The Service Design Research UK (SDR UK) Network is funded by an AHRC (Arts and Humanities Research Council) Network grant. The aim of the Network is to review and consolidate the current state of Service Design knowledge within the field of Design. SDR UK has delivered three thematic workshops and a website (www.servicedesignresearch.com) with a database of academics, educational courses, research and PhD projects related to Service Design and Service Innovation. Data and insights produced via these activities have then been used to create interpretative maps of the field and to identify emerging research areas and recommendations for future development.

www.servicedesignresearch.com/uk

This report organises the Network's materials to give an overview of Service Design Research in the UK, with its key research themes and sectors, and discusses the nature and challenges of Service Design practice.

In the last section the report offers twelve short pieces by a range of academics, experts and practitioners who have participated in the Network, reflecting on possible future directions and challenges for Service Design research. In our conclusions we bring together all these considerations to offer key recommendations for academics, practitioners, funding agencies, innovation and design bodies as well as design commissioners. We hope this work represents an effective platform to consolidate and develop further the SDR UK community and its links with the international scene.

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Mapping and developing Service Design Research in the UK

SDRUK

Mapping and developing Service Design Research in the UK

DANIELA SANGIORGI | ALISON PRENDIVILLE | AMY RICKETTS

SDR SERVICE DESIGN RESEARCH UK NETWORK

Executive Summary

The Service Design Research UK (SDR UK) Network is funded by an AHRC (Arts and Humanities Research Council) network grant. The aim of the Network is to review and consolidate the current state of Service Design knowledge within the field of Design.

As a design activity, Service Design research is growing although it is still a small research community that is dispersed and in greater need of visibility. To develop and mature as a field, it was timely to reflect on the current state of Service Design knowledge in order to identify gaps and propose future research directions.

Our Objectives

SDR UK Network was established to:

- Identify, compare and map current research work into Service Design in the UK and its intersections with other disciplines;
- Increase understanding of and demand for Service Design as a practice and research field in the UK;
- Identify research and knowledge gaps to inform PhD studies and future research projects, collaborations and ideas;
- Increase visibility and connectivity of SDR UK nationally and internationally.

Who is the report for?

This report is first and foremost for the following audience:

- Academics working in and across Service Design related areas;
- Communities of practice interested in understanding the UK Service Design landscape including future challenges and opportunities;
- Government design and innovation bodies and funding agencies involved in supporting and promoting Service Design practice and research;
- Policy makers and local government commissioners new to Service Design.

Methodology

Three workshops and three Advisory Board meetings formed the basis of the Service Design Research UK Network. Delivered and supported by practitioners and academics, each workshop consisted of case studies and activities to illustrate and discuss on the diverse nature of Service Design practice and research in the UK. In addition data was gathered on an online database on current Service Design research projects, PhDs and academics, together with Service Design curriculum and government bodies supportive of Service Design.

Drawing together the outcomes from the workshops, Advisory Board meetings and online database, SDR UK participants co-authored twelve short pieces to high-light emerging research areas that culminated in the formulation of research questions and final recommendations.

Outcomes

The following outcomes have been produced from the SDR UK network activities:

Service Design Research in the UK

From the Service Design Research UK network activities and online database, three maps have been produced and used as the basis for our discussions:

1. A map illustrating Service Design related activity in the UK with universities, educational courses and modules, projects and academics located geographically (see Appendix I);
2. A map representing the different sectors Service Design research has been focusing on suggesting a dominance of work for public sector innovation, and very limited attention for private and third sectors' needs (see page 14);
3. A thematic map representing key Service Design research areas, with a concentration of work on Design for New Service Development, and on issues related to Embedding Service Design, while limited research has been dedicated to studying the practices and actual impact of UK design agencies and their development needs (see page 13).

Service Design Practice in the UK

SDR UK case studies discussed during the three workshops illustrated how Service Design practice is more nuanced and how generic discussions on Service Design value for innovation are not capturing or reflecting the subtle differences that qualify Service Design in UK. Design agencies are working at different levels, developing different kinds of relationships with their clients; they are also dealing with diverse types of projects (i.e. service re-design, behavioural change or setting up new ventures) that raise dissimilar issues when aiming to implement, embed, measure or scale up their design solutions.

Emerging Research Areas

The co-authored final essays have contributed with a critical perspective on this developing field, identifying the following issues and research questions:

Rethinking the nature of the object: Different conceptualisations of the way in which we conceive the object that is the service transform the way in which we envisage designing itself. A focus on designing for outcomes can instead broaden the possible range of thingsto be designed.

Multiple sites for Service Design: There is an acknowledgement that there are many different contexts for Service Design, with each specific site offering opportunities that will influence the outcomes of the design and require different skill sets. Different sites will also engage the designer in different ways.

Services are embedded in organisational systems: There is an imperative for service designers to recognize existing organisational design practices within organisations and to move away from design centric perspectives.

Evidence based evaluations: As Service Design grows as a field, there is a need to validate its adoption through evaluative frameworks that will provide a stronger evidence base of its role in innovation.

Service Design and Legitimacy: Service Design's expansion into areas of Social Innovation and organizational change requires research consideration to be given to professionalization and codes of practice within the field.

Service Research and Service Design: There is growing interest in an interdisciplinary perspective of Service Design's fit within Service Research. Exploring theoretical frameworks from these interdisciplinary fields may offer a new lens for Service Design research.

Emerging areas and borders: Service Design and the digital is now intertwined and this needs to be reflected in the way in which the field develops especially with regards to applying its core values to areas such as big data and the emergence of a second economy. Social Innovation is also increasingly becoming part of the Service Design research landscape and this too, is in need of research attention.

Conclusions and Recommendations

SDR UK Network provided an initial picture of this growing field of research in the UK, suggesting the potential for existing fields of Design research to converge and participate to some of the key research questions related to service innovation.

Even if it is confirmed that Service Design research is still a fragmented field and dispersed academics are starting to connect and reframe their work from disparate service related fields, the here identified areas of future research can create a critical mass of work able to guide the development of this field toward a more mature stage. Questions around the object of Service Design, the challenges of its implementation and integration within existing organisational and service systems and their professional cultures, as well as the opportunities and criticalities introduced by the Digital are some of these open windows for future research collaborations.

Together these questions suggest the need to look both at the core of Service Design practice needs to reinforce its legitimacy and efficacy, and at its borders when approaching novel areas of development such as social and digital design or policy making.

