Service Design Policy

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Policy-making has direct and indirect influences on all of our daily lives. From interactions with the lowest levels of local government, to national issues such as taxation, justice and immigration, policy determines just how the citizen-government interface takes place. And policy isn’t limited to the sphere of government; it directs the behaviours of public-sector bodies and commercial organisations too.

Service design – with its human-centred nature and broad area of influence – has proven its value as a discipline when it comes to the creation of products and services. And that success has seen its application broadening, to include policy-making.

In this issue of Touchpoint, we look at the intersection of policy and service design. We show not only how service design has found a role within policy-making, but also uncover cases in which policies drive the implementation of service design. This bilateral success for service design will be of special interest to service designers working in the public sector, but contains insights for broader audiences too.

From a pan-European review of the impact of design and innovation policy (page 16), to a narrow focus on France, where service design is being increasingly endorsed by policy-makers (page 32), we share interesting insights from both angles.

We also revisit some key presentations and workshops from last year’s Service Design Global Conference, with follow-ups to thought-provoking (and eye-opening) events that took place in Stockholm from Kigge Mai Hvid, Denis Weil, Lavrans Løvlie, and Tomas Edman (from page 50).

And to close with some notes closer to home, this issue of Touchpoint represents an exciting, evolutionary change for this journal. As we enter our seventh year of publication – and as I take on the role of Editor-in-Chief – we have made significant improvements to how Touchpoint is published. Details of the changes can be found on the inside back cover, as well as on the SDN website.

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JOIN THE BIGGEST SERVICE DESIGN EVENT OF THE YEAR!

The Service Design Network is proud to announce information about the 2015 Service Design Global Conference (SDGC15). It will be held in New York City and hosted by Parsons New School for Design in the heart of the Big Apple. After a SDN Member’s Day on 1 October, the conference will take place on 2-3 October. The SDN is looking forward to hosting more than 20 presentations, as well as 24 additional discussions, workshops and events over two days. Last year’s SDGC was a great success, with all 600 tickets sold out many weeks before the event kicked off. Early bird ticket sales for SDGC15 will start in mid-April 2015, followed by the call for contributions. Tickets will be available on the event website. www.sdgc15.com

DIGITAL TECHNOLOGY FOR HEALTH BEHAVIOUR CHANGE

On 23rd and 24th February 2015, more than 300 individuals – from researchers and Ph.D. candidates to representatives from charities and start-ups – came together for the first time to exchange knowledge about how to harness digital technology for health behaviour change. The conference took place on the campus of the University College London, and was hosted by the UCL Centre for Behaviour Change, Bupa (a UK health insurer) and the NHS (National Health Service).

The perspectives and approaches shared were quite different. While researchers expressed interest in practical applications of behavior change as well as gathering and analysing data, tech sector start-ups showed interest in demonstrable new technologies for the booming healthcare sector. Keynote speakers included Prof. J. Wyatt, University of Leeds, presenting evaluation studies, Prof. Bonnie Spring of Northwestern University speaking about developing technology-supported interventions and Prof. Lucy Yardley from Southampton University giving an introduction to a person-based approach to intervention development. The more theoretical discussions centred on evaluation, quality, standards, ownership, ethics and regulation, whereas the more practical strand of lectures focussed on gamification, user engagement, serious games and wearable technology.

The second day of the conference marked the launch of the Global Institute for Digital Health Excellence (GLIDHE) presented by Alan Payne (Bupa) and an expert panel. GLIDHE is a collaborative project that combines Bupa’s health expertise with UCL’s research capabilities in the area of behaviour change and computer science. The aim of GLIDHE is to shape the future of digital health through commercially sustainable digital tools that promote healthier lifestyles.

Why the focus on digital technologies? In addition to aspects such as lower costs, portability, updateability and scaleability, – digital technologies are seen to be contextually appropriate and therefore more efficient. However, actually measuring behaviour change seems to be quite difficult. An example of this is the difficulty in measuring an increase in physical activity, which is less measurable due to its offline nature.
“REDEFINING THE MEANING OF SERVICE DESIGN” — KISD CONFERENCE IN COLOGNE ON 18TH MAY, 2015

Save the date: The KISD Conference celebrates 20 years of service design at Köln International School of Design (KISD). This event also recognises Prof. Birgit Mager’s anniversary as a professor at KISD, the Cologne University of Applied Sciences. She has been teaching and conducting research about service design for 20 years. Many former KISD students, well-known service design experts and other practitioners will participate in the conference. Agencies such as IDEO, Designit, Innovation Unit, Fjord, Edenspiekermann, Engine, Livework and Claro Partners, as well as companies such as Lufthansa, Volkswagen, Barclays Bank, EON, and Carglass will attend the conference. The president of the University will hold the opening speech.

Learn more on the conference website: http://spaces.kisd.de/kisdconferences

DESIGN FOR INNOVATION: ADVANCING BUSINESS MODELS THROUGH SERVICE DESIGN

The European Commission’s Business Innovation Observatory has published a Case Study focused on Design for Innovation, titled “Service design as a means to advance business models”. Using several examples of both European and non-European companies, the report goes into detail about how service design changed their business models, and lead to successful growth. In addition, it looks at the drivers and obstacles related to the use of service design by European companies (and particularly SMEs), its scalability potential, and the role of policy makers.

The full report can be found at: http://bit.ly/Design-Inn

SDT15 Service Design + Tourism

Save the date.
Get ready for the 3rd International Service Design and Tourism Conference.

November 4–7, Lisbon - Portugal
www.sdt2015.org
I stood unsteadily on the side of the mountain, desperately clutching a thick chain that had been anchored deep into the rock next to me. My vision narrowed. My breath became shallow. My legs started to shake violently. I found myself unable to move. Several feet away, the trail that I was on abruptly ended, and a sheer cliff met the ground 1000 feet below.

I was supposed to be having fun. My husband and I were on vacation in Zion National Park in the Western USA and had decided to hike to the top of Angels Landing. Several weeks before, I had seen pictures of this harrowing trail steeply ascending a narrow mountain ridge and, admittedly, I had been nervous. But as an avid hiker, I wasn’t about to turn down the opportunity to tackle this breathtaking trail.

I just thought that the ‘breathtaking’ part would be figurative, not literal.

This experience was new to me. I had never before been paralysed by fear, and I wasn’t quite sure what to do. I scooted to the side of the trail and started to review my options. Certainly, I could turn around, head back down to the trailhead, and face major disappointment. Or I could push forward and face – in my mind, at least – near certain death.

Creating value for quality of life
When I first heard that the theme for the 2014 Service Design Global Conference was ‘Creating Value for Quality of Life’, I immediately recalled this mountain experience and the fear that had so tightly gripped both my body and mind. For me, ‘quality of life’ means living without fear. Or, rather, recognising fear and then getting over it.

I’m very fortunate. I don’t often fear for my health, my safety or my life. In fact, most of the fears I face are self-induced. It’s me who puts limits on what I can achieve. It’s me who worries what others will think. It’s me who whispers: “No... That won’t work.” It’s me who envisions myself falling off a cliff in southern Utah.

But fear isn’t just personal. Fear has a tight grip on too many of today’s businesses. It has crept insidiously into our organisations, seducing managers into making safe decisions. We even celebrate this fear with a well-known adage: “Nobody ever got fired for hiring [insert traditional management consulting firm of your choice].”

Specifically, organisations harbour an irrational fear of design. We’re all hard-wired to fear the unknown, and service design runs counter to the ingrained business practices that most organisations are so comfortable with. But in today’s business world, being comfortable is a precursor to being a dinosaur.

As service designers, we need to make a concerted effort to change the fear-based behaviours and language that organisations embrace so tightly. We need to introduce the word ‘dare’ into the conversation. (I’ve picked up this word from my friends at the experience design firm Doberman, who seem to use it in nearly every conversation.) What do you (or your clients) dare to dream? What do you (or your clients) dare to
create? Who do you (or your clients) dare to be?

**How to dare**

Back on Angels Landing, I somehow mustered up enough courage to stand up, put one foot in front of the other, and get myself to the top of the mountain. From there, the massive vista of the Zion valley opened up before me as I basked in both the sunlight and an overwhelming sense of accomplishment. In the face of fear, we all need to:

— **Forget about the worst-case scenario.** In reality, several people have died on the Angels Landing trail but, thankfully, I didn’t know that at the time! Of course, some worst-case business scenarios – like losing a client, getting fired, or going out of business – can be truly devastating. But our modern business world is incredibly forgiving, and what’s viewed as a failure today is quickly chalked up to lessons learned that bolster tomorrow’s success.

— **Ask for help.** I honestly don’t think I could have made it to the top of the mountain without my husband in front of me, suggesting footholds, offering words of encouragement and even holding my hand at times. In the business world, we often fear that we’ll be perceived as incapable, unknowledgeable or weak if we ask for help. But customer experience and service design aren’t individual sports. We need a team – in fact, we need everyone within an organisation – to help us if we want to reach our objectives. Asking for help should be a natural and constant part of this organisational dynamic.

— **Celebrate acts of daring.** After our hike, we stopped by the Zion visitor’s centre and I purchased a refrigerator magnet: a replica of the U.S. Geological Survey marker that sits at the peak of Angels Landing, 5785 feet above sea level. Several times I day I walk by it and am reminded of how powerful I can be, if I just let go of my fears. What do you do in your organisation to reward acts of daring, both large and small? What do you do to remind your colleagues and employees of just how powerful they can be?

My fear of Angels Landing lifted completely as we started our descent. The trail was just as harrowing on the return, but I bounded down, taking pictures, chatting with fellow hikers and admiring the sweeping views that I had missed on the way up. Getting over our fears – as people, as designers and as organisations – can and will improve the quality of our lives. Dare to do it!

Kerry Bodine is a customer experience expert and the co-author of Outside In. Her research, analysis and opinions appear frequently on sites such as Harvard Business Review, Forbes, and Fast Company.
Service Principles – in Practice

How laying down clear guidelines drives service success

Service principles are the distillation and the carrier of our most important findings about a given project’s customer/user needs and other business priorities. At the simplest level, they are a list of key points that should be kept in mind at every level of the organisation.

We ‘discovered’ them for the first time when working on a project to improve an insurance claims process. We decided to take insights from customers and research-based service quality standards and make a list to pin to the wall while we worked, ensuring our ideas would be driven consistently. The first principle stated: “Always assume that the customer is telling the truth.” We knew this attitude would win the confidence of distressed customers during a claim scenario and it represented an effort to remove obvious fraud detection activities from the customer experience.

We never intended the principles to be of use beyond the design team, but a senior manager walked into the room, saw our poster and exclaimed, “We need to put that on the wall in the call centre!” That’s when we realised that the principles were worth more than we had imagined. In fact, they give managers a useful tool to explain, maintain and to check that teams stick to consistent standards when they develop and deliver services.

Over the years at Livework, we’ve found that, clearly laid out and explained, such principles can play vital roles both long and short-term.

During a project, when they are disseminated throughout the relevant organisation, principles can guide and organise service development and help to unite often-disparate personnel and departments around the identified priorities. In the longer term, they can become embedded in the organisation and ensure that great service design flourishes long after we have left the building. Additionally, in some cases, they can be made public to communicate an organisation’s values direct to customers/users, further maintaining the organisation’s focus on and adherence to these values.

The following Livework case studies should give a clearer sense of how these principles have worked for us in practice.
Channel 4
UK TV broadcaster Channel 4 were looking to lay out a new ‘Audience, Technologies and Insight’ strategy and were keen, as a publicly-owned but commercially-funded organisation, to benefit both viewers and advertisers.

Working with viewers of all sorts – from teenagers expecting everything to be easy to families baffled by how Google miraculously knew their holiday plans – we helped the channel understand a changing digital world and how their viewers live in it.

Given the high-profile risks associated with personal data online, it was clear that a reassuring policy for viewers needed to be devised. But the internet is also full of examples of personal data being used to provide previously unimaginable levels of highly relevant, tailored customer service. We showed these examples to viewers to see if they would willingly share data with advertisers in order to receive such services. Working with the channel’s team, we further explored how they might use viewer data to improve their services.

The work culminated in three overriding principles, defining how Channel 4 would ‘do data differently’:
1. When we ask for data it’s to give something back
2. We are clear on what data we hold and what we do with it
3. You control the data that we hold on you

We then created service concepts exploring the possible results of the policy. Enthusiing staff about what they could do was as important as validating this with viewers.

These principles are seen by Channel 4 as something that can guide decisions for many years to come, reminding staff to ensure that the viewer is always at the heart of any decisions involving the use of their data. Given the importance they place on the bond between viewer and broadcaster, Channel 4 also made the principles public in the form of a ‘Viewer Promise’, an interesting example of service principles becoming key to an organisation’s public profile. The promise was even presented on TV to viewers in a humorous video hosted by comic Alan Carr.

You can view the promise at http://www.channel4.com/4viewers/viewer-promise
And watch the video here: http://www.channel4.com/4viewers/viewer-promise/ourpromise

UDI
In 2011, the Norwegian Directorate of Immigration (UDI), as part of a general restructuring, decided to look at the needs of its users: new immigrants.

Asked to define best-practice interactions between these users and the service, we used data and quantitative analysis to find commonalities across factors such as nationality and age. In particular, we looked at years of user studies and worked on-site to see what frustrated people.

As well as identifying and addressing the immigrants’ problem, we faced an overarching organisational problem: ensuring that the whole of the large and complex UDI becomes aware of and is able to act on our findings. We therefore consolidated the common themes into ten principles, clearly defining what should be the most important considerations when developing and delivering UDI services to users.

There was a further problem: these principles should not be a matter for the UDI alone, since immigrants would have to deal with agencies such as embassies and the police as well. Uniting such a complex organisational infrastructure around one set of principles is a very tough challenge.

Fortunately, the principles were wholeheartedly embraced by management, with the communication department and service coordinators promoting them. The principles became part of every tender that UDI put out, making it obligatory for all vendors to follow and support them. UDI began spreading the principles through eLearning courses for all employees, also available to all embassies, which are most often the very first touchpoint for many new Norwegian citizens.
“Defining the service principles allowed us to pull in the same direction across departments and made it easier for everyone in UDI to grasp our users’ needs.”

Tone Opdahl, Senior adviser, The Communication Unit, Norwegian Directorate of Immigration

In the years following, the principles were transferred to the Ministry of Justice and Public Security, the Ministry of Children, Equality and Social Inclusion and the Ministry of Foreign Affairs, keeping the same goals in mind for a larger part of the service ecology.

You can read about this project in more detail at http://liveworkstudio.com/the-customer-blah/becoming-a-citizen. You can view the principles in full by clicking on the second photo in that article.

Thai high-speed train service

Before they had even laid the tracks, the Thai Ministry of Transport asked Livework to develop a vision for the high-speed train service that would guide architects, engineers and policy-makers in developing a customer-centred transport system. This was to precede all other development: building stations, procuring trains and employing the operating companies.

