Service Design, Public Sector and Social Innovation

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Interpretative frame, conclusions and discussion
From the Design of Tangibles to the Design of Intangibles
Product Design

Things a person uses
Interaction Design
Things a person interacts with
System Design

Complex interaction
The Four Orders of Design (Richard Buchanan)

1. **Graphic Design**
   - Symbolic and visual communications
   - Things talking to a person

2. **Product Design**
   - Material objects
   - Things a person uses

3. **Interaction Design**
   - Activities and organised services
   - things a person or a group interacts with

4. **System Design**
   - Complex systems and environments
   - Groups of people and things in interaction with other groups of people and things
Design Thinking
The concept

Everyone who devises courses of action, to change existing situations into preferred ones, is doing design. (Herbert A. Simon, 1969)

There exists a designerly way of thinking and communicating that is both different from scientific and scholarly ways of thinking and communicating … (Bruce Archer, 1979)

We do not have to turn design into an imitation of science, nor do we have to treat design as a mysterious, ineffable art. We recognize that design has its own distinct intellectual culture; its own designerly ‘things to know, ways of knowing them, and ways of finding out about them. (Niegel Cross, 1982)
Design Thinking
The concept
Designers can tackle ill-defined, indeterminate or wicked problems with a solution-oriented attitude.
(Richard Buchanan, 1992)
Design Thinking
The introduction in the domain of business

*Design thinking is … a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business can convert into consumer value and market opportunity.*

(Tim Brown, 2008)
Design Thinking
The introduction in the domain of business
Service Design
Service Design

The increasing relevance of the service sector, both in terms of people employed and economic importance, requires services to be accurately designed.

Service Design is the activity of planning and organizing people, infrastructure, communication and material components of a service, in order to improve its quality, the interaction between service provider and customers and the customer's experience.

The design of a service entails the organization of the activities performed by the service provider (back office) and/or the design of artefacts and places customers come in contact with during the service delivery (front office).
Service Design
The “restricted” view

Service Design is a new holistic, multi-disciplinary, integrative field. It helps to either innovate or improve services to make them more useful, usable, desirable for clients, as well as more efficient and effective for organisations.
(Stefan Moritz, *Service Design. Practical access to an Evolving Field*, 2005)

Design is primarily involved in giving shape to the relation with the customer in terms of:
- material substrate of the services (touch points);
- communication of the services.
Service Design
The touchpoints and the interface
Service Design

The touchpoints: Chebanca! retail format

While most banks are increasing the rapidity of the low-end service, CheBanca! format - designed by Crea International - is based on the idea of satisfying customers with more personal care. The teller counter has been replaced by a central platform, and customers can head straight to the yellow booths to do their own banking or to meet with the employees in privacy.
Service Design
The systemic view
In the systemic view, Service Design is a strategic and systemic approach to the design of services. It deals with the envisioning and the generation of new business models for service-oriented companies. Within this vision, Service Design is focused on interaction (between company/institution and clients, company and suppliers, company and territory etc.) as a mean to produce value.
Service Design
The systemic view

In the systemic view, service innovation requires multidisciplinary knowledge and skills. The design of innovative services is based on the capability of discovering new needs, and of building a structured response.

On the one hand, we must have a strong and reliable business model; on the other, we have to build a satisfactory customer experience.
Service Design
The tools and the components
The service design tools
www.servicedesigntools.org
The service design tools
www.servicedesigntools.org
The service design tools
System map and service process
The service design tools
System map
The service design tools
Customer journey
The service components
The touch points
TANGIBLE
STORE
ELEMENTS