Academics have been recommended to develop more contextualised research to acknowledge the nuances within this field, and to decentralise Design research to better understand the contributions of various innovator actors. Service and its ambiguous definition has then been described as an opportunity to expand Service Design spaces.

Practitioners have been recommended to shift their focus toward outcome and measurement and to acknowledge existing design practices and cultures within organisations. Giving the rapid changes in Design demand, a clear strategic re-positioning can provide an advantage in the business consultancy field.

Funding agencies and innovation bodies have been instead invited to consider both core and emerging areas in Service Design Research as focus for their calls and initiatives and to support interdisciplinary projects; a systematic evaluation and of the implications of when supporting either embedding or outsourcing Design practice for organisations would inform better design and innovation policies.

Finally commissioners in their search for a clear cut definition of Service Design, should acknowledge the diversity of strategies and approaches design agencies are currently adopting; also to better appreciate Design contribution there is a call for a reciprocal effort to develop metrics that account for both quantitative and qualitative perspectives and needs within complex projects and interventions.

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1 — SDR UK Network
Work undertaken

Service Design Research UK (SDR UK) is a funded Arts and Humanities Research Council Network aiming to review and consolidate the emergence of Service Design within the established field of Design.

As a recent and growing field of design activity, the Service Design research community is still small, dispersed and in greater need of visibility. To mature as a research field it is necessary to reflect on the current state of Service Design knowledge, in order to identify gaps and propose future directions.

Services make a significant contribution to the UK economy and are increasingly recognized for their transformational role in society as they affect the way in which we organize, move, interact and manage our lives and that of our family. Design delivers a more human centred approach to service innovation that is essential for the delivery of more effective and novel solutions that have the capacity to tackle contemporary challenges.

The Service Design Research Network was established to:

- Identify, compare and map current research work into Service Design in the UK and its intersections with other disciplines;
- Increase understanding of and demand for Service Design as a practice and research field in the UK;
- Identify research and knowledge gaps in the field to inform PhD studies and future research projects, collaborations and ideas;
- Increase visibility and connectivity of SDR UK nationally and internationally.

Research process and timeline

2013					2014		
March	June	July	October	November	January	February	April
	Workshop 01 – Building the landscape Lancaster University		Workshop 02 – Building up the knowledge University of the Arts		Workshop 03 – Exploring adjacent spaces of Social Innovation and the Digital Loughborough University		SDR UK presenting at ServDes 2014 Lancaster University
Advisory Board Lancaster University		Advisory Board Lancaster University		Advisory Board University of the Arts		Advisory Board Lancaster University	

Work undertaken

SDR UK has delivered three thematic workshops with an average of 30 participants each (academics, designers, relevant institutions and organisations) predominantly from the UK but with some international guests and participants; an Advisory Board was also established to guide the development of each workshop and discuss the outcomes. Finally a website (www.servicedesignresearch.com) was set up with a database of academics, educational courses, research and PhD projects related to Service Design and Service Innovation in the UK. Data and insights produced via these activities have then been used to create interpretative maps of the field and to identify emerging research areas and recommendations for the development of future research.

Workshop 01

Workshop 01

SDR UK workshops

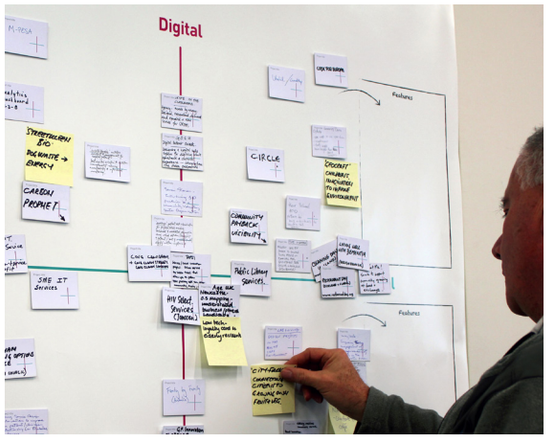
Apart from workshop 01, which aimed at building an initial map of the field, the themes of SDR workshops were not decided in advance, but emerged as a result of network activities and discussions. For each workshop, representative case studies were discussed to situate the theme of the workshop activities.

Workshop 01, held at Lancaster University focused on collectively building the Service Design Research Landscape by exploring what Service Design does and does not do for Service Innovation. Exemplars of Service Design research projects were presented and an initial map was discussed, exposing emerging issues and intersections within the field.

Workshop 02 held at the University of the Arts London, explored how Service Design processes and outcomes could be better implemented, embedded, measured or scaled up. Three case study presentations illustrated the key differences of design practice when working within existing systems (service re-design), within communities for social change and when working outside the system to establish a new venture.

Workshop 03 held at Loughborough University, considered the role of Service Design within the adjacent spaces of Social Innovation and the Digital. Through an interdisciplinary lens, the workshop looked at how Service Design is conceptualized within Social Innovation and where and how the digital is touching these areas and expanding the borders of this growing field.

Workshop 02



Workshop 03

What is this report about

This report presents the material from the network as an overview of Service Design Research in the UK. With its key research themes and sectors, it discusses the nature and challenges of Service Design practice in UK.

In the last section the report offers twelve short pieces by a range of academics, experts and practitioners who have participated in the network, to reflect on possible future directions and challenges for Service Design research. In our conclusion we bring together all these considerations to offer key recommendations for academics, practitioners, innovation and design bodies, funding agencies as well as design commissioners.

We hope this work represents an effective platform to consolidate and develop further the SDR UK community and its links with the international scene.

2 Service Design Research in the UK

An overview

The first SDR UK workshop titled 'Building the Service Design Research UK Landscape', was used in conjunction with an online database (www.servicedesignresearch.com/uk), to document and discuss the current situation of research in Service Design across the United Kingdom. Presented case studies of research projects (see page 16-19) further informed this discussion.

The picture that gradually emerged from these activities sees a diverse set of people, universities and funded research projects with a common interest for services, but with different backgrounds such as Design Management, Design for Sustainability, Healthcare Innovation or Digital Innovation (see Appendix I); this data was then used to identify and discuss themes and sectors where research is currently focused, together with emerging research questions that could inform future work. The illustrated maps are neither exhaustive or fixed in time, as things are in constant development, but they do offer a juncture for reflection on where Service Design is developing.

