching & clustering - a back-office service in the platform and continuously supported and developed by the CoP operating team

Documentation



Connecting challenges

Documentation you could use to identify and connect common unmet needs:

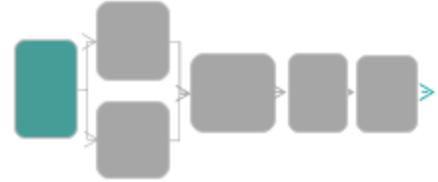
- One pager – A challenge summary in one page, in a given format to give an initial overview.
- Assessment – Documented the readiness of the challenge and its readiness and suitability to be applicable for cross border PCP/PPI. Provides a clear picture of the solutions already available on the market.
- Mission/Business Model Canvas – A document in which all key strategic factors are highlighted.
- Job to be done – Illustration of the underlying components of the unmet need.

Local challenge formulation

Documentation you could use to identify common unmet needs and key stakeholders locally:

- Initial stakeholder description – A description of all the internal stakeholders that are critical to your challenge, and you need to involve
- Value description – A description of the value that this innovation (solving the challenge) could bring to the organization and/or the stakeholders.
- Patient/user/customer journey description – A description and often illustration of the patient's path in relation to the challenge at hand

Competences



It is recommended, based on collected best practise experience, to involve the following stakeholders in step 1:

Local challenge formulation

- **Local stakeholders such as patients and healthcare providers** – helps to find the and formulate the challenge/unmet need.
- **Relevant clinicians** – to describe and elaborate on the clinical aspects of the challenge at hand, critical input.
- **Innovation manager** – helps find unmet needs and involve stakeholders locally.
- **Service designer** – specific competence to identify the demand side.
- **Management** – identify and prepare management approval to ensure the initial alignment from a management point of view and strategic goals.

Connecting challenges (CoP operating team)

- **Innovation leader** – reviews the challenges initially in order to validate and support the relation to topics, challenges and possible other ongoing initiatives within the PiPPi CoP.

Step

2

Challenge alignment: User and stakeholder demand

Identify and connect and align with other organizations that have same or similar challenges

Relevant challenges and opportunities can connect and investigate if there is a shared unmet need. The material created this far and the templates in this chapter you can share input, discuss with and learn from other stakeholders.

Activities

- Healthcare providers (HCP) Evaluates challenges
- HCP identifies challenges of mutual interest
- Agree to initiate a development of a cross border unmet need
- Develop a common strategy for the next step
- Share insights, experiences and knowledge
- Develop a common description of the challenge

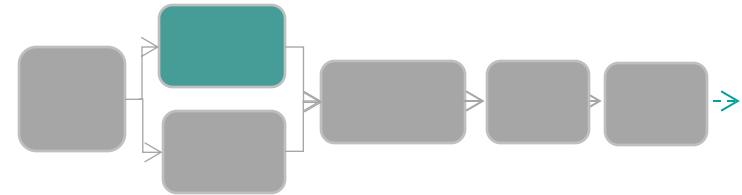
Outcomes

- Increased understanding of yours and other's challenges and root causes and current business models
- Get an identified area of common challenges and join forces; resources, knowledge, time and effort

Decision points at the end of step

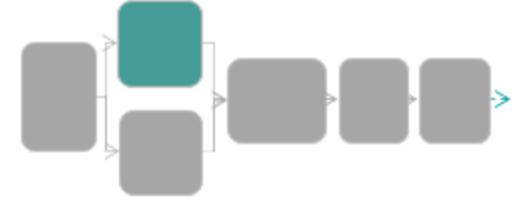
Agreed on first set of :

- shared identification of your and other's unmet needs and initial root causes
- draft timeline to continue PiPPi unmet need journey
- identified competences and stakeholders interested and engaged



Methods & Tools	Documentation	Competences
Strategy <ul style="list-style-type: none">• Playing to win Service Design Thinking <ul style="list-style-type: none">• Patient/User/customer journey• Personas• Value map• System map• Mission/Business Model Canvas• Prototyping Other <ul style="list-style-type: none">• Discovery/research report inventory	UPDATED DESCRIPTIONS OF: Strategy <ul style="list-style-type: none">• Strategy description Challenge/unmet need <ul style="list-style-type: none">• Challenge One-pager• Personas• Patient/user/customer journey description• Value & System maps• Outcome indicators• Business model• Discovery/Research report• Journey description Sign Off Clinicians & Manager for committing to next step	<ul style="list-style-type: none">• Innovation leader/manager• Service designer• Relevant clinicians• Informatics specialist• Legal support• Procurement support• IT• Management

Tools & Methods



What do they provide you with

The Strategy Charter - The Strategic Charter describes the strategy for achieving the defined goals. (details see slide 33)

Patient/user/customer journey description - Mapping, documenting and sharing a patient or patient/user/customer journey serves a purpose to identify, detail, share and harmonize both understanding, context and terminology around the patient and user/-s and their journey relevant to the unmet need. (details see slide 28)

Personas - The purpose of Personas is to help you remember who you design for and get inspired by their specific life and challenges. (details see slide 31)

Mission/Business Model Canvas - The Mission/Business Model Canvas helps visualize what is important and forces users to address key areas of your challenge. (details see slide 21)

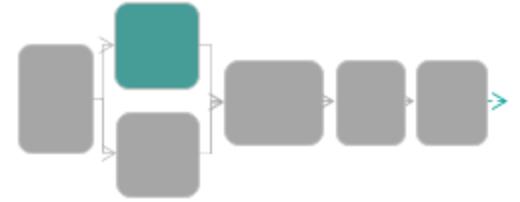
Prototyping - Prototyping is valuable when you wish to make the vision, idea or challenge, solution immediately tangible, and start discussing and iterating on it. (details see slide 30)

Value Map - Value mapping are important when you wish to validate and strengthen a concept description before moving forward with procurement and development. (details see slide 32)

System map - Mapping, documenting and sharing a system mapping serves a purpose to cover a holistic contexts in order to understand the service components connections and value exchange, dynamics, constraints, detect gaps and opportunities. (details see slide 29)

Discovery/research inventory – Identify and share discovery and/or research reports will build the knowledge on the challenge and its components as well as identify critical stakeholder.

Documentation



Strategy

- Strategy description – A document of five answered questions that together form a framework for a successful strategy.

Service Design Thinking

- Patient/user/customer journey – A document that provides shared understanding, validation, and related to the key aspect of users.
- Personas – An important tool to support references and validations throughout the process and the following procurement.
- Value & system maps – A document that helps ensure the fit is between the described product/service idea and the market opportunity to develop.
- Outcome indicators – A checklist containing a challenge-neutral core set of results (outputs, outcomes and impact) to provide valuable information when identifying a digital challenge, determining the interest and opportunities in industry and payers, projecting a plan of a cross-border innovation procurement, implementing the procurement, and finally evaluating its success.

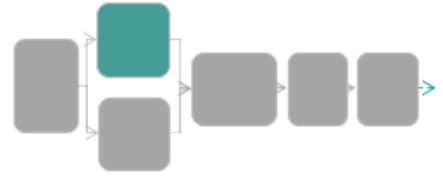
Updated description of:

- One pager – After this step you have a better understanding of your and other's unmet needs and root causes. With this increased of the unmet need, an area of a common unmet need can be identified.
- Mission/Business Model Canvas - You can then address this common unmet need together with joint forces in terms of resources, knowledge and effort.

Other

- Discovery/research inventory – Description of identifies discovery/research findings relevant to the challenge
- Sign Off for next step - Clinicians & Manager for each partner interested in committing and continuing to next step

Competences



It is recommended, based on collected best practise experience, to involve the following stakeholders in step 2:

CoP members engaged in the challenge; sharing resources and competences while collaborating with the challenge

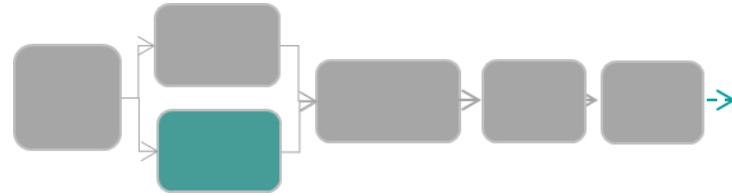
- Relevant clinicians - to describe and elaborate on the clinical aspects of the challenge at hand, critical input.
- IT - to describe the initial identified IT aspects of the challenge at hand covering for instance give an overview of interoperability aspects of the challenge per each institution engaged in the challenge
- Innovation leader/manager - to provide support in the challenge formulation and focus on the unmet need rather than the potential solution. Also provide the team with support when using different methodologies and tools.
- Service designer - when needed a specific competence to identify the demand side from a service perspective.
- Informatics specialist - to describe the initial identified informatics aspects of the challenge at hand.
- Legal support - support identification of legal hindrances, and enablers specific for the challenge and/or region/country.
- Procurement support - Previous experience in PCP/PPI processes. Engagement and knowledge for looking for potential solutions to needs.
- Management – initiate management approval to ensure the initial alignment from a management point of view at each organisation involved in the challenge

CoP operating team – Connecting challenges and supporting engagement

- Innovation leader/manager - reviews the challenges initially in order to validate and support the relation to topics, challenges and possible other ongoing initiatives within the PiPPi CoP. In addition to provide support in matching challenges and stakeholders, as well as supporting continuous ability to use tools and methodologies.
- CoP manager, communication & marketing expert and CoP admin – Continuous supporting and developing tools and methodologies. Also providing targeted support and activities in growing engagement and cross border collaboration.

Step 3

Opportunity monitoring: Stakeholder* and enabler input Involvement of Industry



Engage and discussed with stakeholders and enablers. To gain a better understanding of the challenge and the current opportunities in the area.