The service components
The touch points
STATIONARY AND GRAPHIC MATERIALS

The service components
The touch points
The service components
The touch points
The service components
The touch points
The service components
The touch points
The service components
The touch points
The service design tools
Service blueprint
<table>
<thead>
<tr>
<th>User Journey</th>
<th>1: Get information</th>
<th>2: Find the site</th>
<th>3: Enter the site</th>
<th>4: Enter the building</th>
<th>5: Get directions</th>
<th>6: Navigate</th>
<th>7: Return</th>
<th>8: Update the system</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Line of Interaction</strong></td>
<td>Schedule, Phone Call, Maps &amp; Directions</td>
<td>1/Road Signs, Campus Entry Signs</td>
<td>Parking Garage Signs</td>
<td>Campus Pedestrian Signs, Building Façade Signs</td>
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</tr>
<tr>
<td><strong>Line of Visibility</strong></td>
<td></td>
<td></td>
<td></td>
<td>Verbal Scripts, Pocket Maps</td>
<td>Touchscreen Kiosks, Customized Directions, Pathways, Landmarks, Wall Maps, Signs</td>
<td></td>
<td></td>
<td>Same</td>
</tr>
<tr>
<td><strong>Backstage</strong></td>
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</tbody>
</table>
The service components
The touch points
The service components
The touch points
The service components

The touch points
The service components
The touch points
Design for Social Innovation
People and communities that invent new ways of living and producing
Improve visibility and access ...

Creative Communities are generally showing a great level of involvement and dedication: the solutions they generate tend to be invisible outside the community. Supporting their dissemination can increase their visibility and accessibility to larger shares of the population, keeping relational qualities on which they are based and possibly reinforcing their sustainability potential.
Support replication and upscaling …

Most of the solutions generated by Creative Communities are intrinsically linked to small scale and direct personal interactions. Upscaling them means to multiply them keeping their initial size and characteristics.
Devices for car-pooling and alternative mobility…

Create collaborative services …
Envision and develop new services through the construction of networks of actors and stakeholders and the design of processes and touchpoints.
Micro-leasing for domestic equipment …

Create collaborative services …
Envision and develop new services through the construction of networks of actors and stakeholders and the design of processes and touchpoints.
Connect social innovation with a strategic vision
Facilitate the process of alignment between the micro solutions and the larger strategic frame: a new vision for a city or for a neighbourhood, a socio-technical system etc.

Reconnect policy making with grassroots initiatives. New York City’s Creative Communities can be synergised to create an overall system with a larger impact.
Bottom-up service design

Small scale experiments

product-service systems
Top-down strategic vision

Framework policies

constellations of local projects
New approach to public service innovation

Strategic vision

Social Innovation

Service design
Projects and Experimentations
Networked Smart Peripheral Cities for Sustainable Lifestyles
COMPETITIVENESS AND INNOVATION
FRAMEWORK PROGRAMME

The Periphèria Project
The Periphèria Project
The Milano Arena
The Leonardo campus, located in a central area of the city in a populated neighbourhood.
The Periphèria Project
The vision
The Smart Campus Arena is where scientific knowledge interacts with urban life. Both the private and the public sector look for collaborations thus activating rich exchanges and interactions.
The Periphèria Project
The Strategy
Develop a constellation of initiatives and activities that may take place in the open public campus spaces rather than in the buildings.
Involving people working in the campus and living in the neighbourhood as active and collaborative co-designers and co-producers in envisioning and developing projects.
The Periphèria Project

The role of design

_ Developing the project vision
_ Mapping the actors and the resources drafting the initial stakeholders map
_ Engaging the communities by creating small events to facilitate people participation and the involvement of the actors of the starting network
_ Conducting co-design workshop with stakeholders
_ Designing of the service prototypes
_ Exploiting the Campus Sostenibile participatory platform as a digital tool for communicating with the network
_ Aligning the stakeholders and actors with the overall vision
&CO: extend the lifecycle of materials responding to two different needs
  _ remove residual materials;
  _ reduce the cost of acquiring new materials.

Stick Around: make public spaces active agents in supporting people self-organised activities.

Toc Toc: knocking on the neighbour’s door. Helping each other in a sharing community.

