

# The Customer-led green innovation process...

*how to have the innovation conversation with your key customers*

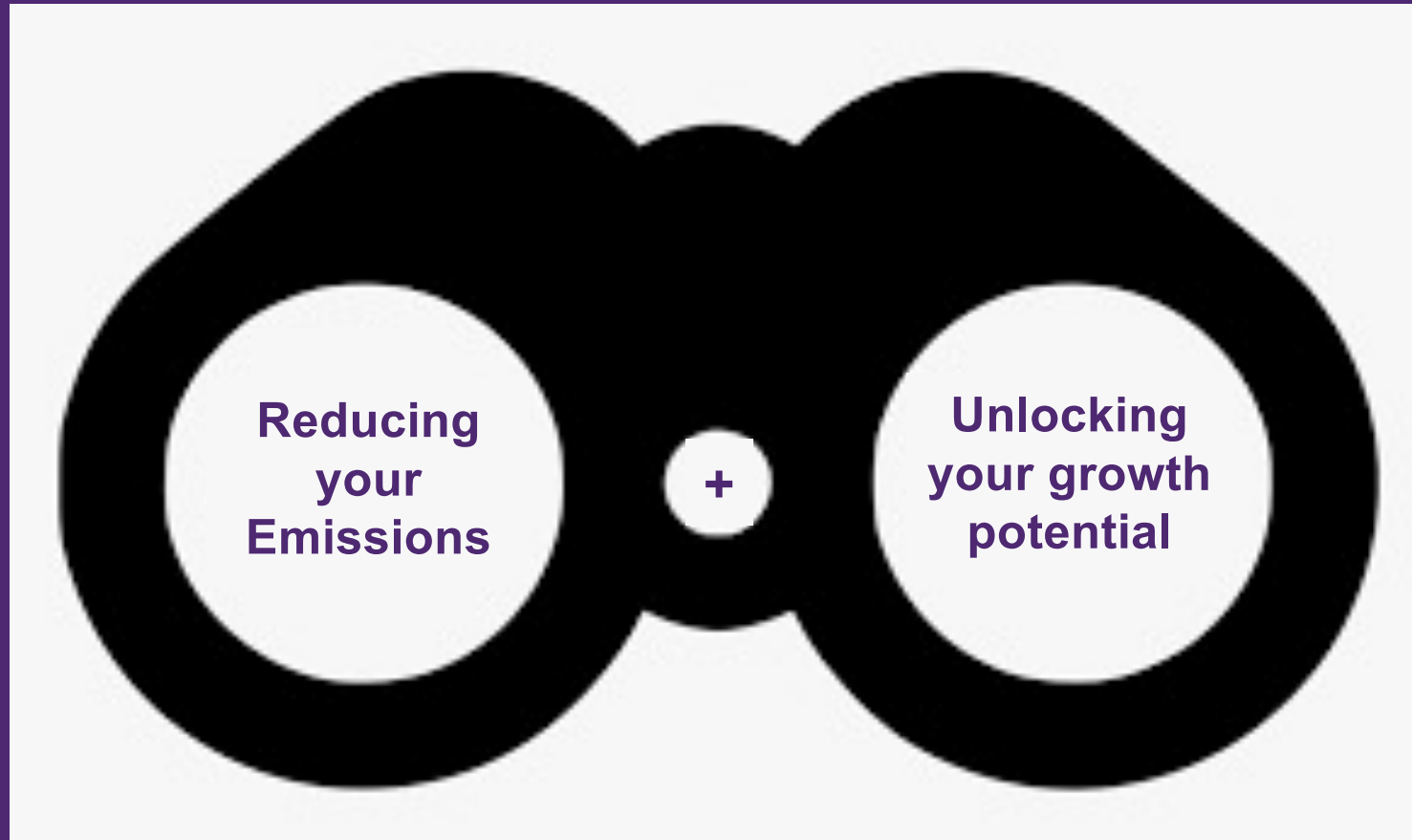


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Metropolitan Borough Council

# Barnsley Net Zero Accelerator



Sarah Whale

Me + Implementation  
Coaches

Andrew Rowley



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# 5 things you will learn from today's session

1

How to set up the Customer-led green innovation conversation

2

How to see “innovation” through a new & better lens (JTBD)

3

How to co-create a Job Map for your Customer to understand their areas of dissatisfaction

4

How to convert their areas of dissatisfaction into something measurable you can focus ideas on

5

How to ask the right co-creation questions that will stimulate ideas for emission reduction



# 1 How to set up the Customer-led green-innovation conversation



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# Our activities on Barnsley Net Zero Accelerator programme

## 1 Emissions baseline Calculation

**1 - Definitions**

Please add the period over which you wish to measure your carbon footprint, the country you are based in, the units of measurement you prefer and details for your organisation below.

**a) When are you measuring your footprint**  
Over what period are you measuring your carbon footprint? 01/01/21 to 31/12/21 which covers 365 days

**b) Where Are You Based?**  
Please state which country you are based in for accurate electricity calculations: USA

**c) Units of Calculation?**  
Distance: km (Default), litres  
Volume: litres, kg  
Weight: kg, mpg (Imp)

**d) Who are you?**  
Your Name: John Smith  
Name of Company: Smiths Builders  
Nature of Business: Building Contractors  
Company Address: 1, Geoff Hurst Way, Norwich, NR1 5TH  
Telephone: 01204 667800  
Email Address: john@smithbuilders.co.uk  
Number of employees (FTEs): 1

**TECHNOLOGIES & ASSUMPTIONS**

**General**  
Factors are sourced from BEIS 2020, except for international electricity grid factors and other factors detailed below. Throughout this workbook all emissions figures are tonnes CO2e. In line with the emission factors used in the calculations. All emissions from Scope 1 or 2 and Scope 3 as defined by the GHG Protocol. Factors include emissions for the extraction, processing and production of fuels, their transport disposal and other activities not directly present at point of use, where available. Factors used for Scope 3 are included below.

## 2 Emissions Reduction Action Planning

**Net Zero Action Plan - HIGH LEVEL OBJECTIVE Example**

Enter details of HIGH LEVEL Objective 1 in the box below please state in a measurable way exactly what you want to achieve.

Reduce our emissions from our premises by 15% in 2022

Enter below the lower level tasks (up to 4 tasks per objective) that you are going to carry out in order to achieve the High Level objective. What activities and actions need to occur in order to make this happen?