Activities

- Share insight about the challenge, discuss with and learn from other stakeholders
- Co-creation between different stakeholder groups
- Create ideas and prototypes

Outcomes

- Increased understanding of the challenge
- A defined unmet need
- Potential Business Models
- Support while documenting
- Connect with relevant challenges and opportunities
- Get an identified area of common unmet need where you can join forces; resources, knowledge, time and effort

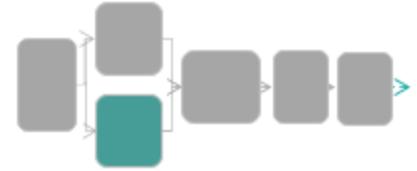
Recommended decision points at the end of step

Agreed on further detailed:

- identification of your and other's unmet needs and initial root causes
- validated draft timeline to continue the PiPPi unmet need journey
- identified competences and stakeholders interested and engaged

Methods & Tools	Documentation	Competences
<p>Strategy</p> <ul style="list-style-type: none">• Playing to win <p>Service Design Thinking</p> <ul style="list-style-type: none">• Interviews• Workshops• Job to be done insights• Co-creating workshops• Mission/Business model canvas <p>Ideation & Prototyping</p> <ul style="list-style-type: none">• Six Thinking Hats• Desktop walkthrough <p>Market & research input:</p> <ul style="list-style-type: none">• Request for information (RFI)• Market scouting on solutions• Market analysis• Open hearing & dialogue <p>Demonstrations</p> <ul style="list-style-type: none">• Existing products from other business areas and/or stakeholders• Existing prototypes	<p>UPDATED DESCRIPTIONS OF:</p> <p>Strategy</p> <ul style="list-style-type: none">• Strategy description updated <p>Challenge/unmet need:</p> <ul style="list-style-type: none">• Challenge (One-pager)• Journey description• Personas description• Patient/user/customer journey description• Value map• System map• Business model• Outcome indicators <p>Other</p> <ul style="list-style-type: none">• Discovery/Research input <p>Sign Off Clinicians & Manager for committing to next step</p>	<ul style="list-style-type: none">• Relevant clinicians, Patience or Patience representatives• Relevant: technological, industry and research expertise• Policymakers• Payers• Investors• Innovation leader/manager• Service designer• IT (Architect)• Informatics specialist• Legal support• Procurement support• Management

Tools & Methods



What do they provide you with

The Strategy Charter - The Strategic Charter will be updated with the insights from shared opportunities and updated description of the strategy for achieving the defined goals.

Interviews - The purpose is to understand need and context "ask about the need – not the solution". Interviews could also be part of other methods such as for example observations.

Workshops - Workshops are valuable for many purposes, some of the workshops are when you wish to create a common view and/or engagement around a topic or area.

Job to be done - a way to illustrate the bigger picture of the underlying components of the unmet need. This methodology supports you in describing what a product helps the customer to achieve. (slide 24)

Desktop Walkthrough - A desktop walkthrough methodology supports users and stakeholders in understanding the service, challenges, and/or the opportunity in a holistic perspective by simulating the service, challenges, or opportunity at hand. (details see slide 42)

Six thinking hats - Six thinking hats methodology is valuable when a problem or solution need to be viewed from different perspectives.

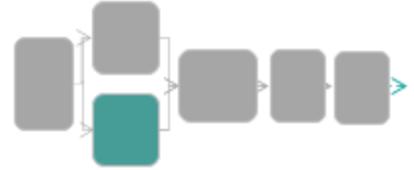
Market analysis – Identification and collection of existing information and insights components, products, and services relevant to our challenge

Request for information (RFI) – Interaction, written and/or F2F, with market actors on specific areas, challenges and/or components of challenges in order to understand the marketplace and actors' abilities related to the area of interest. Additionally, this is a chance to communicate initial challenges perceived by the problem owners.

Open hearing & dialogue - Open focused market consultation with possible selection for 1-on-1 dialogue for specific targeted areas of discussion.

Demonstration – exposure and insights on existing components, products, services from industry and research community and/or other stakeholders

Documentation



Updated description of your documentation

After this step you will have more knowledge of the challenge, current market situation, insights and the opportunities in your area. With this new information of your challenge, you will revise the following documents:

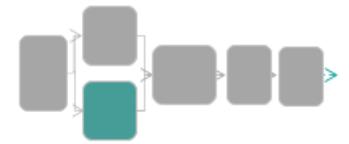
- Challenge (One pager)
- Beneficiary and end user segmentation
- Personas description
- Journey description
- Value map
- System map
- Business model canvas
- Outcome indicators
- Strategy description

Other

Discovery/research inventory – Updated description of identified discovery/research findings relevant to the challenge

Sign Off for next step - Clinical & Management sign off for each partner interested in committing to and continuing to next step

Competences

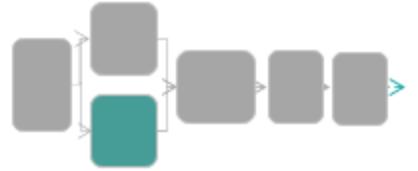


It is recommended, based on collected best practise experience, to involve the following stakeholders in step 3:
CoP members engaged in the challenge; sharing resources and competences while collaborating with the challenge

- **Relevant technological, industry and research expertise** - Experience in technology and processes sharing to understand components of the challenges and potential opportunities. Potential risk-sharing and new solutions for solving unmet needs.
- **Relevant clinicians, Patient or Patience representatives** - to understand and confirm the opportunities addressing the challenge from a clinical point of view.
- **Innovation leader/manager** - to provide support in the possible opportunities further defining the challenge/unmet need.
- **Service designer** - specific competence to identify opportunities matching the demand and/or growing insights on the same.
- **Informatics specialist** - to describe the initial identified informatics aspects of the challenge and opportunities at hand.
- **Legal support** - support identification of legal hinders, and enablers specific for the challenge, opportunity and/or region/country.
- **Procurement support** - Engagement and knowledge for looking for potential solutions to needs and support the interaction with industry in for example RFI activities.
- **IT** - to support the understanding and mapping of the IT aspects of the opportunities and match to the challenge at hand from all relevant perspectives such as for example; interoperability and data usage.
- **Management** – initiate management engagement and approval among the industry and research parties involved in order to understand and align with goals and development plans.
- **Policymakers** - share and interact with to grow understanding of challenge and opportunities and their impact in society and possible hinders identified
- **Payers** - share and interact with to grow understanding of challenges and opportunism to enable detection and prioritisation.
- **Investors** - share and interact with to grow understanding and support for solving challenges and utilize opportunities.

Step 3

Competences



CoP operating team – Connecting challenges and supporting engagement

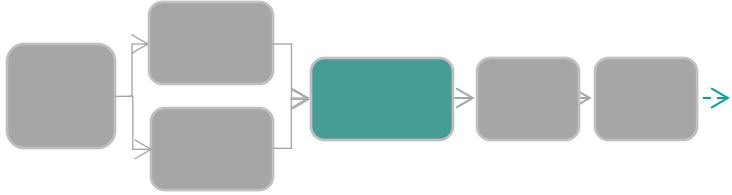
Innovation leader/manager - Provide support in finding the right stakeholders within the PiPPi CoP. In addition to provide support in matching challenges and stakeholders, as well as supporting continuous ability to use tools and methodologies.

CoP manager, communication & marketing expert and CoP admin – Continuous supporting and developing tools and methodologies. Also providing targeted support and activities in finding the right stakeholders within in the PiPPi CoP.

Step 4

Demand identification

Increase and to deepen and detail the understanding of crucial components and gain an even deeper understanding the unmet need.



Activities

- Increase interaction with other stakeholders to deepen and detail the understanding of crucial components

Outcomes

- Ensuring quality by utilizing competencies from a multi-functional stakeholder perspective
- Sharing resources and knowledge building, deeper understanding of commonly generated insights
- Providing value to unmet needs and learnings from best practises
- Identified dedicated partners/ collaborators
- Further understand your and other's unmet needs

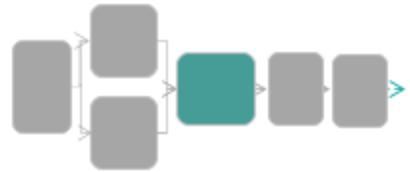
Decision points at the end of step

Agreed on further detailed:

- identification of the unmet need, its root causes, and related opportunities from a multi stakeholder perspective.
- and validated timeline to continue PiPPi unmet need journey
- identified shared competences and stakeholders continuously engaged

Methods & Tools	Documentation	Competences
<p>Strategy</p> <ul style="list-style-type: none">• Playing to Win <p>CREATE DEEPER INSIGHTS:</p> <p>Service Design Thinking</p> <ul style="list-style-type: none">• Patient/user/customer journey• Personas• Journey map• Value map• System map & Requirements• Job to be done <p>Prototyping</p> <ul style="list-style-type: none">• Desktop walkthrough• Cardboard prototyping• Rehearsing digital services, Interactive click modeling.	<p>UPDATED DESCRIPTIONS OF:</p> <p>Challenge/unmet need</p> <ul style="list-style-type: none">• Unmet Needs description• Outcome indicators• Outcome of The Prior art analysis and an IPR search <p>Technical System/Service/Solution requirements:</p> <ul style="list-style-type: none">• Systems Requirement description <p>Business & Strategy:</p> <ul style="list-style-type: none">• Business case description <p>Sign Off Clinicians & Manager for committing to next step</p>	<ul style="list-style-type: none">• Relevant clinicians, Patience or Patience representatives• Relevant: technological, industry and scientific expertise• Policymakers• Payers• Innovation leader/manager• Service designer• Informatics specialist• Legal & Regulatory support• Procurement support• Management

Tools & Methods



What do they provide you with

Playing to Win canvas - the strategy might need to be updated for achieving the defined goals. (details see slide 33)

Patient, user and/or customer journey - Mapping, documenting and sharing a patient/user/customer journey serves a purpose to identify, detail, share and harmonize both understanding, context and terminology around the user/-s and their journey relevant to the unmet need. (details see slide 28)

Personas - The purpose of Personas is to help you remember who you design for and might need to be revised. (details see slide 31)

Value Map - Value mapping are important when you wish to validate and strengthen a concept description before moving forward with procurement and development. (details see slide 32)

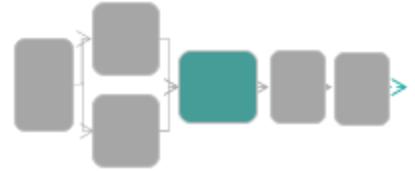
System map - Mapping, documenting and sharing a system mapping serves a purpose to cover a holistic contexts in order to understand the service components connections and value exchange, dynamics, constraints, detect gaps and opportunities. (details see slide 29)

Desktop Walkthrough - A desktop walkthrough methodology supports users and stakeholders in understanding the service, challenges, and/or the opportunity in a holistic perspective by simulating the service, challenges, or opportunity at hand. (details see slide 42)

Job to be done – A way to illustrate the bigger picture of the underlying components of the unmet need. This methodology supports you in describing what a product helps the customer to achieve. (details see slide 24)

Market & research interaction – RFI; request for information for specific areas and/or contexts, market analysis

Documentation



Updated description of your documentation

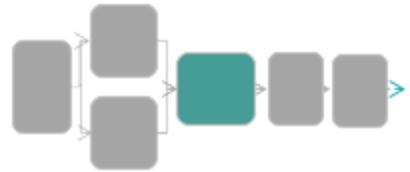
By completing this step, you will have gained an even deeper understanding of your and other's unmet needs. You will also provide value to these unmet needs and learnings from best practices. With this new information, gather from interaction with other stakeholders, you will revise the following documents:

- Challenge (One pager)
- Beneficiary and end user segmentation
- Personas description
- Journey description
- Value map
- System map
- Business model
- Outcome indicators

Other

Sign Off for next step - Clinical & Management sign off for each partner interested in committing to and continuing to next step

