

Further training program “Realisation of customer-centred Innovations”

Modul 6 Best Practices

Teaching Material 5 Best Practices

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Best practices

Information about the company

Country: Germany, Hamburg

Name of enterprise: Mamiblock Shop by wow yes products UG

Sector: Trade

Activity: E-commerce

Website: <https://mamiblock-shop.de/>

Examples of products or services co-created with customers:

Recipes, DIY-story cards, calendar, meal planner

Methods of customer's involvement in innovation processes:

Social media, Instagram, YouTube

Digital tools used to support customer centric innovation:

Instagram, YouTube

Benefits realized as a result of customer innovation:

We receive suggestions as to which products and aspects of the products are particularly important to the customers. Thanks to the direct and rapid feedback, these are actually incorporated into product development. In addition, this also increases the acceptance of the products by the customers and thus sales and brand loyalty.

Information about the company

Country: Germany, Hamburg

Name of enterprise: Gaia

Sector: Trade

Activity: Multichannel commerce/e-commerce of organic, plastic-free household products

Website:

Examples of products or services co-created with customers:

One example of a product that was innovated or rather iterated through the input of customers are the beeswax wraps. After GAIA had received comments on their Instagram profile that the wraps size should be bigger repeatedly (10 comments), they actually changed the size.

Methods of customer's involvement in innovation processes:

GAIA is applying various methods to engage with their customers and to achieve customer innovation through that. They are doing a combination of offline and online strategy. Their offline strategy includes a little leaflet that is added to the customer's purchase with the call "we want to learn from you", so basically an invitation to give feedback on the shopping experience and the product. To motivate the customers to actually give feedback and reviews, they receive a voucher of 15€ for their next purchase. This strategy plays into a lesson learned by GAIA – a company should not only focus on the acquisition of new customers but really invest in the relationship with the already established customers.

GAIA also reports that it is hard to receive feedback without any incentive (e.g. a voucher for example) – as an example: in their mailing list they have registered 22.000 email addresses and have send a feedback survey to all of them with the call "we want to learn from you - #gaialernt. From these 22.000, 18.000 actually received the email. 500 opened the email and 300 read the email. Only 6 people answered the survey.

GAIA mostly works with standardized questionnaires to collect customer feedback. Another method in order to receive customer feedback for innovation is the offer to apply to become a product tester for GAIA's products.

Digital tools used to support customer centric innovation:

Data analysis, Asking for feedback during the online purchase at checkout, When purchasing online, 14 days later an email newsletter asking for feedback is sent, Social media (Facebook, Pinterest, Instagram (Instagram by far being the most valuable platform for feedback)), Newsletter, Google ads, Instagram ads

Benefits realized as a result of customer innovation:

Through the various channels in place for customer feedback and innovation through customers, GAIA has grown a sustainable customer community. With the help of data analysis, GAIA knows exactly who the customers are and what kind of people are reached through their online marketing strategies. It is interesting to point out that GAIA has a lot of followers on Instagram (29.700) but only few of them actually purchase their products online. Many of them are following the GAIA account for lotteries and to receive something for free. However, the social media is still highly valuable for customer feedback and market acceptance purposes, although the followers might not be the main purchasing power.

When GAIA reached out to collaborate with a local supermarket, they could show that they have an impressive amount of Instagram followers, for example, which was very attractive for the supermarket. The feedback GAIA receives from customers is sometimes put as a reference on their website or social media. Overall, the customer innovation methods go hand in hand with marketing and outreach strategies.

Furthermore, this has huge impact on the market acceptance.

Feedback is put publically on website and serves as a reference. GAIA has formulated a clear target group which helps them deciding on different marketing and customer strategies. Furthermore, they aim to keep their already established customers instead of focusing only on new customer acquisition.

Information about the company

Country: Germany

Name of enterprise: DHL (big company)

Sector: Services

Activity: DHL is one of the biggest courier, package delivery and express mail services.

Website: www.dhl.de

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company established a “Customer Solution and Innovation (CSI)” system which is both a primary contact for customers and additionally also closely analyses and monitors customers’ needs and satisfaction. On top of that, the company has three innovation centres: one in Germany, one in Singapore and in the USA (Illinois) where customers can discover new trends and innovations and engage with them, but also present their own, personal challenges and issues. It is also important to highlight, that DHL is aiming to receive feedback and customer inputs at a variety of locations to enable a diverse customer group to be involved in the innovation process. The company has also been publishing reports on customer-centric innovation practices and has reported a huge increase of both customer satisfaction and their on-time delivery performance. In terms of social media presence, DHL is active on several platforms (e.g. Facebook, Instagram, Twitter) and shares a mix of personal stories from employees and new products and services, but also offers quick and simple customer service through a customer support account on twitter, for instance (@DHLpaket, @DHLexpress, @DHLpaket).

Information about the company

Country: Estonia

Name of enterprise: New Vintage by Kriss

Sector: Manufacturing industry

Activity: New Vintage by Kriss is a small company that was founded in 2012 which designs jewellery for women, men, and children. The company tries to keep the production as much as possible in Estonia. The company sells its products both locally and internationally through its online shop.

Website: <https://nvbyk.com/>

Examples of products or services co-created with customers:

Being a small company means that Kriss can accommodate clients' wishes better and sometimes, for example, can add a specific symbol or engraving to her design. These custom-made items often also make their way into the wider collection and are then sold as 'regular' products. Often, designs come out of personal conversations with customers and the small size means that Kriss has the time to connect to different people on a more personal level.

Another example where the customers were heavily involved was the redesign of her web shop. The layout and categories were completely restructured due to customer feedback to accommodate their needs and wishes. For instance, the products were restructured according to the product type, rather than according to collections as it had been the case prior to the redesigning process. Another change happened to the check-out process where customers can now add personalised features separately which makes the check-out process easier. The company continuously asks customers for feedback to be able to offer the best possible products and services.

Due to the increasing international demand for her products, the company reached out to DHL to add another, faster delivery option especially for international customers.