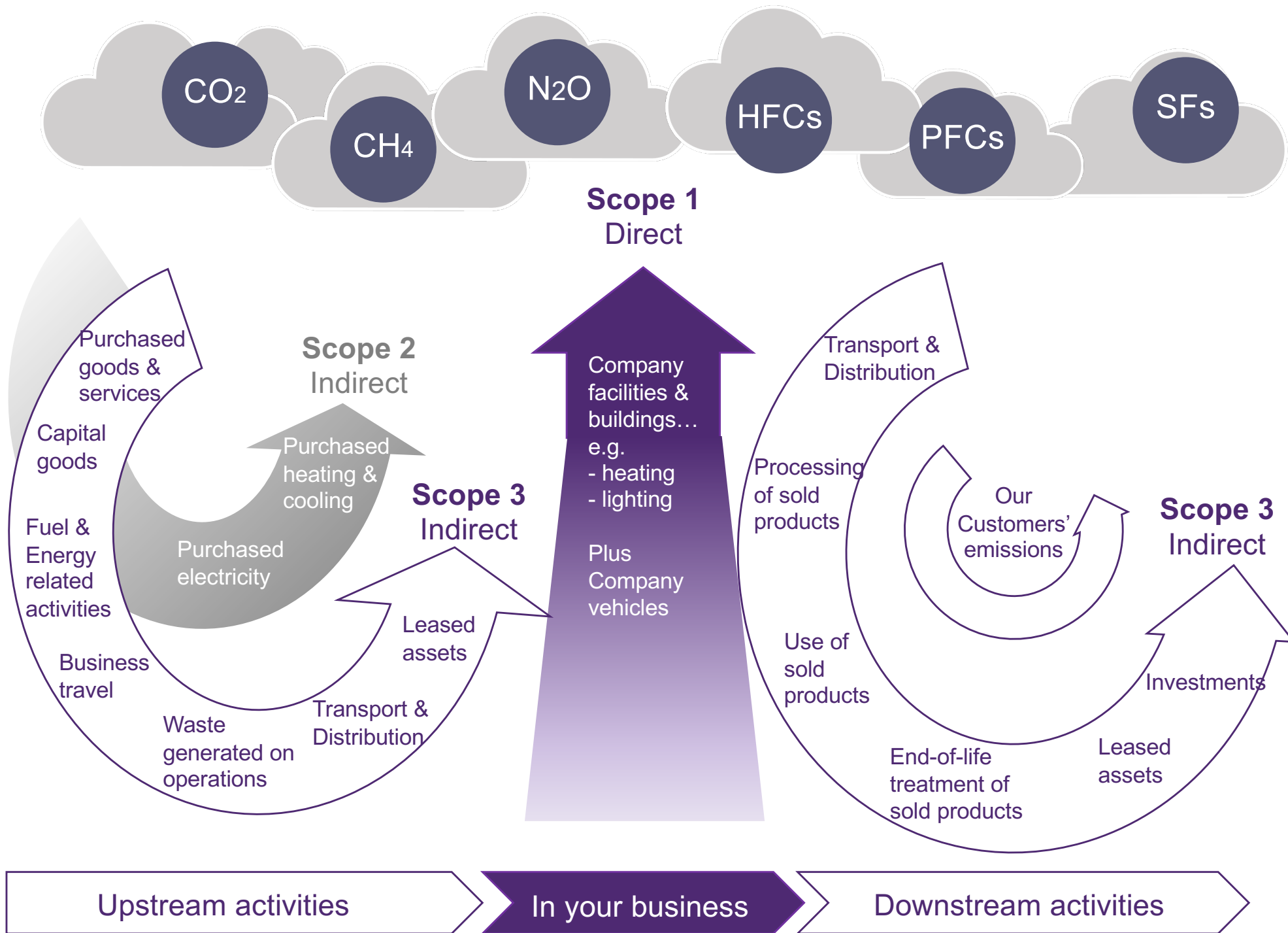
	Who is accountable?	Deadline Date	Traffic Light
1 Replace existing light bulbs with more energy efficient LED alternatives and motion sensors 100% throughout the building	Jamie Scott	31 March 2022	7
2 Reduce the office's thermostat by 1.5 degrees	Denise Faulkner	31 March 2022	8
3 Install alternative 'green' office appliances that have a higher energy rating for 3 main appliances	Flora McDonald	31 December 2022	2
4 Switch to 'paperless culture' by reducing pages printed by 25%	Denise Faulkner	30 June 2022	6

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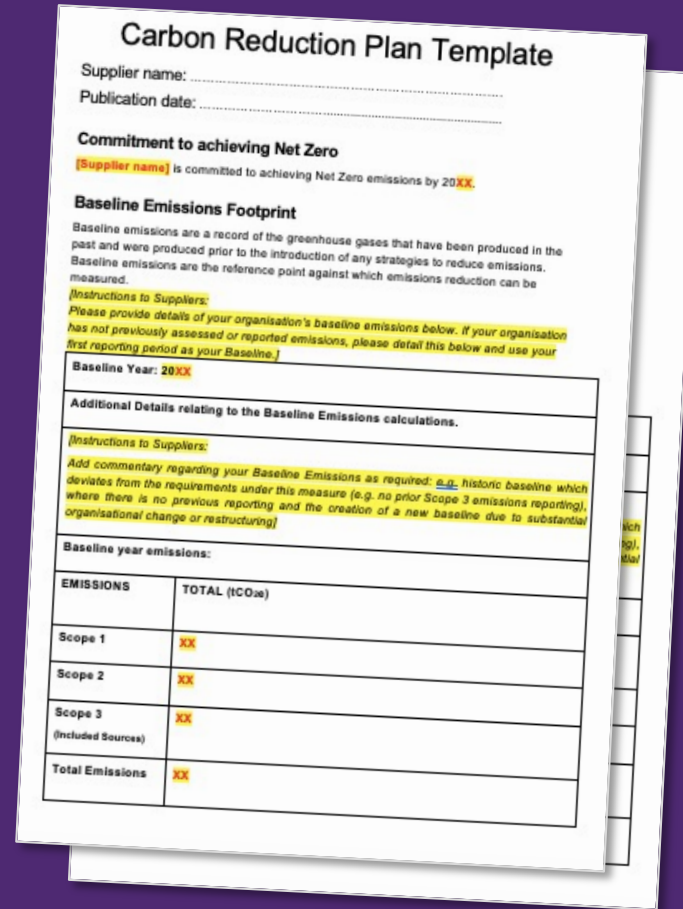
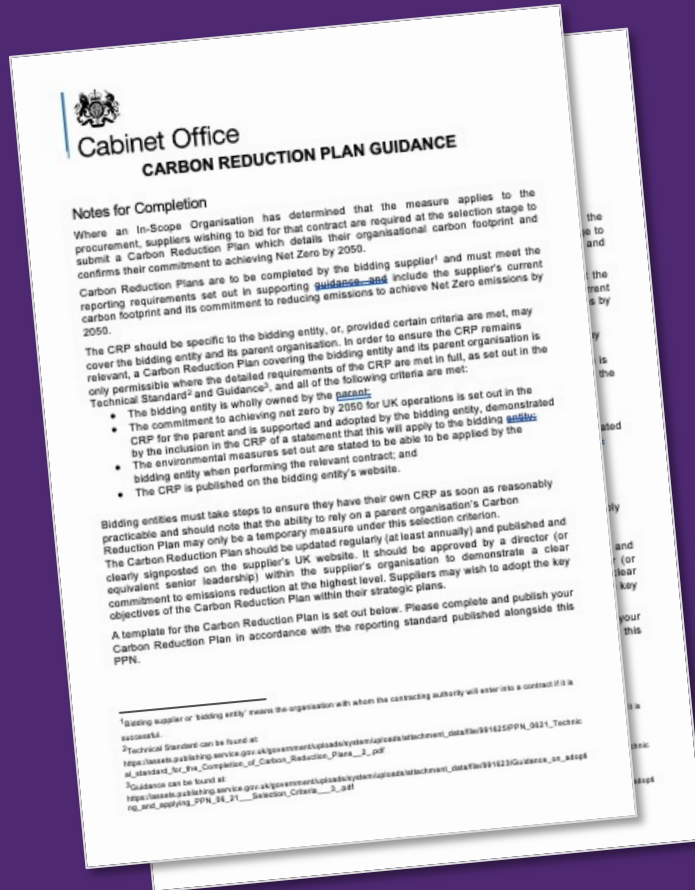
## 3 Emissions Reduction 1-2-1 Support



# Overview of GHG Protocol Scopes & Emissions across the value chain



# Businesses who's main customer is the Public Sector take note!





# Scene setting questions to ask your customer

How strategically important is the “Net Zero” topic to your business?

