

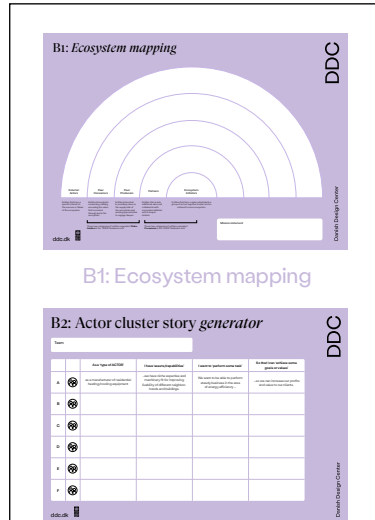
Overview

Platform tools from other kits



A1: Mission statement Generator

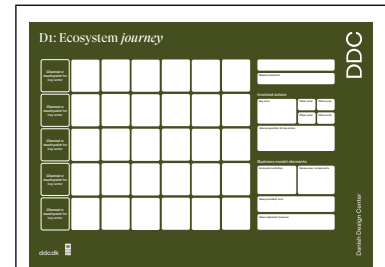
Explore the mission



B1: Ecosystem mapping

B2: Actor cluster story generator

Explore the ecosystem



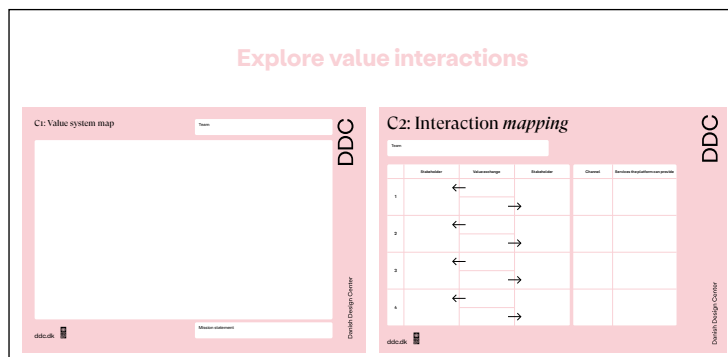
D1: Ecosystem Journey

B

A

D

C



C1: Value System Map

C2: Interaction Mapping

Explore value interactions

Adaption based on learnings

A1: Mission statement

Purpose and use of this tool

In this exercise you will set your foundation for the coming work by crafting a mission statement to guide your direction. The key here is to position your work within the Sustainable Development Goals, measure up against your targeted policy issue and to set a mission that ensures alignment across the entire team.

How to use it

This canvas will be your guiding star in the exercises that follow, and therefore contains several reflections alongside the actual mission statement.

You start by filling in your team name in the upper left corner and circle in the Sustainable Development Goal(s) that you will work within in the top of the canvas.

Next, it is time to fill all the outer fields (saving the mission statement field for last) and you can start anywhere (and go back and forth), but the ideal place to start would be by filling the (policy) issue that you seek to solve - including an outline of the challenge embedded in that issue. Next, jump to the important actions on the right hand side as you imagine them ahead of the work, set a time frame below and then describe what the dream scenario would look like if your effort is successful.

Set some measurable goals in the lower left corner before formulating a mission statement in the center field. You can find inspiration for what that looks like in the example.



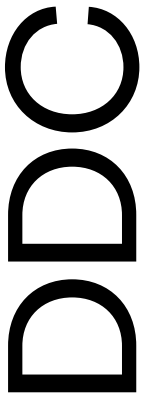
Materials

- A1 Canvas
- Pens

Tips

- A Mission Statement has to be ambitious, engaging but yet realistic. So don't rush through this exercise. Consider how well it resonates within the team and would engage your external stakeholders and actors to feel inspired by it
- Feel free to iterate all fields as you go through them in order to fine-tune them based on reflections and discussions.
- You might consider starting out by having all team members fill in a canvas and then discuss, combine and adapt.

A1: Mission statement



A1: Mission statement



Team *'Team name'*

Which issue are you going to solve?

The need to reduce energy consumption and by that the emission of CO2

Combined the building and renovation of residential buildings and the private consumption of energy within private owned housing equals 80% of the overall energy consumption in Ukraine.