Working with the Thailand Design Centre (TDC), we created a clear foundation for the future service system: ten service principles focused on customer experience, encapsulating a holistic vision for the future
service. Covering passenger experiences before, during and after using the train, the principles included ideas such as, ‘Provide a safe journey’, ‘Always connect to the final destination’ and ‘Use the local culture as part of the service’. The needs associated with each principle were visualised through detailed scenarios involving different types of traveller. The principles were written into policy by the Thai Ministry of Transport.

Having a set of principles for considering passenger needs at such an early stage helped the Thai government become more customer-aware and see the potential in developing a train service that caters to different passenger typologies. More generally, the project has shown senior Thai government officials the power of applying service design early to major public works: by letting the service principles guide development rather than be shoehorned in ex post facto, you properly integrate service and infrastructure, with likely cost savings and minimisation of delays and PR disasters. More to the point, you deliver a much better customer experience, hugely increasing the project’s chance of success.

**JP Morgan**

As a global investment bank, with traders on every continent, working with thousands of different clients, JP Morgan need their internal processes to work without a hitch. Yet, whenever a trade is processed, myriad things can – and, believe us, usually will – go wrong. With thousands of applications processing and monitoring financial activities, it is critical for JP Morgan to balance technology, business requirements and customer needs.

Internal IT services are essential to business but, when they are hard to use, they will cause significant detrimental business impact. Together with JP Morgan’s Incident Management team, we designed an approach that would enable the company to consistently develop these services, based on customer needs and business priorities.

A focus on technology often prevents businesses from listening to users and ensuring that those users’ needs are met. Here, ‘users’ means not just customers, but those within the organisation using the IT services.

The needs and pains of these internal users had to be well understood and disseminated across the business. Furthermore, in a technological and organisational landscape as complex as this, an approach that was fast and responsive to organisational needs was imperative. For this to be possible, service improvements needed to be a shared goal across different teams.

Department and service principles were, therefore, a powerful tool. They helped align and engage multiple organisational levels around a shared ethos, creating a better understanding across the silos of the different roles and the different customers within the organisation: their needs and aspirations and they obstacles they face. This became the starting point for thoughtful and consistent service development. JP Morgan, as a whole, was able to connect its strategic goals with these user needs, developing an approach that was centred on the end-to-end experience and interactions of different actors during the incident journey. Our service principles provided the missing rigour and structure that guided good decision-making and are thus improving the incident management services at the core of JP Morgan.

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**The five principles of service principles**

To sum up and to leave you with something for your own toolbox, here are five principles for creating great service principles:

1. Base them on user insight
2. Ensure that they are practical: do they guide good decision-making?
3. Work with communications professionals to spread the word
4. Get senior sponsorship: make it policy
5. Put them into process, e.g. the UDI procurement
SERVICE DESIGN POLICY
Since 2010, when design was included in European innovation policy for the first time (Innovation Union), the design policy landscape in Europe has been transformed. Design is increasingly being recognised by EU institutions and national governments across Europe as a factor for innovation in small to medium-sized enterprises, the public sector and society.

Not only is there an action plan for Design-driven Innovation at the European level, but a number of European Member States (EUMS), including Denmark, Estonia, Finland, France and Latvia, have also developed design action plans. In addition, fifteen of the twenty-eight EUMS have design explicitly included in national innovation policy.

Furthermore, regions like Flanders (Belgium), South Bohemia (Czech Republic), Central Finland, Central Macedonia (Greece) and Wales (UK), among others, have integrated design into their innovation policies, while in Lahti (Finland), St Etienne (France), Dublin (Ireland), Katowice (Poland) and Kent, Monmouth and Shropshire (UK), design managers are responsible for innovating public services. Design is an approach to problem-solving that can be used across the private and public sectors to drive innovation in products, services, society and even policy-making by putting people first.

The SEE Platform has contributed to some of these changes. SEE (Sharing Experience in Europe) is a network of eleven European partners engaging with government to build capacity for design-driven innovation. SEE has been using service design methods to develop design-driven innovation policies. Between 2012 and 2015, led by PDR at Cardiff Metropolitan University and funded by the European Commission, SEE has delivered 102 hands-on workshops engaging over 800 policy-makers in using design methods. Through workshops for policy-makers, new research and advocacy, SEE has influenced seventeen policies and
Design innovation ecosystems

An innovation ecosystem is a theoretical construct used by academics and policy-makers to examine the interplay between actors in a network and how this can inform policy. Innovation policy is based on an analysis of the innovation ecosystem and a number of researchers have proposed that systems failure theory could also provide the economic rationale for design policy. For more information on the theory of Design Innovation Ecosystems, read the report ‘Mapping Design for Innovation in Wales and Scotland’ by PDR. By transferring established theory on innovation ecosystems to design, PDR at Cardiff Metropolitan University has developed, tested and validated the concept of design-driven innovation ecosystems or ‘Design Innovation Ecosystems’. The inclusive method is used in SEE workshops, involving multiple stakeholders (policy-makers, designers, companies, academics and third sector organisations), as well as the Design Innovation Ecosystems framework has proved constructive with policy-makers. Design stakeholders collaboratively map their Design Innovation Ecosystems to tackle the gaps and capitalise on the strengths in nine components of the model:

1. Design users
2. Design support
3. Design promotion
4. Design actors
5. Design sector
6. Design education
7. Design research
8. Design funding
9. Design policy

forty programmes related to design. Service design can be a difficult concept for policy-makers to grasp but by involving policy-makers in a service design process and using simple service design tools, such as personas, stakeholder mapping and ideation, they get a tangible understanding of the added-value.

Using service design methods in policy workshops.
Stakeholders and initiatives in the European Design Innovation Ecosystem

EU DESIGN SECTOR
- Approx. 410,000 professionally-trained designers in Europe, generating an annual turnover of €36 billion (EU Design Action Plan, 2013).

SECTOR SUPPORT
- Professional Standards for Design (BE, EE, UK).

HIGHER EDUCATION INSTITUTIONS
- In 2014, 38 top design schools in EUMS including 9 in Italy, 5 in France, 4 in Netherlands, 3 in Denmark, Portugal, Sweden & the UK, 2 in Germany & Spain, 1 in Belgium, Czech Republic, Finland & Slovenia.
- In 2014, 20,000 students at top 38 design schools.
- CUMULUS – International Association of Universities and Colleges of Art, Design & Media

RESEARCH
- CUMULUS – International Association of Universities and Colleges of Art, Design & Media
- Design Research Network
- Design Research Society
- UK Arts and Humanities Research Council (In 2014, 11 design for innovation research projects at €620,000).

KNOWLEDGE EXCHANGE
- Knowledge transfer partnerships between academia and industry

EU FUNDING
- E Design – Measuring Design Value (European Commission)
- IDEALL – Integrating Design for All in Living Labs (EC)
- EHDMS – European House of Design Management (EC)
- SEE Platform – Sharing Experience Europe – Policy Innovation Design (EC)
- DeEP – Design in European Policies (EC)
- REDI – When Regions support Entrepreneurs and Designers to Innovate (EC)
- Design for Europe – European Design Innovation Platform (EC)
- SPIDER – Supporting Public Service Innovation using Design in European Regions (INTERREG IVB)
- PROUD – People Researchers Organizations Using Design for co-creation and innovation (INTERREG IVB)
- DAA – Design-led Innovations for Active Ageing (INTERREG IVC)

NATIONAL FUNDING
- Tax credits & innovation vouchers.

PRIVATE SECTOR
- Companies using design strategically: Austria 9%, Denmark 23%, Estonia 7%, France 15%, Ireland 15% & Sweden 22%.

PUBLIC SECTOR
- National government investment in design: Denmark 0.0016% of GDP, Estonia 0.0199%, Finland 0.0032% & UK 0.0006%.

MENTORING & SUBSIDY SUPPORT (PRIVATE SECTOR)
- 12 programmes in 2014: ReDesign (AT, HU), SME Wallet (Flanders, BE), Design for Competitiveness (CZ), Design Boost (DK), Design Bulldozer (EE), Design Feelings (FI), Design Innovation Tax Credits (FR), Extraversion (EL), Design Business Profit (PL), Design Leadership (UK).

RESEA R C H
- Design weeks, festivals, exhibitions, campaigns, museums, trade missions, conferences, awards, social media & publications (28 EUMS have design promotion activities).
- ICSID World Design Capitals (Turin 2008, Helsinki 2012)
- UNESCO Cities of Design (Bilbao, Dundee, Helsinki, Turin in 2014)
- ERRIN Design Days
- Design for Europe (European Design Innovation Platform) & European Design Innovation Initiative

AWARDS
- Red Dot Award, iF (International Forum Design) Design Award, Design Management Europe Award, Index Award, European Design Award & James Dyson Award.

INSTITUTIONS
- In 2014, 18 EUMS had a design centre

CENTRES
- In 2014, 18 EUMS had a design centre

NETWORKS
- BEDA – Bureau of European Design Associations (46 members in 2014)
- SND – Service Design Network
- ERRIN – European Regional Research & Innovation Network
- ICSID – International Council of Societies of Industrial Design (153 in 2014 globally)
- CUMULUS – International Association of Universities and Colleges of Art, Design & Media
- ICO-D – International Council of Design
- DME – Design Management Europe
- EIDD – Design for All Europe
- ENEC – European Network of Ecodesign Centres
- ECIA – European Creative Industries Alliance
- UEAPME – European Association of Craft, Small and Medium-sized Enterprise
Method

Service design is a new approach for government officials but, by involving policy-makers in using design methods, they benefit from hands-on learning. During the workshop, they are taken through a series of service design methods to gain first-hand experience. To develop design-driven innovation policies, service design methods such as stakeholder mapping, personas and ideation have been used to engage policy-makers, designers, enterprises, academics and third sectors in constructive dialogue.

The workshops focused on three exercises:
1. mapping design stakeholders and initiatives in the Design Innovation Ecosystem;
2. identifying the strengths and weaknesses and
3. jointly developing policy proposals to tackle the weaknesses and build on the strengths.

SEE has held twenty-six workshops on Design Policy, eleven on Design Support, twenty-five on Service Design for the Public Sector, eighteen on Service Design for SMEs, six on Social Design and sixteen on Design Management. All the workshops use hands-on service design methods and tools. These hands-on workshops enable the diverse stakeholders to build a shared understanding of the barriers and opportunities to integrating design into policy, programmes and Public Sector practices. On the top of that, SEE has produced a report ‘Design for Public Good’ that presents sixteen case studies of design to enable public officials to understand the role of design in public service innovation and policy-making and a policy booklet ‘An Overview of Service Design for the Private and Public Sector’

Results

Despite the unique and diverse actors and initiatives in place in the different countries, there were remarkable synergies between the strengths and weaknesses of the Design Innovation Ecosystems and the policy proposals. The image on page 21 demonstrates some of the prominent design initiatives in the various Design Innovation Ecosystems. Countries with competitive design performance have a number of these initiatives included in their Design Innovation Ecosystems. In addition to similarities between the strengths and weaknesses, there were also common policy proposals that emerged from the workshops.

Nevertheless, there were also policy proposals that were unique to each region, meaning that Design Innovation Ecosystems is a useful tool for developing policy action for a specific territory. For example, by mapping the current innovation support offering for SMEs, government can identify opportunities for integrating design into existing business support structures. This would suggest that while there may be significant synergies between Design Innovation Ecosystems across Europe, there are also unique operating conditions and therefore, this framework and method can be replicated to support evidence-based policy-making elsewhere. As a result of workshops and advocacy, the SEE partners have influenced seventeen policies and forty programmes. Some examples include the Estonian Design Action Plan, the Regional Development Strategies of South Bohemia (Czech Republic) and Ljubljana, the Smart Specialisation Strategy of Central Macedonia (Greece) and the Innovation Strategies for Wales (UK) and Silesia (Poland). Examples of the programmes include the SME Wallet (Flanders, Belgium), ChangeWorks (Denmark), Design Bulldozer (Estonia), Design for Dementia (Ireland), Design at Your Service (Silesia) and Design for Independent Living (Wales). This amounts to new investment in design programmes of over € 6.2 million.

Not only is there an action plan for Design-driven Innovation at the European level, but a number of European Member States (EUMS), including Denmark, Estonia, Finland, France and Latvia, have also developed design action plans.
The Action Plan for Design-driven Innovation states that: “A more systematic use of design as a tool for user-centred and market-driven innovation in all sectors of the economy, complementary to R&D, would improve European competitiveness.”

From running policy workshops across Europe and conducting research on innovation policy-making, we have been able to observe growing interest in a strategic use of design and we anticipate a number of trends in design policies and programmes that could develop in the coming years.

We are witnessing big changes in the public sector, which is the biggest market in Europe. More and more, design is being trialled as an approach to public services renewal and even policy-making. There is growing interest, not only at national level, but also at regional and local levels of creating multi-disciplinary policy units with government, such as MindLab in Denmark, the Cabinet Office Policy Lab in the UK and Experio Lab in Sweden, among others. It is highly possible that these will become increasingly popular in future years. Public sector administrators will recognise design as an enabler of innovation, as well as in other policy domains such health, social, environmental, digital and transport policy and also as a method for inclusive policy-making.

There is also a drive across Europe towards digitalisation in the public sector, evident in examples of X-Road in Estonia and gov.uk in the UK. Service design is increasingly being adopted as an approach to digitalisation in terms of ensuring that the user experience is consistent across different government services. Designers are also applying their skills to visualising and analysing big data and how that can contribute to more evidence-based policy-making.

With the creative industries featuring prominently in Smart Specialisations Strategies, there will be opportunities to make design a powerhouse for competitiveness in Europe. Smart specialisation is a new policy concept to promote the effective use of public investment by enabling regions to focus on their strengths. According to the S3 Platform, the

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### EXAMPLES OF DESIGN POLICY PROPOSALS

- Collate case studies on design in different sectors to feedback to Ministers
- Collect statistics on how the private and public sectors use design
- Pilot service design as an approach to public sector innovation
- Train government innovation specialists in the value of design and service design methods
- Promote design in innovation support programmes
- Establish specialist design support programmes (focused on start-ups, high growth, export)
- Appoint designers to government committees
- Develop national design promotion campaigns
- Provide continuous professional development in service design to designers
- Provide peer-to-peer mentoring opportunities for designers
- Establish occupational standards for design
- Provide design apprenticeships as an alternative to a degree
- Establish multi-disciplinary courses and competitions for students
- Train design teachers in design as problem-solving
- Reinvigorate the design curriculum in schools
- Host design workshops for children
- Set up academia-industry collaboration programmes
- Appoint design managers within public authorities
- Set up multidisciplinary policy units within government
- Adopt a design approach to make public procurement more user-friendly
- Use design as a method for policy development
- Adopt design as an enabler of innovation in different policy domains such as health, social, digital and environment
- Use design as a method for policy development
As well as more specialist design support programmes. Many parts of Europe have initiatives to support design, but they operate outside the mainstream innovation ecosystem and therefore are not reaching their full potential.