The Periphèria Project
The service ideas
The Periphèria Project
The service ideas
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The Periphèria Project
The service ideas
The Periphèria Project
Main achievements

1. The creation of an active network open to new comers and new ideas. The network is ready to create occasions of co-experiencing and co-learning; the network is slowly including representatives of the municipality.

2. A behavioural change. A new academic lifestyle is emerging: many researchers are now exploring the effectiveness of collaboration and sharing of research ideas and projects.

3. The connection between the new network and the whole Campus Sostenibile framework.
The Periphèria Project
The direct results

- Toc Toc financed under the Italian government smart communities programme (negotiation of a 1 Me);
- Stick Around launched in the Apple Store;
- A programme of sport events launched in piazza Leonardo da Vinci, now turned into a pedestrian area;
- &Co still looking for partnerships.
The Periphèria Project
The indirect results and the reflections

Merging top down …
Having a main actor (Politecnico) that takes the initiative and develops the long-term vision.

… with bottom-up
Helping a community growing up by offering occasions to meet and exchange ideas, tools to frame the problems and envision the solutions.
Sharing the vision with stakeholders, aligning them and assessing the vision itself.
Using local resources as co-designers and co-producers.
Synergising with initiatives already ongoing in the context.
The MyNeighbourhood Project
The Myneighbourhood Project
The vision

MyN relies on the idea of HUMAN SMART CITY. A HSC is a city that seeks to address public and societal issues (or wicked and unmet people problems) via ICT-based solutions on the basis of complex multi-stakeholder partnerships. (Concilio, Deserti and Rizzo, 2014) These solutions are developed and refined through public and collaborative services, or else services that are co-designed and co-produced between citizens and public and private stakeholders.

The HSC approach relies on two main pillars:
_ ICT is only a component of the solutions;
_ solutions can be seen as forms of social innovation.
The MyNeighbourhood Project

The vision

Exploits new ways of designing interaction: PEOPLE+CITY+TECHNOLOGY
The MyNeighbourhood Project
Communities at the neighbourhood scale are revitalised and values of socio-spatial connectedness are rebuilt thanks to the Living Lab approach.
The MyNeighbourhood Project
Builds upon existing/mature technologies and combines them with web2.0, social networks and other platforms, with the overall aim of upscaling the new services.
The proximity between farms and the city can be turned in an advantage considering its potentiality in terms of “zero-miles” food and tourism.

Projects and experimentations
Nutrire Milano (www.nutrieremilano.it)
Revitalisation of rural villages in China by improving the quality of life through the exploitation of the local environmental resources.

Projects and experimentations
Chong Ming Eco-community

- Organic food
- Eco tourism
- Traditional chinese medicine
- Home rental
- Home restaurant
- Home business
- Children exchange
- Bringing teachers
Living Labs for co-production and social innovation in the city of Malmö (MEDEA media institute at Malmö University).

Projects and experimentation
Malmö Living Labs

- Marginalised group challenging the current local media landscape
- Hip-hop bluetooth bus
- Barcode beats
- The audio-visual re-mix sampler
- Men & ladies room mixup
- The rappalizer
Projects and experimentations

La 27° Région

Promotion of the coproduction of innovative projects and ideas between the 26 French Regions, involving politicians, civil servants and citizens, to understand the future of their territories in the digital age.

- Social uses for social netowrk in Rennes (Bretagne)
- Co-design a regional energy program with its users (Paca)
- Solving the medical problem in Pionsat (Auvergne)
- Campus auvert (Ardenne)
- Citoyenneté augmentée (Bretagne)
- Laboratoire d'appels à projets (Bretagne)
- Fighting burocracy in a local authority (Nord Pas de Calais)
Interpretative Frame, Conclusions and Discussion
Reflections on design for social innovation

- Extension of the notion of participatory design to advanced or complex participatory design;
- Reconnection of the small and bottom-up projects and initiatives to the whole the strategic vision;
- Bounding of design projects with the management of the organisational change.
Interpretative model