Why is this... what issues do you think are really driving (or not driving) the importance of this topic in your business? (in our supply chain?)

What emission reduction measurements or activities has your business carried out so far? Have you considered involving your suppliers in any sort of initiative?

What measurable impacts / early successes have you achieved? Or, what do you think success might look like in say 12 months time?

What would you see as the single biggest opportunity for us to work together on to help you reduce your emissions?

What kgCO<sub>2</sub>e data from us as your supplier would help with your emissions calculation?

Do you have a kgCO<sub>2</sub>e per Supplier £ spent or maybe kgCO<sub>2</sub>e per Supplier £ spent by product type that would support our emission calculation?



# 2 Seeing innovation and your innovation conversation through a better lens



So... what is the ultimate goal of innovation?

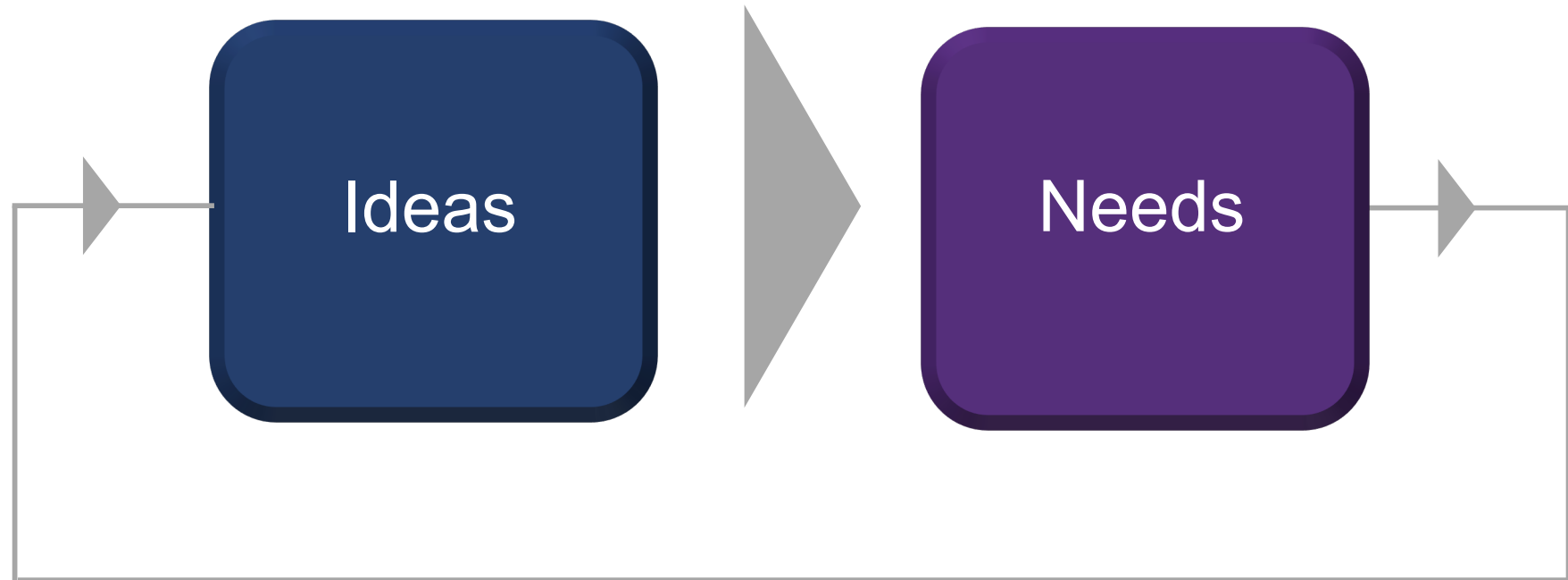


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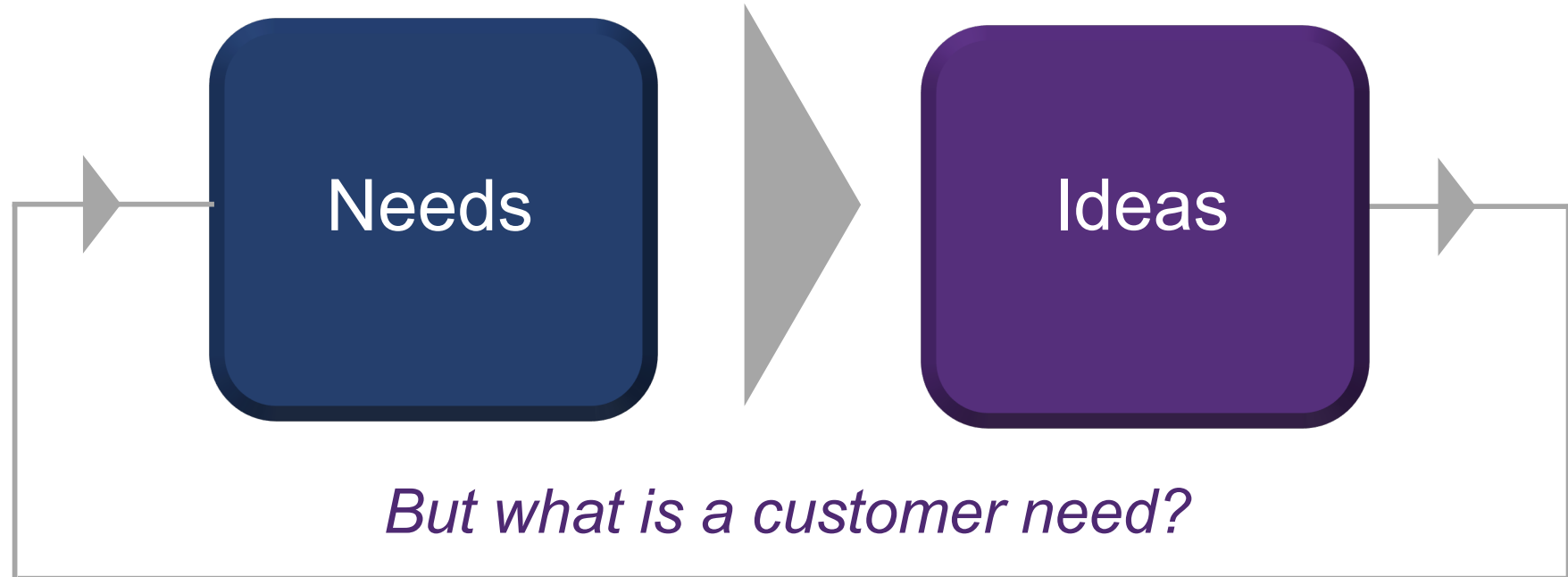
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# The “ideas first” approach to innovation