Methods of customer's involvement in innovation processes:

Kriss believes that owning a small company is an advantage for customer contact and customer-centric innovation as it makes direct contact to customers easier. She is often able to meet customers in person at her design studio or on sales trips. Another way of reaching out to her customers is through social media. For instance, the company often uses Instagram to receive quick and direct feedback from customers, e.g. in the form of short question and answer options on Instagram, or through short questionnaires. This way she involves her customers in the design of a product or, more recently, in the design of the company's website. She also engages with customers via email and in her store.

Digital tools used to support customer centric innovation:

Additionally to completely redesigning and restructuring the web shop, Kriss also engages with customers through Instagram. She encourages customers to share pictures of the jewellery and shares the stories behind certain pieces of jewellery on the company's Instagram and her website. Another way in which Kriss uses social media to engage her customers in the design process is by giving the customers a few options in a product's design and letting them vote on which one they like best or encouraging them to name a product, which is always a fun process for all involved.

Benefits realized as a result of customer innovation:

Kriss believes that the more customers are part of the creative process, the more the product becomes personal and gets a community feel. The storytelling aspect of her jewellery design connects the customers to a product and the company and creates relationships to a piece. The community feeling is also increased by the fact that customers from all over the world, from very different countries, all have similar stories and experiences which people share across cultures and borders and a piece of jewellery can connect them and can thus feel very personal. Connecting to customers during the design process also makes Kriss feel like she can give something back and does more than 'just create a piece of jewellery' which is incredibly rewarding. On top of that, engaging directly and continuously with the customers also means that customers tend to stay with the company for a long time (some since the beginning) and that showcases the good quality of a product. These customers also tend to give good and honest feedback and also speak up if something is not up to standard which helps with improving the products and services in the long run.

Information about the company

Country: Italy

Name of enterprise: La Rinascente

Sector: Trade

Activity: La Rinascente is a high-fashion clothing store chain in Italy. It is a collection of high-end stores with Italian and international brands in fashion, accessories, beauty, homeware, design and food.

Website: <https://www.rinascente.it/en/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

Customers are involved by using mainly digital tools through which the company collects customer feedback. This is done, for example, through social media and in stores. The company also has a loyalty programme for its customers which they use as a means to stay in touch with their customers. Additionally, they offer the option of a personal shopper where a customer can get help with the purchase of a product. Through these various interactions with their customers, the company collects data on the customers' needs and wishes and adapts its services and product range accordingly.

"Over the last few years laRinascente has carried out a progressive restructuring of the shops in the name of design, with the opening of new avant-garde stores and a continuous updating of the product offer."

"The customer must be given a high-level service in terms of efficiency, accessibility of the various payment methods and customer recognition. Finally, ICT supports the marketing-oriented activities that come into play when the customer is not inside the store and that are used to communicate and let him know what is happening inside our stores. This is why we are committed to carrying out a customer loyalty program,

through action on the checkout, CRM and data analysis, to give the consumer an integrated and personalized communication based on his interests.”

Information about the company

Country: Denmark

Name of enterprise: Lego (big company)

Sector: Manufacturing industry

Activity: The Danish company designs and produces construction toys.

Website: www.lego.com

Examples, methods, digital tools and benefits of products or services co-created with customers:

LEGO is a leading company in the area of customer-centric innovation. The company is making the most of being able to connect to their customers online by providing them with an online community. Customers and fans can submit their own design ideas which then get voted on and if a design receives enough support, the company reviews the design and may turn it into a product. The designer receives a percentage of the sales and is heavily involved in the whole process, thus rewarded for being innovative and for sharing their ideas and design with the company.

LEGO uses a mix of social media customer mechanisms, such as highlighting customers' ideas and reposting their social media posts, offering competitions, and replying to customers in a personal matter (e.g. @LEGO_Group, @LEGOIdeas).

Information about the company

Country: Denmark

Name of enterprise: Nøie

Sector: Services

Activity: Nøie is a Danish company that sells customised and sustainable skin care. The company offers a customised subscription service to its customers.

Website: <https://noie.com/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

Nøie allows customers to subscribe to a customised skincare subscription service. Customers do the “Skin Test” and create a unique skin profile which is then analysed and matched with the best skincare routine and products from Nøie’s range. The company has accumulated data from over 60,000 people and has created an algorithm based on the skin profiles and customers’ feedback. Customers are further able to adjust their skin profile and thus their products and skincare routine any time and have the chance to get their money back should they be unhappy with the results.

The company relies on customers to continuously provide them with data which is then reflected in the offered products and services. Most of the company’s communication with its customers is done online through its website and the personal customer profiles. Additionally, the company offers a “Refer a friend” option which allows both the existing and the new customer a €14 discount on their next shop.

Information about the company

Country: Lithuania

Name of enterprise: Pixelmator

Sector: Services

Activity: Pixelmator is an image design editor which can be customised by its users. It offers a free and a paid version.

Website: <https://www.pixelmator.com/pro/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

Pixelmator allows customers to customise the programme according to their needs. It can be used for photography, design, illustrations and painting and easily adjusted.

On top of that, Pixelmator has an online community, where customers can discuss the product, as well as “image editing, share tips & tricks, tutorials, and other useful resources, or just chat with other Pixelmator users”. Users can also request new features which are then taken into consideration and may be added to the editor.

The company also has a strong social media presence where it interacts with its customers and regularly shares tips on how to use its editor.

Information about the company

Country: Lithuania

Name of enterprise: Manilla

Sector: Trade

Activity: Manilla is a sustainable cosmetic company which sells eco-friendly and sustainable products. The company allows you to create a personalised skincare routine according to each customers’ skin type.

Website: www.manilla.lt

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company offers a skin test where customers can find out their specific skin type through a personalised online test. Additionally, they also advertise their products according to different “general” skin types which makes it easier for customers to choose the products that fit their skin type best. The company also offers skin care sets which allow customers to save money.

In addition to their online skin test, the company also offers personal online chats on their website and video call consultations to provide each customer with the best personalised shopping experience and best suitable product.

