

Business Friendly Partnership Project

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Organisation: City of Helsinki

Country: Finland

Level of government: Local government

Sector: General public services

Type:

Launched in: 2008

Overall development time: 37 months

Link to the innovation's website

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Description

The innovation improves city services using service design methods that have a better understanding of customer needs, the usability of the services, of the city's own structure and the operating ways for providing the services in question.

The innovation builds on several networks among four projects within the cross-sectional and multi-professional city administration (16 departments and 4 public utility companies) collaborating with business associations, service design firms and universities:

- Smoothening over the permit process for private outdoor event organisers e.g. through cross-sectional e-services, seminars for event organisers.
- Connecting various city departments and units with guidance for starting a business which led to better customer journeys, virtual guides, better counselling processes and material/check-lists for counsellors.
- An SME's acquisition process of a site or facilities: better information and links with easier access to premises and building.
- Customer journeys for health & social care and rehabilitation business clients.

Why the innovation was developed

Business customers felt that city's services were not customer friendly. Business clients had to go too many different departments in order to get the service they needed. Customers should not be responsible for the coordination of services. It is a duty of the city to enhance coordination and collaboration through the development of customer journeys and to increase service transparency. City organisation as a whole needed a cultural change and a review of internal rules and procedures in order to serve business clients better. Cross-sectional collaboration was needed. The innovation is grounded on a five-pillar Economic Development Strategy (2007), one pillar dealing with business friendly city administration and high class business services, and the Helsinki City Strategy 2009 -2012.

- Improve service outcomes for business clients and entrepreneurs by developing and using new innovative skills and tools for staff members. Increase the city's staff members human/social capital.
- Create a business friendly city administration and service culture, and develop cross-sectional customer journeys for business clients.
- Deal more effectively with existing tasks and challenges (also new societal challenges) improving productivity and cost-effectiveness.
- Improve the quality and impact of existing services through things like easier access and processes by path structure and usage of e- services.
- Improve management of the city's resources to achieve better value for each partner.
- Implement the city's Economic Development Strategy (2007) and the City Strategy 2009 - 2012.

All business users of the services under revision (i.e. event organisers - about 2 000 event/year in the city), as they will gain better services from the city in a one-stop-shop design. "Starting a business" service has 4 000 customers yearly, of which approximately 3 000 are new beginners (20% had use of the innovation by means of improved counselling process and better information).

Existing similar practices

Customer-oriented Service Network Project in Lauttasaari, Helsinki

In my own organisation

City of Helsinki, World Design Capital Helsinki 2012

The Customer-oriented Service Network Project in Lauttasaari is developing a comprehensive elderly service centre, which will be based on a public-private-people-partnership. The network involves public, private and third sector participation. The project will develop a new kind of service provision model and personal budgeting funding and operating model. It will also create a network of service providers who will support these operating models. The goal is to offer the client a more flexible service provision than is currently the case. With the new kind of service planning and budgeting, the elderly can organise their own support and services in an appropriate way and lead the kind of lives that they want to live.

<http://wdchelsinki2012.fi/en/program/2011-12-30/customer-oriented-service-network-project-lauttasaari>

Better daily life for the elderly with care management

In public administration of my country

Forum Virium Helsinki

For the elderly, a clear service system and easy accessibility to services are the factors that best support living at home independently. User-driven service models in the services for the elderly (KÄPI) is a project piloting new kind of care management and so-called personal budgeting in collaboration with the Department of Social Services and Health Care of the City of Helsinki.

<http://www.forumvirium.fi/en>

Better wellbeing services and better health care for the city

In public administration of my country

Cities of Lahti, Espoo, Kauniainen and Vantaa

365 Wellbeing addresses different dimensions of wellbeing, focusing in particular on municipal wellbeing services and patient-centred health care solutions. It is looking for ways to adopt healthier lifestyles and plans functional, pleasant and healthy environments. The 12 projects of 365 Wellbeing are actual services or processes in the cities involved, and they include planning the Villa Breda service home for the elderly in Kauniainen to include cultural services, development of the treatment environments and practices in psychiatric care units located in Helsinki, a project to promote electronic transactions in health care, and a project aimed at creating smoke-free public environments.