*Guessing (it turns out) is not a proven method for success*

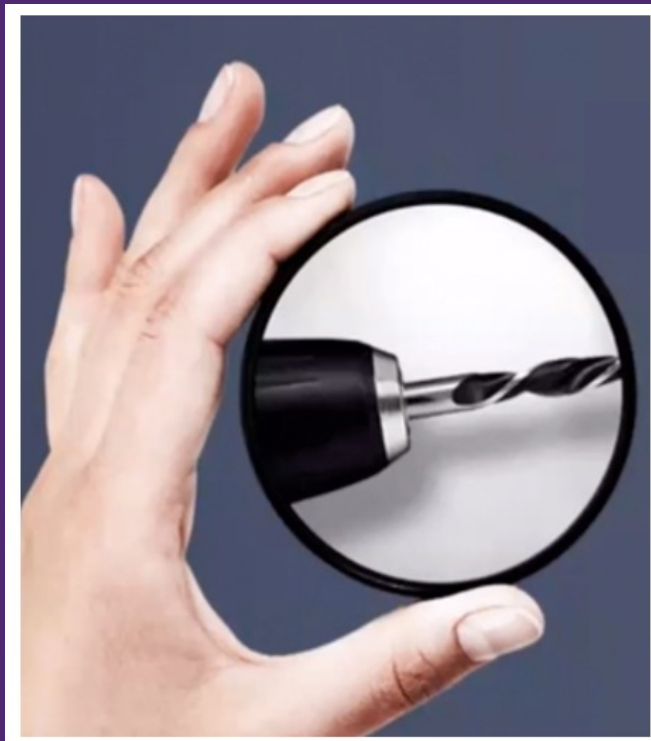
# The “needs first” approach to innovation



*Why do your customers buy from you?*

# Change your view on what innovation actually is....

**Stop seeing innovation through the lens of:**  
“what the customer is doing”



**Start seeing innovation through the lens of:**  
“what the customer is trying to get done”



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# Focus on the Job To Be Done not your product/service

You don't buy a ¼ inch drill bit, you buy a ¼ inch hole

You don't buy a new suit, you buy an improved appearance

You don't buy a razor, you buy a smooth chin

You don't buy a meditation app, you buy a state of calmness

You don't buy newspapers, you buy keeping abreast of the news

You don't buy a training, you buy improved performance

**New innovations win if they help customers get a job done better...**

- faster
- more predictably
- with higher output
- and/or more cheaply
- and/or with less emissions

# Defining the core job you do for your customer

verb +	object of the verb (noun)	+ contextual clarifier
Develop	a business strategy	to unlock our true growth potential
Working-out	to stay fit and healthy	when it's difficult to get to the gym
Drill	holes in metal	to a world-class accuracy
Find	the best holiday deals	to make an informed decision about where to go next
Buy	a shirt	that I wear for work

“So... why are your customers using your product/service?” ...  
“What job are they ultimately trying to get done?”

*Not What job did you hire our product/service to do?*

**verb +**

**object of the verb (noun)**

**+ contextual clarifier**

?

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*Try different levels of abstraction*

?

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# 3 How to co-create a Job Map for your Customer to understand their areas of dissatisfaction



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# Job Map for Core Functional job: **Painting a room**

verb + object of the verb + contextual clarifier

**Upstream Jobs  
To Be Done**

Define  
Plan, Budget, Trial

*Define the look to be achieved.*

Locate  
Gather, Access, Diagnose

*Gather the required supplies*

Prepare  
Setup, Organise, Train

*Prepare the room for painting*

**Doing the job**

*Apply paint to the walls*

Monitor  
Check, Track, Administer

*Assess the paint coverage*

Modify  
Review, Update, Improve

*Address any inconsistencies*

**Downstream Jobs  
To Be Done**

Complete  
Report, Sign off, Store

*Clean up after painting is complete*



**Painting & Decorating Firm**

# Job Map for Core Functional job: **Purchasing a shirt for work**

Shirt Retailer with a physical shop



**Upstream Jobs  
To Be Done**

Define  
Plan, Budget, Trial

*Identify the need for a new shirt*

*Identify any other criteria to evaluate like brand, sustainability...*

**verb + object of the verb + contextual clarifier**

Locate  
Gather, Access, Diagnose

*Evaluate potential shirts against the criteria*

*Identify the size and style desired*

Prepare  
Setup, Organise, Train

*Determine where to acquire the shirts*

**Doing the job**

*Select the shirt to acquire*

*Buy / Pay for the shirts*

*Receive possession of the shirts*

After

Monitor  
Check, Track, Administer

*Verify the shirt meets expectations*

Modify  
Review, Update, Improve

*Return or exchange the shirt*

**Downstream Jobs  
To Be Done**

Complete  
Report, Sign off, Store

*Share the shirt buying experience*



# Job Map for Core Functional job: ?

verb + object of the verb + contextual clarifier

**Upstream Jobs  
To Be Done**

*Before*

Define  
Plan, Budget, Trial ?

---

Locate  
Gather, Access, Diagnose ?

---

Prepare  
Setup, Organise, Train ?

---

**Doing the job**

---

*After*

Monitor  
Check, Track, Administer ?

---

Modify  
Review, Update, Improve ?