Information about the company

Country: Germany

Name of enterprise: Soul Bottles

Sector: Manufacturing industry

Activity: Soul Bottles is a company that produces sustainable water bottles.

Website: <https://www.soulbottles.de/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company allows customers to add personalised inscriptions and prints onto their water bottles. The customers can also add personalised product packaging if their order a certain amount of bottles.

The personalised print options allow customers to choose between over 2000 colours, with the possibility of mixing up to three colours (one customised colour from orders of 100+ bottles onwards, up to three colours on orders of 200+ bottles). The inscription service is offered on orders of 25+ bottles.

Additionally to their individual design process, the company engages with its customers through social media. The company regularly hosts design contests and allows customers to pick their favourite design from a range of choices which are then added to the collection. The company also runs a blog on social and sustainability issues and topics and posts about these on their social media platforms, as well.

Information about the company

Country: UK

Name of enterprise: MADE.com

Sector: Manufacturing industry

Activity: MADE.com is a design online design homewares and furniture retailer that sells its products primarily online.

Website: www.made.com

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company relies on customers to showcase its products through its Made Unboxed campaign which allows customers to share photos of a product in their home which then gets uploaded to the company's social media and online presence.

The company also has an online platform called the TalentLAB where customers can put down a deposit on an design idea they are interested in and if the design receives enough funds, the company will produce it and the customer who put down a deposit on the design will receive the finished product once it's being produced. Additionally, the company has an annual design competition, the Made Emerging Talent Award, where anyone can submit a design idea and upload it to the TalentLAB platform. A panel of experienced designers then shortlists six products which are then voted on by the public, the customers. The design that wins the contest is produced and sold on Made.com within 12 months and the company publicizes the design, giving the designer exposure, a career boost and royalties.

Information about the company

Country: Sweden

Name of enterprise: Teamtailor

Sector: Services

Activity: Teamtailor is a fast-growing platform from Sweden, which develops new add-ins in collaboration with their clients. They have a big variety of customers and helps them with their recruitment process by developing individual features for each company.

Website: <https://www.teamtailor.com/en/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company offers individual meetings with potential customers and “[a] tailor-made demo showing you how Teamtailor can help you grow your business”. They work with companies with 1-5 employees up to over 1000 employees in multiple countries. The customers can create their own recruitment website with personally chosen ad-ins and personal support to help them create their perfect product (their recruitment or campaign website) for their needs.

Information about the company

Country: Norway

Name of enterprise: Tine (big company)

Sector: Manufacturing industry

Activity: Norway's largest food producer owned by approx. 17,400 farmers.

Website: <https://www.tine.no/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

“In an industrial enterprise like this, there are a number of fairly common methods used to obtain information about customers and markets. Surveys and focus groups are often used to get feedback from customers.

Perhaps more interesting is the combination of these methods with direct involvement of users, for example:

- focus groups where participants get to taste and evaluate new products, and where they can also be asked to explore new products in use in the kitchen
- taste panels in sensory laboratory for scientific testing of users' response to different product variants
- survey / home testing of new products to learn how consumers use new products, and how the product fits into the consumer's cooking and eating habits

In addition, professional and industrial partners and customers are often involved in several phases of the innovation process:

- Chefs, as an important group of «leading users», from the Department of Gastronomy (now the Culinary Institute) and from various renowned restaurants, as well as experts from Matforsk and the university community at Ås, are often used for advice and participation in product development.
- Industrial partners and customers, from retail chains to industrial producers of ready-made food and other foodstuffs, often participate in the formulation of new needs and in the development of new concepts, products and technical solutions.”

“Although they also have a portfolio of standardized off-the-shelf products, TI is increasingly defining its competence to be collaborating with individual customers to solve the challenges they have. This is done both by TI's own specialists in various areas, such as sausage makers, bakers, confectioners and other food subjects, and through active dialogue and collaboration with the customer. User involvement in TI is often about simplifying and rationalizing industrial production for the customer, but also about contributing to the customer's development of new products. The typical pattern of user involvement in TI is based on continuous dialogue with their main customers, where the customer's needs can be expressed and understood. Sometimes this becomes simpler projects that TI solves on its own, while other times it becomes a joint development run through several phases.”

“Data collection was done in several rounds. Early in the project, the team conducted a study trip to potential market regions. Italy, Belgium, Korea, Japan, etc. were visited to learn about their food cultures, market and distribution structures, etc. Later, when the technology was better developed, they conducted more conventional market studies, using focus groups and home testing of the product in a number of Norwegian home. Finally, a number of marketing and sales promotions provided important learning in direct interaction with potential customers.”

Information about the company

Country: Germany

Name of enterprise: Werte Freunde

Sector: Trade

Activity: Werte Freunde is a small business which sells sustainable cosmetics, fair fashion and living accessories in Hamburg.

Website: www.wertefreunde.de

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company makes an effort to engage with its customers through several means, both online and in person. The company regularly holds events (during non-pandemic times) on a variety of topics that are of interests to its customers.

The store also offers personalised makeup and cosmetics consultations in their store and, due to the pandemic, also online through video calls or photos. This allows them to provide the customers with the best possible shopping experience and product choice. The company also runs an online shop and tries to adjust their collection according to customer demands.

A big part of their business strategy is using social media to interact with their customers. The company is very active on Instagram and regularly does live streams where they present new products and sales and interact with their customers. They also offer services such as customised advent calendars.

Information about the company

Country: USA

Name of enterprise: Dewalt

Sector: Manufacturing industry

Activity: DEWALT is an industrial tool company which manufactures power tools and hand tools for the construction, manufacturing and woodworking industries.

Website: <https://www.dewalt.com/en-us/company-info>

Examples, methods, digital tools and benefits of products or services co-created with customers:

DEWALT launched the DEWALT Insights Forum, which offers customers the opportunity to provide feedback and to submit ideas for products. The community has over 12,000 members and is made up of its partner Vision Critical, as well as, customers, partners, employees, fans, donors, and alumni.