Nevertheless, with growing demand for design, we cannot overlook the professional design sector itself. If designers are to meet the challenges of the public sector, they need to engage in continuous professional development in service design and, perhaps, we need occupation design standards for professionals operating in Europe. Increased demand should naturally stimulate a higher quality in the supply of design.

Conclusion

Since design’s inclusion in Innovation Union in 2010, the landscape of design in Europe has changed dramatically. By 2020, we could, indeed, see more widespread use of design within the public sector, policy and enterprises. From SEE, we have learnt some lessons for engaging policy-makers in service design. First, hands-on learning is vital for communicating the added value of a service design approach. The SEE workshops have been successful because policy-makers could experience design and benefit from peer-learning. Second, you must ‘tell a story’, using case studies and user experiences. Third, data is fundamental: we, as design stakeholders, need to be better at capturing the economic impact of service design projects. Finally, service design never operates alone. We need to contextualise design, design should form part of multi-disciplinary teams examining public service and policy challenges. PDR will continue to run workshops for policy-makers. We look forward to hearing from you!
Launched in 2010, the project enabled the organisation to shift its technology-oriented R&D process towards value co-creation carried out by multidisciplinary teams specialised in design, technology and business. Throughout the project, several key success factors were discovered for multidisciplinary value co-creation and business transformation. The factors may act as useful references for other R&D organisations looking to undertake similar endeavours.

Today’s businesses recognise the importance of innovation. Whether for creating customer value or improving organisational competitiveness, innovation is essential for responding to a rapidly changing global market. In light of this, businesses have become more committed to maximising the effectiveness of innovation management. Past studies have demonstrated the effect of diminishing returns on value gained if businesses were to base innovation solely on technology push or market pull. Instead, they would be recommended to engage in user-oriented design thinking, multidisciplinary stakeholder engagement and open innovation.

Although service design has become an important part of transformation (Sangiorgi, 2011), there has not been much exploration regarding what challenges or key success factors an organisation should keep in mind when making changes to an innovation model. The purpose of this study is to gather those pieces of the puzzle by looking at the relevant cases at ITRI. Like many other R&D organisations, ITRI faced the challenges of the ‘technological valley of death’ brought on by a rapidly changing market. This term is from the study of The Commerce Department’s National Institute of Standards and Technology (NIST). It means that many IPs are
The transformation of ITRI through Dechnology

Verganti (2009) suggested that when organisations undergo innovation to create usable, desirable, and feasible solutions, they should consider technology push, market pull, and design-driven forces through multidisciplinary interaction. However, R&D organisations often encounter difficulties in importing sound methods of introducing external innovative resources and multidisciplinary cooperation. This may be due to the trap of ‘technocentrism’ that technology-oriented organisations can often fall into. Also, even when they are willing to improve their interaction with business partners and end users, they would still need to weigh up the costs and risks associated with open innovation and co-creation. In such events, it would be crucial for R&D organisations to find ways to establish sound relationships, cooperation models, and incentives for the stakeholders (Gould, 2012).

Founded in 1973, the Industrial Technology Research Institute (ITRI) is Taiwan’s largest R&D organisation. As a pioneer in Taiwan’s semiconductor industry, ITRI gave rise to semiconductor giants including UMC, TSMC, and Taiwan Mask Corp. Also, ITRI has nurtured 70 major enterprise CEOs,
There were also resource allocation issues. Technology-focused projects in the organisation dominated all other activities. As a result, of the 300 concepts spawned by Technology in the first three years, many faced challenges in commercialisation and sustainability. To address these issues, in 2013, service design was imported through Dechnology 2.0. The models of 1) technology commercialisation design and 2) human-centred experience design were introduced to bolster co-creation between teams specialising in technology (T), business (B) and design (D).

Model 1—Technology Commercialisation Design (TCD) Case: Alluring Lighting Mask
The TCD model was developed to help internal R&D departments look for high value applications of highly ready technology. The design (D) and research (T) teams explored the possibilities and limitations of a selected technology. They then defined an appropriate business model, and invited suitable businesses (B) to join the discussion. The team then went through the development stage of ideation, evaluation, and prototyping. Finally, the product/service would be delivered to the market by an enterprise. The TCD model is illustrated above.
The concept of the ‘Alluring Lighting Mask’ is based on a highly photoconductive film technology (patented by the ITRI Material and Chemical Research Laboratory). However, the profitability of the technology was low in the optoelectronics industry. Through the TCD model, a seven-person multidisciplinary team was formed to explore the potential of the technology. In the ‘discover’ stage, the team explored different concepts. They then decided that medical applications had the best chances of success. Having weighed the factors of technical feasibility, commercial viability and product appeal, the team decided to develop the facial mask concept.

In the ‘deliver’ stage, the team offered a working prototype, a precise business model and the related marketing strategies. With a well-rounded proposal, the team soon found a suitable business partner and launched the product. The TCD model enabled the team to take a technology from one industry and find its value in another. The team then generated income through technology transfer and increased the value of the original patent. The Alluring Lighting Mask and its host of services were launched at the end of 2014.

The HCED model starts off with the exploration of human needs in a specific field.
The Themed Bathroom concept adopts interactive projection and LED technology.

Model 2: Human-centred experience design (HCED)
Case: Themed Bathroom

The HCED model is an approach for providing external business clients with innovation services. The model started off by focusing on a specific market (for example, future living, future traveling or future learning) and its target customers. Firstly, the design (D) and business (B) teams surveyed the market and the users to find innovation opportunities. Next, the technology team (T) joined the discussion to identify possible technical issues. The team then went through the 'develop' and 'deliver' stages, similar to the TCD model. The HCED model is illustrated on the previous page.

In the case of the 'Themed Bathroom', the design team started off by researching the concept of future living. For the project, the design team worked with Globe Union, one of the world's largest suppliers of plumbing products. Focusing on the lifestyle and behaviour of elderly people in the Chinese market, the design team and Globe Union identified many scenarios for innovation. Among the ones that showed promise was a phenomenon in China where grandparents cared for the children while their parents were at work. With this market identified, the design team and Globe Union set about developing the products and services to meet those users' needs.

After numerous co-creation workshops with the potential users, the team proposed the Themed Bathroom with interactive projection. It enabled the grandparents to choose thematic settings with video, music and illumination options via smartphone and to make bathtime more enjoyable for the children. With the concept in place, the technical team then joined to co-define the technical specifications, such as interactive projection and LED technology. A concrete plan for the Themed Bathroom has been set, and commercialisation will start in 2015. Carried out under the HCED model, this project brought new business for Globe Union and expanded the development of ITRI's services. In this project, the role of ITRI was more of an innovation partner than simply a technical supporter.

Learning from the transformation journey of ITRI
As of the end of 2014, ITRI’s Dechnology project has generated over 120 technology applications. Among them, 23 received iF awards and many were commercialised. At ITRI, Dechnology has become a regular service for both internal (R&D) and external (business) clients. However, the journey is not over as Dechnology continues to refine its models. Through the present study, we found three possible key success factors. They were multidisciplinary communication and facilitation, incentives and a co-creation platform for multidisciplinary stakeholders and a Dechnology innovation model for R&D distribution. They influenced innovation performance, transformation and sustainability.
Multidisciplinary communication and facilitation
Firstly, multidisciplinary facilitation and communication was an important factor that influenced the quality of outcomes. Past studies have suggested that a multidisciplinary team would require suitable interaction, both formal and informal, to be effective. In this regard, human-centred interactivity and visual tools were important for facilitating multidisciplinary co-creation. Drawings and fast prototyping were especially helpful. They helped close the knowledge gap between different disciplines. It was also important to promote in-depth and face-to-face discussions between the design (D), technology (T) and business (B) teams. Furthermore, systematised innovation resources with physical and visual aids facilitated the development of ideas. At the end of 2014, the above findings were compiled into the Dechnology Thinking Toolkit, which was used in all subsequent projects.

Incentives and co-creation platform for multidisciplinary stakeholders
At the heart of the Dechnology project were the people who engaged in innovation. When team members were more willing to think from different perspectives, they were more likely to apply multidisciplinary knowledge in their works. This in turn enhanced creativity and productivity. In this study, it was discovered that the dedication of the multidisciplinary team members closely influenced the quality of their innovation. Also, projects that introduced performance reward mechanisms (for example, intellectual property rights, future distribution of benefits) into the innovation process were able to attract high-quality talents who embraced multidisciplinary innovation. A “value alignment mechanism” further promoted cooperation and co-creation among the stakeholders. The mechanism enabled goal setting, consensus forming, and stable cooperative relationships. To promote multidisciplinary co-creation, Dechnology has been working on a platform called the Dechnology Idea Generator, to be launched in 2016.

The Dechnology innovation model for R&D distribution
ITRI is a R&D-orientated organisation with a long history and tradition. Efforts to transform it would take time. After four years, Dechnology has managed to achieve successes that may be counted as short-term wins for convincing more people in the organisation. Meanwhile, a series of Dechnology services and training programs have been developed to promote human-centred approaches and collaborative behaviour among the stakeholders. For ITRI’s long-term transformation and sustainability, a Dechnology innovation model was developed that connects the distribution of business and technical innovation. The model is currently used by ITRI to facilitate the restructuring of Taiwan’s skin care industry.

For a technology-oriented organisation, innovation is essential for enhancing competitiveness and creating value for customers. As the disciplines required for sustained innovation are becoming more and more diverse in a rapidly changing market, to adapt, it would be crucial for a technology-oriented organisation to break through traditional thinking and embrace multidisciplinary co-creation. The present study found that the Dechnology innovation model has enabled ITRI to face those challenges and overcome some of the barriers. Regarding specific recommendations for future research directions, the conceptual models and key successful factors of Dechnology should be further verified through more multidisciplinary projects.

1
I swear to fulfill, to the best of my ability and judgment, this covenant: I will respect the hard-won knowledge of the human condition of those designers in whose steps I walk, and gladly share such empathetic decisions as are mine with those who are to follow.
Jake Wells, Donavan Preddy, Brian Peppler

2
Most especially must I tread with care in matters of my body of work and choosing which problems to solve. If it is given to me to delight, all thanks. But it may also be within my power to relieve systemic suffering: this awesome responsibility must be faced with great humbleness and awareness of my own limitations. Above all, I must not play at God.
Alorah Harman

3
I will remember that I do not design for a customer, patient or a persona, but a human being, whose choices may affect the person’s family and economic stability. My responsibility includes these related problems, if I am to design adequately for people, their loved ones and communities.
I will prevent reductive instrumental thinking whenever I can, for prevention is preferable to reaction.
Nick Jehlen, Jethro Heiko, Rob Peagler
We can learn from other professions, like healthcare, where those who practice medicine acknowledge their responsibility by swearing to uphold the Hippocratic Oath. This binds them to a clearly defined set of rules that guide the ethics of their interactions with patients. Likewise, designers now have the ability to impact human health, so we need a similar code of ethics to guide us.

As modern designers, we recognise that we are not the first design group to think about the ethics of our practice. Small groups of designers have been writing about this, starting in 1964 when Ken Garland published First Things First, a manifesto focusing on the responsibilities of designers working in advertising. In 2007, the Designer’s Accord project was founded by Valerie Casey to bring designers, educators and business leaders together to define guidelines around sustainability in design. Next, David Berman wrote the ‘Do Good’ pledge in 2009 to encourage graphic designers to pledge ten percent of their professional time to ‘doing good’ while simultaneously adhering to moral codes in their work.

A Designer’s Oath
Collaboratively defining a code of ethics for design

Designers are responsible for creating more than ever before: not only designing services, but also experiences, environments, products and systems for millions of people. With this increased influence, we must take a step back and recognise the increased responsibility we have to those we design for.

We can learn from other professions, like healthcare, where those who practice medicine acknowledge their responsibility by swearing to uphold the Hippocratic Oath. This binds them to a clearly defined set of rules that guide the ethics of their interactions with patients. Likewise, designers now have the ability to impact human health, so we need a similar code of ethics to guide us.

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Like those before us, we are calling on our fellow designers to consider our role and the ethics behind the work we do. But, unlike these existing manifestos, pledges and projects, we are asking the design community to collaboratively create its own oath instead of relying on an individual or a subset of designers to write one for us. The Designer’s Oath is a collaborative effort bringing together designers from disparate disciplines to create a single collective oath that speaks across design practices.

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We as a design community have no communal code of ethics by which to judge our actions. We design in a vacuum, unable to judge our actions against a standard measure. By creating a collaborative Designer’s Oath, we will better understand how our peers measure their own ethics and actions and we will be able to improve our own practices with that knowledge.

Our first Designer’s Oath came out of a Boston Interaction Design Association (IxDA) workshop held on October 15, 2014. Twenty-six designers came together to discuss the ethics of gamification in service design. The evening was separated into two parts. The first was dedicated to educating workshop participants about gamification – the use of game mechanics in non-game contexts to engage users. The second part of the evening was spent examining the ethics of current gamified experiences and then imagining the hypothetical repercussions of placing that type of gamification in a high-risk environment such as education or healthcare. How would our understanding of ‘ethicalness’ change? After much discussion, the workshop culminated with participants applying their new knowledge to collaboratively create the first Designer’s Oath.

After successfully creating one oath on a small scale with local designers, we decided that we would need to collect more (and more varied) designers’ perspectives to make an oath that was truly applicable across design disciplines. We reached out to fifteen well-known designers in the service, product, experience, graphic and social-design fields from across the US and asked them to contribute to three new Designer’s Oaths that crossed not only geographical boundaries but also disciplinary boundaries.

We split the Designer’s Oath into five sections, and each designer received one section that had been modified to fit a ‘fill-in-the-blanks’-style template. They were then asked to complete that section in a way that reflected the ethics that they follow in their own work. They were also asked to create a visual to represent that section. We included a visual component in our oath because we wanted to take advantage of one of the main tenets of design: that design speaks across languages. We wanted our oath to do the same. We also wanted to utilise the natural ability of images to attract interest and spark conversation around the oath.

We wove these written and visual sections together to create three new Designer’s Oaths. Creating these three oaths inspired the designers. Each agreed to participate enthusiastically, and most shared with us their own reasons for wanting a code of ethics in design. From pointing out gaps in the design education curriculum to recounting stories where they could have used such a code in their own lives, they declared their support for the endeavour.

However, like all good designers, they were not afraid to critique our first draft of the oath. They pointed out that the language used in our template was formal and arcane, which sat uncomfortably with the world of design. The designers, not surprisingly, felt that it was their duty to make the language as understandable and communicative as possible. With this in mind, many completely rewrote their section of the oath from scratch, instead of following the fill-in-the-blank-style template.
We supported this decision and believe that this was an important step in making the oath belong to us as a community.

We began to see trends as we collected the sections of the three oaths. There was general fear of and respect for the harm that bad design can do. The designers seemed very aware of the power in their hands. Perhaps because of that, the desire to treat and represent users as people was prevalent as many spoke out against the trend of seeing people as numbers, pieces of a machine or as things to be fixed.