Competences

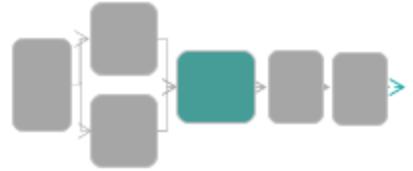


It is recommended, based on collected best practise experience, to involve the following stakeholders in step 4:

CoP members engaged in the challenge; sharing resources and competences while collaborating with the challenge

- **Relevant clinicians, Patience or Patience representatives** – to get a deeper and further detailed understanding, as well as identification of your shared challenge from a clinical point of view. Provide value to these challenges and learnings from best practices.
- **Relevant technological, industry and scientific expertise** – to get a deeper and further detailed understanding of identified opportunities and their relevant components. Provide and gain insights, know-how and impact on challenge and opportunity components.
- **Policymakers** – Provide and gain a deeper understanding of crucial components of the challenge and their impact on society.
- **Payers** – share, gain insight and interact to deepen and detail understanding of critical components of the challenge.
- **Innovation leader/manager** – to provide support in the investigation of the deeper details and conditions of the challenge.
- **Service designer** – specific competence to identify critical components matching the demand and/or growing insights on the same
- **Informatics specialist** – to describe the initial identified informatics aspects of the challenge at hand.
- **IT** - to describe the initial identified IT aspects of the challenge at hand covering more detailed overview of interoperability related problems: between the relevant systems, hindrances of semantic, organizational, structural, and/or foundational. The different aspects of for example automatic capturing vs manual entry and usage of data should also be captured
- **Legal & Regulatory support** – support identification of legal hindrances, and enablers specific for the challenge and/or region/country.
- **Procurement support** – Engagement and knowledge for looking for potential solutions to needs and support the interaction with industry in for example RFI activities.
- **Management** – update and engage management approval to ensure the potential alignment from a management point of view.

Competences



It is recommended, based on collected best practise experience, to involve the following stakeholders in step 4:

CoP operating team – Connecting challenges and supporting engagement

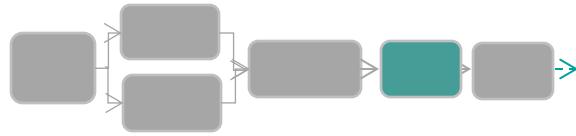
Innovation leader/manager - Provide support in for enhanced more targeted interaction cross and/or specific stakeholders within the PiPPi CoP. In addition to provide support in external networking, as well as supporting continuous ability to use tools and methodologies.

CoP manager, communication & marketing expert and CoP admin – Continuous supporting and developing tools and methodologies. Also providing targeted support and activities in elevating road-blocks or hinders to progress with the PiPPi unmet need journey.

Step

5

Demand definition



At this step the partners joined around a chosen unmet need continues to engaging, discussing, sharing and viewing.

This step is finalized once there is a confirmed and detailed unmet need description, and the dedication of partners and collaborators is confirmed

Activities

- Continue interaction (discuss/share/view/ provide engagement) with partners joined around chosen unmet need; to determine the final common scope of it
- Create common documentation in the
- Initiate the PCP/PPI project plan

Outcomes

- Confirmed and detailed unmet need descriptions
- Confirmed dedicated partners/collaborators

Decision points at the end of step

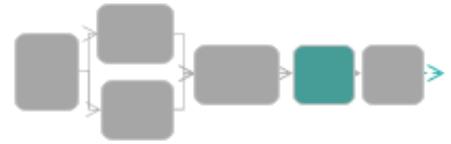
Agreed on, further detailed:

- identification of the unmet need, its root causes, and related opportunities from a multi stakeholder perspective.
- and validated timeline to continue PiPPi unmet need journey
- identified shared competences and stakeholders continuously engaged

Sign Off Clinicians & Managers of the engaged parties for committing to next step

Methods & Tools	Documentation	Competences
<p>Strategy</p> <ul style="list-style-type: none">• Playing to win <p>Service Design Thinking</p> <ul style="list-style-type: none">• Last update and possible review of used tools and methods to conclude and narrow down the scope. <p>Market & research interaction:</p> <ul style="list-style-type: none">• Open market consultation with open hearing & dialogue• Freedom to Operate & Market assessment <p>General:</p> <ul style="list-style-type: none">• PCP/PPI Project plan template	<p>UPDATED DESCRIPTIONS OF: Challenge/unmet need</p> <ul style="list-style-type: none">• One-pager <p>Technical System/Service/Solution requirements</p> <ul style="list-style-type: none">• Functional description• Technical boundary description• Outcome indicators <p>Business & Strategy:</p> <ul style="list-style-type: none">• Business case description• Strategy description updated• Legal boundary description• Mission/Business model canvas <p>Conclusions related to Market & research:</p> <ul style="list-style-type: none">• Preparations for open market consultation interaction• Market assessment• Freedom to operate (IPR related) <p>Sign Off Clinicians & Manager for committing to next step</p>	<ul style="list-style-type: none">• Relevant Clinicians, Patients or Patient representatives• Innovation leader/manager• Technical specialists/Medical technology• IT• Informatics• Legal support• Procurement support• Management

Tools & Methods



What do they provide you with

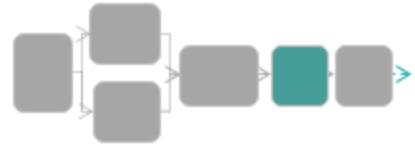
Strategy - Playing to Win template – describes the strategy for achieving the defined goals. (details see slide 33)

PCP/PPI Project plan template – In this step the purpose is to introduce the document and input the collected documents up to this point. The purpose of this plan is to summarize and document all main conclusions regarding the unmet need detailing and the groups engaged from the PiPPi unmet need journey is to support the decision making and planning how to address the shared unmet need. (details see slide 50)

Freedom to operate – Identify and conclude the freedom to operate in regards to industry and research related limitations and boundaries; IPR etc

Open market consultations and interactions - Open focused market interaction with the target to prepare and share the unmet need scope openly and to gage the markets readiness and willingness to address the scope if the unmet need.

Documentation



In this step the interaction among the partners joined around the chosen unmet need continues by engaging, discussing, sharing and viewing. The final common scope is then determined, and common documentation is created. With this new information, gather from interaction with partners and collaborators, you will revise the following documents:

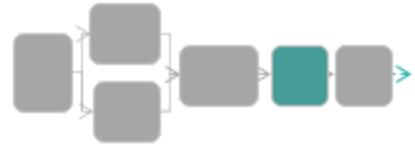
- One pager
- Mission/Business model canvas
- Freedom to Operate & Market assessment
- Outcome indicators

In this phase, the PCP/PPI project plan will be initiated. The following descriptions will be updated and written in detail and, confirmed by the partners:

- Unmet Needs description
- Functional description
- Technical boundary description
- Legal boundary description
- Sign Off Clinicians & Manager for committing to next step

Step 5

Competences



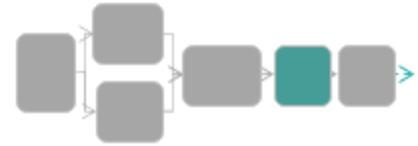
It is recommended, based on collected best practise experience, to involve the following stakeholders in step 5:

CoP members engaged in the challenge; sharing resources and competences while collaborating with the challenge

- **Relevant clinicians, Patients or Patient representatives** – engaging, discussing, sharing and scoping the challenge continues and final common scope will be determined, and common documentation will be agreed on.
- **Technical specialists** – provide support in specifying and documenting the technical boundary description
- **IT** - to describe IT aspects defined within the scope of the challenge, including for example interoperability and data usage.
- **Med Tech**- to describe medical technical aspects defined within the scope of the challenge.
- **Informatics** – to describe the defined and within the scope informatics aspects of the challenge at hand.
- **Innovation leader/manager**– To provide support in establishing the final common scope and in creating common documentation safeguarding the innovation ability and processes within the scope.
- **Legal support** – provide support in writing the legal boundary description and IPR description.
- **Procurement support** – Engagement and knowledge for looking for potential solutions to needs and support the interaction with industry in for example RFI activities.
- **Management**– obtain management approval from all partners joining forces in the challenge. Alignment with goal and strategies need to be discussed and agreed from a management point of view.

Step 5

Competences



It is recommended, based on collected best practise experience, to involve the following stakeholders in step 5:

CoP operating team – Connecting challenges and supporting engagement

Innovation leader/manager - Provide support in for enhanced more targeted interaction cross and/or specific stakeholders within the PiPPi CoP. In addition to provide support in external networking, as well as supporting continuous ability to use tools and methodologies.

CoP manager, communication & marketing expert and CoP admin – Continuous supporting and developing tools and methodologies. Also providing targeted support and activities in elevating road-blocks or hinders to progress with the PiPPi unmet need journey. Share any identified funding opportunities that might be relevant.

Step 6

Plan/preparation of participants and method of choice

To enable the upcoming procurement a method to address the common unmet need is chosen. The partners then creates a common documentation and project plan for the coming procurement. After this final step in the PiPPi process the confirmed and dedicated partners will also have agreed to a shared risk and effort investment.

Activities

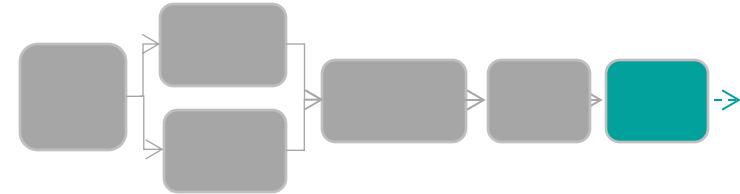
- Choose method to address the common unmet need
- Create common documentation and project plan for the coming procurement

Outcomes

- A common PCP/PPI project plan
- Confirmed and dedicated partners
- Shared risk and effort investment

Decision points at the end of step

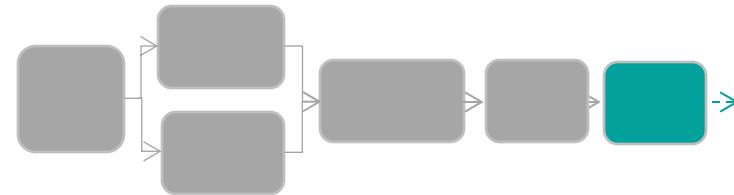
The project plan agreed and sign off by all parties; champions and management of the engaged parties for committing



Methods & Tools	Documentation	Competences
Strategy <ul style="list-style-type: none">• Playing to win General <ul style="list-style-type: none">• PCP/PPI Project plan• Business case• Strategy template• Choose method of procurement• Project team template• Implementation management Optional <ul style="list-style-type: none">• Consortium contract template• PIN template• Joint procurement agreement template	Project preparations and plan including; <ul style="list-style-type: none">• Requirement documentation and specifications• Procurement method of choice including business case• Outcome indicators and KPI's• Resource agreement• Financial agreement Other (optional): <ul style="list-style-type: none">• Consortium agreement• PIN prep• Joint procurement agreement	<ul style="list-style-type: none">• Clinical leader• Technical specialists/Medical technology• Procurement specialist• Innovation leader/manager• Legal support• Project leader• Management

Step 6

Tools & Methods



What do they provide you with

The Strategy Charter - The Strategic Charter at this step will finally updated and conclude the strategy for achieving the defined goals. (details see slide ..)