Sectors

From this initial overview, research in Service Design appears to have been concentred on investigating the contribution of Design for Public Service Innovation (see sectorial map page 14). This specific sector, and within it particularly healthcare, attracts the majority of research activities that build on the existing tradition of research centres, such as King's College London, Sheffield Hallam University or Glasgow School of Art. The call for novel innovation approaches and models of service delivery in the public sector has motivated and supported this concentration of UK-funded research activities. European funding in contrast, supports the setting up of EU wide observatories of best practices within design driven public sector innovation, as seen in projects like "Supporting Public Service Innovation using Design in European Regions" (SPIDER), "European Design Innovation Platform" (EDIP) or "Design for Public Good;" these aim to better inform design policies.

A distincitive research field, touching on very different contexts such as the Construction, Energy or Transport sectors, or in general manufacturing organisations, is instead connected to Service Design research through the need for sustainable solutions and behavioural change.

Thematic areas

From a thematic perspective Service Design research has been mainly interested in exploring the role and impact of Design within and for Service Innovation (see Thematic map page 12). Within this macro field we can distinguish two different areas, one aiming to investigate and experiment with ways to embed Service Design as an approach to service innovation within service organisations (Embedding Service Design) and the other aiming to apply Service Design to imagine and experiment with new or improved models of service provision (New Service Development). These two areas overlap with the common interest on developing, improving and evaluating specific Service Design Methods.

Within the New Service Development theme, a cluster of research activities looks into ways to design and evaluate Product Service Systems, considering their impact in terms of sustainability or behavioural change. Adjacent and related areas of research here are the wider fields of Social and Digital Innovation.

Finally some research projects are studying and theorising Service Design Practice, to position this field within interdisciplinary areas such as Service Research or Service Science, or to interpret it using theoretical models i.e. Practice Theory or Science and Technology Studies.

Emerging research questions

As part of this discussion, emerging research topics and questions have been identified and discussed. These represent gaps in the current landscape or areas of research that are just starting to be addressed:

Service Logic vs Servitisation: there is a general agreement that what is called Service Logic goes beyond the practice of adding services to products as Service Logic represents a business approach that can be applied to everything and not only to manufacturing companies. What is the design process/approach to support the adoption of Service Logic in organisations?

Management vs Design: there is an interest on how Management and Design can learn from each other (business training in design and vice-versa) and on how they can compete or collaborate. Service designers are now working on more complex and strategic projects where their competitors are no longer other design studios but business consultancies like McKinsey. Questions here are: How are service designers equipped to compete on this level? What is the knowledge gap? How can they build legitimacy? What are their new consultancy business models?

Digital and Open Innovation: there is a general interest in the role and application of digital and open innovation in Service Design also as a source to imagine new service models. Successful examples are Digital by Default, Nonon's OS-Geovation Challenge. How can Open and Digital Innovation be applied to generate new service and engagement models?

Social Innovation & Start-ups: many designers are engaged in the design and development of start-ups, in particular those with an interest in social innovation and social entrepreneurship. How can service designers develop and sustain these new ventures? What is Design bringing to Social Innovation and social entrepreneurship?

SMEs and Service Design Innovation: SMEs have received limited attention from Service Design, even when they represent a significant percentage of the UK economy. Consequently, there is the need to make Service Design more accessible and understandable to SMEs. What are the specific requirements and barriers to work with SMEs and how can Service Design support their development?

Models of Service Design practice: service design practitioners are developing and working in different ways. They can operate as a traditional consultancy, create in-house innovation centres in public or private organisations/institutions, work in multidisciplinary studios or create their own start-ups. How are Service Design practitioners operating today? What are the models and what is the impact?

Impact and innovation metrics: There is the need to have a collection of case studies, to measure their impact and create new innovation metrics, capable of recognising the different practices and dimensions of innovation, in order to better document Service Design's value. How can we measure and document Service Design driven innovation and impact?

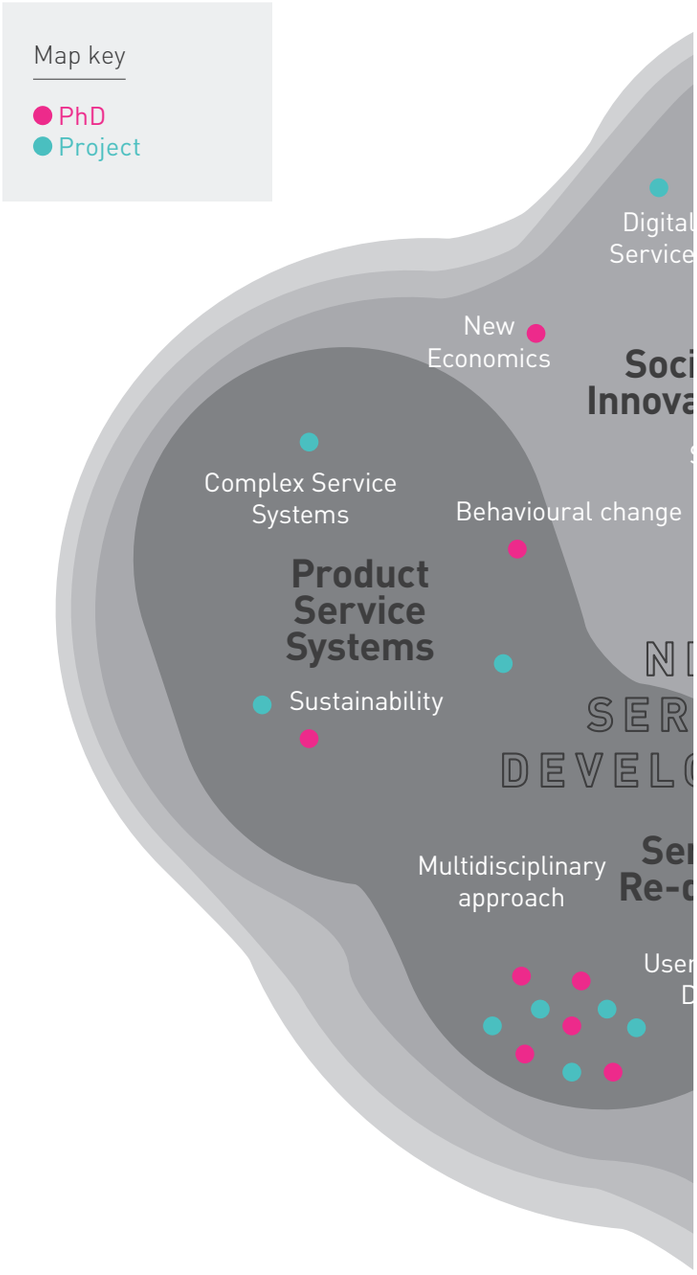
Service (eco) system and networks: Service Design can happen at different levels of service systems and networks. In the field of Design for Sustainability, we can talk about Design for Service Eco-Systems. How is Service Design working at a system's level? How is Service Design contributing to, and shaping new value network configurations? And how is this linked with Sustainability?