After hearing this feedback, we again realised that we needed to push the oath to become something more. The oath existed as a document created at a single point in time. But design is an ever-changing discipline, and that rate of change is only increasing as we shift our focus from tangible objects to experiential and digital solutions. Why should the ethics that guide design be any less dynamic?

The Designer’s Oath must become a systematic and flexible tool used within organisations, firms, practices and agencies to initiate conversations between stakeholders, designers and those they design for. These groups will come together to create and sign a Designer’s Oath but, in the process, they will engage in conversations about internal ethics and align themselves around a code that everyone can stand behind. These collaborative Oaths will spark and document internal discussion regarding the responsibilities of organisations wielding the power of design.

We are taking our first step towards bringing the Oath to the organisational level by creating an interactive exhibit of the Designer’s Oath at the Mad*Pow Health Experience Refactored Conference in Boston, on April 1-2, 2015. There we will be displaying and discussing the three oaths while encouraging clinicians and designers to collaboratively craft their own oaths using the same template. We are coming full circle, bringing the Designer’s Oath back to the world of medicine and testing it as a tool to spark conversation and cross-disciplinary organisational collaboration.

The traditional boundaries of design are quickly expanding. Where our talents were once only needed in publishing houses and advertising firms, designers are now changing the world of healthcare, education and other high-impact and high-risk areas. Our code of ethics needs to be as flexible and easy to redefine as the process of design itself. The Designer’s Oath must become a tool that is applied to the process of design to ensure that the end result does good.

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Ciara Taylor is a senior experience designer at Mad*Pow where she applies her knowledge of games to designing playful and meaningful experiences in behaviour-change applications.
Can Service Design Policies Save Policy Design?

Shaping conditions for designing better policies in France

Service design is a newcomer in France, where it has developed primarily in the realm of public services. This article addresses the contribution that publicly funded organisations can make in applying user-centred approaches to the design of public policies and services.

Drawing upon the experience of a multidisciplinary team of service designers, sociologists and political scientists in dealing with French local government, state administration and public agencies, it advocates three key developments: a) strengthening the capacity of service design experiments to be both empirically testable and large scale; b) adapting public tenders to recognise the innovative character of service design; and c) shaping a community of practice integrating the expertise of service design agencies.

The context

When it comes to policy style, a review of today’s situation in France indicates that the way policies have been designed and implemented over the past three or four decades has become ineffective, costly and – ultimately – increasingly illegitimate. A few examples help illustrate this observation. Firstly, the current high unemployment rate is not (only) a consequence of the financial and economic crisis that began in 2008, but has been a structural, long-term feature of French economics since at least the mid-1980s. This exists despite numerous policy plans put in place by a number of public agencies. Secondly, France has been spending more than most other OECD countries on health and welfare, yet inequalities such as access to healthcare continue to be an issue. Thirdly, educational policies have shown a similar pattern, combining high expenditures and growing inequalities.

Despite these challenges, France has also long shown a certain potential for policy innovation and disruption. However, the role granted to policy planning and large-scale social policy experiments results from a top-down approach, which is a poor match for the current socio-economic challenges and citizens’ expectations. In this context, can approaches centred on citizens’ needs, as well as bottom-up social and policy innovation, save policymaking?
This toolkit was made available to local authorities and was initially available in Dutch and English, and later translated into French. The toolkit provides a basic introduction to service design for public organisations and includes readily usable instruments, such as posters, and persona templates.
The incipient interest for service design

Service design is being increasingly endorsed by French policy-makers in their attempts to modernise public services and administration. Of course, modernisation can hardly be limited to decreasing public expenditure or bringing policies into the digital era. It is for this reason why design in general, and service design specifically, are gaining relevance and why evidence of this trend can mainly be found in the public realm.

Such interest first developed at the local-regional level. A few local governments invested in design, either as a trademark or a comparative advantage for their communities in the growing struggle for public investment. These scattered efforts generated increasing cooperation among the pioneers, who looked to monitor new trends abroad and to expand the scope of methodologies and empirical experiments. From 2010 onwards, the so-called ‘27th Region’ (in reference to France’s 26 regional governments) was established by the Association of French Regions as a policy lab and has been mainstreaming service design techniques throughout the territory and policy fields. Since 2011, the General Secretary in charge of State modernisation (SGMAP), has also been promoting service design with a focus on employment, youth, educational and social policies.

Because public procurements for service design approaches were becoming more frequent and ambitious, in November 2014, local and regional governments joined forces with the national government to open the first permanent lab dedicated to policy innovation, named ‘Superpublic’. Inaugurated under the patronage of the Minister in Charge of State Reform and in presence of European agents of change such as Denmark’s MindLab, it is meant to give a boost to service design and to bring public innovators and designers under the same roof.

Our experience: changing lens on policy design

Yellow Window, a Belgium-based design consultancy also present in France and the Netherlands, holds a privileged viewpoint on these current trends. Our extensive record in product design and management consultancy, and our commitment to a user-centred perspective, have fuelled our interest for service design since the mid-2000s, with emphasis on services with a collective value. This interest materialised in a contribution to making service design available to local authorities through the service design toolkit developed with Belgian agency Nahman. Initially available in Dutch and English, this toolkit was translated into French in 2012.

The toolkit provides a basic introduction to service design for public organisations and includes readily usable instruments, such as posters, and persona templates. It is used by Yellow Window both as a pedagogical tool as well as a starting point for continuously enhancing our approach, in order to make it finer-grained and more consistent with the needs of public organisations. We mobilise design skills with a view towards producing tangible results whose ambition exceeds that of simple prototypes, and towards combining it with relevant expertise in sociology and policy analysis. Over the past three years, we have intervened at different policy levels, from the local to the national and in a variety of policy sectors, including ageing, gender equality, housing, youth, employment and mobility. These provided us with a broad picture of the processes at play. Our vision largely stems from our contribution to the Experimental Programme on Social Innovation launched in 2012 by the General Directorate for Social Inclusion, which aimed at changing the culture of policy agents by encouraging social innovation through service design.

Our point is that service design is at the crossroads in France and that its sustainability – both as a market and a resource for policies – depends on the capacity of different categories of actors to join forces. Our critical assessment addresses the roles of service designers (as a pool of trained and skilful professionals), of service design agencies (as a small numbers of consultancies with valid experience in service design), of the labs dedicated to public innovation (as key forums for exchanging practices and disseminating quality criteria) and of public authorities (as those responsible for tailoring
Service design is being increasingly endorsed by French policy-makers in their attempts to modernise public services and administration. Of course, modernisation can hardly be limited to decreasing public expenditure or bringing policies into the digital era.

**Bringing actual changes, beyond experiments**

Until now, service design has largely remained in the experimental stage, carried out mostly at the local level, with limited resources and over short periods of time. By disseminating service design techniques, a publicly funded agency such as the 27th Region contributes to its popularisation. Yet, at the same time, it considerably limits the capacity of public authorities to fully grasp its added value and to measure it. This agency does not respond to public procurement procedures. Instead, it identifies situations in which a service design approach can be relevant, and develops a proof project. Therefore, its objectives are those of the experimentation itself, before those of the context in which it is being implemented. This has equipped public authorities with appropriate conditions for service design to give its full potential. Although these contributions depends on each other, we are here to focus on the latter.

Co-design workshop.
an extensive overview of the available techniques and potential of service design for bringing disruption into routine practices. But it remains unclear whether or not it can actually change policymaking and implementation.

Service design is at the crossroads in France and its sustainability – both as a market and a resource for policies – depends on the capacity of different categories of actors to join forces.

Simultaneously, experiments led by the 27th Region acquired a norm-setting role in terms of format, mobilised expertise, length, content and outcomes. Whereas this contributed to increased awareness of service design, it falls short with regards to setting objectives and evaluating outcomes. This is why a French service design policy should primarily aim at clarifying the role of service design, beyond its mere experimentation: what is the expected added value?

Which are the conditions for an experiment to be empirically testable and also possibly on a larger scale? Which are the preconditions (stakeholder involvement, resources, timeframe) to be met for service design to meet its full transformative potential?

This should ideally include a greater emphasis on long-term impacts and transferability to other contexts or policy areas. We believe that, with measurability, a greater balance between the virtues of experimentation and the constraints of policy design and implementation would be met, better informing decision makers about the potential of service design.

Making public procurements 'service design friendly'

In the absence of a service design policy, the main indicator of the interest of public organisations is the higher number of public procurements explicitly referring to service design. Taking on board the insights brought at regular meetings devoted to policy innovation and design, the technical requirements of these tender procedures indicate that knowledge about service design is being actively transferred. This results in evaluation grids that value innovative approaches, cross-disciplinarity and stakeholder involvement throughout the process. Similarly, a growing number of service design methodologies are referred to, which contribute to making these tenders increasingly selective. Current tender procedures surely therefore help to “pool” a small number of service providers and to mainstream a set of core techniques considered to effectively support a service design approach.

And yet, most are clearly missing key elements that could make them a valuable contribution to the professionalisation and enhancement of service design in France. First, project management remains largely untouched, and the same procedures apply as for classic projects. Second, timeframes and timing (in terms of sequences and deliverables) are not revised to accommodate the innovative and iterative character of service design methodologies, potentially limiting its added value. Third, both the time and financial resources allocated to the project indicate that the main added value of service design is seen as being its innovative and disruptive character, rather than its capacity to actually bring about better policies.

Broadening the community of practices

We also argue that for the public sector, the objective of building effective policies to support the mainstreaming of service design will not be met if public stakeholders do not acknowledge the expertise of service design agencies. In other words, the communities of practitioners that are currently emerging around service design cannot be limited to those institutions commissioning service design interventions and to public-funded policy innovation labs.

As has been shown in the pages of this journal, in Europe, innovative service design methodologies and instruments are being developed primarily in the
private and the non-profit sectors, with applications to the public realm. This is simply because this is where the majority of service designers are (and will remain). Their experience and points of view are necessary to policy agents committed to users’ needs and innovation, and to the sustainability and quality of future service design policies. In France, the willingness of public organisations and labs to share views and practices on service design is one of the most promising opportunities for developing such a community of practice. But this community has to include also design agencies with a variety of backgrounds: From collaborative structures focused on social design, to “classic” companies for which, as ours, service design is mutually constitutive to their product design experience.

To summarise, we believe that a service design policy is now needed in France. To be meaningful, it should be aimed at setting quality standards that secure the role of service designers, clarify the value of proof projects and that adapt public tenders to make it compatible with a service design process.

It should also shape the conditions for a real community of practitioners to emerge, as a means for professionalisation, self-reflection and collective enhancement for all.

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1 The unemployment rate ranged from 7.2 to 11% since 2002 (Eurostats)
2 Among OECD countries, France ranks 1st in 2014 for social expenditures
3 http://www.modernisation.gouv.fr/
Service Designing Finland
From Policy to Action

Both service design and agile are processes that uncover insights and initiate conversations, whether internally or externally, in order to identify what is most valuable to the user and then proceed to design and deliver it. In this article, we investigate the dynamics between different stakeholders in the design, development, and delivery process and propose the ‘5 Rs’ approach to the project lifecycle in order to maintain alignment, collaboration and quality output.

Design as a change driver in policy preparation
Service design is communicated and visible in both Finnish national and European policy preparation and implementation work. The Design Finland program and other policies point out that service users should also be regarded as co-creators. Further, in regional design policies, the value of service design has been recognised as a valuable tool for the co-design of public services. Using citizen participation in service development needs a systematic approach and model (5 Rs approach) that includes the special characteristics of the service design and innovation processes; open innovation, participation, decision-making and change management.

The Design Finland program was prepared using a steering committee formed by a larger stakeholder community. This community included representatives from ministries, educational institutions, Finnish designer associations and industry. The driver in the preparation of the Design Finland program was to boost innovation abilities, competitiveness and growth in Finland. This is very much in line with the European Design Initiative report, Design for Growth and Prosperity. In the European Commission process, both competitiveness and co-creation in preparation were key issues.

The Design Finland program was a policy preparation process, which included the use of service design tools (co-creation workshops) and social media to increase the inclusion of the design community, stakeholders and the public in the preparation process.
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Furthermore, the policy recognises the role of the citizen as one of the key factors in implementing the actions. Co-creation workshops and the steering committee work were conducted using a dialogue that aimed to evaluate the current state of design in Finland, outline future opportunities and identify the strategic development areas, as well as implementation phases. Preparatory work for the Design Finland program included planning for the implementation.

The co-creation and inclusion of the citizen, public and private sectors in education, research and funding have been written into the core of the program. This has resulted in various actions that have been started or realised. The Design Finland program has enabled innovation funding to several service design research projects due the good preparatory process, which included stakeholders from the larger stakeholder community. The role of service design in the policy is identified and highlighted. Furthermore, in addition to being a crucial implementation tool, service design plays an important role in trying to find solutions to vast societal challenges and in the renewal of the public sector. Current trends, such as the increased speeds of service development, digitalisation, IoT and The Cloud, as well as their integrated roles in everyday service delivery, must be encountered in policy preparation, in research and in action.

**Design as a change driver in policy implementation**

Finland has conducted an almost continuous process of public sector reform over the last 15 years. One of the biggest reforms was the PARAS reform, which encouraged municipalities to either merge or increase horizontal co-operation. One example of this horizontal co-operation is the Kainuu regional experiment, which was realised between 2005 and 2013 and based on the Act of the Regional Self-Government Experiment by the Finnish Parliament. The experiment has integrated special and basic health and social-care services based on...
a customer-driven lifecycle model. This model is also considered to be a good alternative to the scale at the national level.

The findings described next in this article are from a local service design project, implemented in 2014 in the Kainuu region. The purpose of this case study is to use citizen participation as a systematic development tool in renewing social and healthcare services based on a customer-driven lifecycle model.

Service design positions citizens in an active role
Citizen participation can be an important asset and resource in future service production in the public sector. Citizen-driven development is already a common practice in Finnish municipalities, and both the young and old are eager to participate. Furthermore, citizens are eager to participate, even in the actual co-production of services. However, the current public service system does not support such an initiative.

New, innovative user-driven methods of citizen participation are available through service design. Service design acts as an interface and connects organisations and citizens in a new way. Co-design changes the dynamics between individuals and communities, creating more collaborative relationships.

The data of this study shows the service design process and tools to be a fresh, new, and systematic way to develop public services. Service design as a method makes citizen's conscious and latent needs visible to developers and decision makers, giving them an active role in the service development process and allowing new ideas to flourish.

“With the help of [service] design, it’s possible to generate new experimental culture in the municipalities. Workshops, bringing people together, seem to work as a method. Facilitators are still needed.” Researcher colleague

“[Service design] tools and methods provide a lot of information and descriptions of daily life needs. These methods can be used [in the future] in municipals and in the [Social and Healthcare] Division [of Kainuu] for example in the work of the Elderly and Youth Councils, and in preparing the well-being plan and evaluating its implementation.” Civil servant in the Kainuu region

The data from this study also show citizens to be eager to participate, even in the actual co-production of services, volunteering to help their neighbours and relatives by offering transport, snow clearing and shopping assistance. However, the current public service system does not support such an initiative. The development of new service concepts, including the last two phases – reality checks and implementations – must be more closely linked to the decision-making process.