---

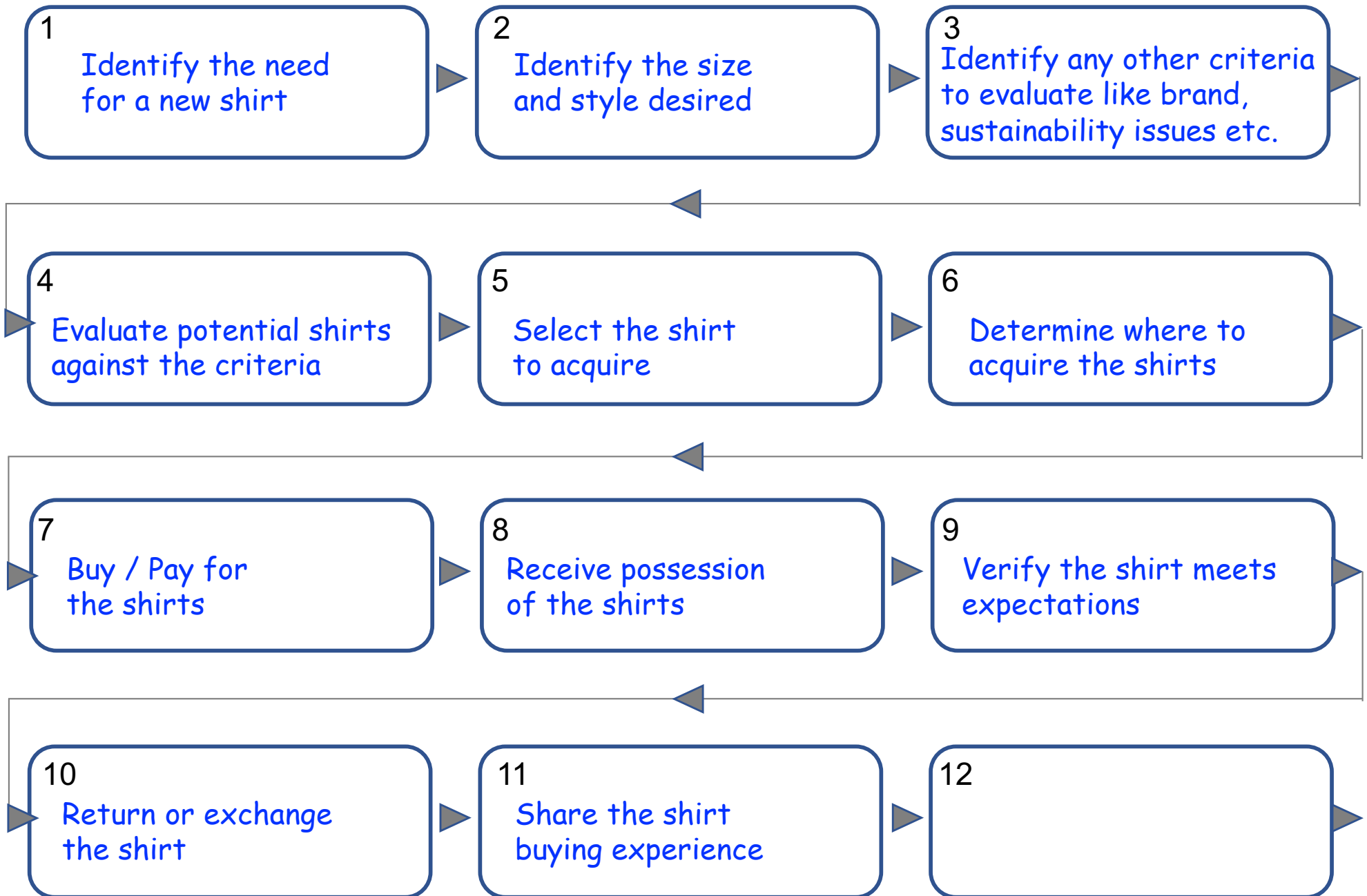
**Downstream Jobs  
To Be Done**

Complete  
Report, Sign off, Store ?

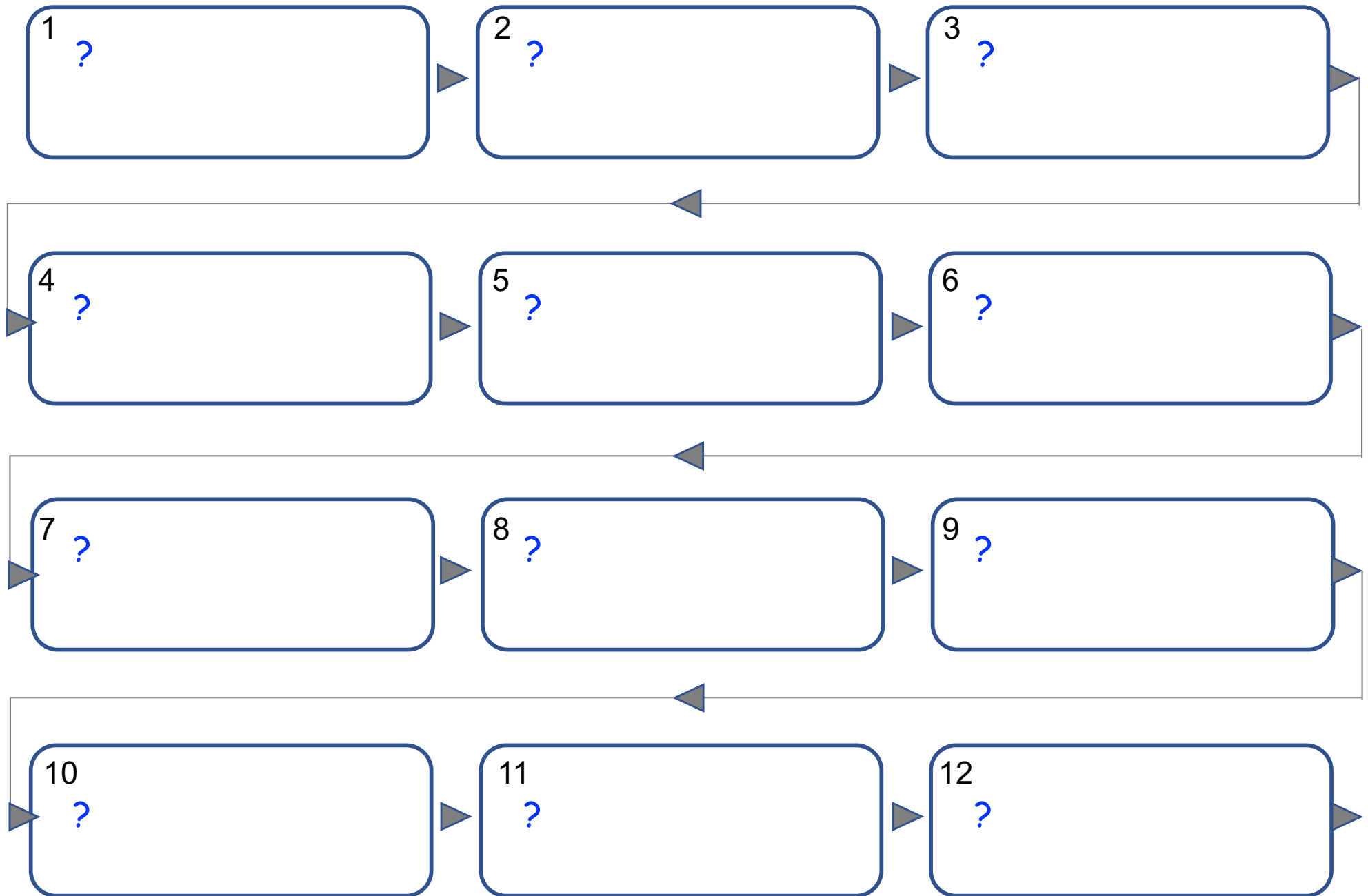
?



# Job Map for Core Functional job: **Purchasing a shirt for work**



# Job Map for Core Functional job: ?



# Measuring the levels of satisfaction and dissatisfaction across 5 key criteria

1 Time

Is the job completed in an appropriate amount of time ?

2 Predictability

Is the job predictable so things rarely go wrong?

3 Efficiency

Is the job done consuming minimal resources & cost?

4 Output

Do the activities in this job always deliver a successful outcome?