The project teams will work in a cross-disciplinary manner and approach problems from many different design angles. 365 Wellbeing will challenge international design teams and serve as a platform for utilising various design concepts.

<http://wdchelsinki2012.fi/en/program/2011-08-24/365-wellbeing>

Co-design through innovation laboratory

In other countries' public administrations

MindLab, Ministries of Economic & Business Affairs, Employment and Taxation, Denmark

MindLab is a cross-governmental innovation unit which involves citizens and businesses in developing new solutions for the public sector.

<http://www.mind-lab.dk/en/cases>

People Powered Health approach

In other countries' public administrations

National Health Services in England

At the core of a People Powered Health approach is collective ownership of health and wellbeing. Professionals need to start from the position of not necessarily knowing the right answer, which is a significant challenge. Creating a health system driven by the people within it, not by the institutions that provide care, requires engagement in all stages - in designing, delivering or using, and in evaluating the service. This recognises that those who provide and experience services should have an equal say and role in how services are designed and delivered.

http://www.nesta.org.uk/publications/assets/features/by_us_for_us_the_power_of_co-design_and_co-delivery

Results

Efficiency

- Transaction from paper to e-service saves paper, saves customers time, open 24/7.
 - No proper calculation in cash savings has been made.
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Service quality

Accessibility:

- E-services accessible 24/7.
 - Better customer journeys.
 - Virtual guides for starting a business.
 - Easier access on the City webpages to premises and building sites for SMEs.
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User satisfaction

- E-service accessible 24/7. Forthcoming survey of customer satisfaction about e-service.
 - Better counselling processes and virtual guides for starting a business.
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Other improvements

Employee satisfaction:

- Positive feedback from personnel (e. g. safaris, video clips) and from using co-design and design games.
 - Better co-operation between different city departments.
 - Transparency of the processes has improved, front stage towards the customer and back stage in the city's administration.
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Evaluation

Examples of business friendly indicators was developed on Balanced Score Card system but was not properly used.

Departments monitor customer feedback and gather further development needs and impulses. Cross-sectional co-operation and understanding for the need to take the customer perspective for the development of the customer journeys.

Staff evaluations by Aalto University's students and by service design consultants during the iterative development work. Forthcoming survey about the e-service for the events organisers.

Heidi Hänninen, Aalto University School of Economics, wrote her master's thesis on

"Management of Value Co-creation in Public Service Networks – Case City of Helsinki". It is a qualitative case study. Empirical data was gathered through seven semi-structured interviews in late 2011 and early 2012 (available via e-mail to m-l.vaittinen@hel.fi).

Development

Design

Decision concerning which projects are to be developed was made jointly with Helsinki Region Chamber of Commerce and Federation of Finnish Enterprises in Helsinki.

Project presentation and willingness consultation to different City's departments (20) for networking and naming their representatives and contact persons for the projects.

Needs assessment for the projects was made by 36 staff members representing the city of Helsinki, not their own department. People went to "safaris" with videos (25 enterprises), discussing and interviewing the personnel. Presentations with videoclips were presented in project workshops and seminars.

The development goals were defined together with customers and their representative organisations.

International benchmarking of services for enterprises were applied; mystery shopping and workshops were undertaken. The service concepts were developed with service design and co-creative development methods involving broadly customer target groups, city departments' management and staff, the Regional Organisation of Enterprises in Helsinki and the Helsinki Regional Chamber of Commerce.

Use of co-design and design games (3 workshops: one for customers, one for city staff and one for both) and of a physical toolkit for the city (new tools for staff members to change their mind-sets).