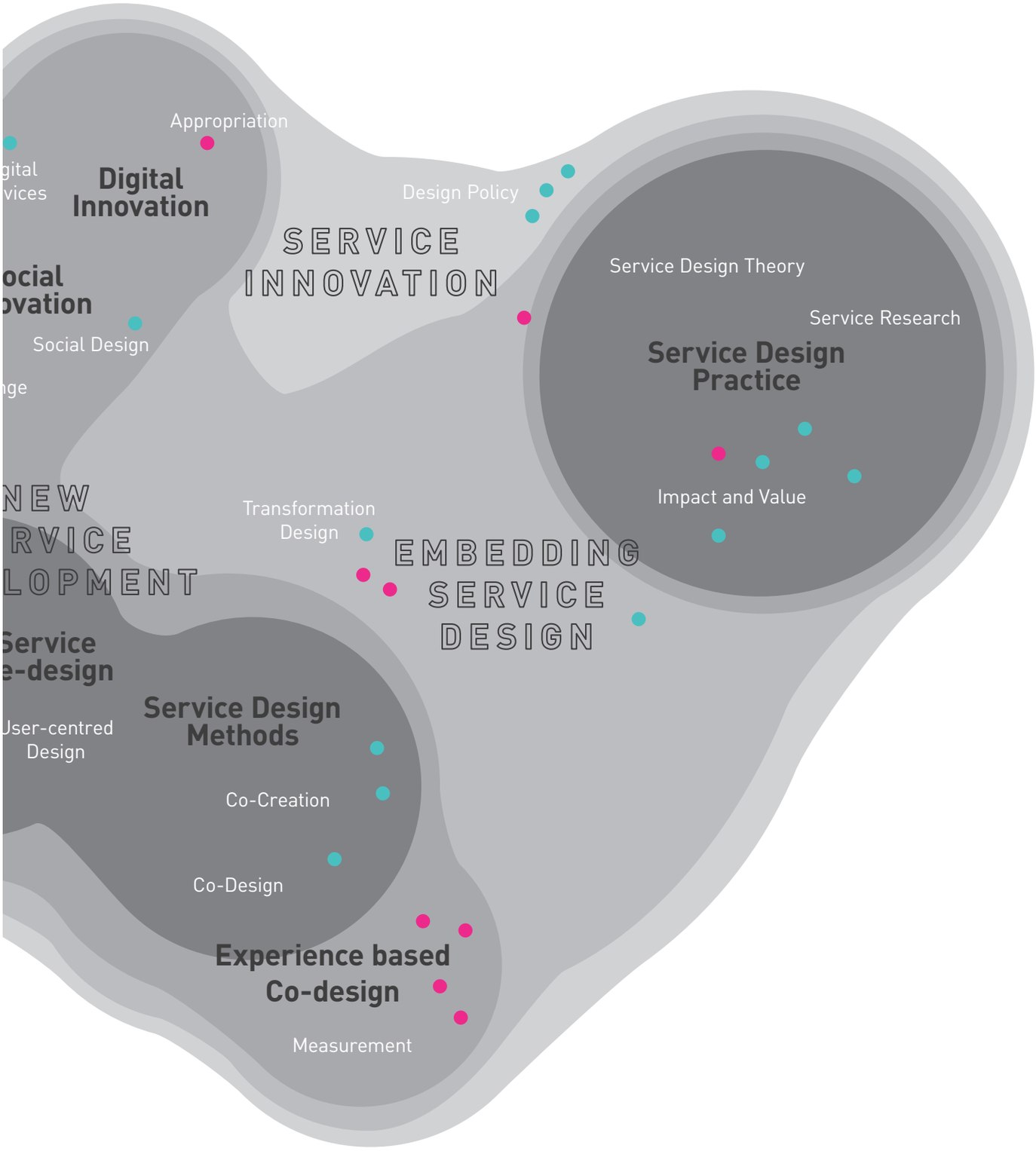
Public Service, Policy making and Service Design: There is an initial interest in how Service Design Thinking can inform and affect not only Public Service design but also Policy Making. Design approaches may be applied and become part of more traditional Policy Making processes. What is the value Service Design can bring to Policy Making? How can Service Design be integrated within more traditional Policy Making processes?

Service Design Education: Education can be considered both in terms of academic Service Design Education and as education and training for professionals and organisations. What are the emerging Service Design education models? How can organisations and professionals from other disciplines be trained into and adopt Service Design?

Architecture, Urban Planning and Space: an unexplored link is the one with the design of cities and spaces. The possible collaboration between Service Design, Architecture, Interior Design and Urban Planning could represent a novel growing area of research and practice. How can Service Design contribute to the Design and Planning of cities, architecture and spaces?