“Using a Insight community, DEWALT gets rapid and ongoing feedback that allows them to make easier business decisions. More specifically, the insight community allows DEWALT to engage with customers in an ongoing dialogue that respects members individuality and their humanity, and which complements other data sources, like Big Data, CRM, and social media analytics. This together: builds better products as DEWALT better understands how its products fit and function in the lives of their customers, provides better service, and delivers better results.”

“While traditional market research can be impersonal, time consuming and expensive, the DEWALT Insights Forum creates relationships with members and saves the company time and money. The company saved more than \$1 million in research costs in 2016 and almost \$6 million since establishing the Insight community. DEWALT can now use one resource for the entire lifespan of a project and once products have launched they can follow up easily with satisfaction and quality surveys (Dewalt, 2016).”

Information about the company

Country: Finland

Name of enterprise: VR Group

Sector: Services

Activity: "VR Group is a Finnish state-owned company operating in the field of travel, logistics and rolling stock maintenance. The group primarily operates in Finland, but it also has operations abroad, especially in Russia VR's passenger services offer transport services in long-distance and commuter traffic with trains and buses. VR Transport offers logistics services in rail and road logistics. VR FleetCare maintains, repairs and manufactures rolling stock and provides expert services related to rolling stock technology. VR Group employs 6,000 professionals, with annual net sales of approximately one billion euros."

Website: <https://www.vrgroup.fi/en/vrgroup/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company made significant changes to the ways it interacts with customers to improve the overall customer experience and to help improve the business operations as a whole. Thus, it redesigned, restructured and modernised "all passenger traffic ticket sales systems and channels for both commuter and long-distance travel". The company made the conscious shift to become more customer-centric and at the same time aimed to modernise its system. Due to the increased modernisation and digitalisation, the company can now continuously collect data on its customers and how they use its services which then helps with improvements and innovations.

"Our strategy is built around customers. We want to meet our customers' needs and wishes – and exceed expectations. Success comes from good team spirit. We believe that investing in good employee experience also produces the best customer experience and end results. We draw on our extensive expertise as we head towards the future. We continuously reform and develop ourselves while listening to customers. At the same time, we make sure that we have a solid foundation, which includes punctuality, delivery reliability and safety. We have faith in digitalisation and new technologies in improving customer experience and efficiency as well as seeking growth through agile innovation. We see new potential for growth in urban traffic, door-to-door trip chains, new additional services, broader logistics solutions and the maintenance of various kinds of rolling stock. We are also looking at opportunities for international growth, especially in the Nordic countries. Through growth, our operations will have a bigger impact. While making sustainable rail traffic and public transport more popular, we are able to reduce the emissions of our customers and society as a whole."

Information about the company

Country: Finland

Name of enterprise: Posti

Sector: Services

Activity: “Finland’s national postal service, Posti Group Oyj, is today the leading postal and logistics company in Finland. Their core business includes postal, freight and logistics services. Posti has the widest network coverage in Finland and visits about three million households and companies each weekday. In 2017 Posti had net sales of EUR 1,647 million. The company has operations in 11 countries and employs approximately 20,000 people.”

Website: <https://futuraice.com/case-studies/oma-posti>

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company made an effort to make its services and products more customer-friendly and accessible, while at the same time moving its services to the digital level. This way, customers can access Posti’s services more easily online instead of having to go to an in-person point of contact.

“The OmaPosti concept is based on a comprehensive user survey that interviewed over 50 users, charted their aspirations, and learned about their real needs. The service is constantly being developed and validated according to the needs of the users so that each new concept and feature will provide the best possible user experience. The number of OmaPosti users increased by 50% during its first six months, and this number continues to increase.”

Information about the company

Country: Hungary

Name of enterprise: PkHome Kft

Sector: Construction industry

Activity: Purchase property, refurbish and sell, Home-flipping.

Website: <https://pkhome.hu>

Examples of products or services co-created with customers:

Every customer relations starts with so-called home-staging, meaning that we prepare the apartments for sale and we refurbish apartments. They should know what is marketable. When I build a house, first I try to gather customer information on the Internet, I check investment and location statistics on the sites of real estate companies. I have extensive relations with real estate dealers, I select the property I want to invest in, check the property sales data in Budapest to know which type of apartments/houses are in search, and in this phase I mostly use the sales data of real estate agents. Since I am a premium category customer, I receive all these information on where and what is worthy to purchase. I do not pay for these data and information. The real estate dealers provide me these data in the hope that I will make my purchase from them. When I sell my apartments, I contact them and use their services for sale. I have dedicated contact persons, from whom I receive business information.

Methods of customer’s involvement in innovation processes:

When I receive a concrete order from a client, when I make and/or refurbish an apartment for a customer, I create an electronic drive interface for each of my future apartment owners where I upload the apartment layout, photos, the electricity and furniture I recommend, together with the recommended tiles, doors, windows, lamps, etc. thus the customer can choose from them. All the respective information is on a dedicated drive library specific to the property.

Digital tools used to support customer centric innovation:

On the one hand, I correct and change the structure of my offer on the basis of the information and experiences received and gained from the customers. My customer is not only the person who wants to buy the apartment, but also the store where the tiles, furniture, etc. are sold not to speak about the building contractor. I share the data on the drive also with them. I would not be able to exist without this digital support, background. There is no need to look at catalogues. Everything is on the drive.

Benefits realized as a result of customer innovation:

The number of complaints was reduced to minimum.

Information about the company

Country: Denmark

Name of enterprise: Kvanto Payment CVR

Sector: Bank sector

Activity: Kvanto is a Payment Service Provider (PSP) holding PCI/DSS approval since 2007. Their aim is to optimize the clients' payment solutions using the best gateway technologies and world class acquirers, along with in-depth payment knowledge and professional services. All around the world.

Every payment solution Kvanto offer provides market requested approvals and fraud detection techniques.

The gateway is a white-label solution, meaning it has the potential to be embedded into existing customer applications, ensuring the safest and most reliable transactions for the customers business.

Kvanto has high skilled employees with several decades of experience in the payment and financial industries and placed in Hellerup/Copenhagen.