Mission Statement

Our mission is to reduce the energy consumption in Ukraine by 50% before 2030 by bringing together house owners, house owner associations, solution providers and governments to collaborate on new solutions, awareness and changing behaviour

What is the most important actions to focus on to succeed?

Reduce legislative barriers for implementing new energy saving technology

Make it financial attractive for both homeowners and suppliers to invest in energy reducing building and renovation

What is your measurable goal?

Reduce energy consumption by 50%

How would the dream scenario of succes look like?

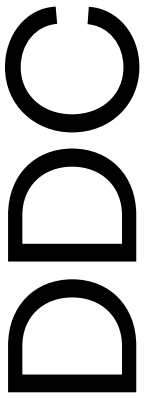
Ukraine is known for being one of the most energy efficient nations in europe.

Time frame

By 2030



B1: Ecosystem mapping



Purpose and use of this tool

The purpose of this tool is to help you get an overview of the actors and potential participants on your platform and how they relate to your future platform.

This is crucial in a platform-way-of-working in order to build (and mobilize) an ecosystem of both existing and new actors. Unlike traditional stakeholder mapping this tool aims at looking at the motivations, resources and capabilities, that will become valuable for the overall ecosystem.

How to use it

1. Map out all the actors you can come up with
Create an overview of all the actors that make up your ecosystem surrounding your “missions statement” (see tool A1) that you have formulated: This includes your partners, your collaborators, contractors, your end-users, external stakeholders etc. Write as many as you can think of on post-its. Discuss them one by one and place them on the canvas according to categories to which they belong. Some might belong in more than one category? Then place them on the line between those two categories - or write two post-its for that actor.

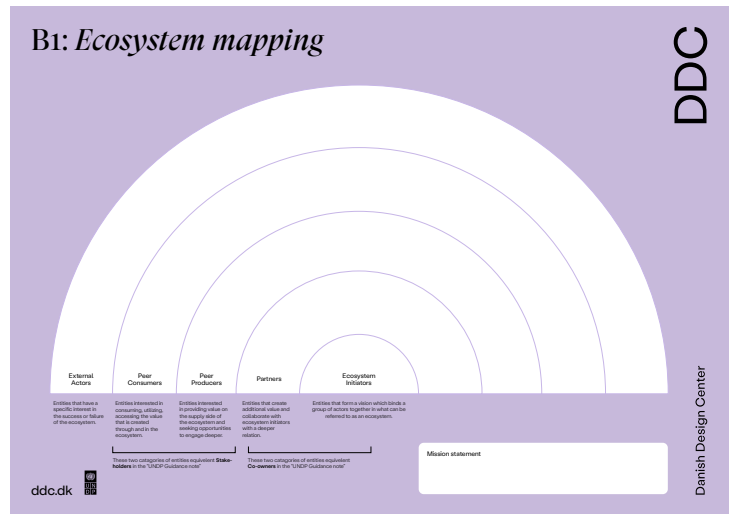
2. Identify new and non-traditional actors

When mapping out actors we usually tend to map the ones we know well and have engaged with before. Use the Question Cards to disrupt and explore different and non-obvious players. Map these new and potential actors on the canvas on post-its as well. Take as many Question Cards as you have time to process (don't worry if you do not have time to do them all).

3. Cluster all your actors

Looking at your map you will probably realise that you have many individual actors who share context and, in a way, belong together. For example they could share the same motivation for being part of your ecosystem or they pose some of the same capabilities or resources relevant to your ecosystem. Identify the 5 most important Actor Clusters on your ecosystem map and fill out the Stakeholder Cluster cards.

You might experience that filling out the cards can be challenging due to your clusters being relatively loose and broad. This is perfectly fine - you want to design a broad strategy that pulls in anyone in that market, niche or context



A blue question card with a white text area. The question is: "Who would be the most radical activist in your country to work with? (Ideally from field relevant to your HRM question, but could also be any activist that you know of)." There is a white box for the answer.

A blue actor cluster card with three white text areas. The sections are labeled: 'Actor cluster', 'Motivation/gains', and 'Capabilities/resources'. The card is branded with 'ddc.dk' and 'Danish Design Center'.