“[The service design] process doesn’t tell how things are going to go in the decision-making process. Continuation and concrete proposals for municipalities are needed that have to do with different ideas.” Civil servant in the Kainuu region

Customer-driven public service development needs support from political decision-making and change management
The data shows that the initiative in the development process comes from the political decision-making process and concentrating the co-design in the discovery and ideation phases: the reality check and implementation phases require stronger support in the future.

“Municipal directors wanted [to start] this process, it’s good to remember it. In order to get the process furthered, it’s very important that concrete proposals for [public service] renewal and their benefits are listed and demonstrated.” Civil servant in the Kainuu region

“Renewing the municipal strategy process [is needed] in addition to this process; preparing and decision-making in consultation with the citizens and political parties [is needed].” Decision-maker in the Kainuu region

“Dialogue with municipal decision-makers could push the process further.” Civil servant in the Kainuu region
Systematic Implementation of Service Design

A transformation framework

Instead of mere ad-hoc implementations of service design, organisations are increasingly in need of systematic organisation-wide practices for the utilisation of service design in regular operations from engineering to marketing. At Diagonal, we have developed a transformation framework that assists public and private organisations in both designing and establishing systematic policies for the adoption of service design.

With such systematisation, it is possible for organisations to transform from organisation-centric thinking into continuous customer-centric development and to avoid oversights in this endeavour. To achieve this, we have studied and piloted the transformation framework in two large international organisations from the electrical equipment and the cruise industries. This article will provide practical tips for analysing and carrying out transformation projects on service design in a systematic manner.

Transformation towards customer-centricity requires changes on multiple levels

Established companies and public organisations are increasingly discovering how their traditional organisation-centric product and service development methods no longer suffice in the face of ever-increasing global competition. However, making the transformation into a customer-centric model of operations necessitates changes on various levels of the organisation. As service designers, we are dealing with three hierarchical levels. On the most strategic level, customer-centric service organisations focus on the value that they are creating with or for their customers. Service design on this level deals with unmet needs and everyday practices and results in new concepts and value propositions. The second level is that of service systems, which governs the structures such as processes and the physical environments that guide services. The last one is the level of service encounters and interactions that take place at the touchpoint level. Here, we are translating the value proposition to tangible settings that guide the participants of service events towards desired experiences.
Often, service design projects start from the level of service encounters (Figure 1). Operating on this level alone, it is possible to create incremental improvements. However, it often happens that research into customer experiences reveals needs for improvements that necessitate a change at the higher levels. Starting a project from the strategic level is a much larger investment from the organisation, but allows for more radical changes in the operational model (Figure 2). Building customer-centric capabilities on this level allows for the integration of design into strategic decision-making.

**Systematising service design adoption with a transformation framework**

Through our case studies from the electrical equipment and cruise industries, we identified that changing the status quo requires operating both on the strategic and systemic levels beyond the mere introduction of new service design tools. In order to successfully implement service design as the standard way of operation and to ensure its widespread adoption in regular development activities, organisations need to engage in a transformation that touches every
The dimension of roles and organisations is concerned with how, for example, the formal employee roles, incentives or the organisational structure support or hinder customer-centric activities in daily operations. Organisations have existing ways of organising work and changing these modes of operation seemingly touches the very core of the organisations. Organisational inertia, in other words the tendency to be slow to change, may provide difficulties in adopting service design as a new way of operating and, hence, hinder the transformation endeavour. Understanding this dimension well is essential in order to avoid failure.

Finally, the last dimension, physical environments & events, is concerned with how well shared workspaces support collaboration with customers and different people from within the organisation. Of interest is also how easily temporary spaces can be arranged – for co-designing, for example – and how people from different parts of the organisation can meet each other in various events. Our experiences have shown that organisations may lack even the basic premises for true collaboration, rendering service design impossible. Hence, while simple, assessing and making the best use of the elements in this dimension is necessary for the adoption and utilisation of service design.

The nature of physical environments and events is low in both complexity and the effort needed to influence them. We emphasise that the focus of interest is on shared spaces where the challenges of natural ownership of space are not an issue. It is common that influencing certain aspects of such non-personal spaces such as meeting rooms or the organisation of events face little resistance within the organisation. However, altering the formal roles or the organisational structures requires more effort and is, by nature, more difficult due to the rigidity of established organisations. Similarly, as the degree of complexity increases, influencing the knowledge and competence of employees is more demanding than merely introducing new methods and processes for service design. Our experiences have shown that

Figure 3. The transformation framework enables the evaluation and development of the organisation in regards to service design in a systematic manner.
organisations often invest in low-effort activities and may even disregard high-effort activities altogether. Hence, practitioners should pay close attention to how investments in development are allocated to avoid oversight.

This approach helps practitioners and organisations to assess and recognise their current situation with existing resources and to build the missing elements accordingly. We stress that all the dimensions found in the framework need to be evaluated for service design to truly be an option in regular development activities. Oversight in one dimension may prevent the adoption of service design.

**Enabling ‘buy-in’ through an ambassador program**

Through our case studies, we have strong evidence to show that implementing service design processes and methods requires a mandate from management. This ensures that teams are allowed to take certain risks with the new unfamiliar approach. The difficulty is in acquiring such a mandate for something new and unfamiliar. Essentially, managers who have the power to allow, support or deny these kinds of efforts need to be made aware of service design and the opportunities the approach provides. Without the ‘buy-in’ for the approach, teams will not have the support to truly take advantage of service design.

In order to tackle the issue of ‘buy-in’ within the organisation, we have developed an ambassador program that consists of four-to-six combined lecture/workshop sessions with specific service design themes and group work. In between the sessions, participants work in small cross-functional teams and carry out ‘homework’ related to their on-going projects or topical issues. The process itself is fixed, but the content of the sessions depends on the design-readiness of the participants and the organisation at large. The cross-functional teams are important in order to spread the knowledge and ensure a variety of perspectives for the discussions facilitated throughout the program.

The sessions are essentially a platform for peer-to-peer support within an organisation, as well as places for creating new knowledge and understanding. The two underlying questions throughout the program are: 1) What could customer experience and service design mean for both the organisation and the employees in various roles, and 2) What would provide the motivation for individual participants to support service design in daily projects? Based on our experiences, the ambassador program is a good method on the journey towards a customer-centric mindset across an organisation.

**The story behind the case companies**

In the development of our transformation approach, we studied and carried out pilots in two companies from the electrical equipment and cruise industries. Prior to our transformation project, the electrical equipment company had carried out small-scale service design projects related to their maintenance services, followed by complementary projects including the development of a service design lab for the company. However, it had become evident that the organisation was unable to fully take advantage of the created outcomes and that the impact touched only a small group of people. In case of the cruise company, we began by analyzing a current organisation-wide educational program that aimed at improving the customer experience of their offering. The analysis revealed that the company had similar challenges of not being able to fully implement a new customer service model during their previous development project.

Through in-depth qualitative interviews in different levels of the organisation and careful problem analysis, we concluded that the issues in both companies were related to themes such as lack of competences, clear processes for the use of user-centred design, and clear support from the management that hindered the use of service design. With our transformation solution, we were able to identify why the previous efforts had not succeeded, and what sort of actions would need to be taken in order to truly transform the organizations.

Based on these findings, we framed a transformation design processes for both companies. Work with these companies is still going on but we can already say that after designing and establishing systematic policies for service design with our transformation solution, the intended impact and new ways of working have spread wider and deeper within the organization. Essentially, more employees understand the meaning of customer experience in their own work and have the mandate and methods to work accordingly.

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Less is More
Building design-led capability in UK policy making

From top-down to bottom-up, public service design and delivery in the UK is undergoing huge changes. In an era of austerity and devolution, policy-makers are having to do more with less. Policy solutions are being designed and tested more openly with citizens. I believe we are entering an era of unprecedented transparency and collaboration.

Gov.Uk made waves in 2012 for its now globally renowned design principles. The department behind the website, Government Digital Service (GDS), is now working across government departments to ensure that user-centred, evidence-based design practices underpin every decision and point of delivery. In the current GDS business plan the top priority is to provide “digital services so good people prefer to use them.”

Policy makers are realising that ‘top slicing’ approaches to delivering services on reduced budgets isn’t viable and that innovation is vital for reform. From central government to local authorities, there are increasing examples of savings and improvements to public services achieved through embedding agile project management, service design and co-creation. These methodologies share core attributes in employing learning through continual testing (so-called ‘doing’) and involving end-users, customers or stakeholders from the outset.

In 2010, for the first time, design became one of ten priorities for innovation in the European Commission policy ‘Innovation Union’, indicating a shift in attitudes and paving the way for the European Action Plan for Design-driven Innovation three years later. This action plan led to significant pan-European initiatives, including Design for Europe and the Sharing Experience Europe Platform, made up of 11 European partners supporting government to embed design into innovation policies.

Some governments have gone further: there are now a number of cross-governmental design and innovation units in Europe pioneered by Denmark’s MindLab. Over the last few months I’ve been working with one of the newest, the Policy Lab, based within the Cabinet Office in the UK, which is not yet one year old. It is led by Andrea Siodmok and

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backed by all seventeen major government departments, with a brief to “bring new open tools and techniques to policy-making, from data science to co-design.”

In its first six months, the Policy Lab tested design ethnography, customer journeys and rapid prototyping in three major demonstrator projects for different departments, lasting typically 3-6 months. The Lab also trained over 400 civil servants in co-design and rapid idea generation techniques. By the end of March 2015, the Policy Lab had delivered two additional demonstration projects, and worked with over 1000 civil servants in 30 Lab Light sessions (specific short, sharp interventions, from one hour workshops to sprint projects). The Policy Lab also shared materials and tools in development, including a partly crowd-sourced, open policy-making toolkit.

One of the first demonstration projects explored ways of increasing the reporting of crimes online
Citizens in the North of England participated in eight, one-day sessions aimed at generating new service ideas.

and has already led to tangible results. In February 2015, the Home Secretary announced that Surrey and Sussex counties would trial a prototype online crime-reporting service that could save around £3.7 million if it is offered nationally. The project emerged out of ethnographic research with victims of crime and police staff and officers, and was presented at a co-design workshop with around 40 people from different backgrounds. Following the workshop, paper prototyping and further iterations were undertaken with users, and Surrey and Sussex Police are now building a prototype to be trialled on the police.uk website.

Northern Futures is another recent Lab Light open policy-making project. In October 2014 the Office of the Deputy Prime Minister issued a Global GovJam style challenge to citizens in the North of England, with eight simultaneous, one-day rapid prototyping sessions
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service design policy

is an iterative process. The council will end up a more
agile and responsive organisation, with access to the
methods and tools to effect serious and radical change.”

On reflection it is clear that the process of
policy-making in the UK is becoming more iterative
and design-led innovation in public services is
gaining credibility. What’s important long term
is that policy makers and public service providers
continue to realise the need to build internal design-
led capability, and that more, and better, can be
achieved through collaboration and co-ownership.

Over 177 ideas were developed,
filtered down and actioned,
with specific policies and new
funding for projects discussed
at a follow-up summit.
2014 Service Design Global Conference
Service Design and Improving the Lives of Millions

INDEX: Design to Improve Life®’s Journey

In order to truly grasp how service design has developed and where it may be headed, we must have a clear understanding of how societal changes inspire and influence the world of innovation.

INDEX: Design to Improve Life® CEO, Kigge Hvid, shares her assessment of the service design movement and of how we may use the concept to address pressing global challenges.

The Danish NPO’s journey with service design began almost 15 years ago, when CEO Kigge Hvid was visiting San Francisco. She was in deep conversation with Arnold Wasserman, a pioneer in design and now a seasoned INDEX: Award jury member, when the term ‘service design’ was introduced. Wasserman explained the revolutionary idea, which was an incredibly confusing concept for Hvid. After all, design in Denmark – for decades and even centuries – was always about tangible goods, designed purely for function and embellishment.

Hvid asked herself how could this possibly be designed? Service was something offered in a store, if you were lucky, or it was something taught in business or hospitality education. All those years ago, it was an idea that was difficult to understand and, today, still is for many people.

For INDEX: Design to Improve Life® to fully grasp the notion of service design, the organisation had to take a close look at the progression of world and how this acted as a catalyst for design movements. In industrial societies, multiple technological innovations replaced human labour with mechanical work. Plant sources of energy and materials like wood were replaced with mineral sources like coal and iron. Mechanical power was no longer tied to a running water source, and capitalist perspectives and practices were injected into our society. The world was all about the production of material goods and product design flourished. But, as technology, intelligence and communication progressed, the industrial society began to transform.

The beginning of the knowledge-based society was enabled by the birth of the Internet, a tool that delivered a plethora of information and data at the click of a button. Slowly, we moved from Web 1.0 to Web 2.0, transforming ourselves from passive into active agents by offering
Design That Serves...
@kigge mai havid

Conclusion:
Stop designing....

Services aren't connected

Services need to be global

We need a coherent system

Saving millions

Case Studies:
1. The Good Kitchen
2. Babies serving - death rate decrease

We need to work harder

No more teapots

No more (separate) services

But

Industry changes

Service design improves lives

Denmark famous for chairs

Service was for hotel school

But...

ourselves tools to connect with each other, as well as tools that enabled us to become content users and producers. Further development in digital technologies and mobile devices then offered individuals a means to connect with others at any time, and almost anywhere.

This was the technological innovation that inspired a movement from sole products to chains of products and, from there, we moved forward, surrounding our products with services.

The primary example of this is, of course, mobile phones. First Nokia developed a mobile phone, which then developed into a product line that grew in size and number. Then Apple launched the iPhone and changed everything. For years, Nokia had offered hundreds of products and only one service: the ability to make calls, but Apple offered one product and thousands of services in the form of applications. This was one of the first examples in the design world to indicate that it is no longer enough for a product to work in one medium or through one channel.

An example of a product vastly improved with service design is one of our INDEX: Award winners in 2013, The Natalie Collection. The product consists of a trio of medical devices designed to improve the dire mortality rate of women and their babies in many developing nations throughout Africa and Asia. Norwegian company, Laerdal Global Health made a life-saving product, but the impact only truly arrived when they combined it with an educational service.

With the introduction of educational programmes, Helping Babies Breathe and the Helping Mothers Survive, the results of the design have been staggering. To date, Helping Mothers Survive has now been introduced in more than 40 countries, Helping Babies Breathe has now been introduced in more than 70 countries, and more than 250,000 health workers across the globe have been trained with life-saving medical skills.
Another example of offering a combination of product design and service design is the non-profit organisation, Lighting a Billion Lives. Approximately 1.3 billion people around the world have no access to electricity, meaning kerosene lamps are often the only option for providing light. Over 2.2 billion litres of kerosene is burnt each year resulting in about 5.5 million tonnes of CO2 emitted into the atmosphere.