Project team - The purpose of this identification and documentation is to describe who will fulfil what role with the associated responsibilities. (details see slide ..)

Implementation management – To prepare and enable implementation of innovative solutions in healthcare settings in order to understand and accommodate for the components of behavior change come in play in order to support implementation. (details see slide ..)

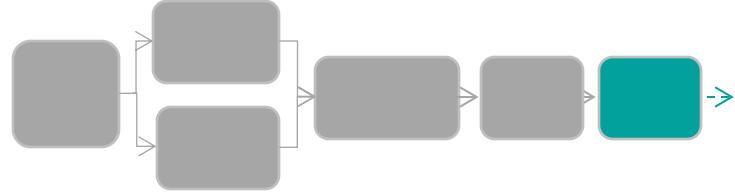
Chose method of procurement - The use of this document is to support the identification process of the method of procurement best suited for the unmet need at hand, PCP or PPI. (details see slide ..)

PCP/PPI Project plan template – This plan will summarize and document all main conclusions regarding the unmet need detailing and the groups engaged from the PiPPi unmet need journey is to support the decision making and planning how to address the shared unmet need and the procurement method of choice to be used. (details see slide ..)

Consortium contract template - The Consortium Agreement is the document that establishes the relation among partners in a project, in this case a European funded project. The template should be adapted to the respective setting.

PIN template – The PIN (Prior Information Notice) provides to the market early information about who are the buyers, summary of the object of the contract, the expected starting date and the contract volume of a pre-commercial procurement (PCP) and a Public Procurement of Innovation (PPI) and all information related to the open market consultation that is organised to engage the industry.

Documentation



To enable the upcoming procurement a method to address the common unmet need is chosen. The partners creates a common documentation and project description for the coming procurement. In the project description will be de following documents:

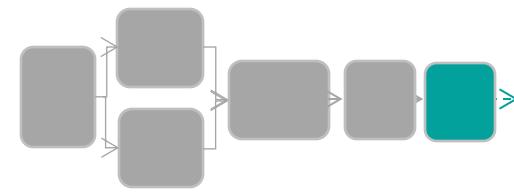
- Challenge brief; contains all previously concluded documents and conclusions. Final versions of for example detailed requirement of the unmet need documented, finalised strategy, a business case among others
- Project plan

After this final step in the PiPPi process the confirmed and dedicated partners will also have agreed to a shared risk and effort investment. These agreements will be recorded in the following documents:

- Within the project plan including; unmet needs description and functionalities, desired outcomes and KPI's, resource and financial efforts, identified partners for the procurement and chosen procurement approach

There are some optional documents that can be valuable to complete at this stage as well:

- Within the project plan including; unmet needs description, resource and financial efforts, identified partners for the procurement and chosen procurement approach



Competences

It is recommended, based on collected best practise experience, to involve the following stakeholders in step 6:

CoP members engaged in the challenge; sharing resources and competences while collaborating with the challenge

- Clinical lead – signing off the finalised clinical scope
- Technical specialists/Medical technology – final validation and sign off the technical requirements.
- Procurement specialist – support in choosing and preparing the right method to address the common unmet need.
- Innovation leader/manager – To provide support in finalizing common scope and in creating common documentation safeguarding the innovation ability and processes for the PCP/PPI prepared.
- Legal support – support with the project execution; resource agreement, financial agreement & consortium agreement
- Project leader – To lead the work with finalising the stakeholders and partners and finalising the conclusions in the project plan.
- Management – Finalise management approval from all partners joining forces in addressing the challenge with a procurement of innovation.

CoP operating team – Connecting challenges and supporting engagement

Innovation leader/manager - Provide support any targeted interaction cross and/or specific stakeholders within the PiPPi CoP. In addition to provide support in external networking, as well as supporting continuous ability to use tools and methodologies.

CoP manager, communication & marketing expert and CoP admin – Continuous supporting and developing tools and methodologies. Also providing targeted support and activities in elevating road-blocks or hinders to progress with the PiPPi unmet need journey and completion of the project plan. Share any identified funding opportunities that might be relevant.

Methods and tools

Introductions and short explanations to the individual tools and methods recommended

Step

1

Tools & Methods: Template-

One pager

The purpose is to describe a challenges in a condensed document and share the challenge.

This template can be used to support all steps in the PiPPi unmet need journey and continuously be updated.

Provides an ability to harmonize and communicate understanding

Provided in the first step on the PiPPi unmet need journey in the membership part of the platform, a challenge description in summary.

The template can be found here:

[Template - One Pager](#)

Onpager – Challenge description

Owner(s): Date DD-MM-YY	Responsible: Co-contributor(s):
Short description of challenge / unmet need (to be addressed through digital services)	
Target group/beneficiary: (Clinicians / Patients / Healthcare / society / etc)	
Estimated Values Baseline vs Future	Proposed outcome measurements (KPI)

Onpager – Challenge description

Initial assessment Cross border, PPI or PCP	Y / N / Don't know (Comment)
Is the Challenge applicable to multiple Healthcare providers (cross-boarder)?	
Has market survey/interaction been carried out (RFI, other means)?	
Can the Challenge be addressed by solutions already available on the market? (direct buy)	
Developments relevant to identified Challenge are on-going but no solution is currently available on the market? (PPI) https://ec.europa.eu/digital-single-market/en/public-procurement-innovative-solutions	
No solution on the market and there is an interest to stimulate development and testing of new solutions. (PCP) https://ec.europa.eu/digital-single-market/en/pre-commercial-procurement	
Boundary conditions Analysis & Categorization	L / M / H (Comment)
Interoperability	
Data	
Patient empowerment – lack of	
Other? Industry?	



Step

1

Tools & Methods: Template-Mission/Business Model Canvas

The Mission/Business Model Canvas helps visualize what is important and forces users to address key areas of your challenge.

This template can be used to support all steps in the unmet need journey and continuously be updated.

Highlighting all key strategic factors.

The template can be found here: [Mission/Business model canvas template](#)

Alternatives: [Business Model Canvas](#) | [Service Design Tools](#)

or

#TiSDD Method: [Business Model Canvas \(thisisservicedesigndoing.com\)](#)

Mission/Business Model Canvas

Based on Alexander Osterwalder's, Business Model Canvas

Key Partners	Key Activities	Value Proposition	Beneficiary/end user Relationship	Beneficiary/end user
	Key Resources		Channels	
Cost Structure			Revenue streams (incl Savings)	

Step

1

Tools & Methods: Template-

Challenge assessment

The PiPPi challenge assessment template enables to check the readiness, possible solutions and relevance to multiple healthcare providers of the challenge.

The purpose is to test if the challenge applicable for cross border PCP/PPI.

This template can be used in the first step of PiPPi unmet need journey.

Provides a clear picture of the solutions already available on the market.

The template can be found here: [Challenge assessment](#)

Challenge assessment for cross border PCP/PPI

Challenge nr:	Responsible:	
Date:	DD-MM-YY	Co-contributor(s):
Initial assessment Cross border, PPI or PCP	Y/N	Comments
Is the Challenge applicable to multiple Healthcare providers (cross-border)?		
Has market survey/interaction been carried out (RFI, other means)?		
Can the Challenge be addressed by solutions already available: <ul style="list-style-type: none">• on the health care market?• By a local solution developed and used by another Healthcare provider?• In other business areas?		
Can the Challenge be addressed by solutions already available on the market? (direct buy) TRL 9		
Developments relevant to identified Challenge are on-going but no solution is currently available on the market? (PPI) https://ec.europa.eu/digital-single-market/en/public-procurement-innovative-solutions		
No solution on the market and there is an interest to stimulate development and testing of new solutions. (PCP) https://ec.europa.eu/digital-single-market/en/pre-commercial-procurement		



Step

1

Tools & Methods

'Job to be done'

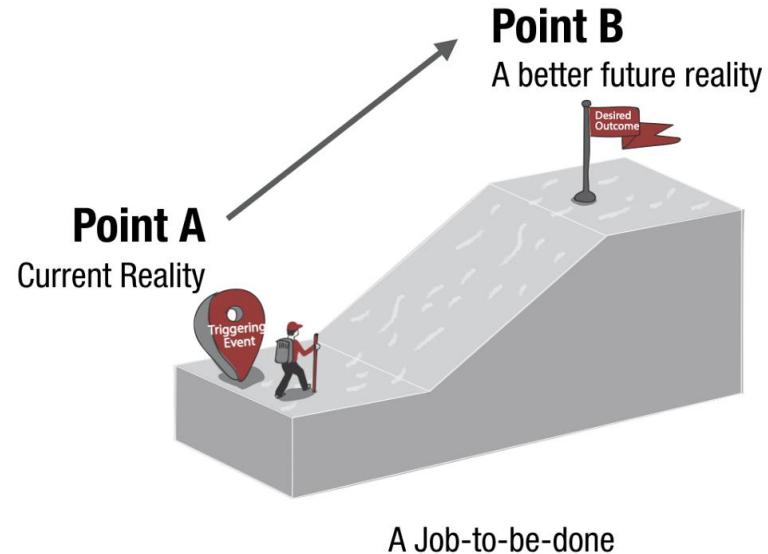
"Job to be done" is another way to illustrate the bigger picture of the underlying components of the unmet need. This methodology supports you in describing what a product helps the customer to achieve.

It is valuable to use in the early step steps of the PiPPI unmet need journey, steps 0-3 but has been shared often be used in step 3 among healthcare providers.

The outcome is another way to formulate insights and provides a valuable perspective with regard to innovation.

More details to be downloaded from the following links, with a few alternatives:

#TiSDD Method: Generating jobs-to-be-done
(thisisservicedesigndoing.com)



Source (May 13, 2022): What is a Job-To-Be-Done (JTBD), <https://blog.leanstack.com/what-is-a-job-to-be-done-jtbd/>

Step

2

Tools & Methods

Patient/user/customer journey

Mapping, documenting and sharing a patient/user/customer journey serves a purpose to identify, detail, share and harmonize both understanding, context and terminology around the user/-s and their journey relevant to the unmet need. It provides a shared platform of understanding of the unmet needs.

It is often used in the earlier steps of the process and possibly with different purposes in different occasions. Some example for when and how it can be used; to identify and validate, scope the challenge, identify critical stakeholders, validation of their role, put an identified demand into context etc.

The outcome is critical and provides shared understanding, validation, and related to the key aspect of users.