Materials

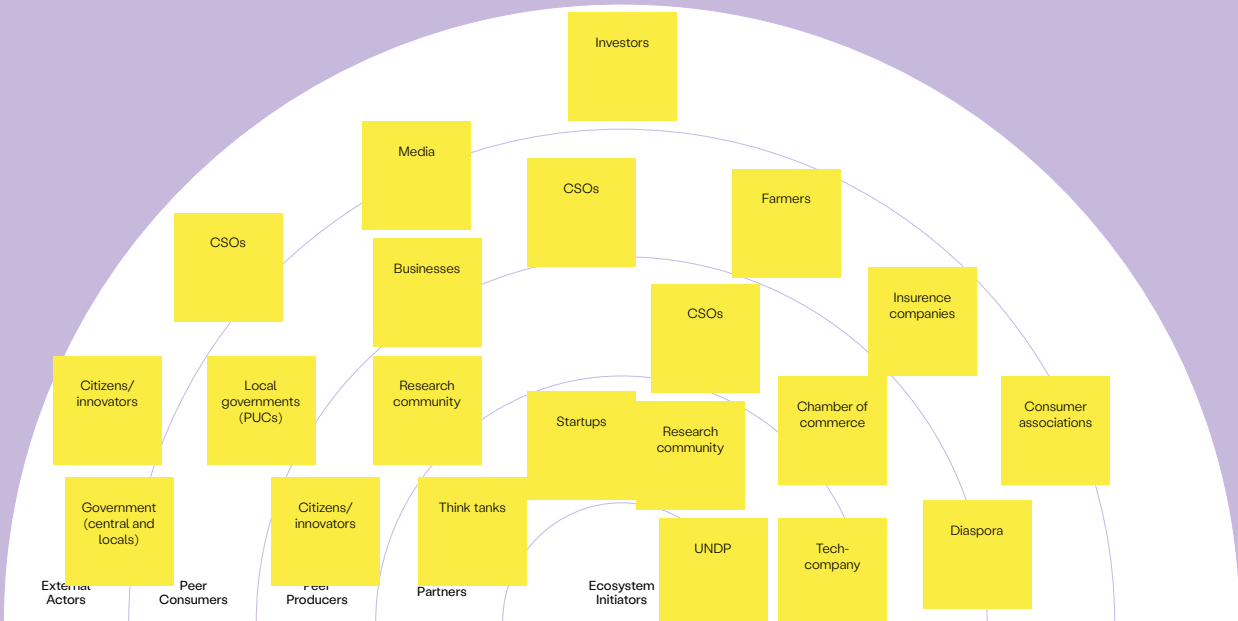
- B1 Canvas
- Question Cards
- Actor Clusters cards
- Post its
- Pens

Tips

- Let yourself get inspired by the disruptive question cards. They are aimed at making you think out of the box.
- The purpose is for you to think of resources and motivations that you haven't thought to be valuable yet.

B1: Ecosystem mapping

B1: Ecosystem mapping



Entities that have a specific interest in the success or failure of the ecosystem.

Entities interested in consuming, utilizing, accessing the value that is created through and in the ecosystem.

Entities interested in providing value on the supply side of the ecosystem and seeking opportunities to engage deeper.

Entities that create additional value and collaborate with ecosystem initiators with a deeper relation.

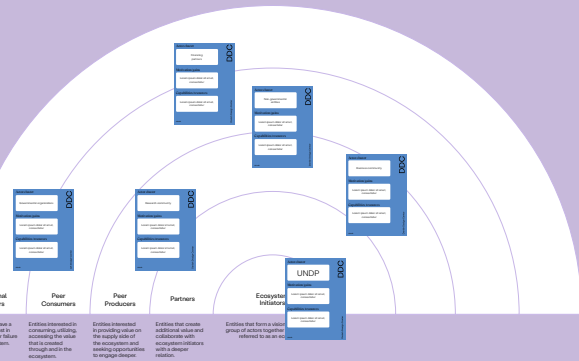
Entities that form a vision which binds a group of actors together in what can be referred to as an ecosystem.