To address this problem, Lighting a Billion Lives developed cost-effective solar lamps, but also offered an entrepreneurial model of energy service delivery by establishing micro-solar enterprises in villages. Enterprises are operated and managed by a local entrepreneur trained under the initiative, who rents the solar lamps every evening for an affordable fee to people in the community. Two service models have been used in this example: one where the user pays only a nominal daily fee with capital costs supported by a grant. The other allows income to be generated within the community, where operators take up solar enterprises as their own businesses. A simple invention teamed with an intelligently crafted service has allowed people and communities to live much more productively.

Another example of a pivotal service design is the innovative, online-based service, Crowd Voice, a site that aggregates global social-justice movements. This is done by organising and contextualising valuable data, such as eyewitness videos, photos and reports as a means of facilitating awareness about social issues. The platform visually communicates social and political issues through hard facts, including statistics, interactive info-graphics and timelines, organised by tags, specific topics and relevant citations. In so doing, the online service not only gives a voice to the many movements addressing social justice issues, but also makes information available to the media in order to inform the public.

The Natalie Collection, Lighting a Billion Lives and Crowd Voice are merely a few examples of the vast number of revolutionary services improving the lives of billions. However, there cannot just be a focus broadening the service design. There must be an emphasis on creating connections between these solutions and vastly growing the impact.

The global challenges we currently face are severe, complicated and affect almost all of our lives. The movement forward should not only connect individuals and organisations, but also institutions and governments, to develop a large-scale systemic design that incorporates data, products and services. With this level of connectivity, there is a much greater potential to develop real global responses to worldwide issues including healthcare, hunger, poverty, energy and climate change... and the list goes on.

In the case of health, more ergonomic hospital beds, ambulance services improved with iPhone applications and remote access to medical care is simply not enough. We need to look at this in connection with an in-depth understanding of patterns of how international government organisations like the United Nations (UN) manage data to distribute aid and medication in order to establish new ways to prioritise the global efforts.

To address issues of inequality, we have developed great products and services that have helped close gaps between men and women, the rich and the poor, the educated and uneducated, cultures and even religions. But to actually solve the challenge, we simply must design a system that incorporates all global players.
Service Design for Business
From customer advocate to business tool

A decade ago, service design found support from the ‘customer enthusiasts’ on the fringes of corporate life. A decade on, service design has evolved into a powerful tool for mainstream business managers. This article describes key aspects that make service design highly relevant for people in a business role.

Design for customers, the business and the organisation
Service design can impact a company in three fundamental dimensions: customers, the organisation and the business. A service design approach starts by helping managers and team members to understand customers, and see their organisation from the outside in. The challenge is to balance customer experience improvements with business drivers and organisational challenges. Here’s how.

Improve customers’ experience
Few people will argue with the idea that the customer is the most important stakeholder in any organisation. The value of service design to business is that it offers concrete ways to translate this idea to action.

Design for 80% of customers
Combine knowledge of the experience of individuals with what the majority of customers experience with the company. When a business is able to isolate the factors that impact on the experience of 80% of customers, it can act in certainty that improvement will make a difference on an industrial scale.

Understand customers’ experience of the industry
It is a common mistake to forget that customers’ experience is more heavily affected by their perception of an industry than by any particular company within it. Gain a clear picture of how customers behave within the sector, to see where there is potential to differentiate.

Understand the full customer lifecycle
It is a common trap to identify and fix a particular painful interaction without really understanding whether it will impact on the customer relationship at large. Service design can help companies understand the major experiences customers have in a typical 5-7 year lifecycle and use it to prioritise business effort.
Combine what impacts the business or betters the organisation with what improves the customer experience.

Create business impact
When a company understands customers and their experience, a service design approach enables companies to do things that win over customers and that bring value to the business.

Identify customer and business hotspots
Hotspots are points in a service – in an experience – that can be identified as clear opportunities to increase customer satisfaction or where the business can improve performance.

Design high-impact interventions
Once the hotspots are known, companies can use a customer lifecycle as a way to map potential intervention points. This enables them to understand where they can intervene with customers to make the most impact for the business.

Make a robust case
With a clear view of hotspots and potential fixes across the customer lifecycle, business teams can compare options and build powerful cases for change and improvement, and return on investment.

Deal with organisational challenges
Understanding customers – especially their needs and expectations of an organisation – helps simplify a lot of internal challenges around processes, systems and staff.

Understand implications across channels, department and the organisation
1. Customers and channels
Map customers’ journeys and how they align with different channels such as online, retail, call centres, marketing, etc. Single out the interventions that make a real difference to customers and that can be delivered with reasonable effort.

2. Customers and departments
Map customers’ journeys and how they align with different units in the organisations, such as operations, marketing, and IT departments. Highlight the challenges that the company will face if different functions need to collaborate better to achieve customer impact.

3. Customers and organisation
Map customers’ journeys and how they align with structures that go across the business such as policies, processes and systems. Flag areas where the internal point of view is misaligned with the customer experience, to highlight barriers that will be too costly to overcome and promising business opportunities.

Enable change on scale
Take a ‘train the trainer’ approach to design, and engage the organisation on scale in creative service design. It will gain buy-in for change and build a solid basis for implementation.
Designing for Consequence

How to plan for the enduring effect of design in complex systems

Though currently considered very different design arenas, services are frequently the window into systems. When a customer engages with a service, they are, in fact, being drawn into the top layer of a system. Like a giant iceberg, the service is what has been made visible, what can be known.

It is just a tiny fraction of a much more chaotic system hidden beneath the surface. This is never truer than when someone encounters healthcare services. They collide with a system so obscure, so daunting in its complexity that the experience itself can be disorienting at best but more typically, terrifying.

How they navigate the system is through the service cues we design. We allow them just a select glimpse of the whole, with the complexity hidden so as to not confuse the user. We design the access and influence points to direct and focus their involvement and to manage their inputs only where the system can tolerate them. In healthcare, this is done because the system has evolved to be simply too confusing to explain, and with this confusion comes increased volatility.

Existing as two parallel universes, the needs of the system often contradict the needs of the user. In the healthcare system, we optimise to mitigate risk, to keep people safe. This can be experienced as impersonal, standardised, and routine. The choices we make, every minute, every day, for every patient are ones that we know to be right but their logic or value is not perceivable to patients.

As designers of services, we must understand the system that the service supports and the behaviours it perpetuates. Often we must question that system as much as we reflect it. It is not sufficient to build a service that considers the end user experience but more one that exposes the system and makes it tangible, understood and accessible. Service design when done well focuses on giving the user power, control and influence. It offers options and choice by demystifying the systems and inviting the user to feel invested and engaged in its success. We have found that once a user understands the hidden drivers of healthcare services that are significantly more likely to act in concert with them.

In healthcare, the potential for an empowered and informed user to
Existing as two parallel universes, the needs of the healthcare system often contradict the needs of the user.

catapult the industry to new paradigms is so potent that the opportunity for service design is less a one of successful translation and more of radical adaptation. The design of compelling, meaningful and effective healthcare lie less in clever interfaces and tools to the existing system and more in allowing the user to determine through their actions where real value lies.

Design, like science, is a tool for understanding, as well as for acting. It offers us a process by which complex and confusing issues can be examined and considered from intersecting perspectives. Good design rarely focuses on fixing things, but rather more on transforming things. The subtle, but important, difference is that, in complex systems, most things break for a reason, probably because they were not adding value and so the system is trying to rewrite the story without them in it. Take, for example, the patient who keeps turning up in the emergency department despite numerous directions to seek care services through their primary care clinic. Though considered a deviant in the eyes of the clinician, they are in fact a super-user of sorts. They have determined that the just-in-time services offered in an emergency department are significantly more compatible with their family’s unpredictable healthcare needs than the limited fixed hours of a clinic. When users forge new
themselves crippled by the cumulative effect of trickle down service innovation and, most disturbing of all, at increased risk of error and burn-out.

I have recently been struck by how effectively service designers create maps (often giga-maps) and models of the system they are hoping to innovate, but when they move towards proposing solutions their thinking becomes less dynamic. It may be that the thinking and seeing tools we have developed are so comprehensive that they lay bare possibilities that our ‘doing’ tools do not know how to manage. To use a medical analogy, our treatment tools lack the precision and sophistication of our diagnostic tools.

I would pose the possibility that we should think about designing less for mitigating risk or managing uncertainty and more for having an enduring effect. We need to utilise our advanced skills in seeing cause and effect, not only when we study systems, but also when we attempt to transform them.

A designer’s systems view is less the discrete parts and more the dynamic relationships between them.

If we want our service systems to succeed and scale we need to design for internal fragility, competition and obsolescence.

It has been an enduring experience of mine, consistent across the five innovation labs I have worked at, that the paralysing anxiety of managing risk while innovating complex systems, biases groups strongly to favour additive rather than subtractive concepts. Universally, there is greater tolerance for innovations that promote additional elements than those that challenge the value of existing ones. Complex systems grow increasingly complex simply because of the risk in destroying things. These systems tolerate huge redundancy and inefficiency to maintain the status quo.

No one knows this more than the nursing staff in our hospitals, burdened by the increasing demand for customised standardisation, transparency, customer service to compliment the more standard delivery of exceptional service outcomes, they find pathways in the system it is typically because they have figured out the most direct route to value for them.

If we want our service systems to succeed and scale we need to design for internal fragility, competition and obsolescence.
pregnancy were called into question and a seemingly benign experiment had a snowball effect that rippled through the entire care model. So much so that, when these mothers delivered, they were loath to engage with paediatric services as they, too, practiced a similarly institutionalised and professionalized infant care model. Having had the experience of control and autonomy, the patients were significantly more dissatisfied with the absence of this and became powerful advocates for reform. The impact and effect of this experiment was to activate the patient as change agent and allow for the implications of the concept to ripple out in a cascading series of triggers.

I would challenge the service design community to become less enamoured with our ‘seeing’ tools and work quickly to advance our expertise in the ‘doing’ or impact tools. When considering any action, you can estimate both the desired effect and also the indirect effects equally. Often, to effectively adjust dynamic systems, it is better to design for consequence, for a cascading impact, that for local or direct effect.

An example of this from our work at Mayo is an experiment that we ran with expectant mothers, where we gave them access to foetal heart rate monitors 24/7. This was framed to the OBGYN department as a simple efficiency in reducing the demand for reassurance, particularly during the final trimester. What it did, in fact, was to fundamentally challenge the existing care model where the tools resided with the institution and access to them constitutes the service. Here, the experiment of transferring the location of the tool in the system away from the clinician and to the patient was effective, not only in solving the immediate problem (demand for reassurance) but it more importantly had the consequence of triggering a fierce appetite in the patient population for more control. The overly medicalised and professionalised aspects of pre-natal care in low-risk pregnancy were called into question and a seemingly benign experiment had a snowball effect that rippled through the entire care model. So much so that, when these mothers delivered, they were loath to engage with paediatric services as they, too, practiced a similarly institutionalised and professionalized infant care model. Having had the experience of control and autonomy, the patients were significantly more dissatisfied with the absence of this and became powerful advocates for reform. The impact and effect of this experiment was to activate the patient as change agent and allow for the implications of the concept to ripple out in a cascading series of triggers.

I would challenge the service design community to become less enamoured with our ‘seeing’ tools and work quickly to advance our expertise in the ‘doing’ or impact tools. In the future, as service and systems design become more complex, we will be asked to tackle greater and greater problems. We must understand how to design for effect, for enduring impact, for... consequence.
As part of this issue’s coverage of the 2014 Service Design Global Conference, Touchpoint project manager Hanka Meves interviewed keynote speaker Denis Weil, who, after a long career as a design leader in the private sector, is a 2015 advanced leadership fellow at Harvard University, where his research is focused on the power and best use of design methods to drive social and civic innovation. At the time of the interview, Denis had just returned from Kenya, where he advises a leading social enterprise, Sanergy, on design strategy.

Hanka Meves: One point you made in your presentation is that the pioneers of new service design practices are not the big companies, but smaller, innovative firms and social enterprises. I really liked the case study about Sanergy in Kenya, which provides hygienic sanitation and is a successful social enterprise. Can you please explain why you took this example and how Sanergy differs from other sanitation providers in less industrialised countries?

Denis Weil: I used the Sanergy example in my presentation, as the theme of SDGC Conference in Stockholm was ‘Quality of Life’. I wanted to highlight that human dignity is foundational for quality of life, which we in the West often take for granted. Two-and-a-half billion people in the world do not have access to proper sanitation. Sanergy not only provides proper sanitation to help solve this problem in informal settlements in Nairobi, but does it with a focus on dignity. It is not in the business of just offering toilets, but is also focused on providing a quality experience. The toilets are not only hygienic – clean and offering hand-washing facilities with clean water and soap – but they also, through the design of their structure, technology and operations, ensure that there is no smell and offer full privacy, safety and personal amenities, like mirrors, that are not standard in traditional toilets.

This is made possible by Sanergy’s business model, which differs from the prevailing model of sanitation solution provided by NGOs in informal
settlements. The toilets are not run by non-profit organisations, but leverage market forces and are run by private operators who often run another small business, such as a kiosk. They are located where people live, work or learn. People are able to pay the fee and operators are proud owners.

I used this example for two reasons: first, to create disruptive value we need to design systems, not just services, and, second, designing for dignity also applies to mature markets, mostly in the form of providing control and choice to the user – something that we might often not give enough attention to – like long holding times and limited menus in call centres are an example of negatively impacting a customer’s sense of respect and dignity.

During your speech you emphasised that companies such as Sanergy are more innovative in their use of design. What can service designers learn from what Fresh Life is doing?

The challenge for a designer is still to design a solution that works best for the users. However, in new markets, you face infrastructure challenges and, as a result, you have to not only design the service, but in most cases also a completely new operational and business model. It is necessary to design and deliver integrated systems and shared value business models. You can’t do this if you are sitting in your office and designing new products and services. You have to go out and pilot in the real market environment, using prototypes and use ‘living labs’ to test them, adapt them to the circumstances and to change them. You can’t simply look at your product and/or service from a user point of view, you also have to keep in mind any special market requirements. If you design
for a less-developed market, you have to design your services in a more holistic, applied and participatory way.

You also spoke about venture capital-driven companies such as Airbnb as a second source for innovation in service design, based on Rob Walker’s article ‘A Golden Age of Design’. Rob Walker writes that Airbnb’s attitude differs from others because the company is driven by designers, who “bring design-based thinking to mainstream business practices." Is it enough to be a designer to be innovative? And what is it about Airbnb and similar companies that makes them innovative?

The start-up examples I presented in my speech are all based in Silicon Valley. Companies located in Silicon Valley traditionally have had a technology-centric design approach, starting with technology, not with user needs, and finding the killer app. Airbnb was started by designers. Their challenge was to design ‘trust’, the critical enabler to unlock the potential for shared economy services that require new behaviours and the building of new ecosystems. That’s why Silicon Valley is now so interested in design. Designers do not just add value by professionally designing the go-to-market product but by finding and creating the value at the front end, at the inception of the business.