More details to be downloaded from the following links, with a few alternatives:

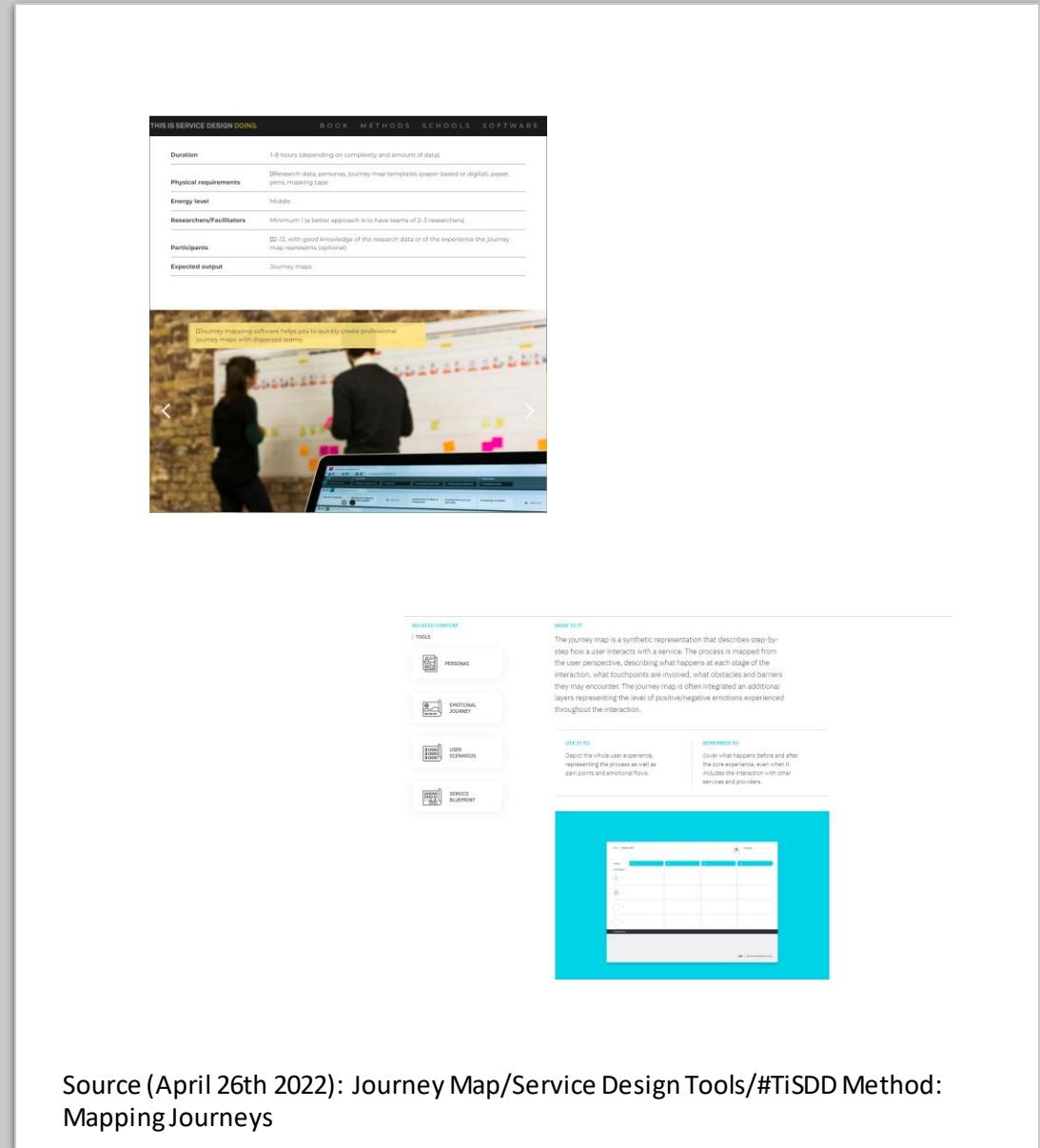
[Journey Map | Service Design Tools](#) or [#TiSDD Method: Mapping journeys \(thisisservicedesigndoing.com\)](#)

Also, the emotional journey: [Emotional Journey | Service Design Tools](#)

Two more advanced links:

[Impact Journey | Service Design Tools,](#)

[Transition Journey | Service Design Tools](#)



This image shows a screenshot of the TiSDD Journey Map page. At the top, there's a table with information about the method:

THIS IS SERVICE DESIGN DOING.	
BOOK	METHODS
Duration:	1-8 hours (depending on complexity and amount of data)
Physical requirements:	(Research data, personas, journey map templates (paper-based or digital), paper, pens, masking tape)
Energy level:	Middle
Researchers/Facilitators:	Minimum 1 (a better approach is to have teams of 2-3 researchers)
Participants:	12, with good knowledge of the research data or of the experience the journey map represents (optional)
Expected output:	Journey maps

Below this is a video thumbnail showing two people working on a wall covered in sticky notes, with a laptop screen in the foreground displaying a digital journey map interface.

On the right side of the page, there are sections for "RELATED CONTENT" and "WHAT TO DO".

RELATED CONTENT:

- TOOLS
- PERSONAS
- EMOTIONAL JOURNEY
- USER SCENARIOS
- SERVICE ALIGNMENT

WHAT TO DO:

- DO:** The journey map is a synthetic representation that describes step-by-step how a user interacts with a service. The process is mapped from the user perspective, describing what happens at each stage of the interaction, what touchpoints are involved, what obstacles and barriers they may encounter. The journey map is often integrated an additional layer representing the level of positive/negative emotions experienced throughout the interaction.
- TRY IT:** Depict the whole user experience, representing the process as well as pain points and emotional touch.
- REMEMBER TO:** Cover what happens before and after the user interaction even when it includes the interaction with other services and providers.

At the bottom, there's a large preview image of a journey map template, which is a grid with columns labeled A, B, C, D, E, F, G, H, I, and K.

Source (April 26th 2022): [Journey Map/Service Design Tools/#TiSDD Method: Mapping Journeys](#)

Step

Tools & Methods

2

System map/touch point map

Mapping, documenting and sharing a system mapping serves a purpose to cover a holistic contexts in order to understand the service components connections and value exchange, dynamics, constraints, detect gaps and opportunities. This is done by mapping all touch points covering all aspects resulting in a holistic overview of the system.

It is often used in the earlier steps of the process when there is a need to show in one single frame all the different actors involved in a service delivery, and their mutual links (e.g. flows of materials, energy, information, money, documents, etc.).

The outcome is possibly with different purposes in different occasions. Some example what it can provide is; to identify and validate, scope the challenge, identify critical stakeholders, validation of their role, put an identified demand into context etc.

More details to be downloaded from the following links, with a few alternatives:

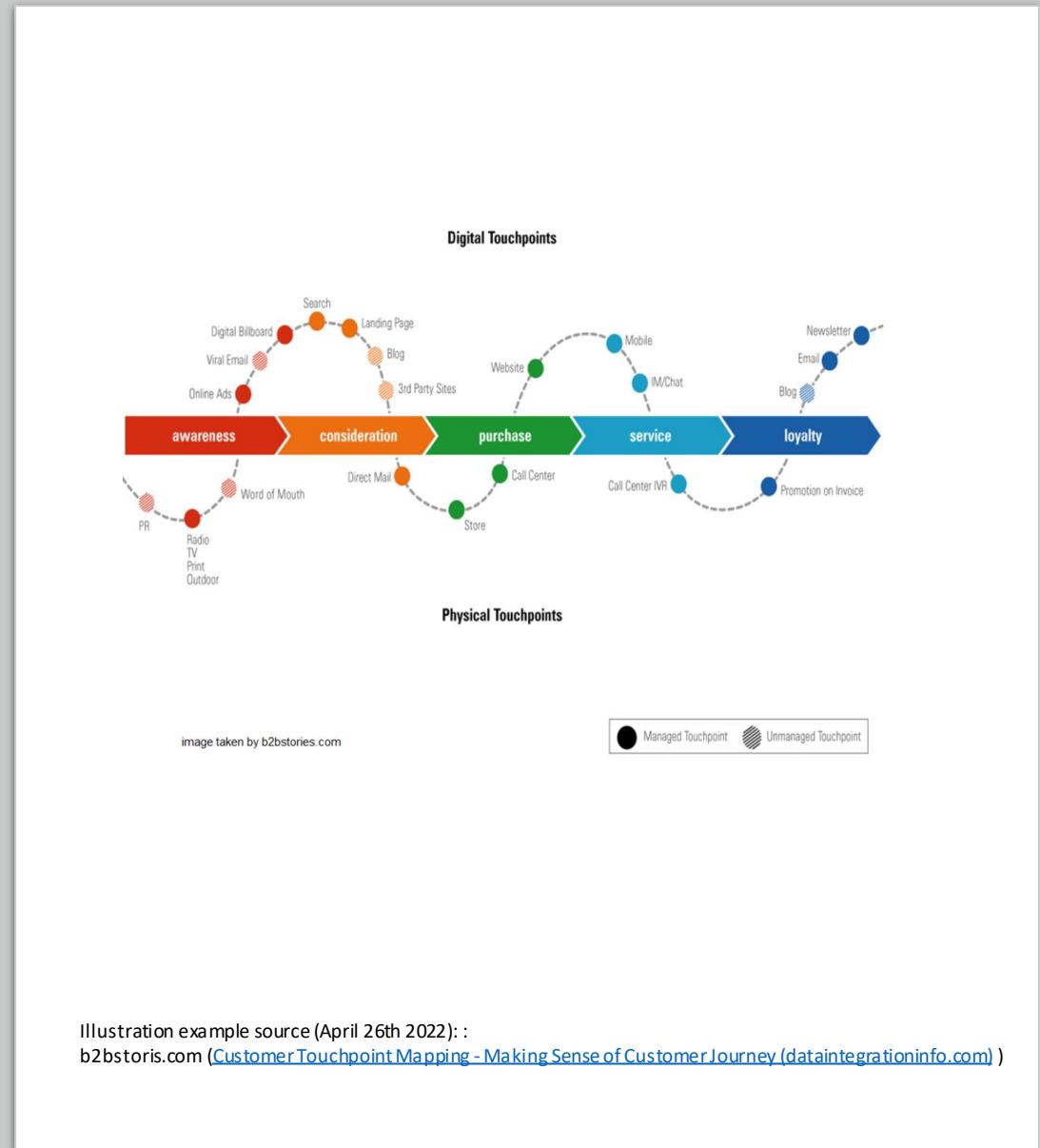
[System Map | Service Design Tools](#)

Or

[#TiSDD Method: Mapping systems
\(thisisservicedesigndoing.com\)](#)

Also, for specifically doing this WITH users (co-creating)

[#TiSDD Method: Co-creating system maps
\(thisisservicedesigndoing.com\)](#)



Prototyping

Prototyping is valuable when you wish to make the vision, idea or challenge, solution immediately tangible, and start discussing and iterating on it.