Website: <https://www.kvanto.com/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

MPOS - (mobile point of sale) – a handsless / no-touch system.
MPI - (3DS) – an individual SCA (Strong customer Authorization) make for outside EU.
IVR (interactive Voice Response) – travel industry

Information about the company

Country: Hungary

Name of enterprise: IFresco

Sector: Construction industry

Activity: Special wall and ceiling decoration. Digital wallpaper design activities.

Website: <http://www.ifresco.hu/>

Examples of products or services co-created with customers:

Our highlighted groups of clients are The Church, museums and exhibitions.

As for cathedrals, we must mention the Saint Sophia's Cathedral in Kyiv, which is a coronation cathedral from the 11th century. Now the interior place is divided into two parts: one of them is for the traditional liturgy, while the other part is a museum where it was planned to organize an exhibition of painters from Nagybánya. They wanted to brighten up the exhibition somehow, so finally, we were asked to design one of the most famous paintings onto the ceiling using IFresco technology. Ceiling scaffold took a week to be constructed. Placing the decoration onto the wall took another day, then, dismantling of the scaffold took another week again. The painting has been there since then. And for the next 20 or 30 years, it will be being there on the ceiling in its original quality.

As for churches, we must mention the church in Ipolynyék, Slovakia. A local painter had been instructed to paint the church, so the interior decorations were made by him. But the dome seemed to be a bit more difficult. So, I modelled it on a gym ball. Here we also carried out a 200m² ceiling design. Incidentally, this work has brought a new product to be sold in the market soon, yet, I have had no time to introduce it to the market.

We continually face with new demands of the clients. They wish to have this technology used in places where there's a high level of strain or even in their bathroom. This has made us find out new solutions. There are clients who wish to have certain decorations outside, on the walls of their houses. This is a new demand and we try to find a suitable technology to satisfy it. Outside, UV-rays make the decoration less durable. In general, it is hard because most clients involving interior architects as well, and don't know exactly what they really want.

Methods of customer's involvement in innovation processes:

How popular is it among the population? Well, we don't really advertise it to them. We sale our services to luxurious properties in cooperation with interior architects. They find out something unique and if they can't find a solution, but would like to carry it out either way, then they call us. For example, somebody wished to see the map of Greater Hungary on their wall. There are interior architects who search for pictures on Pinterest and accordingly, we have to carry out the design. Generally, Pinterest pictures are small enough so we need a graphic artist who designs the pictures digitally, afterwards, we carry out other operations. At the moment we are working at the National Gallery. There is a company for vehicle rescue services which is planning to have an office in a container. I will decorate it. The price will be set to be available for an average household. We have got a catalogue and clients can choose from that. My goal is to make this product available for the average thus for the population, as well.

Digital tools used to support customer centric innovation:

We haven't changed our website for 5 years. We have had no time for that. But now, thanks to our new products, we will have to make some changes. I am planning my new idea to be sold with minimal profit, but in significant quantities, which may also be ordered in a web shop on the Internet. On the website, I'm planning to have an own stock of photos, furthermore, another part of the website would be available for artists who make digital pictures which I print. This part of the website would be operated by these artists.

Benefits realized as a result of customer innovation:

We have gained wide professional recognition nationally and internationally. We are constantly faced with professional challenges. For example, with the help of a new innovation, we can create contours of a photo or picture, which, after sticking it to the wall, may be painted by any other person manually. Modern technology meets handcrafts, where clients will be able to paint their pictures chosen, thus, they can take pleasure in creating.

Information about the company

Country: Hungary

Name of enterprise: Földvári Nagy Sándor, self-employed

Sector: Bank sector

Activity: Special professional activities, instalation of gas, water pipelines and heating and airration devices

Website:

Examples of products or services co-created with customers:

Based on the orders from the customers, my company is confronted and familiarised with the new technologies. These have to be improved, programmed and installed. In general, in the area of services, we contact the customers on the phone, via email, but above all in person. Based on the orders we can receive information, again electronically, about the products, spare parts, and the necessary new tools. Customers represent one of the most important driving forces for me, to be able to keep pace with modernisation. Otherwise I would not be able to keep my market position.

Methods of customer's involvement in innovation processes:

In order to facilitate for the company to keep pace with technological development, I regularly take part at the presentations, training courses held by the distributors and also at the programmes and professional fairs organised by professional organisations. During the last period it became common that these training courses and professional programmes are organised online. Based on what I hear there, I can also inform my customers, if necessary digitally, about the new means and tools and methods used. Nowadays, without the use of the Internet it is impossible to have an insight about the market in the area of available spare parts and programming technologies. Based on the orders received from the customers I am forced to learn the programming of digital tools.

Digital tools used to support customer centric innovation:

One of the biggest sources of customer-centric innovations is to perform high-quality work and the customers can spread the good news about me and recommend my services to others. For the purpose to be customer-centric, I try to be at the disposal of my customer as much as possible on Facebook. Without the use of digital tools, I would not be able to react to the customers' requirements fast enough. It should be noted, that since I am small self-employed, and I have a lot to do in my area of service, I have very little free time to deal with digital innovations.

Benefits realized as a result of customer innovation:

Thanks to digitalisation, my company can use the time available for work much better, can provide the services for more customers simultaneously, thus has more income and thus invest more into development.

Information about the company

Country: Latvia

Name of enterprise: Crassula

Sector: Bank sector

Activity: Crassula is a Latvian start-up. It is an API platform that allows to build customized payment solutions. It is a White Label Cloud Banking software that helps companies to build and launch Banking projects, PSPs, NEO-banks, Wallets, FX services and other FinTech products in a cloud in days, not months.

