

User's roles in innovative projects

Innovation in Care

The focus on the User's roles

Focus on CREATING solutions

- Technical development
- Design of new services
- Development of a new protocol
- Reorganization of a unit

These innovations are to a certain level comparable: they all need knowledge to be transferred and modified, idea's to be organised and compared, validated experimentally, and tested for effectiveness

Client focus is essential

- One says so, but one doesn't
- Most often forgotten aspect

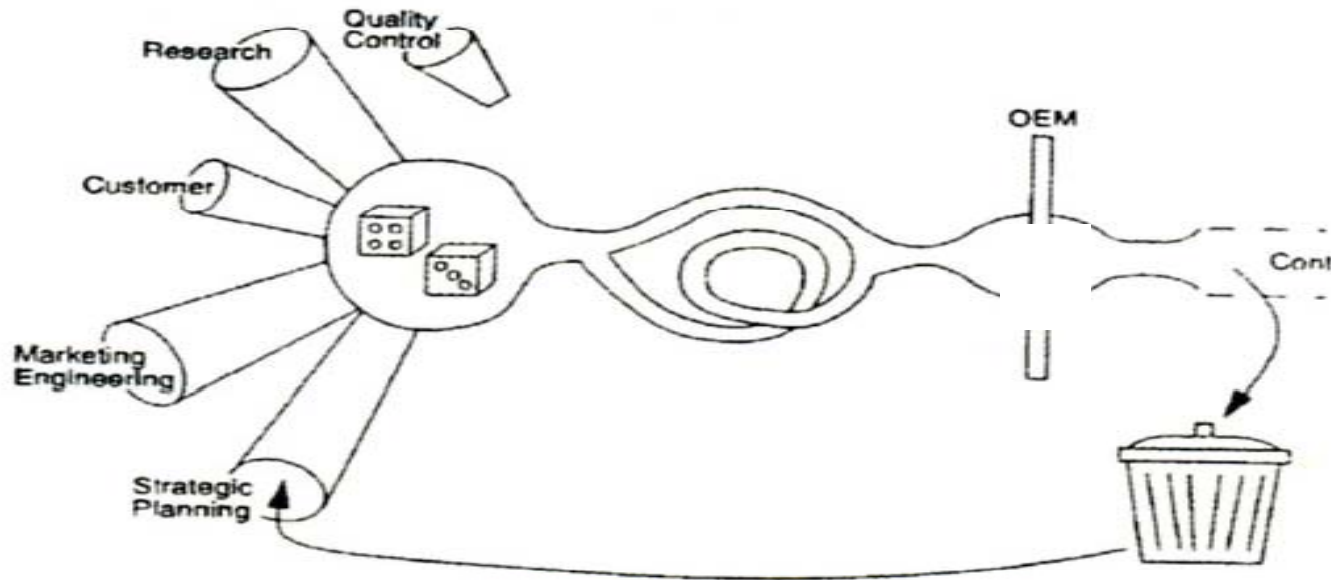
a: Focus on protection of the client: client is considered as a very vulnerable, ignorant and naive person (ethics committee induced)
or

b: Focus on the knowledge and experience of the clients

Goal of this presentation

- Plea for including users in the team developing the new service or system, organisation, etc.
- Tell about the conditions to make user involvement effective

The innovation process



A more realistic depiction of the funnel made by executives of a medical electronics firm. (copied from Wheelwright & Clark, 1992)

Three theoretical approaches, and the place of the user.

- Semiotic theorists
Focus on non-human elements
- Social Construction Of Technology
Focus on human actors/stakeholders
- Economic Innovation Theories
Focus on practice and economy

The Collingridge dilemma,

(Collingridge '80)

- Too early involvement of users: technology is only vision and user consultation may not be good
- Too late involvement of users: technology is concrete and implementation of the consultation is very costly

Our conclusion....