It is valuable to use as early as possible, relevant in both process steps 2-4 iteratively throughout all steps, suitable during idea generation with SH and users.

The outcome is validation, harmonized views/understanding, identify no-go's/constraints and insights

More details to be downloaded from the following links, with a few alternatives:

[Rough Prototyping | Service Design Tools](#)

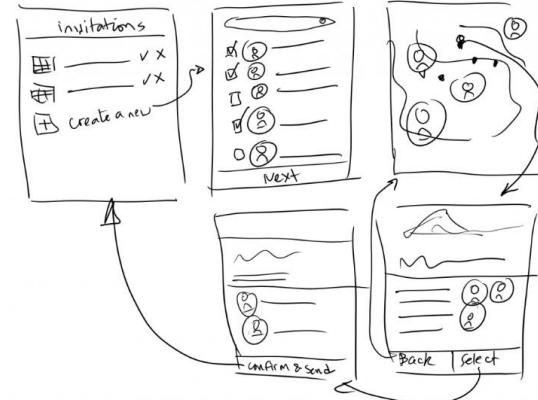
[#TiSDD Method: Cardboard prototyping
\(thisisservicedesigndoing.com\)](#)

[#TiSDD Method: Paper prototyping
\(thisisservicedesigndoing.com\)](#)

More experienced based prototyping:

[Experience Prototypes | Service Design Tools](#)

[Service Prototype | Service Design Tools](#)



Illustration, source (April 26th 2022): [Metal & plastic laser cutting. Get online quote in seconds. \(ponoko.com\)](#)

Step

2

Tools & Methods

Personas

Personas are valuable when you wish to show and communicate user needs by using a model representative of a specific user type. It serves the purpose to help you remember who you design for and get inspired by their specific life and challenges.

It is valuable to use as throughout the process with slightly different motivations; i.e as a tools for idea generation, in step 3-4 need identification/specification and step 6 in preparation for procurement (part of specifications).

The outcome is important tool to support references and validations throughout the process and the following procurement.

More details to be downloaded from the following links, with a few alternatives:

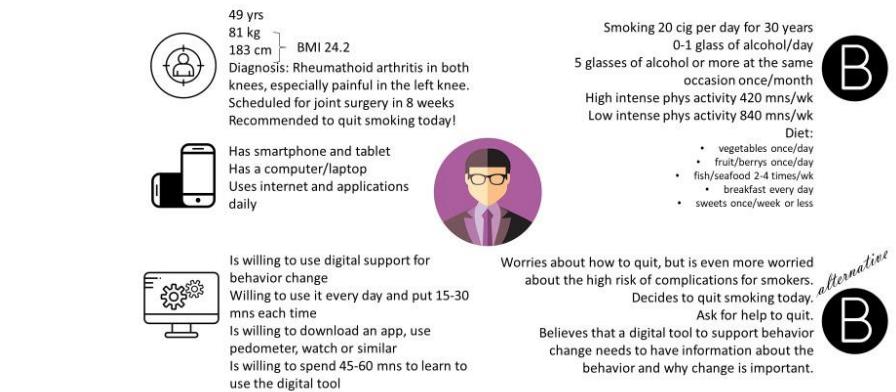
[Personas | Service Design Tools](#)

Or more advanced:

[Dynamic Personas | Service Design Tools](#)

Co-creating personas/users

#TiSDD Method: Co-creating Personas (thisisservicedesigndoing.com)



Example source (April 26th 2022): : Tendering documents Live Incite PCP

Step

2

Tools & Methods

Value map

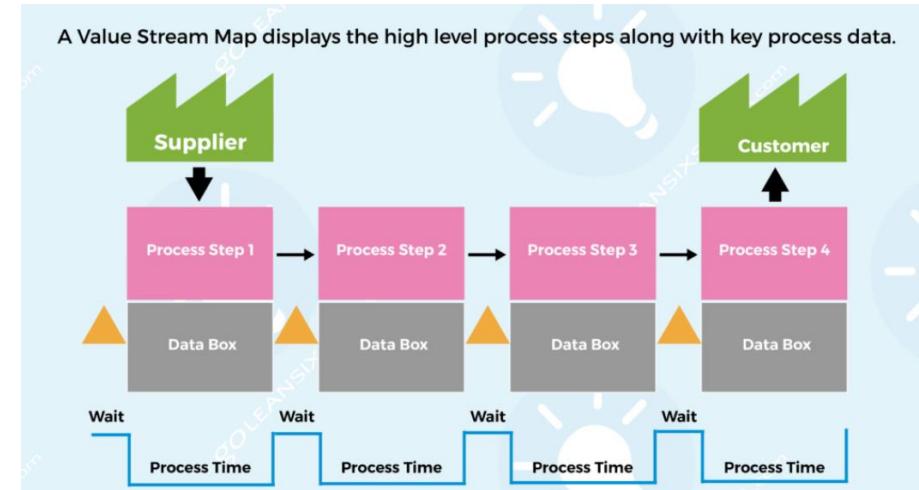
Value mapping are important when you wish to validate and strengthen a concept description before moving forward with procurement and development. It helps to ensure that there is a fit between the product-service idea and the users (and market) and provides a detailed look at the relationship between customer segments and value propositions, highlights roles involved, pains and gains and how the service eventually matches with the proposition and its pain relievers and gain creators.

It is valuable to use for validation and strengthening a concept solution before moving forward with development/procurement

The outcome help ensuring that there is a fit between the described product/service idea and the markets ability to develop.

More details to be downloaded from the following link:

[Value Proposition Canvas | Service Design Tools](#)



Source (April 26th 2022) example: <https://goleansixsigma.com/>

Step

2

Tools & Methods

Strategy Charter

The Strategic Charter describes the strategy for achieving the defined goals.

This template can be used in the second step of the PiPPi unmet need journey and continuously reviewed and updated as needed.

The answers to these five questions provide the framework for a successful strategy

The template can be found here: [Strategy charter](#)

Strategy – Playing to Win

Project name:		Iteration#	
Lead name and organization		Date:	
Member organizations:			
Winning Aspiration (<i>What are our goals?</i>)			
Where to Play (Focus areas)			
How to Win			
Which Capabilities Must Be in Place?			
What Management Systems Are Required			

Setting the strategy – *Playing To win*

Step

2

Tools & Methods

Outcome indicators

The purpose of the document is to provide with a list of challenge-neutral core set of results (outputs, outcomes and impact) to identify any digital challenge. The outcome indicators list provides helps to determine the interest and opportunities in the industry and payers, project a plan of a cross-border PCP/PPI and complete a feasibility study.

It can be used during the project, especially between steps 2 and 3 and should be updated as challenge is developed in steps 4, 5 and 6.

The outcome recommendation Checklist can be downloaded at: [Outcome indicators template](#)

Project Name:
Completion Date:
Initials:

PiPPi Outcomes Recommendations Checklist

This list contains a challenge-neutral core set of results (outputs, outcomes and impact) to provide valuable information when identifying a digital challenge, determining the interest and opportunities in industry and payers, projecting a plan of a cross-border innovation procurement, implementing the procurement, and finally evaluating its success.

The first set should be taken into consideration and make part of ANY CHALLENGE PiPPi CoP will pursue.

Level	Sub-level	Results	Relevant Y/N
Patient	Patient-Reported Outcome Measures	Health-related Quality of Life (QoL) Acceptability of the solution Overall Satisfaction with care given Understanding of care plan/treatment/pathways Support to manage long-term condition	
	Patient-Reported Experience Measures	Hospital acquired infections Diagnostic accuracy Quality Adjusted Life Years (QALY) Reduced clinical errors	
	Determinants of health	Mortality Disability	
	Long-Term treatment improvement	Proportion of professionals' adherence to clinical guidelines	
	Healthcare professionals	Number of hospitalizations Waiting time Number of re-hospitalizations/readmissions rates Number of bed days for hospitalized patients Costs Process Technological Aspects	
	Healthcare provider	Maintenance costs <u>Work flow</u> Production efficiency Data security Data safety Safety environment	
	Health system	Mortality Morbidity Disability	
	Socio-economic impact	Economic Evaluation and HTA Cost Utility Analysis; Cost Effectiveness Analysis	

Step

3

Tools & Methods

Interview

Interviews are valuable when there is a need to identify and/or deepen your understanding. The purpose is to understand need and context “ask about the need – not the solution”. Interviews could also be part of other methods such as for example observations.

It is valuable to use when there is a need for a qualitative input and when the understanding of the challenge at hand needs to be deepend.

The outcome is providing you with deepened understanding of the unmet need and its context

More details to be downloaded from the following links, with a few alternatives:

[Interview Guide | Service Design Tools](#)

[#TiSDD Extra: Interview guidelines \(thisisservicedesigndoing.com\)](#)

Contextual interview:

[#TiSDD Method: Contextual interview \(thisisservicedesigndoing.com\)](#)

In-depth interviews:

[#TiSDD Method: In-depth interview \(thisisservicedesigndoing.com\)](#)



Source: Office picture library

Step

3

Tools & Methods

Workshops

Workshops are valuable for many purposes, some of the workshops are when you wish create a common view and/or engagement around a topic or area.

It is valuable to use when a problem is being detailed, deepen and commonly shared. It equally serves an opportunity to create a group/team gathering around a shared topic. This methodology could used throughout the whole process of course depending on the target of the workshop.

The outcome is increased common understanding, harmonize views and terminology, identify critical areas among many other outcomes.

More details to be downloaded from the following link:

#TiSDD Extra: Co-creative workshops
(thisisservicedesigndoing.com)

The template to support preparation to be downloaded from the following link: [Workshop template](#)

Workshop Preparation Canvas

(ref: Created by Toby Sinclair)

WS Title:		Responsible:	
Date:		Contributor(s):	

Purpose: (What is the purpose and the intended legacy of the workshop?)			

Practicalities: (Where and when, what material is needed?)	Participants: (Who will participate and what are their role in the WS? What do they need to leave with?)	Products: (What are the inputs to the session, what needs to be prepared, what do we want leave with?)

Process: (What is the agenda, what steps are required to meet the purpose)	Principles: (How will decision be made, What are the WS values?)

Step

3

Tools & Methods

Desktop Walkthrough

A desktop walkthrough methodology supports users and stakeholders in understanding the service, challenges, and/or the opportunity in a holistic perspective by simulating the service, challenges, or opportunity at hand. A facilitator helps the stakeholder groups in the walkthrough.

It is valuable to use when there is a need to share, validate or illustrate a holistic approach of a service, challenge and/or opportunity. This methodology could preferably be recommended during step 3-4.

The outcome is a shared and deepened holistic understanding of the service, challenge and/or opportunity at hand.

