



THE CLIMATE
DEVIL'S ADVOCATE

A cards game

Service & Performance set

PRODUCT

PROCESS

MARKET

INPUT

ORGANIZATION



USAGE

.....

The climate service alters an established workflow discouraging the user's uptake



AMENABILITY

.....

The user cannot modify the climate service and perceives frustration



IMAGE

.....

The climate service is used by firms and organisations not compatible with the user's set of values



COMPATIBILITY

.....

The climate service is not compatible with existing users' technologies



COMMUNICABILITY

.....

The benefits arising from the climate service are not well communicated and cannot be appreciated



FUNCTIONAL RISK

.....

Dysfunctionalities, bugs and errors - especially at initial stages - discourage the uptake



VALUE

.....

The climate service is not as valuable as its precursor technologies, systems and routines



SUPPLY MISMATCH

.....

Partners are not aligned: outsourced activities are not delivered on time



INCREASED COSTS

.....

Operations to deliver the climate service are not routinely performed: costs are too high



SIZE

.....

Bigger companies are taking over the whole process disrupting available market shares



PRICE MISMATCH

.....

Price does not reflect the actual use, nor the value the user assigns



LACK OF DEMAND

.....

Users requirements are too narrow to appreciate the benefits of the climate service



OPERATIONAL RISK

.....

Lack of knowledgeable partners to outsource some activities



TRUST

.....

The user does not know the provider enough to trust the climate service



SHIFT RISK

.....

The user shifts towards more cost effective but not quality assured technologies



FINANCE

.....

The provider's investment is too high to deliver the climate service



UNSUPPORT

.....

Inadequate
public subsidies or
contributions to finance
the R&D activities



LACK OF VISION

.....

Unclear strategy
for the future
and messy
plans ahead



UNPLANNING

.....

Maintenance,
marketing and strategic
investments are not
carefully planned



THE CLIMATE
DEVIL'S ADVOCATE

A cards game

Access provision set

PRODUCT

PROCESS

MARKET

INPUT

ORGANIZATION



VALUE

.....

The climate service is not as valuable as its precursor technologies, systems and routines



CO-DEPENDENCE

.....

The climate service works with too many features and the user perceives fatigue



ECONOMIC RISK

.....

The effort required from the user to learn how the service works is too high



COMPATIBILITY

.....

The climate service is not compatible with existing users' technologies



VISIBILITY

.....

The user cannot observe the climate service at work and cannot evaluate it



USAGE

.....

The climate service alters an established workflow discouraging the user's uptake



COMPLEXITY

.....

The climate service is too difficult to understand and requires constant support



COMMUNICABILITY

.....

The benefits arising from the climate service are not well communicated and cannot be appreciated



OVERINVESTMENT

.....

Clients acquisition effort is too high and requires significant time and money



INCREASED COSTS

.....

Operations to deliver the climate service are not routine: costs are too high



SELECTIVITY

.....

Targeted users belong to an extremely small niche with limited profit margins



COMPETITORS

.....

Incoming competitors from newly acquired market segments



ECONOMIC RISK

.....

Lack of economies of scale: costs cannot be covered by increased operations



INADEQUACY

.....

Inadequate in-house knowledge to generate cutting-edge service



OBSOLESCENCE

.....

Obsolete resources to absorb the inputs supplied by new stakeholders



SHORT-TERMISM

.....

Poor investment in R&D and unintended economic repercussions (shocks)



TRUST

.....

Uncertainty about
outcomes of partners'
inputs due to limited
reciprocal knowledge



BURNOUT

.....

Unmanageable
workload, limited
human resources to
handle the processes



UNCOMMITMENT

.....

Lack of committed
long-term support to
gain users' trust and
deliver the service



RISK ATTITUDE

.....

Risk-averse culture
of the provider
preventing the
innovation to fly



LACK OF VISION

.....

Unclear strategy
for the future
and messy
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UNPLANNING

.....

Maintenance,
marketing and strategic
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THE CLIMATE
DEVIL'S ADVOCATE

A cards game

Supply chain set

PRODUCT

PROCESS

MARKET

INPUT

ORGANIZATION



ASYMMETRIES

.....

The user actively resists to the innovation, due to poor understanding of benefits



INCREASED COSTS

.....

Operations to deliver the climate service are not routine: costs are too high



SHOCKS

.....

Market and economic shocks damage the diffusion of the climate service



SCALABILITY

.....

Poor geographical scalability, due to narrow local focus



BLURRY INPUTS

.....

Users requests are not precise nor specific, creating confusion



DELAY

.....

Partners are not aligned: outsourced activities are not delivered on time



ENTRY BARRIERS

.....

Installment and training costs are unrealistically high for incoming users



HETEROGENEITY

.....

Ineffective response to users' needs due to heterogeneity in requests



KNOWLEDGE



In-depth knowledge
of the whole value
network and supply
chain is required



> **GOAL**

Read the barriers. Rank them in order of importance using the matrix.
Discuss the top three and find a solution for each of them. Discuss as a group.