In your research in Kenya and your time at Harvard, have you come across any other examples of service innovation that you would like to share with the service design community?

In your talk, you summarised the challenges for service design in three points: the need to return to ‘design making’ in addition to ‘design thinking’; to focus less on deliverables and more on outcomes; and to design systems in a multidisciplinary way. Can you elaborate a little on those challenges?

You can’t separate form-giving from business and engineering anymore. Sanergy and companies like Airbnb have a lot in common: both created new markets. Both were developed using design making and not just design thinking. Both merged design and implementation, replacing fancy decks of theoretical service blueprints with more messy, iterative piloting: designing by doing. Both required multidisciplinary partnerships and are based on participatory cooperation with all stakeholders, not just users or clients.

Can you offer any advice to our readers on how these challenges might be overcome?

We do not have to discuss the value of design anymore – as we’ve been doing for more than twenty years – all sectors, from business, non-profits to government now want to add design to their process. Our task now is to move up the value chain, to roll up our sleeves and deliver outcomes in the market, not just design deliverables. We have to move on to design-engineering-business partnerships and become risk takers more. Design thinking and human-centred design are still important but not sufficient anymore. We all have chosen our profession to change something. So we have to change ourselves.

View Denis Weil’s talk at SDGC 2014 at bit.ly/DWeilSDGC14
The Fresh Life business model relies on franchisees – local residents who buy and operate the sanitation facilities. These partners receive training, financing, operational and marketing support from Sanergy.

1 Business is booming for young Fresh Life Operator, http://saner.gy/archives/4867
The Circle of Winners
New perspectives on creating value

Every organisation should take a step back and look at how they define value: where it is created and for whom. There is a great chance that they may discover massive opportunities that have previously been overlooked. The ‘Circle of Winners’ serves as an approach for doing just that.

Most companies still seem to think that ‘doing good’ is a cost rather than a viable business opportunity. In recent years, we have seen the development of a new generation of companies who look at value creation through a different lens. For ‘Benefit Corporations’, such as Patagonia, building a profitable business is equivalent to defining a core purpose that benefits end users, society and the environment. With a similar approach, Shared Value Initiatives are also appearing in other categories, from banking, to healthcare and retail. Making societal value central to the proposition helps reveal new opportunities for increased mutual value, relevance and competitive advantage. By zooming out and looking at the value chain and the network surrounding an organisation with a shared value perspective, new – and perhaps previously overlooked – win-win-win opportunities can be identified. It becomes a ‘Circle of Winners’.

Connecting the dots
This approach helps to identify new opportunities for value creation by visualising stakeholders as partners in a circular network and mapping their relationships. This approach can be used to assess multiple needs, perspectives and deliverables in a value chain, but it also helps us to consider the broader impact of outcomes. Features that traditionally have not been measured or that are not connected to value creation, are often overlooked, but can be critical to an organisation’s success.

The global carpet-tile producer, Interface Global, for example, explored how to solve a societal and environmental challenge through closing the lifecycle loop in their product development. The result was an entirely new business model and an ecosystem for the raw material used for a new carpet product line called Net-Works.

Net-Works first started in the Philippines as a system for giving local fishermen an extra income by buying...
their discarded fishing nets. These nets are made of a high-performance engineering plastic, well suited for recycling into carpet production. The system uses waste material reclaimed from oceans and beaches, while also creating financial opportunities for some of the poorest people in the world. Over 660 million people on the planet depend upon the oceans to support their livelihood, but increasing pollution is directly threatening their ability to make a living. With Net-Works, local communities are able to collect abandoned fishnets from the oceans where they live and sell them directly to a global supply chain. So far, 38,000 tons of netting have been recycled, changing the lives of 4,500 citizens of the Philippines. The project is a huge success and will now be transferred to Cameroon and to two other regions.

**A healthy business venture**

Veryday’s EzyStove is another good example of a new product and business model that was born out of a global challenge affecting more than half the world’s population.

Placing the need for healthy cooking as the central goal, the Circle of Winners approach helps visualise the many layers of value generated by the ecosystem around the stove and its production. It’s not only about designing a product with a great functionality: it’s about building an entire value network.

In the case of EzyStove, increased cooking efficiency reduces fuel consumption and minimises a whole range of serious health issues that disproportionately effect women and children, creating further economic burdens on entire communities. Producing and assembling the stove creates new, local job opportunities that strengthen local economy and independence. The growth potential of the product, instead of increasing negative impact on the world, contributes with a positive solution that has incremental effect for everyone involved, turning perceived costs and challenges into opportunities.

**Implications for service designers**

As professionals in the service design community, we have the tools and mindset to look at problems and see opportunities. We often play the role as facilitators for other stakeholders and non-designers to participate in the creation of a better solution.

There is a strong tradition in the service design community of working intensively with qualitative user research. However, we need to widen the perspective to include the bigger value network, engaging people on multiple levels and co-creating in new ways. This may well come to change the way we work and look upon our role as designers.

These types of potentially huge win-win-win solutions do not necessarily show themselves in existing innovation processes. The next generation business opportunity may masquerade as a societal problem. A ‘Circle of Winners’ approach adds value to innovation projects by providing a creative platform for building global opportunities that otherwise would not be found.
Experience the Other Side of Life

“Feel, Share and Understand” – Interview with Tomas Edman

Tomas Edman and his colleagues from Experio Lab at the County Council of Värmland organised the Health Care Workshop at SDGC 2014. An ambulance drove in the conference building, Tomas Edman became an emergency medical volunteer and conference participants played the role of patients and medical staff.

Hanka Meves: Can you please explain the goal of the healthcare workshop?

Tomas Edman: My colleagues and I wanted to show how Experio Lab is working. We offer workshops and consultancy to health care employees in using design as our method to innovate services and improve quality of life. The goal of Experio Lab is to bring staff, patients and their families together. We create health care services that make a difference in people’s everyday lives by using service design methods like customer journeys, prototyping and testing of prototypes. The main objective of our work is to discover gaps in the health care system and elaborate new ideas. That’s why we always work with staff and patients. Experio Lab is embedded in the County Council of Värmland and consists of a team of practitioners coming from different professions.

How did you run the workshop?

The theme of the workshop was “Empathy: Feel, Share and Understand”. We have put up several empathy-stations to get people experiencing the patient’s situation. We have brought an ambulance to the conference to produce a real life situation. That’s why we have carried a conference participant on the ambulances stretcher to the workshop. Thus we wanted to use the workshop participants to use all senses.

In the second part of the SDGC workshop we showed service design projects we have performed. One is called the “PatientJourney”. 28 different staff members role played specific patient journeys. The purpose of the project was to find organisational gaps, ideas for improvement and to build up a culture into a more patient/person centred orientation. The second project focuses on children and young persons participation in healthcare. In this
When the ambulance entered the conference building everybody was watching you and your team. What did you and your colleagues feel at this moment?

When we were asked to run this workshop at the Service Design Global Conference I was proud. But in this moment, not only me but all participants from County Council of Värmland and Experio Lab felt fantastic. It was a great feeling to share our knowledge and experience, to do something really important, to understand that our job has a great value in the healthcare sector and is also important to the design community.

What did you and your team took home from the conference?

We also invited a group of top managers from the County Council to the conference. On our way back to Värmland we had time to discuss the conference results. After the presentation we all are more convinced how useful it was to found Experio Lab and to embed it into County of Värmland.

project, we developed service innovations that change the children’s possibilities to be active, be seen in the system and participate actively. Both, staff and children were producing solutions by using ethnographic methods, co-creation and co-designing methods.

At the conference, both projects were presented by the healthcare staff. So the conference participants could learn from them directly. I still have in mind what Ulla, one of the nurses of County of Värmland, explained during the workshop: “I’m a little bit ashamed that I have been working as a nurse for more than forty years and was not realising the patient’s perspective ... A smile doesn’t cost anything, a gentle touch ... This was the most fabulous meeting I ever was in and I have learned more than ever in my life.”

At the end of our workshop we wanted to get feedback from the attendees. This was important to us because Experio Lab is young and growing initiative that seeks to engage, involve and get people to do service innovation. Our philosophy is to be always empathic and curious about real patient’s needs, to have the courage to dream of better solutions.

To promote the Experio Lab workshop, an ambulance was driven into the conference venue, and a volunteer was carried off the stage by real-life paramedics.
Why did you and your partners found Experio Lab?

Like all developed countries Sweden is facing a demographic challenge. People are getting older, are better trained and thus, know more about health care. In the same time we run out of resources. One of the most unused resources is the patient. Our partners from the County and the University and we agree that in using the patients knowledge and experiences we can improve our healthcare system.

Which one of your projects do you like the best and why? What methods and tools did you use for it?

It is always the most recent project I like best. This was a project for people with chronic diseases, a cooperation
of the County Council of Värmland/Experio Lab and County council of Sörmland, with support from Doberman. We were working with health care employees and the patients on prototypes to improve their treatments. The project was based on action learning, allowing the participants to learn by doing. Using different methods, such as observations and interviews with patients, we enabled the participants to identify the needs of the target group. Based on these needs, the participants developed solutions, tested them and then improved the prototypes.

If you watch the short videos of the project about chronic diseases (only in Swedish) you can see that during this process the living situation of the patients with chronic diseases has improved.

This touches my heart. There is also a project blog in Swedish existing where interested people can follow the process and methods used.

Actually, doing service design projects in the health care sector is not only very useful but also easy. People who work in this sector have chosen their profession because they are very empathic. When we cooperate with them they easily join our way to work. They are creative and good designers.

Thank you very much for the health care workshop and the interview!
Tools and Methods
The Province of British Columbia in Canada is exploring the development of a service analytics approach that can help program areas baseline and measure improvement as they redesign their service offerings.

Current situation in BC Public Service

“So do you have KPIs and conversion goals for your service offering?” This is a question I frequently ask program areas within British Columbia Public Service (BCPS). Although this often triggers an interesting conversation and a willingness to further explore how to measure services for optimal performance, many have not gone as far as they would have liked.

According to some estimates, the British Columbia government provides more than 800 discreet service interactions. As with many organisations, the services are spread over dozens of ministries and program areas and across multiple channels. The customer satisfaction and success rate for services delivered is high when the service experience is consistent through programs and channels. However, many initiatives falter when they are delivered in isolation and are perceived as something separate from the business of government.

The service design team at the BCPS is developing a service design capability and, as part of that effort, is establishing the service analytics practice. The service analytics methodology focuses on using service consumption data to improve efficiency and cost savings for the provincial government. The service design team has also developed a ‘BC Service Design Playbook’ to further standardise elements of service design to the broader public service.

The need for service analytics

While data has been used to supplement customer journey maps and experience maps for service design projects within the BCPS, it is limited to informing...
The framework for service analytics identifies various players that are part of the multi-channel delivery of a particular service. It also outlines the adoption of best practices for structured data collection and the setting of key performance indicators and goal conversions.

<table>
<thead>
<tr>
<th>Service Analytics Framework</th>
<th>Identifying Players</th>
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<tbody>
<tr>
<td>Data Collection</td>
<td>Continuous Improve-</td>
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<tr>
<td>Analysis and Reporting</td>
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<td>Goals and KPIs</td>
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The framework for service analytics identifies various players that are part of the multi-channel delivery of certain components of the journeys or experiences, depending on which data is being captured by program areas. A service analytics practice will provide a fuller and richer picture of service consumption patterns, leading to a better understanding of the respective journeys or experiences.

The intention of service analytics is to integrate both qualitative and quantitative measures to provide a more holistic understanding of the experience. For instance, the addition of quantitative data in an experience map can help provide a sense of impact and helps make the user journey more tangible. Service analytics can create a baseline for service delivery and supports performance management through monitoring changes in key performance indicators and conversion targets.

While there is a huge amount of data collected and stored by program areas and ministries, it is often not used to inform service design changes to discreet elements of service delivery. With the setting of meaningful KPIs within the service analytics framework, we have an opportunity to baseline and measure the improvements as we implement service delivery changes.

**The benefits of service analytics**

The intent of service analytics in this context is an analytical exercise leading to:

- Performance baselines for service delivery
- Aggregate quantitative information for services
- Key performance indicators and conversion targets, which support performance management
- Collaboration between multiple teams and disciplines within the broader public sector
- Strategic direction for policy changes, financial management and change management for program areas and ministries
- Improved customer satisfaction, better efficiency and cost savings for the public service

**Proposing a framework for service analytics as a toolset**

The framework for service analytics identifies various players that are part of the multi-channel delivery of a
particular service. It also outlines the adoption of best practices for structured data collection and the setting of key performance indicators and goal conversions.

The Service Analytics Framework focuses primarily on the following areas:

**Identifying players:**
Services are traditionally delivered through systems that help facilitate service delivery and staff that enable service delivery.

Service analytics includes data produced by online applications, websites, kiosks, mobile or web apps, online and paper forms and contact centres and staff.

In the context of large organisations, this is particularly important because systems, program areas and individuals may be isolated and not interact or collaborate enough for optimal service delivery. Therefore, the first step in the framework is to identify the players and bring them together to work in a collaborative and positive environment.

**Data collection:**
Collecting service delivery data is crucial for service analytics. Service delivery data includes quantitative information on interactions for related to the specific service:
- Web logs: including time of visit, referrers, length of visit, search logs, mobile visits, path analysis, goal conversions
- Face-to-face interactions: including time of visit, nature of enquiry, length of visit, repeat visit, form submission error log, referrers
- Contact centre calls: including length of call, referrers, nature of call
- Kiosk interactions: including time of visit, length of visit, path analysis, heat maps
- Mobile apps interactions: including time of visit, length of visit, path analysis, heat maps

The data repository can be a simple Excel file or a custom software application requiring specialised technical skills for more mature development, maintenance and analysis.

**Goals and key performance indicators (KPIs):**
Goals and KPIs is where the return on investment (ROI) or value is generated in service delivery. Quantifiable goals and KPIs support business objectives and help create a target for service delivery. Some goals and KPIs will be straightforward to implement, while others may initially appear vague and limited due to the nature of service interactions.

For goals and KPIs to work, all the related service interaction information on multiple media must be brought together and analysed across sources. A simple goal and KPI matrix must include a quantifiable change in service delivery metrics in order to effectively realise a business objective. For example, the business objective of providing a birth registration service can be achieved through setting goals and KPIs as shown below:

<table>
<thead>
<tr>
<th>Business Objective</th>
<th>Goal</th>
<th>Conversion Metric (KPIs)</th>
<th>Conversion (KPI Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth Registration</td>
<td>Online Registration</td>
<td>Primary: Increase online birth registration</td>
<td>+ 12%/year online birth registrations (28,000 online registrations)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secondary: Decrease paper form submissions</td>
<td>- 15%/year</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secondary: Decrease walk-ins</td>
<td>- 7%/year</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Secondary: Decrease phone calls</td>
<td>- 9%/year</td>
</tr>
</tbody>
</table>
Service analytics gathers data on service consumption through various service touch points over parameters such as time period, cost per transaction, location, error rate and types for pattern finding, cost savings and efficiency.