More details to be downloaded from the following link:

[#TiSDD Method: Desktop walkthrough](https://www.thisisservicedesigndoing.com/methods/desktop-walkthrough)
(thisisservicedesigndoing.com)



Source (May 13, 2022): <https://www.thisisservicedesigndoing.com/methods/desktop-walkthrough>

Step

3

Tools & Methods

Six thinking hats

Six thinking hats methodology is valuable when a problem or solution need to be viewed from different perspectives. A role play methodology can be used to become aware of the unmet need setting, contexts and definitions .

It is valuable to use when there is a need to challenge, or stress test the unmet need and/or views. This methodology could preferably be recommended during step 3.

The outcome is validation, deepen understanding, new perspectives of you unmet need, opportunity and/or solution.

More details to be downloaded from the following link:

https://en.wikipedia.org/wiki/Six_Thinking_Hats



White Hat

Data, facts, information known or needed



Red Hat

Feelings, hunches, instinct and intuition



Black Hat

Difficulties, potential problems, why something may not work



Yellow Hat

Values and benefits, why something may work



Blue Hat

Manage process, next steps, action plans



Green Hat

Creativity, solutions, alternatives, new ideas

Source (May 10, 2022): [Book Summary - Six Thinking Hats®byEdwarddeBono\(readinggraphics.com\)](#)

Market consultation

The main purpose of the preliminary market consultation is to check the state of play before launching a procurement procedure.

The challenges' owner and co-owner should launch it when the description of the need is clear and during the assessment of the market.

The market consultation helps to engage the industry and to understand the readiness level to address the identified unmet needs.

Sources:

European Guidance on Innovation Procurement (pax. 37-39): [DocsRoom - European Commission \(europa.eu\)](#)

Example of one market consultation from the European Guidance on Innovation Procurement:

EXAMPLE***EIC ePitching with Procurers on COVID-19:***

Finding common solutions together (Procurement in the European ecosystem of innovation)

In a fully online event, the European Innovation Council (EIC) brought together more than 50 public and private procurers, five European companies and more than 20 SMEs supported by the EIC in the first 'ePitching with Procurers', a session dedicated to COVID-19 solutions.

Both public- and private sector procurers, and the SMEs had the opportunity to pitch their needs and respective solutions and follow-up via dedicated one-to-one sessions in the afternoon.

Two different sessions were organised, in which the SMEs presented their solutions on medical devices and on new innovative biotechnological applications. At the end of each session the participants had the opportunity to select the best pitch.

This event highlighted the importance of creating synergies between SMEs and procurers.

<https://ec.europa.eu/easme/en/news/eic-epitching-procurers-covid19-finding-common-solutions-together>

Step

5

Tools & Methods, Template -

PCP/PPI Project plan

The purpose is to summarize and document all main conclusions regarding the unmet need detailing and the groups engaged from the PiPPi unmet need journey is to support the decision making and planning how to address the shared unmet need.

The 5th step, defining the unmet need is concluding and narrowing it down.

The outcome is a shared document stating the shared unmet need and the path forward.

The generic project plan can be downloaded at: [PCP/PPI Project plan template](#)

1 Introduction	2 Project challenge	3 Project definition summary	4 Project control
1.1 Planning for Innovation Procurement processes 1.2 Generic template 1.3 Structure of the template	2.1 Stakeholder identification and engagement 2.2 Assessment of market and external Interest & feasibility 2.3 Procurement Strategy Analysis and selection	3.1 Scope 3.2 Timeline 3.3 Project cost 3.4 Goal and outcomes 3.5 Conditions and (inter)dependencies	4.1 Timing (phasing / milestones / decision moments) 4.2 Project cost/benefits 4.3 Quality 4.4 Communication 4.5 Resources 4.6 Project organisation 4.7 Risk management

Step

6

Tools & Methods

IPR mapping

The purpose is to map the IPR is to establish the freedom to operate and possible restraints and/or impact from existing patents etc.

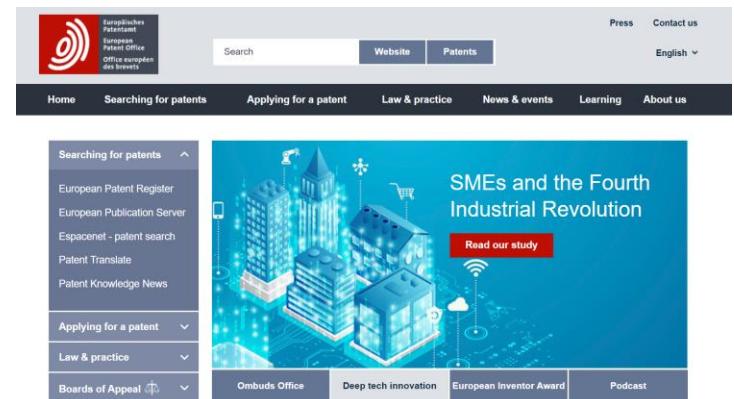
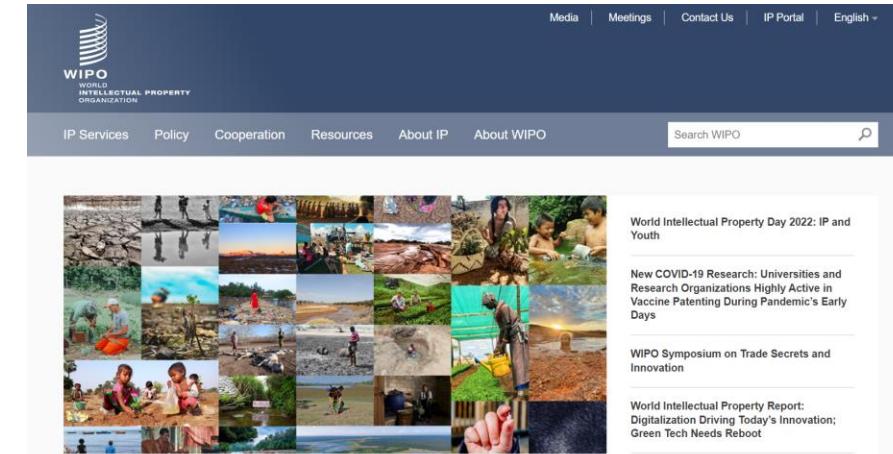
This mapping can be initiated in step 5 but should be concluded in step 6.

More details to be downloaded from the following link:

[WIPO - World Intellectual Property Organization](#)

and

[EPO - Home](#)



Source (May 16th, 2022): [WIPO - World Intellectual Property Organization](#) and [EPO - Home](#)

Step Tools & Methods

6 To enable implementation – The behaviour Change wheel

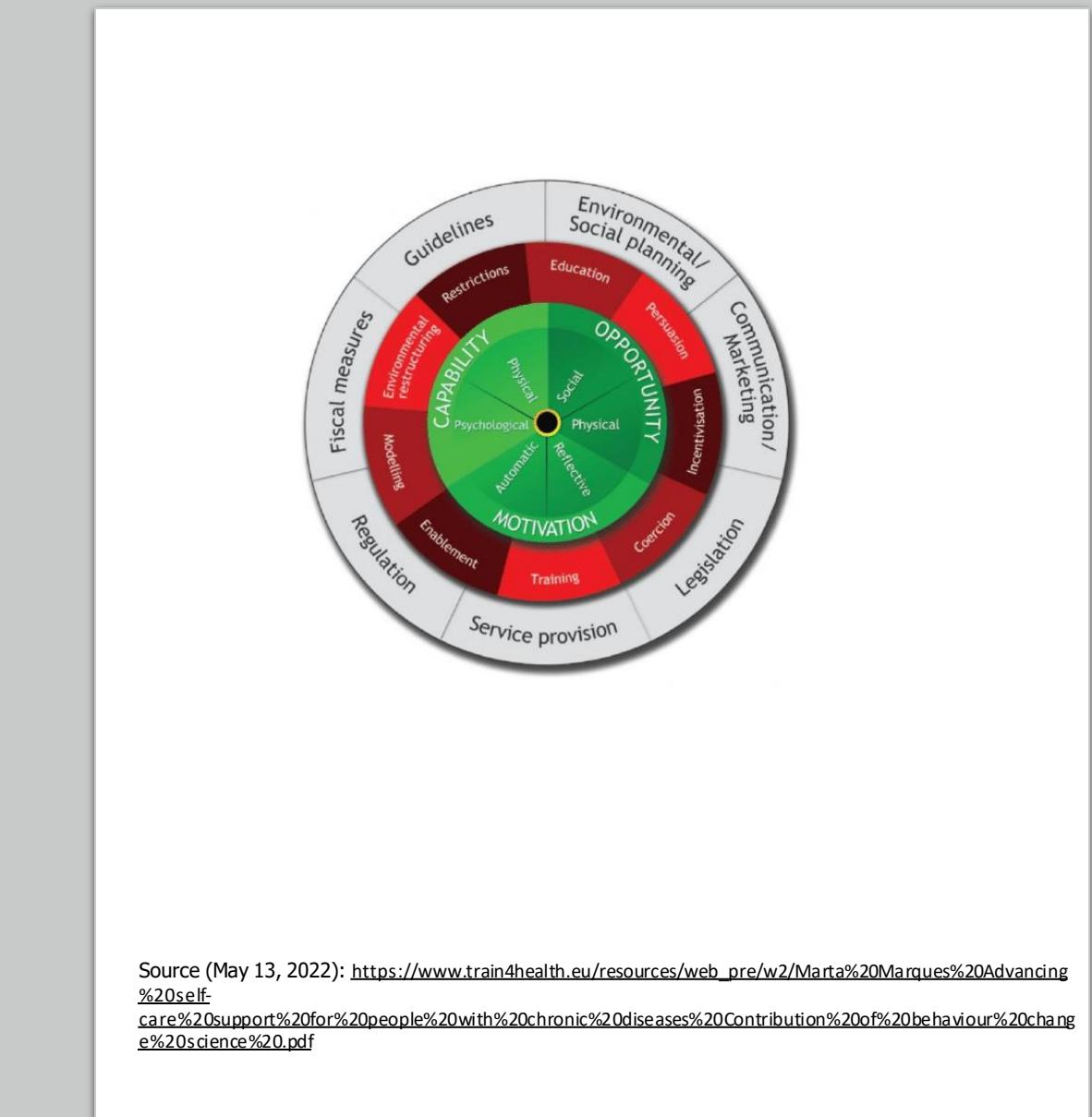
To prepare and enable implementation of innovative solutions in healthcare settings in order to understand and accommodate for the components of behavior change come in play in order to support implementation. This example, this initiative has set out to build implementation capacity (BIC) intervention which builds on the behavior change wheel, which considers implementation as a matter of behavior change. The intervention will be provided to teams of managers and professionals working in health and welfare organizations and seeking support to implement a guideline- or evidence-based intervention. The intervention consists of a series of interactive workshops that provides the participating teams with the knowledge and skills to apply a systematic implementation model. It has investigated how a team training intervention, with the goal to build implementation capacity, influences participants' implementation knowledge and skills, as well as how it influences implementation activities and implementation capacity within participating health and welfare organizations. Furthermore, the aim is to investigate how the organizations' contexts influence the intervention outcomes.