5 Emissions

Is the job generating minimal emissions (Upstream & Downstream)



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**Job Map for :** **Purchasing a shirt for work**

To what extent are you satisfied with the following secondary jobs?  
Consider satisfaction in terms of **time, predictability, efficiency, output & emissions**

1 Identify the need for a new shirt

Not great, I wait until someone tells me.

Maybe I could get more repaired instead buying new?

2 Identify the size and style desired

Takes ages to to work out my shirt size and even then no guarantee it's right!

3 Identify any other criteria to evaluate e.g. brand

Not really sure as to which brands are fashionable? I should buy less "fast-fashion" but not sure how.

4 Evaluate potential shirts against the criteria

It takes along time to go around the shops. I can't identify which producers have a highly carbon process.

5 Select the shirt to acquire

It takes too long to make my selection and often get it wrong which is a costly mistake.

6 Determine where to acquire the shirts

I normally drive into Town to buy shirts... maybe I should go by train to save emissions.

7 Buy / Pay for the shirts

I usually pay by cash but maybe contactless would be better for the environment

8 Receive possession of the shirts

There's usually far too much packaging. That's a pain for me + not good for the planet.

9 Verify the shirt meets expectations

I try it on with my suit when I get home occasionally it's obviously the wrong selection

10 Return or exchange the shirt

Wasted time taking it back to the shop plus doubled emissions. Im not happy so many returns go to landfill.

11 Share the shirt buying experience

I'm not the sort of person who writes online reviews... it's too much effort & time.

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# Job Map for Core Functional job: Purchasing a shirt for work

Level of satisfaction Score 0 = "Utterly dissatisfied" through to 12 "Absolutely delighted"