**Analysis and reporting:**
The service analytics data stores within itself valuable qualitative and quantitative information to assist decision-making, and may also be used for further query pattern analysis and trends.

While service analytics does not and cannot cover the entire service experience picture, it can present trends and patterns of significance when associated with related parameters such as:

- **Geography and number of enquiries:**
  - Trend: City X had highest overall service enquiries for child care
  - Outcome: Provide funding opportunities based on demand for service
- **Or form error rate:**
  - Trend: Fuel tax form for persons with disabilities has low completion rate as the PDF version has major accessibility issues
  - Outcome: Identify accessibility issues

A holistic picture of service analytics focusing on various services may also lead to further investigation:

- Why is demand for service ‘X’ higher in a specific geographic region?
- Why are citizens still using walk-ins for an online service?
- Why is need for service ‘Y’ declining?

The findings, recommendations and follow-up questions should be conducted periodically and presented to management and stakeholders in order to support changes in how services are delivered.

**Future work**
The service design team partners and collaborates with various service program areas and ministries within the BCPS to better service delivery. The next steps for the team are to develop a test framework based on industry and organisational practices and further validate it using real service examples in the organisation.

- *Connecting Practice and Policymaking* – J. McMullin, A. MacLennan, D. Bohn, B. Neufeld
- *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity* – A. Kaushik
Beyond the Obvious
User Needs

Empathic understanding of your everyday experts

Today’s challenges in service design are complex: as Eric Ries puts it, the question is not ‘Can this product or service be built?’. In the modern economy, almost any imaginable product or service can be built. The more pertinent question is ‘Can we build a sustainable business around this set of products and services?’

For these kind of challenges, most entrepreneurs and companies have learned that involving the future costumer in the innovation process from the beginning is a promising approach. On the one hand, this type of co-creation process, such as the one Elizabeth Sanders is proposing, allows the innovation team to directly experience how potential customers react to their ideas. On the other hand, the team gets unfiltered and often inspiring insights into the “real world” of their future customers. This results in massively reducing the risk of developing an irrelevant service or product which fails commercially.

Cultural probes
In 1999 Gaver and others proposed the use of cultural probes to “provoke inspirational responses” and to provide ways “to open new spaces for design”.

Cultural probes are an empathetically designed set of small tasks. The tasks allow the participants to document and visualise their behaviours, habits, thoughts and wishes within their everyday environment related to the topic of the service innovation project. At IXDS we like to call these sets ‘self observational tool kits’.

Designing and producing a set of cultural probes is a time-consuming process and a considerable investment. While producing them, the contextual composition of tasks, the selection of material and the overall setup must be considered to create a coherent set of tools, both from a content and a design perspective. In addition to carefully defining the content of the cultural probes, it is important to add the little ‘artistic’ details that shape an enjoyable experience for the participants.

Along with the tasks, we submit recommendations for the minimal amount of time processing of the tasks should take. This encourages the participant to complete the task.

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Patricia Hegglín is a service designer at IXDS. She develops holistic service systems for IXDS.
TOOLS AND METHODS

TO OL S AND  ME T H O D S

At IXDS, we have conducted over 40 service innovation design processes using the cultural probe method. Participants have never refused or have had difficulty with this method: on the contrary, in most cases, users have contributed much more information and insight than we expected.

As Gaver et al. stated in their original paper on cultural probes, they “...are a way for us to get to know you better, and for you to get to know us.” In a co-creation process, which requires that every participant collaborate in a non-hierarchical setting, trust and respect are important for successful outcomes. Investing significant effort into creating the cultural probes pays off as the participants build trust with the innovation team and open up as the process unfolds.

In fact, participants often appreciate that they’ve learned new things about themselves and are empowered to reflect on habits and motivations they weren’t consciously aware of beforehand.

The goal of cultural probes
We pursue two goals when using cultural probes: first, preparing and enabling participants to take an active role in the Co-Creation process; second, cultural probes deliver direct inspiration and ideas for product development as originally suggested by Gaver et al.

Before working with cultural probes, we often observed that future users in a co-creation process tend to contribute inauthentic responses or as one participant put it: “I said what I felt you expected me to say”. We soon realised that one can only be the “expert of ones experience”, when one had time to self-observe and the necessary space to reflect on this observation.

How do you feel about money?
Detailed example
The tasks we select for the toolkits are carefully aligned to our research questions. It’s essential to define clear topics and a range of related questions before designing the probes, in order to stay focused on what the probes are designed to reveal.

In one service design project dedicated to identifying potential new personal finance services, we defined broad questions like:
- What role does money play in your everyday life?
- What does money mean to you and how do you perceive it?
- What kind of relationship do you have with your money?
- How do you ‘imagine’ your money?
- How do these topics influence your daily dealings with money?

In order to find answers to these abstract questions, we designed cultural probes that asked the participants to:
- Map out their personal money history, marking milestones like the first bank account, first salary and any emotions related to these milestones
- Locate all the places in their homes related to money and record a short video showing these places
- Make a map of their ‘money landscape’, explaining where different types of money or savings are located and how they are connected
Visualise their money’s identity, finding a metaphor to describe its personality

Record their emotional state regarding their financial situation by defining the temperature of their ‘emotional barometer’ and explaining their mood

One participant illustrated her money as a cactus, describing it as something that “is nice to have and look at in the apartment but you don’t want to come too close and get pricked.” Based on this drawing, the service designer was able to dig deeper by inquiring about the shape of the cactus. The participant explained that the two arms stood for two types of money that need to be in balance: the higher arm is harder to reach and takes care of the future; the other arm is in reach and can be used for leisure.

**Digitalisation of cultural probes**

Even though apps like Dscout try to make this method completely digital, we don’t recommend this. The visceral experience of using pen and paper – and sometimes even scissors and glue – not only creates a conscious experience for the participants, but also provides tangible and inspiring outcomes that digital technology alone can’t accomplish.

At IXDS, we use digital technology to support task completion such as reminders, sending out ad-hoc tasks or tools for uploading completed tasks. We learn new things about the methods and tools we use every day. We gain insights about our own process along the way, which makes our approach towards cultural probes a constantly evolving one.

One participant illustrated her money as a cactus, describing it as something that “is nice to have and look at in the apartment but you don’t want to come too close and get pricked.”
Life Events as a Catalyst of Value
A step forward in customer centricity

“We are present in the most important moments in customers’ lives. Therefore, we can influence them positively by providing value with our services.” These were the first words I heard at Aegon, a Dutch insurance company. The vision was clear: the challenge was to put it into practice.

The start of the project brought together three concepts: life events, customer experience and service design, which represented an unexplored combination for the sector. Therefore, my challenge was to apply the methodologies of service design and customer experience in the context of life events. This combination of disciplines is what I have termed ‘Life Events Service Design’.

Because the aim was to design a methodology that uses customers’ life events as the channel to deliver value, it was necessary to define a categorisation of life events in order to understand the behaviours of the customer at these specific moments.

The ‘3 P’s model (Perception, People and Predictability) was the framework used to categorise specific life events. The Perception dimension was divided into two groups: positive perception, which refers to any life event that entails positive connotations to the user (e.g. getting a new job) and negative perception, which refers to life events involving negative feelings for the user (e.g death). The People dimension refers to the number of people involved in the life event, either individually (e.g. retirement) or shared moments (e.g having a child), whilst the Predictability dimension defines the degree of predictability that an event holds and the reaction of the person to that situation. A life event could be predictable (e.g. retirement), most likely predictable (e.g. having a child) or unpredictable (e.g. death). The aim of the categorisation was to select the most representative characteristics of the life event and connect it to the potential emotions experienced by the customers and to eventually design services based on those emotions.

In addition to the 3 P’s model, qualitative research had uncovered four dimensions of the customer experience that were applicable to any life event: social, physical, mental and financial. During their lifetime, people aim to find
TOOLS AND METHODS

The ‘3 P’s model (Perception, People and Predictability) was the framework used to categorise specific life events.

a comfortable and rewarding lifestyle, remain socially involved and stay both physically and mentally active and financially safe. This statement represents the ideal experience that Aegon would need to provide to its customers to initiate the life events-driven approach.

Based on the two theoretical frameworks presented, I developed the Life Events Service Design toolkit. It consists of four steps:

– **Step 1:** Analyse the life event using the 3 P’s model. The team discusses the life event, and selects the characteristics and the user emotions associated with the event.

– **Step 2:** Generate services considering the four dimensions of the experience. A brainstorming session is performed using the experience model, as well as considering the customer journey during the event and the potential touchpoints of the future service.

– **Step 3:** Select the most promising service ideas. The team uses a selection matrix to prioritise the service ideas based on the preferences of the team regarding feasibility and innovation.

– **Step 4:** Describe the service proposition in detail. The service description defines the role of internal stakeholders and potential partners within the service.

As an example, we could choose to explore the life event of a couple buying a house. This event would be shared, predictable and positive. The emotions associated with this event might be concerned with starting a family, a greater sense of freedom or accomplishment. If we would like to focus on the social dimension of the experience for instance, the service idea could be to send a set of invitations for friends of the new owners to celebrate a housewarming party. On the other hand, if the financial dimension were the focus, the service might be based on weekly tips to save energy at home. These examples illustrate the integration of services to add value to customer’s life events.

To conclude, this method has seized an opportunity to find new ways of delivering value to customers as traditional approaches are becoming obsolete. Companies not only need to recognise their customers’ needs and desires, they must also explore their customers’ perceptions of personal events and circumstances during their lives. These events are exactly the potential touchpoints that companies could take advantage of to deliver value and to have a competitive advantage in the market.
Interview with Katharina Ehrenmüller

In this issue’s profile, Touchpoint editor-in-chief Jesse Grimes speaks with Katharina Ehrenmüller, Managing Director of NEA Design Services in Vienna, and SDN chapter representative for Austria. In November 2014, the Austrian chapter organised the first Austrian SDN conference on the theme of ‘Innovation through Service Design’ with more than 100 participants.

Jesse Grimes: In November 2014, you hosted the Service Design Symposium in Austria. Can you tell us about the focus of the event, and what participants took away from it?

Katharina Ehrenmüller: The Service Design Symposium that took place in Vienna in November 2014 was the first service design event of this magnitude in Austria. Being part of the organisational team, we are very happy to have been able to welcome over 100 participants. Our main aim was to give a fundamental understanding of what service design is and to show its potential, not only for large companies, but also for SMEs. The program included specialist lectures, the presentation of customer projects and hands-on workshops, as well as the possibility of meeting up with the community and the SDN.

I understand that the symposium also attracted attendees from across the border in Germany. Berlin has a thriving service design scene, along with other German cities, and it’s good to see such cross-pollination taking place. Can you tell us more about what’s happening in the world of service design in Austria? Who is active among agencies, clients and in academia?

In Austria, an active service design community has developed over the past few years. There are regular Service Design Drinks in Vienna and Linz. More than 50 people have taken part in this year’s Global Service Jam. In co-operation with Birgit Mager, the consultancy C PLUS is offering an annual service design course for professional practitioners. Service design is taught at the Danube University Krems, at the FH Wien University of Applied Sciences of WKW and at the Management Center Innsbruck. More and more agencies and consultants are integrating service
brand-compliant services that inspire and add long-term benefit to a brand. To round off the range of services that NEA offers, we also work in the field of corporate design and corporate publishing. No matter what type of project we work on, we always put the (end) customer at the centre of attention, either in a co-creative process with our client or in our in-house team. We have integrated service design in several client projects, ranging from tourism to the hotel industry and retail.

Can you tell us more about your work in retail and tourism? Retail seems especially interesting because it is not a sector in which service design is frequently applied. In the retail sector, we have supported Eigensinnig, a Viennese avant-garde and contemporary fashion store, in developing their business strategy and brand identity using service design methods (www.eigensinnig.at). In the tourism sector, we have the pleasure to have been able to accompany URBANAUTS, an innovative loft concept that turns empty storefronts into accommodation (www.urbanauts.at), from the start. Last year, we participated in another tourism project for an Austrian destination marketing company. The goal was to generate ideas for the future development of one of their main products, a voucher for thermal springs, using service design.

In 2013, you founded NEA Design Services, and service design is just one part of your offering to clients. How does this multi-disciplinary approach work, and what does it offer your clients?

My co-founder and co-director Isabelle and I met at a university course for tourism management. After various positions in Austria and abroad, we met again in an agency for branding and design in Vienna. Thoroughly convinced of the necessity and the benefit of a customer-centric approach, we founded NEA in 2013, focusing on service design and branding. Being passionate about service and crazy about brands, we aim at developing
Futurice named as winning Finnish Service Design Agency 2015

The Finnish SD competition took place for the second time, now with three categories. This year’s winner was the design agency Futurice for its project “Designing a Cultural Phenomenon into a Digital/Physical Journey” with The Finnish Museum of Photography. The award of the Service Activity of the Year was granted to Omasairaala for a new and innovative service concept delivered by an insurance company and a health care centre, which offers quicker health services by cutting out silos and has lead to a significant decrease in the number of sick days. The Service Thesis award went to Ida Rainio, a Master of Business Administration in Service Innovation and Design from Laurea University of Applied Sciences, for her thesis ‘Co-created Corporate Story’.

This year’s winner was the design agency Futurice for its #snapshot project “Designing a Cultural Phenomenon into a Digital/Physical Journey” with The Finnish Museum of Photography.

The awards were handed to the winners during the Service Day on March 18, 2015. The competition was organised by the Finnish Service Alliance and Aalto University’s SD Breakfast community, supported by the Finnish SDN chapter.

Changes in UK Chapter Team

The SDN UK chapter has been active for three years, putting lots of energy into reaching out to their local community and co-organising an amazing SDN Global Conference 2013 in Cardiff. The UK Committee has welcomed the following new team members; Kathryn Grace, Matt Edgar, Laura Sheen, Leslie Fountain, Lauren Coleman and Andy Young. Christina Lindeberg remains in the committee and Sarah Ronald continues as Chair. The UK committee is the largest of the SDN member groups worldwide. The UK team looks forward to bringing the Service Design local communities together across the UK. If you would like to get in touch with the team, please email uk@service-design-network.org.

Welcome to Kathryn, Matt, Laura, Leslie, Lauren and Andy.
How can I read Touchpoint?

Starting with this issue of Touchpoint, we are making improvements to how this journal is distributed to readers. Our archive of back issues (all issues except the most recent three) is being made freely accessible to all readers, including via handheld devices. In addition, SDN members benefit from the ability to order free printed copies of each new issue, and discounts on printed back issues. Further details can be found on the SDN website.

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About Service Design Network

The Service Design Network is the global centre for recognising and promoting excellence in the field of service design. Through national and international events, online and print publications, and coordination with academic institutions, the network connects multiple disciplines within agencies, business, and government to strengthen the impact of service design both in the public and private sector.