These two categories of entities equivalent **Stakeholders** in the "UNDP Guidance note"

These two categories of entities equivalent **Co-owners** in the "UNDP Guidance note"

Mission statement

B1: Ecosystem mapping



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Mission statement
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Actor cluster

Financing partners

Motivation/gains

Access to cutting edge innovations
Early entry to new investments

Capabilities/resources

Money
Business knowledge
Relation to investment circles/ networks

B2: Actor cluster story generator

Purpose and use of this tool

The purpose of this exercise is to get a better understanding of the relevans and reason for your actor clusters to be part of the ecosystem and eventually the platform.

This is crucial in a platform-way-of-working in order to build (and mobilize) an ecosystem of both existing and new actors.

By the end of this exercise you should have gain a better understanding of your the perspective of the actors eventually contributing to the platform.

How to use it

Take one actor cluster as a time, and construct a cohesive statement, that you would expect a representative of it to say about their reasons for contributing to the ecosystem/platform and what resources they feel they could contribute with.

Try to put yourself in their perspective, and use the knowledge and experiences present in your team.

Say the phrases out loud and test out with your team different scales of each part.

The more specific and realistic the statements are the better they give you an idea of how to design your platform later on.

Use the example at the top of the canvas to guide you how to write it down.

B2: Actor cluster story generator

Team

		As a 'type of ACTOR'	I have 'assets/capabilities'	I want to 'perform some task'	So that I can 'achieve some goals or values'
A		as a manufacturer of residential heating/cooling equipment	...we have niche expertise and machinery fit for improving livability of different neighborhoods and buildings.	We want to be able to perform steady business in the area of energy efficiency.so we can increase our profits and value to our clients.
B					
C					
D					
E					
F					

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Materials

- B3 canvas
- Pens

Tips

- It's ok to make more sentences with the same actor cluster, if it makes sense to you. But remember that you are focusing on the cluster and not the individual actor.
- You can use the stories you have generated with this tool as hyptheses to go test with representatives of the specific actor cluster.

B2: Actor cluster story generator

B2: Actor cluster story generator

Team

		As a 'type of ACTOR'	I have 'assets/capabilities'	I want to 'perform some task'	So that I can 'achieve some goals or values'
A		As an innovator dealing with energy solutions (non-governmental entity)	knowledge and resources (funds)	Develop a prototype for solar energy production at community level (business model)	test the prototype at community level
B		Research institute dealing with innovative technologies (Research Community)	knowledge, know-how	create tech solutions for climate smart farming	establish partnerships, test the solution and apply it at larger scale
C		Locally based CSO supporting green energy solutions (non-governmental entity)	knowledge, know-how, network of partners	develop a business model for energy independent community based on citizens' involvement	boost renewable energy production and create green jobs for local populations
D		Municipality working to improve waste management (Governmental organization)	policy, funds	develop sustainable business model and attract investments	build sustainable waste-to-energy facility and increase local energy security
E		company working on smart city solutions (Mature Business)	product, knowledge	test new, integrated software solution for energy management and smart parking in urban areas	scale the business and expand the market for the new product
F		Research institute working on new climate friendly bio-technologies (Research Community)	knowledge and prototype	to test the prototype and find partner municipality as investor	apply the solution and offer it to the market

C1: Value system map

Purpose and use of this tool

The purpose of this exercise is to explore and understand the interaction between you and your Stakeholder Clusters, as well as the interaction directly between these identified clusters. Who exchanges value with whom, and what value are they exchanging? By the end of this exercise you will have a clear understanding of your ecosystem's relationships on a visual map.

How to use it

Take the Value System Map canvas and the Actor Cluster cards from the last exercise. Place the cards on the canvas in random positions.

Now it's time to connect the clusters and find out how they are connected to each other. Please note that in this exercise you should focus only on the Actor Clusters' relationship to each other; NOT to UNDP (this comes later).