Testing

- Iterative development.
 - Prototyping and piloting of service concepts and web service platform.
 - "Silent" customer use.
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Implementation

Tools used:

- Concept anchoring on department and personal level.
- Utilisation of new cross-sectional processes and their support.
- Training.
- Introduction of new communication channels.
- Iteration of processes and use of customer journeys in practice.

Resources used:

- Direct costs:
 - Entrepreneurs work in 3 first projects: 10 persons, estimated value: EUR 50 000.
 - Training costs during 2008–2010: EUR 72 127.
 - Costs of using service design consultants 2009-2010: EUR 327 242.
 - Development of e-services 2010: EUR 67 496.
 - Research, Development and Innovation 2009-2010: EUR 71 000.
 - New staff, 4 persons, from summer 2009 to 2/2011: EUR 16 727.
 - TOTAL: EUR 587 865.
 - Indirect costs:
 - During the years 2008-2010 city personnel's work, about 80 persons, estimated to: EUR 180 000.
 - 3 years' salary for a head of project.
 - 2.5 years salary for project managers estimated 30% - 50%.
 - 12 Aalto University students and 3 professors, university's facilities e.g. design factory facilities for 3 workshops.
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Diffusion

The cross-sectional service concepts led to numerous other improvements in cross-sectional and intra-sectional service operations. The service design methodology was spread and taken into use in further service development.

The programme has been mainstreamed in the city of Helsinki (open follow-up seminars, rethinking public service development seminar and final seminar). Many other cities (e.g. Lohja) and organisations have been interested in our experiences. The co-operation between the city of Helsinki and the Aalto University research group has led to the application of the co-design tools in the Lauttasaari project.

There is a plan to make a guide for the personnel on the cross-sectional development work.

Aalto University's students research reports have been delivered by email to several city's departments and other cities and experiences and information has been presented in numerous national and international conferences by different people from the city and Aalto University as well as from local authorities.

Challenges and solutions

At the beginning of the different projects networking took some time. It meant sitting down, listening to and understanding the language that different experts used as different departments have their own working culture, and multi-professional personnel have different educational backgrounds and working languages.

Partnerships

Representatives from all levels of government

Other Public Sector

A sector manager "Social and Health Care" from the Ministry of Employment and the Economy has participated in our customer journey project for health & social care and rehabilitation business clients.

The Association of Finnish Local and Regional Authorities also took part in our project; one member of the association, Tuula Jäppinen, was actively interested.

A representative from the police was during the whole project involved in the event organisation.

Federations of Enterprises

Private sector

Co-designing with Helsinki Region Chamber of Commerce, the Federation of Finnish Enterprises in Helsinki (10 companies/business clients) and several service design firms.

Aalto University

Academics and Research Bodies

We had a collaboration with the Aalto University/Service Factory and International Design Business Management (IDBM) programme.

Service users

Other

Customers and enterprises participated as targets of customer "safaris".

Several entrepreneurs from the health, social care and rehabilitation sectors attended design workshops.

Lessons Learned

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- Use designers as early as possible, sufficient time and resources.
 - Try and learn! See development work as a learning process, don't be afraid to fail.
 - Better delivery of research results.
 - Better involvement of city administration (deputy mayors and political committees).
 - Iterative way of working needs cultural change in project planning, administration culture and ways of working!
 - Various discussions and meetings with different experts, good communication, open minds and trust have inspired us.
 - It takes time to turn mind-sets from silos to customer journeys and to get from silo-oriented administrative services to real business friendly cross-sectional customer journeys.
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Conditions for success

Cultural atmosphere and administrative support, supporting infrastructure and leadership support, sufficient human and financial resources, mind-set of iterative development.

Other information

The so-called Palvelupolku is one of 13 projects to be analysed by the research group in Aalto University in order to generate new trans-disciplinary knowledge of collaborative service development (ATLAS –project).

The innovation and its analysis are being used as teaching cases in Aalto University.

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