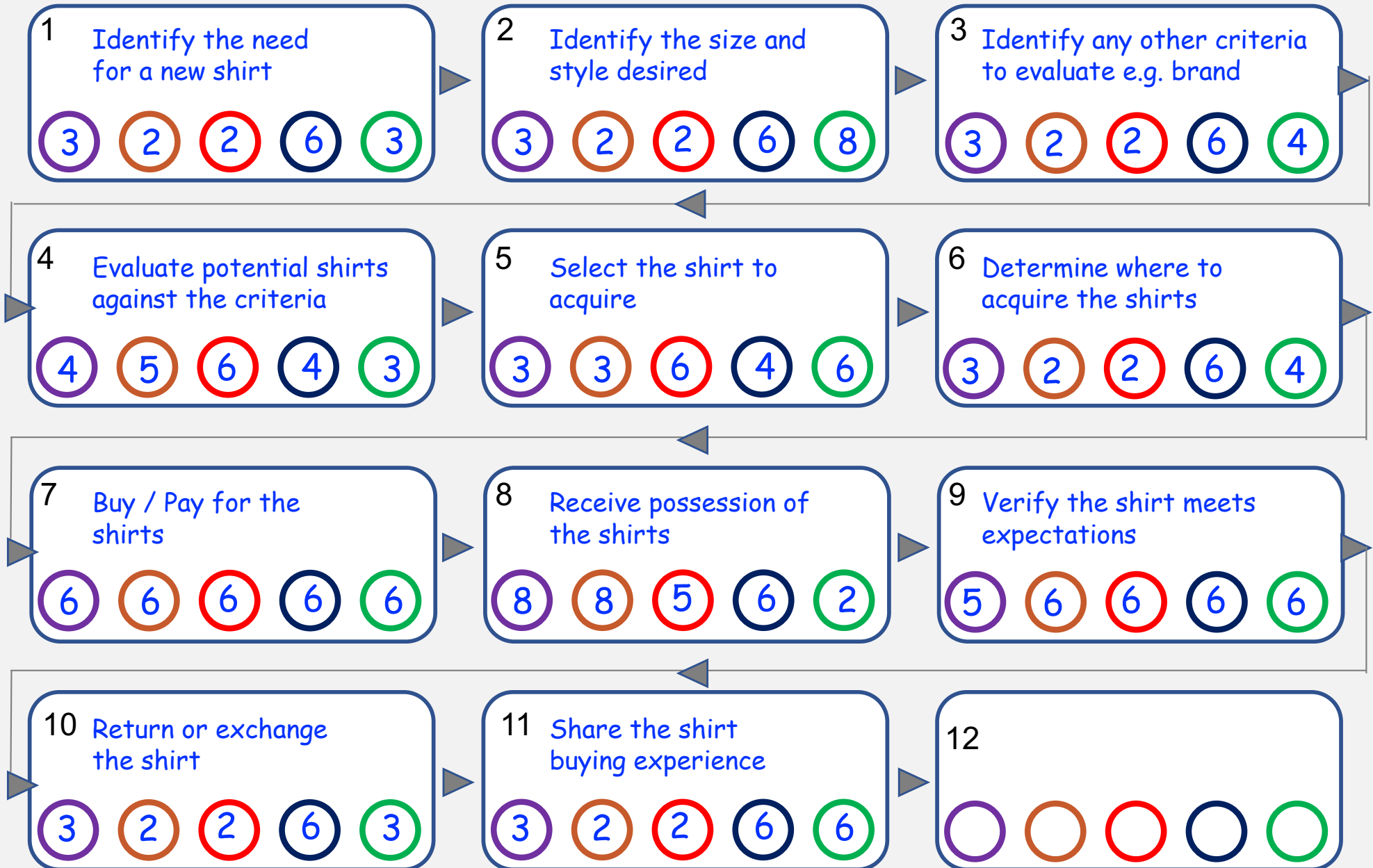
1. Time it takes

2. Level of Predictability

3. Level of Efficiency/Cost

4. Quality of the Output

5. Level of Emissions



# 4 How to convert their areas of dissatisfaction into something measurable you can focus ideas on

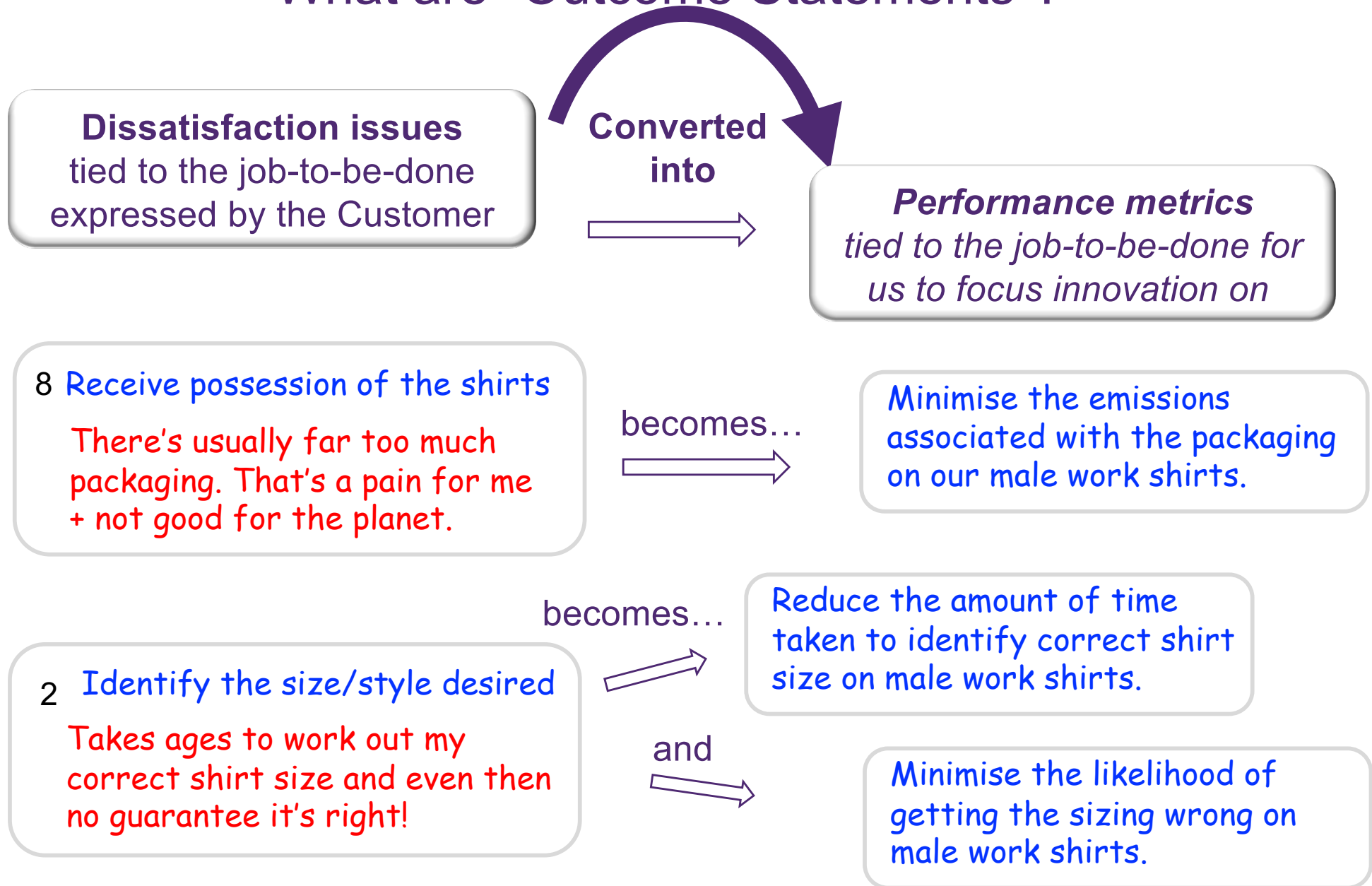


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# What are “Outcome Statements”?



# How to structure your Outcome Statements

**Direction of improvement + Performance metric + Object of control + Contextual clarifier**

Direction of improvement	"Increase"/"decrease" or "maximise" / "minimise"
+ Performance metric	"time" or "likelihood" or "volume" or "emissions"
+ Object of control	The "object", "activity", "job" under scrutiny
+ Contextual clarifier	describing the context in which the outcome is desired.

Minimise the emissions generated by the packaging on male work shirts

Reduce the amount of time taken to identify correct shirt size on male work shirts

Minimise the likelihood of getting the sizing wrong on male work shirts

# How to structure your Outcome Statements

**Direction of improvement + Performance metric + Object of control + Contextual clarifier**

Direction of improvement	"Increase"/"decrease" or "maximise" / "minimise"
+ Performance metric	"time" or "likelihood" or "volume" or "emissions"
+ Object of control	The "object", "activity", "job" under scrutiny
+ Contextual clarifier	describing the context in which the outcome is desired.

1. ?

2. ?

3. ?

# 5

How to ask the right co-creation questions that will stimulate ideas for emission reduction

Use the customer-defined outcome metrics as the focus for your innovation



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If your Outcome Statement is focussed on **designing new products / services**

*“How can we co-create and design new lower-carbon products across the life cycle?”*

### **1. Raw materials**

Can you source alternative materials from more carbon efficient producers / countries?

Could you source more from local suppliers so cut down on the distance they are transported?

### **2. Manufacture**

Can you make your product more simply, cutting the amount and number of materials?

Could your manufacturing be more efficient, reducing waste and energy consumption?

Are there renewable power sources you can use or can you generate your own energy?

### **3. Retail**

Can you cut the distance your products are transported for sale - reducing fuel use and freight costs?

Can you minimise packaging to reduce transport costs and waste?

### **4. Use**

Can you design your product so it lasts longer or can be more economically repaired? Can you provide better instructions for users so they get a longer life out of the product?

### **5. End of life**

When the end user has finished with the product, is it designed to be reused?

If that's not possible, can you design the product so it can be recycled or disposed of sustainably?

If your Outcome Statement is focussed on **designing new products / services**

*“How can we co-create & design lower-carbon products using Eco-design Principles?”*

**“How can we co-create a new product/service for you but....”**

1. using materials with less environmental impact
2. using fewer materials overall in the manufacture of products
3. using fewer resources during the manufacturing process
4. producing less pollution and waste
5. reducing the environmental impacts of distributing products
6. ensuring that products use fewer resources when they are used by end customers
7. ensuring that products cause less waste and pollution when in use
8. optimising the function of products and ensuring the most suitable service life
9. making reuse and recycling easier
10. reducing the environmental impact of disposal e.g. packaging

## If your Outcome Statement is focussed on **reducing emissions from business travel**

*“How can we reduce emissions from business travel?”*

### **Have you measured and benchmarked your performance of:**

- Travel to and from meetings and other out-of-office appointments (by car, plane or train)
- Journeys that employees make to and from work
- The way your business makes and receives deliveries

### **Reduce or minimise the impact of these journeys:**

- Do all employees book several appointments in the same area on the same day?
- Is everyone that can work from home working from home?
- Are we doing all we can to encourage staff to use methods of transport with less environmental impact, such as walking, cycling and trains?
- Encouraging staff use low-emission vehicles and alternatively powered vehicles?
- EV company car schemes or Car-Sharing schemes?
- If you transport goods/people as part of your business are you educating staff to drive vehicles more efficiently?
- Flexible start & finishing time for staff to reduce emissions when sat in congested traffic?