Website: <https://crassula.io/>

Examples, methods, digital tools and benefits of products or services co-created with customers:

The company offers personalised online banking solutions to businesses. The customers can choose from a variety of options to design their personalised banking software. Customers will get a completely personalised and unique product within 5 days which allows them to run their business without major interruptions. The company constantly collects data and feedback from its customers who already use its products and services: „Crassula is constantly developing, growing and improving. We rely on the features and integrations that are desired and requested by our clients and their users - this helps Crassula to move and be a live ecosystem in an always-changing environment.“

Information about the company

Country: Denmark

Name of enterprise: Bleshøy Optik

Sector: Trade

Activity: Bleshøy Optik* is a small modern retailshop placed in Sønderborg/Denmark with 6 employees and a close partnership with an eye-doctor/specialist. The retailshop is 4th generation (Jes Bleshøy) and all the employees are all very close to the organisation. The 5th generation is doing his education with specialist as an optican – a 3,5 years program in Denmark.

The products are glasses, (star) binoculars, control/eyes check, contact lenses and can offer services from an eyes-doctor. It is special that Bleshøy Optik has some of the most modern equipment in Denmark for checking the eyes – actually better equipments than the hospitals.

Website: www.bleshoy.dk

Examples of products or services co-created with customers:

The services that Bleshøy offers are all „push“-products – so there are no cooperation with customers.

Methods of customer's involvement in innovation processes:

We, as a retailshop, do not have any innovative processes with our customers, but together with our suppliers we normally have a close relationship. We do not call it innovation – more product and service development.

Digital tools used to support customer centric innovation:

We do not use digital tools, either to the customers side or suppliers side. (upstream/downstream)

Benefits realized as a result of customer innovation:

We have no realized results to the customer-side. But we would like to.

Information about the company

Country: Hungary

Name of enterprise: W.UP

Sector: Informatics, software development

Activity: A digital banking software company that delivers modern products and services to financial institutions. Their products help bridge the gap between banking software and customer expectations.

Website: <https://wup.digital/>

Examples of products or services co-created with customers:

During product and service developments, W.UP focuses on understanding the needs of its customers and end users, thus help to find the right solutions for the actual customer needs in each case. A few examples without claiming completeness:

- Fundamenta eBanking Frontend: Public customer self-care solution, within the framework of which the customer can access their savings, view and modify them, report data changes, upload and download documents, and conclude a new product contract.
- MKB Mobil- and Internet bank: A complete e-channel solution that serves customers as an omnichannel. In addition to classic banking functionalities, it also includes customer-specific solutions.
- Erste Bank Mobile and Internet bank: Mobile and internet banking application with classic banking functionalities and customer-specific solutions.
- Budapest Bank Mobile Application: Modern mobile banking interface for fast and efficient management of daily finances.

Methods of customer's involvement in innovation processes:

We use several methods to involve customers, depending on the expectations of our customers. Most often, we use UX research methods, which are performed either by our company or by the customer, otherwise by a third party. During the developments, in addition to the research, we also got our own and our acquaintances' experiences, on the basis of known user market knowledge, and on opinions available on freely available social media interfaces

Also a few examples without claiming completeness:

- UX Research: Knowledge of the operation of the market, users and competitors, collection of information and adaptation of this information in the design phase.

Examples of solutions used include user interviews based on online research, ethnographic research and market research methodologies, the main purpose of which is to understand the real needs and difficulties of end users during design, to understand their thinking and to be able to design a solution to them.

- Service Design: Optimizing the usefulness of the service for the user by involving the customer. This optimization feeds on UX research, user reviews, and marketing research to deliver the most optimal solution for the customer. Solutions used include service scope and customer journey map.
- User Experience Design: Maximize the usability of the service for the user, with the goal of achieving a perfect user experience that is mapped based on UX research. In each case, the completed sub-plans are tested with different user groups, the results of which are continuously traced back during the development process. Examples of solutions used are information architecture, user personas and usability testing.

- User Interface Design: User Interface (UI) Design - Facilitate the user-friendliness of the service by using the appropriate design elements based on the above research and current trends. Solutions used include emotion design and design guideline.

In addition, it is important to highlight the use of ideas within your own team as customer needs. We are all users of such applications in our private lives, so ideas within a team are customer-side innovations, with the difference that perhaps our ideas and opinions are not typical customer opinions, as we look at these products with a slightly different eye due to our work. .

Digital tools used to support customer centric innovation:

Nowadays, there are plenty of suitable tools available during development to learn about end-user needs, of which perhaps the following 3 applications are what we come across often in our projects:

- Zeplin: Zeplin is a designer tool that facilitates group work within the company between the designer and the development team, as well as common processes and communication with the customer (viewing visuals, commenting). The finished design plans can be placed in the Zeplin, which is easy to comment on, so even selected end-user groups can be easily involved in the design process.

- Figma: Figma is also a designer tool whose best function is to allow live, real-time collaboration with a selected group of customer representatives and even end users, thus speeding up and facilitating the implementation of appropriate user needs and opinions during development.

- Invision: Invision is the perfect tool for putting together validated design elements to build a workable MVP (Minimum Valuable Product) that allows you to initiate approval processes and test finished user interface designs for either the customer or end users without starting application development. would be.

Benefits realized as a result of customer innovation:

In general, in all projects, our customers welcome our ideas and methodologies for product development, as they are also aware that the broader the scope of a given problem using the right methodologies, the better the solution.

The advantage of W.UP also lies in the diversified experience and knowledge that our colleagues have gained over the years in the field of banking IT and customer service. Much of this knowledge is gained by actual customer feedback as well as our comprehensive market knowledge, which complements the results of the above methodologies and research.

A few examples without claiming completeness:

- One of our large clients worked with an external UX company on the projects, but as the workshops saw that our team understands the problems of the users better than the team they employ, they terminated the contract and we continued to do so. This change meant approximately a 5-10% increase in revenue over projects depending on the exact scope of the project.

- For our other important customer, UX was not considered in an implementation project. We stressed the importance of this throughout the project and dripped them down from our expertise in this direction. For the customer, these ideas proved to be so good that UX elements were already ordered in the following projects in all cases, which also meant a 5-10% increase in revenue, depending on the exact scope of the projects.

Information about the company

Country: Hungary

Name of enterprise: FlexInform Kft.