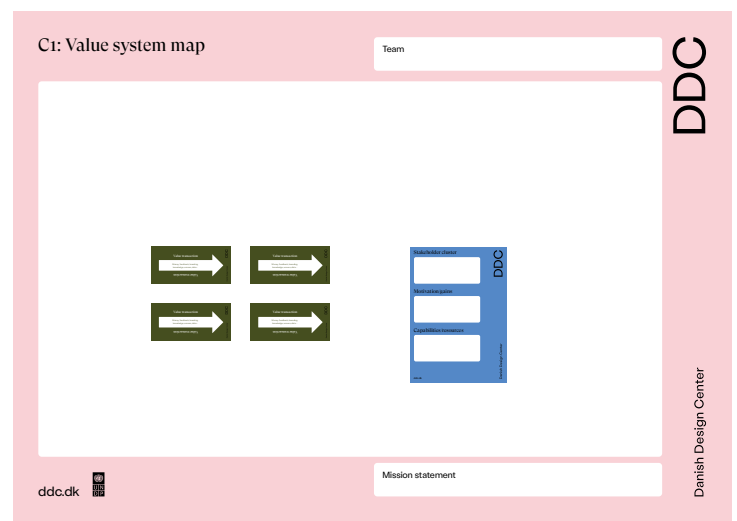
You connect the clusters by answering the question: "What can A give to B?" and then writing down your answer on the green Value Transaction cards and place the card between the clusters (with the arrow pointing in the direction that the value is flowing). Most of the time there will probably be another value flowing the other way in exchange. This you write down on another card pointing the other way.

Examples of answers could be goods, specific knowledge, labour, money, political influence, etc. Make sure to fill the cards with as specific description as possible. For instance which kind of knowledge, political influence, etc. is being exchanged.

When you have connected all the Actor Clusters you will have to consider your role as the UNDP.

As the initiator of the platform you are the one facilitating the value transactions between your ecosystem actors. How could you do that best? Is it by owing/managing the ecosystem? Is it by empowering another actor to manage it? Is it to take an equal part in the ecosystem? Or something completely different?

Use a blank card or post-it, and place UNDP on the map and connect the values you provide and receive to the system.



Materials

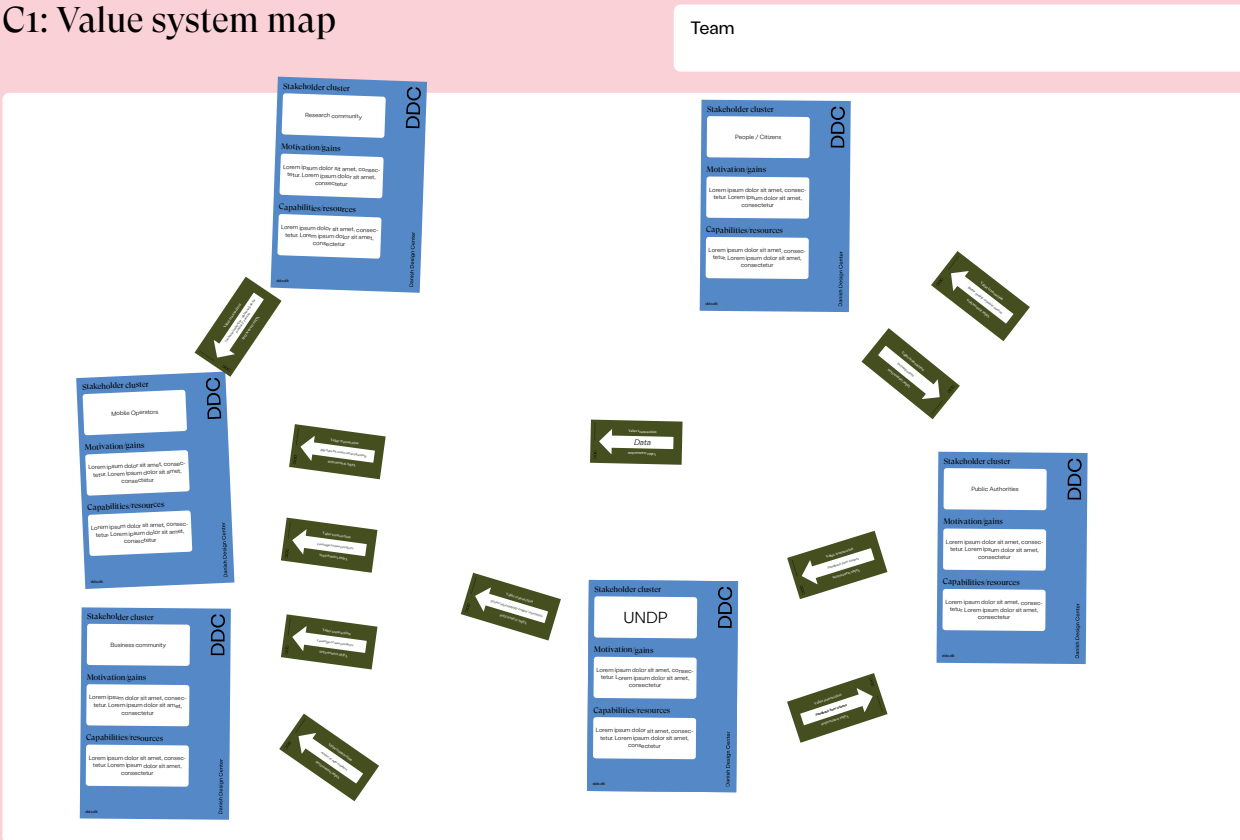
- C1 canvas
- Value arrow pieces
- Filled in Actor Cluster cards from B1 tool
- Pens