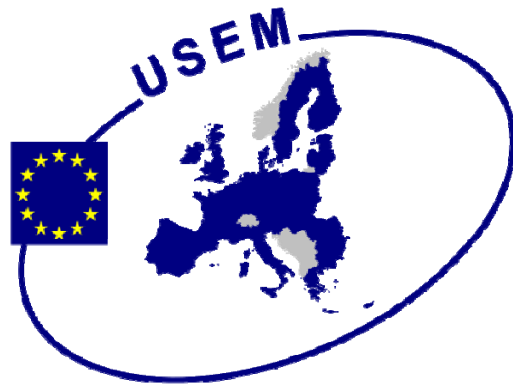
- Early involvement is best

But.....

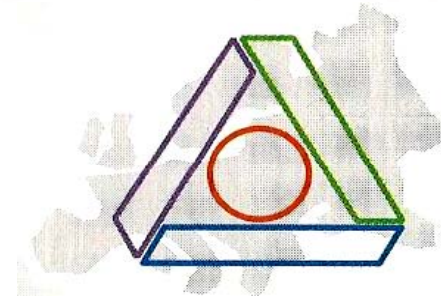
How to do this?

- R&D professionals have to learn
- Users have to learn

New approaches



FORTUNE



Fortune emphasizes the enrollment of users in the R&D projects and lists the conditions

USEM does the same (slightly adapted) for standardization projects

What we did

- Develop a set of principles of user participation in innovation:
 - Partnership, user organisation based, financing, accessibility, qualified staff, sound plan, early involvement
- Develop a training program for end users

The 7 Principles of User Participation in projects

① PARTNERSHIP

Co-operation is based on the idea of partnership

Partnership on equal level, with mutual respect. Co-operative attitude, sharing a common affair, responsibility and influence, risk and benefit.

The 7 Principles of User Participation in projects

② USER ORGANISATION BASED

- **Users are members or representatives of an organisation of end-users**

Representing more than the individual (own) case. Having the support of the organisation for practical matters and for getting feedback from the other members.

The 7 Principles of User Participation in projects

③ FINANCING

- **Financing participation should not be a barrier for participation**

Representatives of user organisations should be offered participation at no cost. Schemes for financing their travel and subsistence should be established. The contribution of users is not handled as a voluntary activity, but as a fully valuable contribution to the process.

The 7 Principles of User Participation in projects

④ ACCESSIBILITY

- **All process materials, communication and premises are made accessible to the users**

Alternative formats for print material, appropriate communication media, accessible meeting sites, rooms and hotel accommodation, personal assistance.

The 7 Principles of User Participation in projects

⑤ QUALIFIED STAFF

- **Every partner has to provide qualified representatives to the process**

Representatives provide the right attitude, respect, expertise and skills for the standardisation process from their perspective. They accept process rules and constraints like timing, IPR, Budgets, confidentiality, etc.

The 7 Principles of User Participation in projects

⑥ SOUND PLAN

- **The planning of the standardisation process contains appropriate planning of user participation**

User participation is planned and described with appropriate level of detail, including responsibilities, methods, timing and if applicable budgets.

The 7 Principles of User Participation in projects

⑦ EARLY involvement

- **Users are partners from the very beginning of the project**

Users are already involved in the very beginning of the project idea, creation of the consortium, project planning.

The training programme

- 3 days, 5 topics, several exercises, short intermezzo's and time to get to know your European colleagues.

Topic 1

Introduction on standardization

- What is standardisation? Who is involved?

Outcomes:

- Summarize the standardization process
- Acknowledge different standardization organisations
- Identify activities of different standardization organisations

Topic 2

USEM project

- When you participate in standardization you need to consider some principles → the Usem principles. What are those?

Outcomes:

- Summarize USEM concept
- understand principles and ideas behind it
- understand the added value in standardization practice

Topic 3

Users in standardization

- Several ways of participation are explained and how to act as participant

Outcomes

- Understand in what way user participation can be useful for standardization

Topic 4

Ongoing and future processes

- What can you be involved in and in what way? What processes are ongoing?

Outcomes

- Knowledge of current processes
- Insight in possible user involvement

Topic 5

Networking

- How to keep in touch with fellow users?

Outcomes:

- Know how to work with the EDeAN website
- Acknowledge the need of a network

CONCLUSIONS



- Successful in standardization projects
- The user's role is difficult: training is necessary
- Financial compensation remains difficult
- But: It is the way to go!