Sector: Informatics, Software development

Activity: Informatics, software development

Website: <https://www.flexinform.hu/>

Examples of products or services co-created with customers:

The company is engaged in software development. Nowadays, optimizing processes and thus increasing cost efficiency is important for every company. For a significant part of the companies, traditional automation has already been solved with enterprise management systems and software-supported solutions. During software development work at several companies, the need arose that in the case of repetitive work processes with many cases, an innovative method covering several areas and a higher level of automation would be required. Based on customers' experiences, there is a need for our company to develop a completely new search and process robot based on innovative technology, which can:

- the use and management of standard and highly repetitive, structured electronic data,
- to implement workflows,
- launch applications,
- to create structured data sets.

With the new technology, "robots" use predefined rules to perform actual user activities in business processes more efficiently and with fewer errors than if they were performed by a single person. "Robots" use human interfaces and applications like humans, but all these 24 hours a day without making mistakes singing.

The companies approached us for the purpose of process development and based on the experience gained together during this time, we recognized this market need, an innovative idea. Demand process solutions from different fields could be standardized and synthesized into one software and we can sell this to other companies in the market.

Steps of the customer-driven innovation process:

1. Situation analysis of previous clients, identification of processes
2. Defining automated processes
3. Define user requirements
4. Based on the user requirement, the requirement of the new IT system is created
5. Software development
6. Sales of software supporting standardized processes
7. Software adaptation for the new customer

Methods of customer's involvement in innovation processes:

Brainstorming, in-depth Interview, customer satisfaction questionnaire, testing the software with the help of customers, test group, simulation, gaining application experience, living labs.

Digital tools used to support customer centric innovation:

Chatbot

Content marketing strategy (e.g., forums, blogs), Email, newsletter, Google form, Interactive corporate website, Mobile and banner ad, Online advertising tools (e.g., Google Ads, Facebook/Instagram ads), Support group, WEB 2.0 tools (e.g., Wikis, community tagging, crowdsourcing)

Benefits realized as a result of customer innovation:

Revenue growth, market expansion, entering new markets, new customers. At our partners: administrative costs have been significantly reduced, efficient processes, utilization of the workforce's knowledge in other areas, faster turnaround times, fewer errors, more efficient use of working time.

Information about the company

Country: Hungary

Name of enterprise: Bionika Medline Ltd.

Sector: Manufacturing industry

Activity: Manufacturing of medical devices

Website: <https://www.bionika.hu/>

Examples of products or services co-created with customers:

We conduct a direct clinical trial involving partners who use the product and services. These data are collected under the supervision of an external CRO (Clinical Research Organization). The CRO plans of what factors (complications, implant loss) we will take into consideration during the research. Then a bio-statist will determine how many people need to be involved in the process. The research leader collects the data and writes the research report. If there are any problems, we will incorporate the solution into the improvements. Doctors are approaching the company with the intention of development, they have an idea and would like us to implement these, which will happen based on the following process.

1. Defining user requirements
2. the system requirement is created based on the user requirement (technical-engineering data)
3. product design
4. prototype production + verification
5. series production + verification
6. validation before the product goes on the market.

Methods of customer's involvement in innovation processes:

Focus group, in-depth Interview, brainstorming, customer satisfaction questionnaire, product lifecycle monitoring, simulation, collaboration with external laboratories to perform tests, recording a complaint, recording unexpected events, gaining application experience, equivalence test

Digital tools used to support customer centric innovation:

Email, newsletter

Google forms, Social media platforms, CRO-powered software applications for collecting feedback, They are part of CRM and the corporate governance system, project management tools, digital manufacturing, KMS, AI

Benefits realized as a result of customer innovation:

Administrative costs have been significantly reduced, labour savings were realized, faster process turnaround time, there are no administrative errors

Information about the company

Country: Hungary

Name of enterprise: Solymosi József, self-employed

Sector: Construction industry

Activity: Producing furniture and design planning

Website:

Examples of products or services co-created with customers:

The company is engaged in the production of high quality and tailor-made furniture. The scope of activities includes software design. The customer has the opportunity to design furniture and elements to be installed in furniture according to their own needs, with the help of it, we can fulfil the widest range of consumer needs. After the individual request is made, the furniture is pre-designed with the software, then we negotiate with the customer and we plan/make the furniture based on it. After individual needs and ideas, we try to standardize ideas that can be used in practice and incorporate them into our future services.

Methods of customer's involvement in innovation processes:

- Personal interviews
- Conversations with loyal customers
- Social media
- Email
- Webdesign softwares and simulation
- Customer satisfaction online questionnaire
- Product lifecycle monitoring

Digital tools used to support customer centric innovation:

- Content marketing strategy (e.g., forums, blogs)
- Email, newsletter
- Google form
- Online advertising tools (e.g., Google Ads, Facebook/Instagram ads)

Benefits realized as a result of customer innovation:

Revenue growth, market expansion, entering new markets, new customers

Information about the company

Country: Hungary

Name of enterprise: Berendi Hair @ Academy

Sector: Services

Activity: Operation of hairdresser saloon

Website:

Examples of products or services co-created with customers:

We have a digital guest book and write into it the date and the type of hairstyle we made to the customer. We have been keeping this digital guest book for years now, thus we know about each of our customer when we dyed her/his hair, what type and colour of dye we used and what was the hairstyle. This way we become familiar with the customs of our clients, the materials used in his/her case. It is also beneficial for us because this way I can avoid buying paints and materials that nobody wants

Methods of customer's involvement in innovation processes:

Social media, Tik-Tok, Facebook, this is what the youngest generation does. For me the best publicity is my customer, because one guest brings the other. Quality is what matters! If I do not work well, the clients will not return and will not recommend me to the others. The money other saloons spend on publicity we spend on training ourselves and our staff. What do average people think if somebody uses too much PR? They think that a lot of PR is needed because the person or business does not work well and thus they need advertisements. Instead of spending money on PR we spend money on training. We take part at training courses. The distributor companies deliver training courses on haircut, hair dying and new techniques. If I use their products, the training courses are free.