Tips

- While working your way through this exercise look for sub-ecosystems within the ecosystem. If you see particular strong ties of value exchange between some clusters, you might have uncovered the foundation for another potential platform.
- When you have finished your map present it to colleagues or other stakeholders. They might see connections you have missed.

C1: Value system map

C1: Value system map



Mission statement

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C2: Interaction *mapping*

Purpose and use of this tool

The purpose of these exercises is to explore and understand the interaction between you and your Actor Clusters more in depth.

This tool will provide you with the first building blocks of your platform: What will you need to provide in order for value to flow and how you should do it.

How to use it

Look at your map and take a pause to consider each of the relationships you have described and discussed. Which are the most important and crucial relationships for your platform idea (and to realizing your Mission Statement)? Discuss it in your group and decide which 3 relationships are key for the success of your platform.

Write these relationships down on the C3 Interaction Map canvas. Expand the details in the columns that explicate the flow of value:

What values are exchanged?

Through which channel is the value exchanged? (e.g. digital, face-to-face, shared physical facilities) - if digital, which kind of digital channel? (and so on)

Which service can potentially be provided to the ecosystem/platform to build this relation?

C2: Interaction *mapping*

Team

	Stakeholder	Value exchange	Stakeholder	Channel	Services the platform can provide
1		← →			
2		← →			
3		← →			
4		← →			

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Materials

- C1 Canvas
- Pens

Tips

- To challenge yourself, you can make several canvases, each with a restraining criteria to how you fill in the last two columns. They could be: "It has to be pure digital.", "It has to be pure physical", "It has to be available to very local" and so on.
- Take a look at the channels and services you put in: how can you come up with, who are already working with these? Reach out to them, and ask them to guide you or maybe even collaborate with you on the platform.

C2: Interaction *mapping*

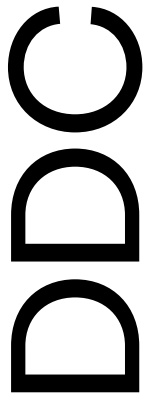
C2: Interaction *mapping*

Team

"Your team name"

	Stakeholder	Value exchange	Stakeholder	Channel	Services the platform can provide
1	Telecom company	← Data Service (e.g. on cycling routes, traffic congestions etc.) →	Citizens	Web platform	Digital online platform, that shows habits of the population in using bicycles, car and public transport
2	Community	← Accessible Renewable energy Supply of wood residues Purchase agreements →	Investor in woody biomass facility	Community owned social enterprise	New business model based on community owned social enterprise Investor in woody biomass facility/ mentorship and coaching support
3	Company dealing with e-waste recycling	← New market/ new business opportunity Raw material →	Company working on oil spill cleanup	Trading scheme	Match-making service E-waste recycling company processes Polyurethane foam from cooling devices and sell it to the other company dealing Company dealing with e-waste recycling trading scheme with oil spills cleanups
4	Diaspora	← Better/accessible energy Funds →	Aid tech company + municipality	Web platform	Digital online blockchain based platform. Web platform for facilitating investments of diaspora. Diaspora into community based projects/initiat

D1: Ecosystem journey



Purpose and use of this tool

Now you will start imagining the a concrete and visual representation of the flow of your platform idea and the interaction between the stakeholder clusters you have identified. This tool will help clarify but also test the viability, feasibility and sustainability of the platform design.