If your Outcome Statement is focussed on **reducing emissions from IT & Digital**

*“How can we reduce carbon emissions from our IT and digital workspace?”*

**Have you measured and benchmarked emissions resulting from :**

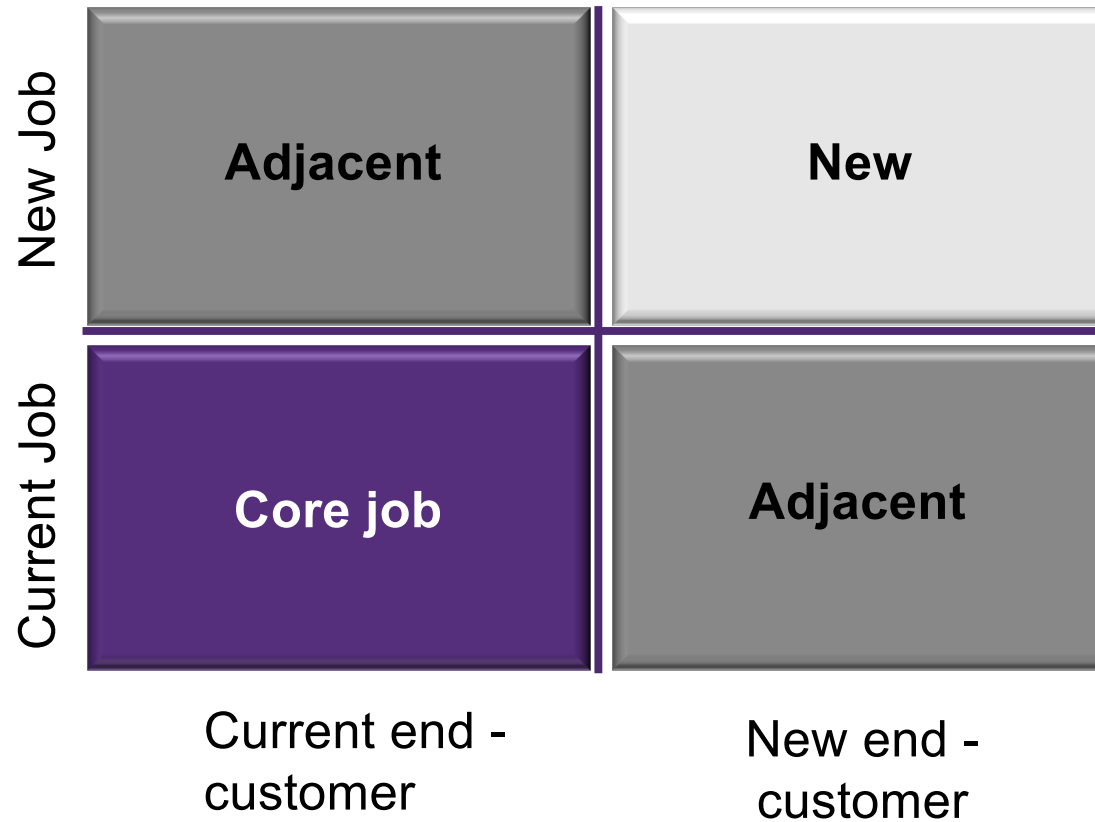
- Website Hosting
- Emails sent
- Embodied Carbon e.g. laptops and phones
- Data storage and data security
- Video Calls e.g. Zoom Teams etc
- Visiting Websites

If your Outcome Statement is focussed on:  
**cutting emissions & energy use from your buildings**

*“How can we cut carbon emissions & energy use from our buildings?”*

- Changing over to a Greener Energy Provider?
- Changing your light bulbs to energy-efficient ones?
- Installing movement-sensitive light sensors in toilets and other little-used areas?
- Timers and use-management of commonly used common appliances like kettles?
- Turning electrical equipment and appliances off overnight?
- Changing over heating systems e.g. more energy efficient boiler and thermostatic radiators?
- Changing over cooling systems e.g. changing air conditioning to lower-emission alternatives?
- Turning down the thermostat by a couple of degrees & shifting to programmable thermostats?
- Installing double-glazing in parts of the building where it would have most return?
- Improving roof insulation - to help make buildings more airtight?

# Understanding how to grow from your core markets into adjacent markets



# 5 things you will learn from today's session

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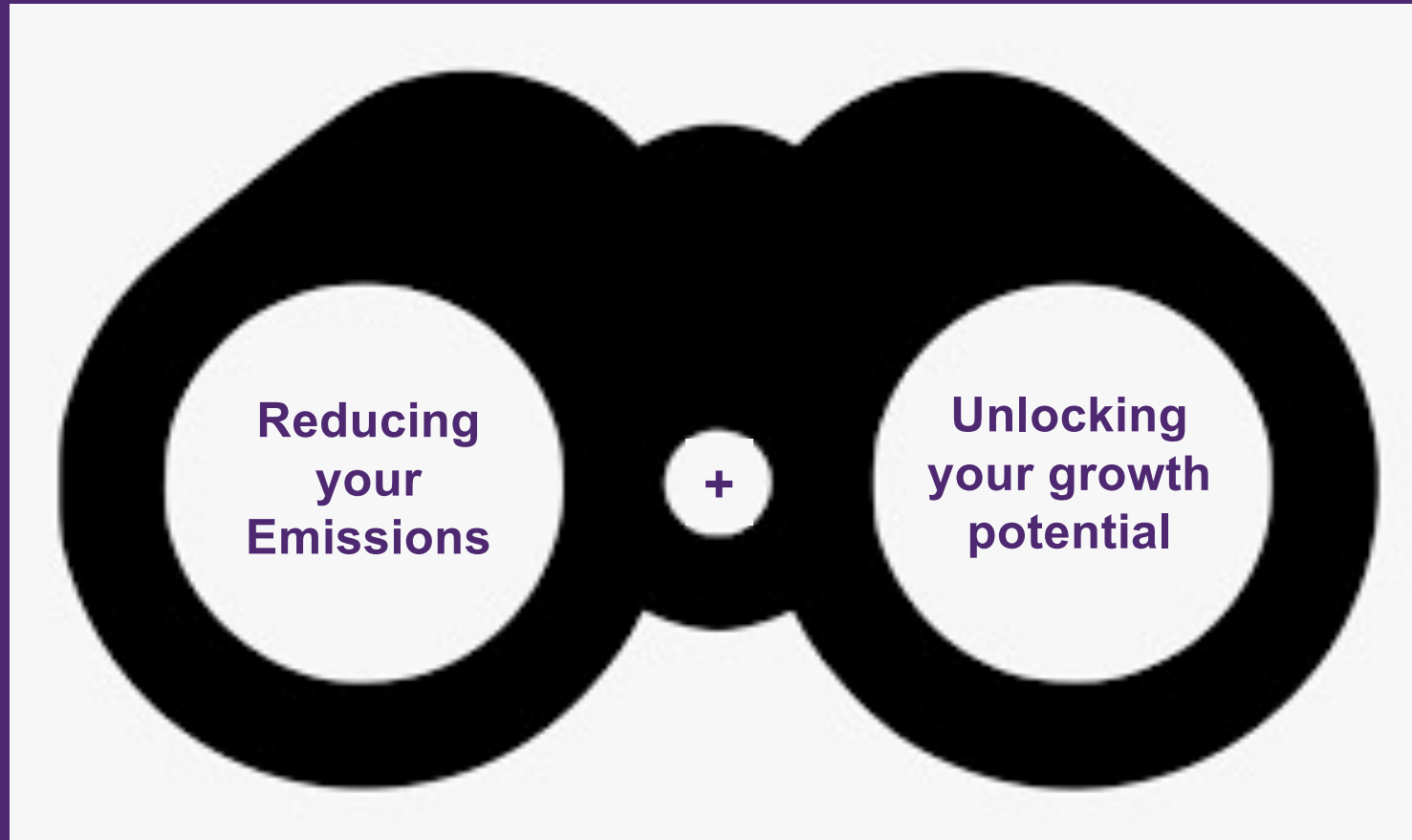
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