Digital tools used to support customer centric innovation:

Knowledge and information is distributed electronically, online. We receive emails about the locations and topics of the training courses. Hairdressers are familiar with the companies, go on their websites and check the dates of trainings. Another option is when the company uses its list of hairdressers and send invitations to them to the training courses. Hairdressers also talk to each other about what should be developed. We take part at domestic and international competitions, and we also organise competitions. There are many online training courses as well, but these are not efficient enough. In our profession it is necessary to ask what and how should be done. Face-to-face trainings are better than the online ones. We advertise ourselves in professional magazines that make films as well, for example, small films on weddings and how to appear at weddings. We make these films in cooperation with other professionals, like make-up experts, designers, shoemakers, musicians, and jewellery makers. Thanks to these films, we shall work in the countryside also during the week-end, we shall make the bride's hair.

Benefits realized as a result of customer innovation:

Do the customers, guest brings new ideas to us? Yes, if the requirements grow, more and more people are in search of a new type of service. For example, straightening the hair, and my colleagues learnt it. And I purchased the necessary tools. I will have more customers, I will earn more money. And the chances will be higher that my good employees will not leave me.

Information about the company

Country: Poland

Name of enterprise: OMEGA

Sector: Production

Activity: Footwear production

Website:

Examples of products or services co-created with customers:

We are a small footwear trader for specific consumer groups. Our products are aimed mainly at people with foot health problems as well as for the elderly, who often suffer from degeneration and deformity of the feet. Thus, it is difficult for them to buy shoes in ordinary stores. We are very committed to engaging consumers in the development of our products, because thanks to this we become more competitive and customers are more likely to come back to us. The products co-created with customers are: footwear for children with flat feet problems and footwear for the elderly with bunions.

Methods of customer's involvement in innovation processes:

As part of our website, we provide a product comparison website, health tips, inspirations, applications to measure the size of the shoe. On our website, users also have the option of submitting complaints, opinions, proposals, and we follow the process of order fulfillment by customers. We also operate in social media: Facebook, YouTube, Instagram, where we conduct surveys, show videos with our products, encourage consumers to take specific activities, e.g. submit ideas, answer questions, participate in discussions, competitions. Here we also often express appreciation and thanks for customer activity. We also have a blog where opinions are exchanged and ideas are obtained from customers, we provide various links, recommendations, tips and interesting information.

Digital tools used to support customer centric innovation:

To cooperate with consumers in the field of innovation, we primarily use: Website, Facebook, You Tube, Instagram, Blog, E-mail communication.

Benefits realized as a result of customer innovation:

Thanks to the commitment of our customers, we become more competitive, our products are better, the opinions of our customers help other people with foot problems and difficulties in choosing shoes. The blog is the most valuable for us, as it is our most active place for exchanging and obtaining information.

Information about the company

Country: Poland

Name of enterprise: AJ PROJEKT MEBLE

Sector: Production

Activity: Interior design and furniture production

Website:

Examples of products or services co-created with customers:

We can say that in our business each product is an innovation because it is made to order of a specific customer. The ordering process always starts with a customer visit. We have both individual and business clients. In both cases, the arrangement is individual because each room is different. As part of the business, where the client participates in the creation of products / services, there are the following services: interior arrangement of a house or apartment, production of custom-made furniture for offices, design and manufacture of kitchen furniture, advice on the selection of interior colors, furniture renovation, consultancy in the field of selection of fabrics (curtains, window blinds).

Methods of customer's involvement in innovation processes:

Our clients are involved from the very beginning of the sales process. During the first visit to the client, we carefully describe the rooms and then go to the interview with the client to learn about his preferences, expectations and habits. Then we try to involve our customers mainly in the innovation process by providing product personalization at the sales stage, the so-called "sale configuration". Thanks to this tool, consumers can compose a product according to their needs from ready-made modules. It is mainly the stage when the client has already received the first proposal for the arrangement of the room and knows what components can be used to furnish the interior. A similar activity is the introduction of product personalization at selected stages of the production process, which we call the product creator. In this case, the customer can design some elements of the product himself, eg the color of the walls, selected accessories.

Digital tools used to support customer centric innovation:

- Website
- Configurator / Product specifier
- Product wizard
- E-mail communication
- Project development software
- Platform with photos and customer reviews
- Fanpage on FB

We are currently working on a solution for the use of VR and AR to increase the reality and the client's imagination of space.

Benefits realized as a result of customer innovation:

Thanks to the involvement of customers at every stage of the design process, we are sure that the final product will be best suited to the customer's expectations and will meet his expectations to the greatest extent. It can be said that we create a joint product from beginning to end. Often, customers have their own specific preferences, small elements that make the interior the "dream" for them. For us, it is also a great advantage that by involving our clients in creating new innovative solutions, we are constantly up-to-date with changes in market trends.

Information about the company

Country: Poland

Name of enterprise: EXYTE

Sector: Construction

Activity: Global engineering and project company offering include full integrated services for technology facilities including Photovoltaic, Semiconductor, Life Science, Data Centre, Medical Devices, research and production space throughout the world.

Website:

Examples of products or services co-created with customers:

An innovative modular system for the construction of facilities for the pharmaceutical and biotechnological industries, based on the experience of large investment projects of global pharmaceutical companies. The system shortens the project schedule, ensures higher quality of installation through standardization and prefabrication in the production plant. Prefabricated modules are assembled like Lego blocks, creating a uniform production building after final assembly.

Methods of customer's involvement in innovation processes:

The client actively participates in the design of the production facility, technology / process installations at every stage of the project, from the conceptual design to the basic design, ending with the detailed design. At each stage, the client participates in meetings with all industry designers, starting with arrangements with the process department. After determining the details of technology, room layout, technological line, the media and architecture are adjusted. The construction process itself is shortened thanks to the production of modules and their quick delivery and assembly.

Digital tools used to support customer centric innovation:

For designing, programs such as AutoCad, Revit and others are used. File sharing: In order to ensure easy access to documents, the DCS system and the "Exyte LINK" platform are used.

Benefits realized as a result of customer innovation:

By using modular technology, the client shortens the investment process, thanks to which he can introduce an innovative drug to the market faster, which gives him an advantage over the competition.