It is valuable to use to enable and support implementation of solutions. Relevant in the last steps of the process to enable implementation and implementation aspects in the preparation of the PCP/PPI.

The outcome is early identified and enabled implementation component identifications with the goal to build implementation capacity by identify, mitigate and eliminate implementation stoppers and enablers

More details to be downloaded from the following link:, a study protocol with explanation in English:

[Building implementation capacity in health care and welfare through team training - study protocol of a longitudinal mixed-methods evaluation of the building implementation capacity intervention - PubMed \(nih.gov\)](#)



Source (May 13, 2022): https://www.train4health.eu/resources/web_pre/w2/Marta%20Marques%20Advancing%20self-care%20support%20for%20people%20with%20chronic%20diseases%20Contribution%20of%20behaviour%20change%20science%20.pdf

Step

6

Tools & Methods

Chose method of procurement – create a business case for PCP

The use of this document is to support the identification process of the method of procurement best suited for the unmet need at hand, PCP or PPI.

To be used in the 5th-6th step, supporting the conclusion, based on earlier conclusions, on when to chose a PCP as a procurement method. The chapters 9-12 are mainly relevant to use.

The outcome will be a business case for PCP serving as a preparation and decision material.

The document, with focus on chapter 9-12, can be downloaded at: XXINSPIRE

9. Cost of Conducting a PCP

In creating the cost/benefit analysis, which is a major factor in determining whether or not to conduct a PCP, the 'internal' costs of conducting the work should be included as part of the 'cost' side of the equation.

The following is a non-exhaustive list of sources of cost that it is easy to overlook because they are 'just part of doing the job' :

a) Personnel costs i.e. Man hours.

These will be expended on activities such as:

- Horizon Scanning (to try to find near-to-market solutions)
- Creating a concise Problem Statement
- Creating the Business Case
- Circulating, arguing and agreeing the Business Case
- Informing decision makers (& Procurement Officials) of the PCP methodology
- Planning, communicating and conducting the Market Consultation
- Designing the PCP Call
- Engaging appropriate expertise to assess the responses to the Call
- Managing the PCP through to prototyping & demonstrations

Public Source: The Horizon2020 funded project Inspire deliverable D3.1 Economic determinants of PCP

Step

6

Tools & Methods

Template -

Project team

The purpose of this document is to describe who will fulfil what role with the associated responsibilities

This should be identified at step 6 when the project plan for the planned PCP/PPI is complied.

It will prove the team/consortium with a clear and shared understanding of required roles and responsibilities going forward

The document can be downloaded at: [Project team](#)

The Team



Step Tools & Methods

6 Template -

Consortium agreement

The Consortium Agreement is the document that establishes the relation among partners in a European funded project.

The signature of a Consortium Agreement between the partners of a research project is mandatory for most EU research projects.

In case of PiPPi challenges, the Consortium Agreement should be signed once the owner and all the co-owners agree in pursuing the research and development of potential solutions that aim to address their unmet needs.

The DESCA Model Consortium Agreement is specifically designed for collaborative research projects as the "Research and Innovation Actions" and "Innovation Actions" of Horizon Europe.

Through this agreement all parties agree on the objectives, budget, activities to carry out, access rights to background, governance, etc.

Source link: DESCA

https://www.desca-agreement.eu/fileadmin/user_upload/03_ueber_uns/organisation/Internationale_Bueros/Bruessel/DESCA/DESCA_HorizonEurope_v1.0.docx

[ACRONYM OF PROJECT] Consortium Agreement, version [X], [DATE]

Consortium Agreement

[ACRONYM OF PROJECT]

Version [X] - [DATE]

(Based on DESCA – Model Consortium Agreement for Horizon Europe, version 1, December 2021)

Table of Contents

1 Definitions	6
2 Purpose	6
3 Entry into force, duration and termination	7
4 Responsibilities of Parties	7
5 Liability towards each other	9
6 Governance structure	10
7 Financial provisions	15
8 Results	18
9 Access Rights	20
10 Non-disclosure of information	24
11 Miscellaneous	25
12 Signatures	28

Attachment 1: Background included 29

Attachment 2: Accession document 30

Attachment 3: List of third parties for simplified transfer according to Section 8.3.2 31

[Option: Attachment 4: Identified entities under the same control according to Section 9.5] 32

[Option: Attachment 5: NDA for External Expert Advisory Board agreed under Section 6] 33

[Option: Module GOV LP] 34

[Option: MODULE IPR SC] Specific Software provisions for the Access Rights Section 9.8 43

2 / 45

Step

6

Tools & Methods

Template -

PIN preparation

This PIN (Prior Information Notice) provides to the market early information about who are the buyers, summary of the object of the contract, the expected starting date and the contract volume of a pre-commercial procurement (PCP) and a Public Procurement of Innovation (PPI) and all information related to the open market consultation that is organised to engage the industry.

Source:

PCP: https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-pcp-procurement-docs_en.docx

PPI: https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-ppi-procurement-docs_en.docx

The image shows two side-by-side screenshots of the European Commission's H2020 Programme Guidance documents. Both screenshots feature the European Commission logo at the top left and the title "H2020 Programme Guidance" in bold. Below the title, the specific document type is listed: "PCP procurement documents" on the left and "PPI procurement documents" on the right. Each screenshot includes a "Version" and a "Date" stamp: "Version 2.1" and "07 January 2020" for the PCP document, and "Version 1.0" and "3 October 2017" for the PPI document. At the bottom of each page, there is a "Disclaimer" section with small text and a "HORizon 2020" logo.

Glossary & terminology

As described, it is essential to establish a common understanding in order to be able to gather around and identify cross border unmet needs. Common terminology and process is important components.

In order to build a common understanding, we provide the above sets of tools and methods and a tailored glossary that can be found at:

[Glossary – PiPPi Platform \(pippi-platform.eu\)](https://pippi-platform.eu/glossary/)

Or as a PDF file at:

[PiPPi_Glossary_May2022.pdf \(pippi-platform.eu\)](https://pippi-platform.eu/glossary/May2022.pdf)

<https://pippi-platform.eu/glossary/>

 Platform for
Innovation of Procurement and
Procurement of Innovation

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Glossary

This glossary contains standardized terminology concerning PiPPi Community of Practice Context and provides simple explanations. Thus, you can fully understand the contents of the Platform!



Acceptance criteria: This must be met before the project is accepted as complete by the customer, for example, performance requirements and essential conditions

Acceptance testing: A form of testing used to determine if the requirements of a specification or contract are met

Architectural Innovation: Architectural innovation is an innovation where the core components of the product remain the same but the relationships between these components changes. This type of innovation entails the overall design, system or the way components interact.

Best practices: Methods and tools that produce superior results to those achieved by current solutions.

Bid: A formal proposal containing a service model and pricing to deliver goods or services.

Breakthrough Innovation: Breakthrough innovation is a type of innovation that creates new markets. It usually refers to revolutionary change in firms, markets and industries, which provide substantially higher customer benefits relative to current products in the industry.

Challenge: A challenge is an identified novel problem shared in the CoP by one and/or several members.

Community of Practice (CoP): A gathering of individuals motivated by the desire to cross organizational boundaries, to relate to one another, and to build a body of actionable knowledge through coordination and collaboration. More colloquially, a CoP is a group of people who share a concern or passion for something they do, and learn how to do it better as they interact regularly.

Competitive dialogue: A type of tender process, where a Commissioner engages directly with suppliers to explore a service model.

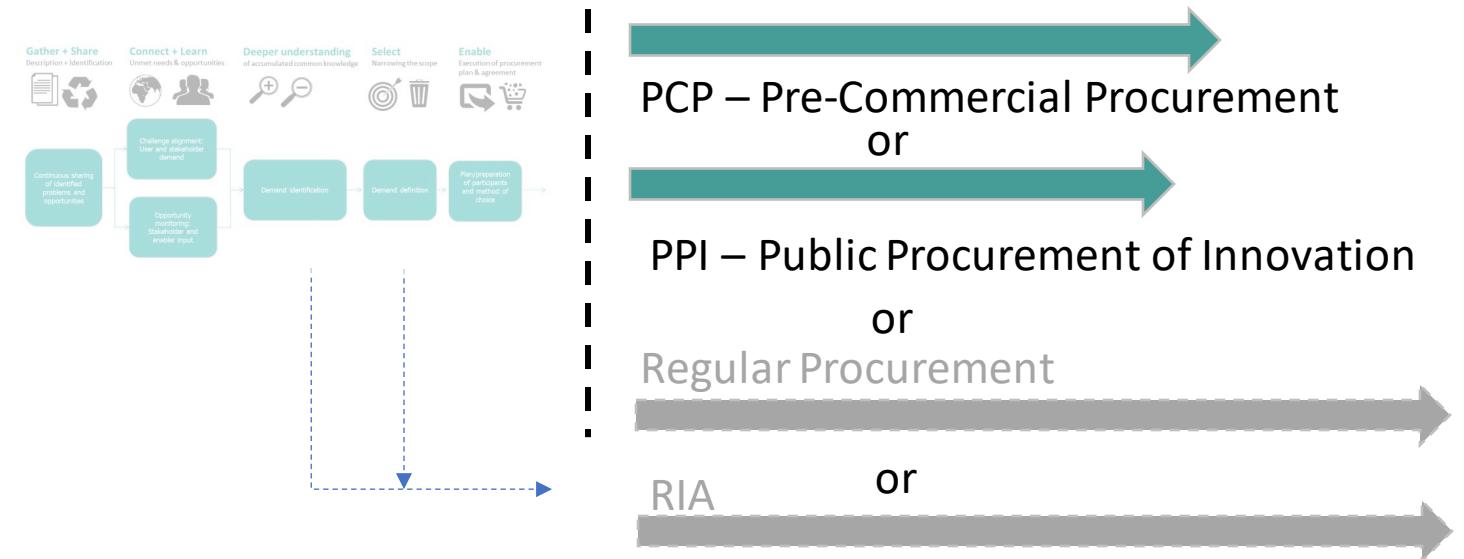
Core innovation: Core innovation refers to small, incremental improvements to existing products or services that are the main sources of revenue, and is something companies do daily.

Closing remarks

The PiPPi unmet need journey have guided and supported you and your partners to identify, detail and prepare your unmet need to be solved. No matter if the challenge was concluded to need additional research efforts (RIA), or could be solved with a regular procurement, or suitable for a procurement of innovation (PCP/PPI)

Following the PiPPi unmet need journey - execution of Procurement of Innovation

When completed step 6 in the PiPPi unmet need journey you and your partners are well prepared to embark on your procurement of innovation chosen path. The critical components for creation of your tender documents, consortium agreement and detailed procurement planning are in place as a result of completing the documentation and activities.



We wish you the best of success!