Thematic map

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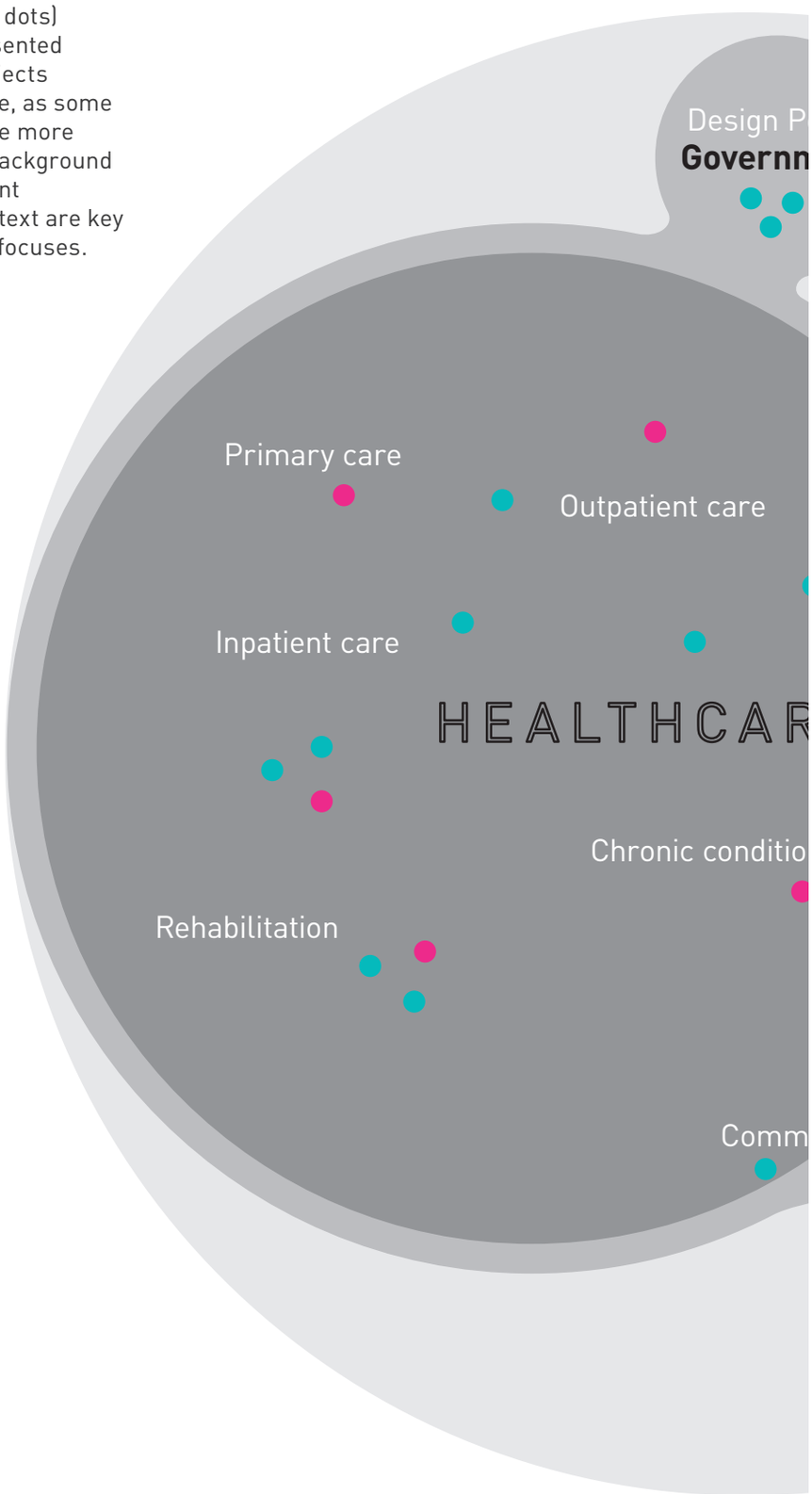
NEW
RVICE
LOPMENT
Transformation Design
EMBEDDING SERVICE DESIGN
Service
e-design
User-centred Design
Service Design Methods
Co-Creation
Co-Design
Experience based Co-design
Measurement

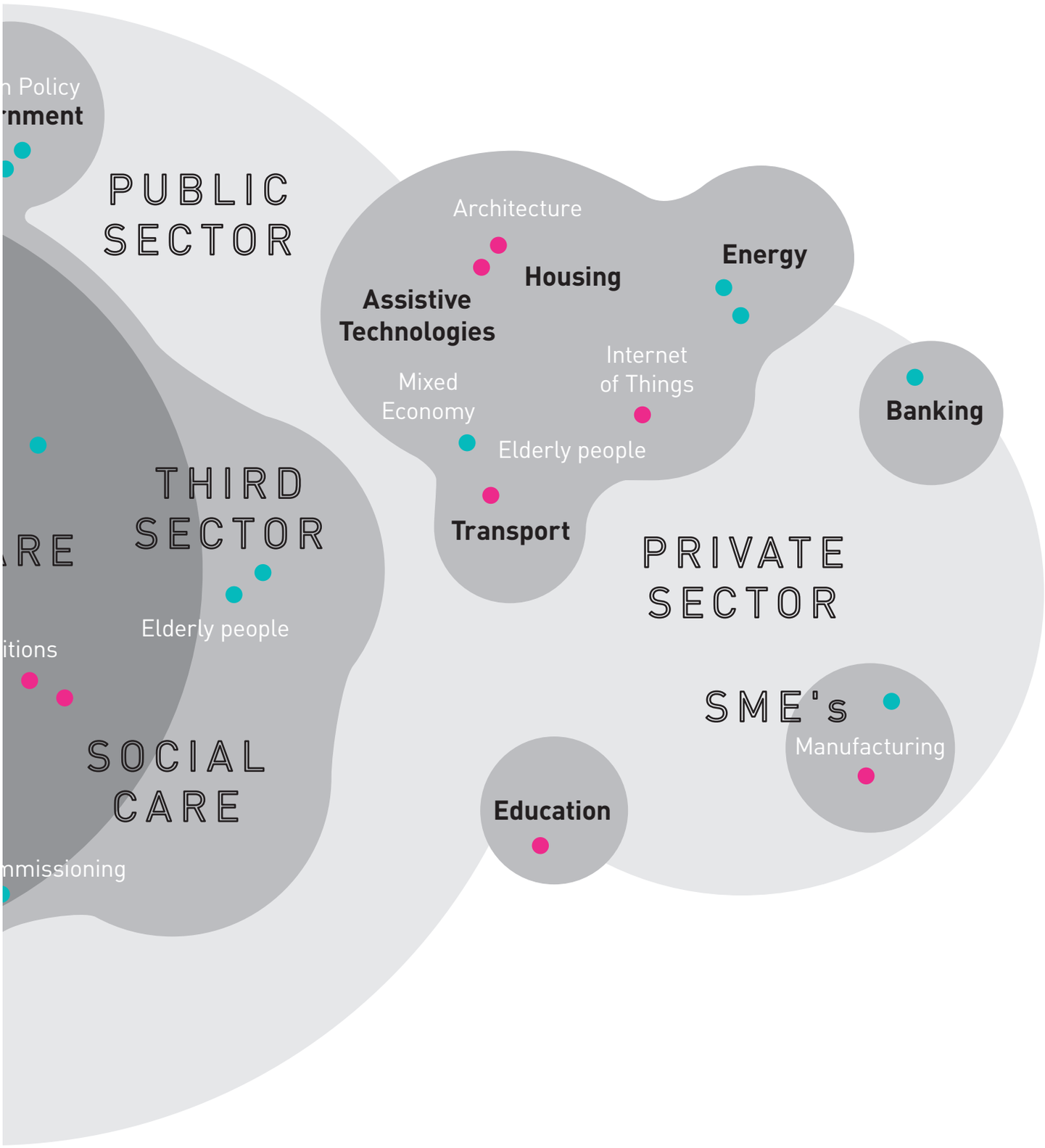
Thematic and Sectoral maps

The thematic and sectoral maps both build upon the clustering of funded (blue dots) and PhD projects (red dots) as presented in Appendix 1. Not all recorded projects though do have a sectoral reference, as some research do reflect on the discipline more generally. The size and density of background colour of the culster areas represent concentration of work, while white text are key words indicating specific research focuses.