How to use it

1. On the left side axis (“channel/touch point”) you start by putting in the channels that you identified in the Interaction Mapping canvas, for instance “Phone”, “Event meeting”, “Our platform” or “Other digital channel”. These are the different channels your stakeholders will interact through.

Secondly, you choose one of your Actor Clusters whose perspective you will mapping the journey of in the following. You can choose UNDP’s perspective, but you might learn more from choosing to take the role of one of the other Stakeholders Clusters.

Put the Stakeholder Cluster you choose in the “Key Actor” field in the box on the top right. Add the other Stakeholder Clusters in the smaller fields. To get you into the role of the actors, formulate the value proposition for this Actor Cluster in engaging with your platform (what motivates them?).

2. Map the journey

Now focus on the big grid on the left. Imagine that this grid is a big blank flowchart which is similar to your system map, but put in a more systematic (grid-based) fashion.

Next, put the interactions you identified in the System Map for your chosen stakeholder into the grid fields as you imagine they would take place through these various channels.

Important: Make sure to do this in chronologically order by asking: Which interaction is the first one? (ie. Stakeholder A meets Stakeholder B in an online channel on your platform). Then you put that on a post-it note and put it in the grid fields of the row of that channel (furthest to the left).

Next, you ask: Which interaction happens then? (for instance, Stakeholder B calls Stakeholder A on the phone to discuss an idea). Put that on a post-it in the “Phone” channel row and place an arrow that points from the first interaction to the next.

Continue to do this for all the interactions between your chosen Stakeholder Cluster and the others.

You now have a full journey mapping for that particular stakeholder.

3. Identify business model elements

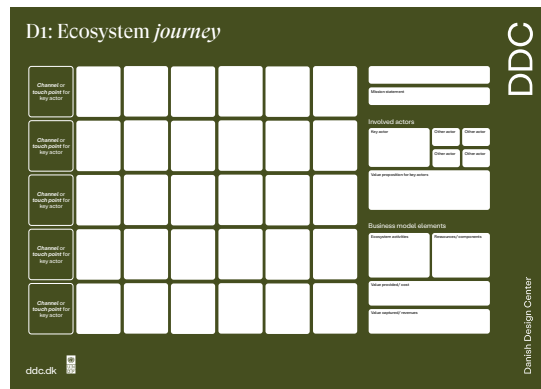
Continue to “Business Model Elements” in the lower right corner: Discuss and fill the fields with post-its that describe the following for the journey you have mapped:

Platform activities: What should the platform do to support the journey?

Platform resources: What resources will you need?

Value provided / Cost: What value does it give the stakeholder and what is the UNDP cost?

Value captured / Revenues: Which kind of value does the platform enable you/UNDP to capture? Could be either financial or other types of value (goodwill, knowledge, insight, business opportunity, etc.)



Materials

- D1 canvas
- Value arrows from C1 exercise
- Post its in different colors
- pens

Tips

- For better results (and if time permits) try to do a new mapping from the perspective of another Stakeholder Cluster (post-its and arrow can be shifted around) Make sure to take a photo of each journey.
- If you have time, you can elaborate on the businessmodel elements of this canvas. How does it fit into your current businessmodel and what do you need to work around? You might find it useful to use the Business Model Canvas or Value Proposition Canvas developed by Osterwalder.

D1: Ecosystem journey

D1: Ecosystem journey

Your team name

Mission statement
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt

Involved actors

Key actor
HOA

Other actors
Primary actor, Secondary actor, Tertiary actor

Value proposition for key actors
increase in value of property, decrease in cost of energy and water bills

Business model elements

Ecosystem activities
historical/ trend analysis of monthly data on energy and water usage, Calculator estimate of saving on costs of refurbishments, Digital infrastructure design/ approach

Resources/ components
Web/app data, Legal/technical oversight

Value provided/ cost
Accessing/aggregating data (tech), Improving decision making of HOAs, helping change behavior, Reduce transaction costs for private sector to access markets, Facilitate sharing of new ideas/tips on resource savings

Value captured/ revenues
% of each signed contract

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