Map key

- PhD
- Project

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Restarting Britain 2: Design & Public Services

Jocelyn Bailey

Workshop 01

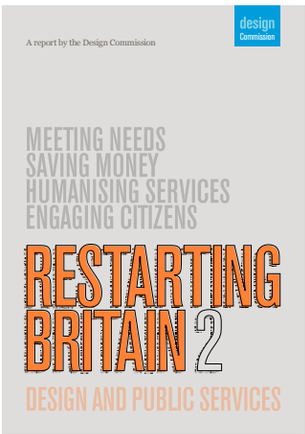
Design for Public Services

Jocelyn Bailey (Policy Connect) presented the results of an inquiry led by the Design Commission into the role of Design for Public Services renewal. The inquiry heard from witnesses working in the design industry, government, policy and academia via roundtables, discussions, interviews and written evidence submissions.

This report aimed at clarifying what Design can bring to Public Service reform, addressing both Central and Local Government. Design is recommended for its ability to integrate user knowledge, manage complex situations through prototyping, and conduct real public engagement. Its application is envisaged for redesigning individual services, redesigning policies and to work at system level, going beyond individual and discrete service provisions.

The recommendations articulated in Restarting Britain 2, suggest the need to develop design leadership in central government, increase design capacity across government and design capacity in the design sector itself. Jocelyn Bailey highlighted the existence of a vacuum of support and advice between learning about the potential of design and applying it in local government, that should be addressed from an institutional perspective.

Suggested strategic areas for developing service design research are public sector commissioning and digital innovation (i.e. Digital by Default project). Finally she recommended the need to normalise the Design approach as part of public service thinking, practice and policy training.



Restarting Britain 2: Design and Public Services, Design Commission 2013

Sustainable Product Service Systems

Tracy Bhamra

Workshop 01

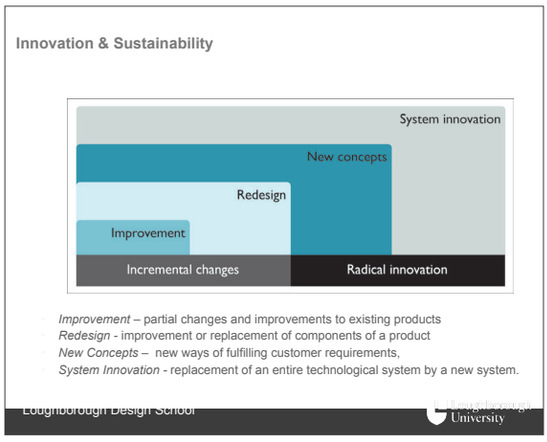
Service Oriented Life-Cycle Design

Tracy Bhamra (Loughborough University) briefly described the potential for Products Service Systems (PSS) within the context of environmental sustainability.

Given the need for radical innovation, products should no longer be the focus of design. Three main kinds of services were presented: Product Services — adding services to extend the life of a product; Use Services — when products are not owned but accessed and Results Services — where companies provide the final result to clients.

The last ones have been suggested as having a wider potential for radical change. An EPSRC project titled SOLiD (Service Oriented Life-Cycle Design) investigated factors influencing the adoption of PSS concept in 20 manufacturing firms in the manufacture of electronic instrumentation and industrial air conditioning business markets. This research demonstrated the opportunities for designers to work on developing these kinds of services, but high barriers were identified in the transformation of business structures and thinking in particular for companies that had not developed yet the capabilities required for service delivery and who where still organised around traditional manufacturing operations logics.

Suggested areas for future research for Service Design were studies on how designers could support transformational changes in manufacturing organisations for the development of service provision capabilities and logic, to increase both competitivity and sustainability performance.

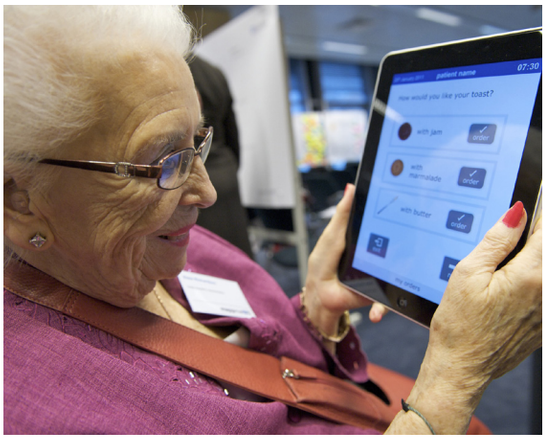


Presentation slide

Mappmal: a nutrition management and monitoring system for vulnerable older hospital patients

Alastair Macdonald

Still from hospitalfoodie narrative
Image © Peter Baynton 2011



Tablet-based patient interface
© 2011 Cate Gillon Photography

Design legitimacy within multidisciplinary research

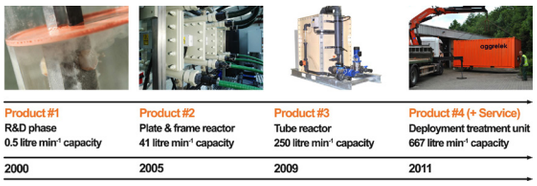
Alastair Macdonald (Glasgow School of Art) has summarised a research project called Mappmal funded by ESRC which has been researching and developing a nutrition management and monitoring system for vulnerable older hospital patients.

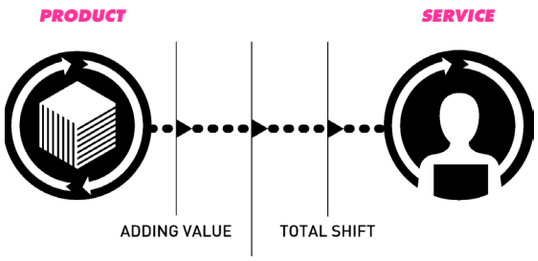
The project made evident the differences in research approaches in a multidisciplinary field, which has raised the issue of legitimacy of 'designerly' ways of researching in contexts such as healthcare and medical research. The legitimacy issue manifested in the tensions with the non-design members of the team regarding types and modes of interpretation of design evidence. If ethnographic methods were perceived overall as more familiar and acceptable, design approaches to analyse data, develop and prototype ideas were instead considered as unusual and unfamiliar. These tensions stayed until early intervention prototypes had emerged where participants could begin to see how the approach might lead to workable innovations.

How to build legitimacy and effective collaborations in research contexts where a more traditional, scientific and evidence based approach dominates, was then proposed as a valid research question for the future of Service Design.

The National Centre for Product Design and Development Research

Paul Thurston





Presentation slide visuals

Service Design for SMEs

Paul Thurston (Cardiff Metropolitan University)presented the work of The National Centre for Product Design and Development Research (PDR) of Cardiff Metropolitan University.

In particular he illustrated a programme run for SMEs to learn how to innovate using Service Design. Paul suggested the need for more work with SMEs, as despite SMEs representing a significant part of UK economy, most of Service Design practice and research has been looking into the public sector or big organisations.

When working with SMEs, Design needs to provide a valid argument as it is competing with a plurality of other methodologies that companies have already been exposed to such as Lean, Total Quality, Design Management, Sigma, etc. Other barriers are SMEs initial understanding of Design as associated with engineering or styling, and the cost of Design agencies, which is too high. Also any proposed transformation would need to consider the limitations in investment capacity of SMEs. Existing studies into servitisation processes and challenges could better inform the work of designers in this area.

Investigating modes to better approach manufacturing SMEs and the development of a dedicated Service Design methodology, were suggested as a promising field of research for Service Design.

3 — Service Design Practice in UK
Exemplars

Service Design Research is increasingly looking into how service designers actually work and assess their impact within and for organisations and communities. During the three SDR workshops, case study presentations illustrated how service design agencies are already differentiating themselves through specialisation and modes of practice and this needs be taken into account and further investigated (see case studies at pages 23-27).

Looking closely into the exemplars of service design practice, there are clear differences in the levels and kinds of relationships design agencies are developing with their clients, as well as the kinds of projects and issues they are dealing with. This diversity is a reaction to the changing demands and increasing design awareness of the market. It is also a manifestation of the natural development of some of the young agencies operating in this sector, moving from an operational to a more strategic role for service innovation. Here we discuss our insights into the levels of design interventions, kinds of design projects, agency-client relationships and design issues.

Design interventions

One way to distinguish Service Design practices is by considering the level of the design intervention within a service system. Some agencies and service design projects focus on the redesign of experiences or touchpoints (i.e. Experience based Co-design case study), whilst other projects work towards developing new service models (i.e. Participle case study), introducing new strategies and innovation approaches. Latterly, there is also engagement in Policy Making, to inform legislation in a specific service sector (i.e. Snook case study). Some agencies work across this spectrum, and with time they tend to move from experience re-design towards more transformational projects.

Similarly Chris Downs in his presentation of Method (digital service design agency, see case study page 27), mapped design work against a matrix: he distinguished existing agencies working at a strategic level ('Design as Strategy'), at an implementation level ('Design as Production'), or considering their object of design between delivering "branding and marketing", or "services, products and systems" solutions. By positioning different design work across this map, he highlighted how each design agency develops in its own unique way.

Design projects

The range of observed design strategies is also evidence of the kinds of projects designers are working on. Some agencies specialise on, for example behavioural change projects (i.e. Uscreates case study), thereby privileging to work with and within communities for local authorities, third sector or NHS Trusts. These kinds of projects differ from interventions introduced for the re-design of existing service provision, both within the public or private sector. Here issues relating to service and organisational change differ significantly from the ones connected to social change. Finally, increasingly designers are working towards the setting up of new ventures, generally social enterprises, as a way to create completely new and hybrid service models, to meet contemporary complex needs of the population. Setting up a new business again raises totally new challenges from the ones related to changing an existing organisation or supporting behavioural change.

Agency-Client relationships

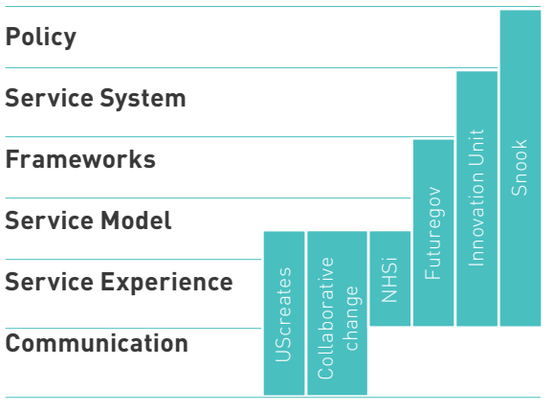
As another development, service designers have moved beyond the traditional client-design consultancy relationship. The Restarting Britain 2 report, presented by Jocelyn Bailey (Policy Connect, page 16) illustrated the existence of different models of collaboration characterising the work of design agencies for the public sector (page 22). Similarly Sarah Drummond of Snook (see case study page 23), summarised their work in three main categories: 1) Inside, for when they work to embed design in organisations; 2) Inside - Outside, when they work as traditional agencies, to do consulting work and skills building; 3) Outside, when they work to set up new ventures.

Design Issues

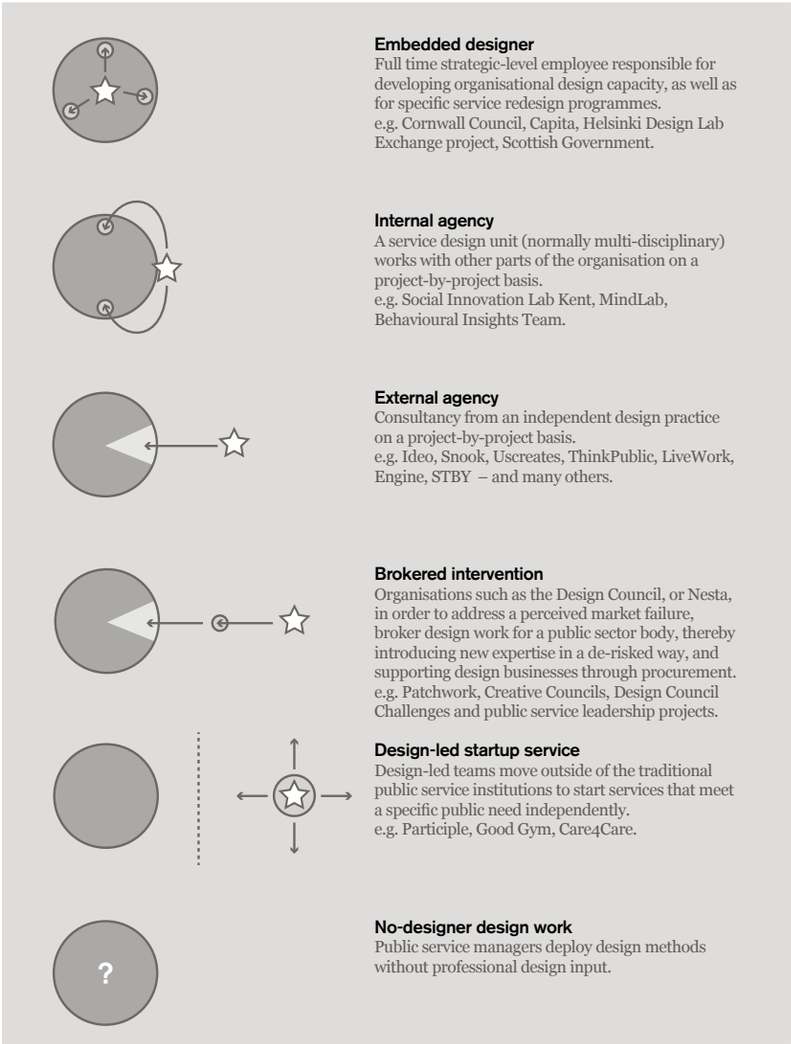
During Workshop 02 discussion focused on the issues design agencies face when working within existing systems (service re-design), within communities for social change or when working outside the system to set up a new venture. During this workshop particular attention was given to understanding: "How Service Design can be better implemented, embedded, measured and scaled up." Here we report on the issues that emerged during the presentations and the discussions within the Network.

1. **Implementation issues**: the main needs and challenges of implementing service design solutions, working with and within existing organisations or communities were related to the need to collaboratively scope each project, handling complexity, transferring skills, and engaging the right people from the start; when setting up new ventures, emphasis was on how to iteratively generate, adapt and develop sustainable business models;

2. **Embedding issues**: embedding design skills and approaches within organisations requires context and process sensitivity; it also requires better definition of what designers do that is different from other human centred approaches or other professions; the importance of distinguishing between 'designing' and 'designers,' to fully appreciate existing competencies and designing skills in organisations and communities, was emphasised, whilst clarifying the specific role and contribution of professional designers. Finally embedding design approaches needs to consider measurement issues and differences in language and professional cultures that can prevent collaboration;



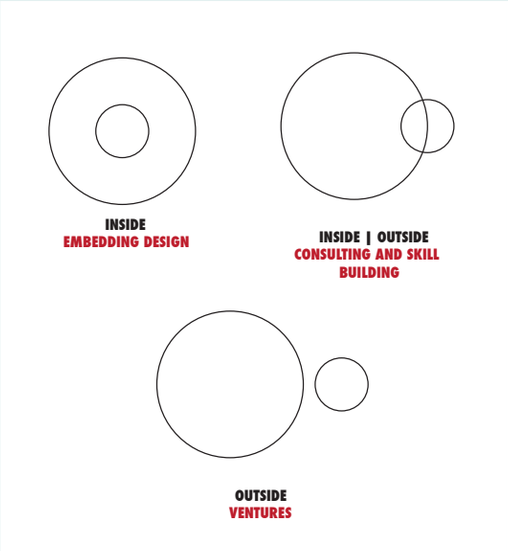
Levels of Design interventions for Public Services (source: Sangiorgi, forthcoming)



Restarting Britain 2: Design and Public Services, Design Commission 2013

3. **Scaling issues**: scaling up a solution or a design approach requires some form of customisation and adaptation. As an example, when scaling up their enterprises Participle added a 'scoping' phase and a costing mechanism, to better develop solutions that could be implemented in different contexts with different needs. Similarly scaling up a design approach, like the Experience-based Co-design within healthcare organisations, raises the question of what can be standardised and simplified and what original qualities need to be preserved. Furthermore, how can the open ended and creative approach of the innovation phase be balanced with the service delivery and management phases and teams? Finally it is about adapting and constantly developing the original business and financial models for the scaling up of start-ups and local enterprises;

4. **Measuring issues**: measuring service design outcomes and processes raises the dilemma of reconciling the art vs science mindset and approaches. Integrating economic and quantitative measurements with more qualitative and social value metrics is fundamental, as designers need to gain credibility while acknowledging that their value cannot be captured with only quantitative and measurable criteria. Participle, by developing a way to measure what they call 'capability', demonstrates the need and importance of combining both metrics in order to speak with Councils. Speaking a similar language and enabling convergence of diverse professional cultures is key to enhancing Design's use.



Models of intervention

Inside | Outside | On the Edge: Lean Startup and Public Sector

Sarah Drummond

Sarah Drummond from Snook, a Scottish service design agency, gave an overview of their work with and for public sector organisations. She has identified three main models of interventions described as: Inside (or Embedding Design); Inside-Outside (or consulting and skill building) and Outside (Ventures). Each of these models has their own benefits and difficulties, which relate to the overall issue of sustainability and impact of design interventions.

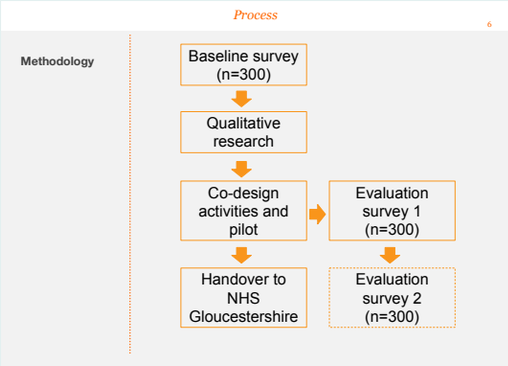
The Inside-Outside approach resembles the more traditional model of consultancy, which struggles with longer-term implementation and skills transfer, whilst exceeds in gaining clarity of objectives and contributions.

"Exploring the skills gap for designers to work at these different levels and the ways in which these different approaches can become complementary to each other to achieve a bigger impact, provide interesting areas of potential research... "

Sarah Drummond, 27 June 2013

The Inside approach has a longer term perspective and empowering agenda within the organisation, but struggles with crossing the skill gap, acting in longer time frameworks which is unusual for designers. Finally the Outside approach has more freedom and agility in its intervention, but suffers from issues of scalability, market readiness and integration within the existing systems.

Exploring the skills gap for designers to work at these different levels and the ways in which these different approaches can become complementary to each other to achieve a bigger impact, provide interesting areas of potential research.



Methodology and process

The Podsmobile

uscreates
the strategic consultancy
delivering social value

Design for Social Change

Mary Rose Cook and Katie Collins

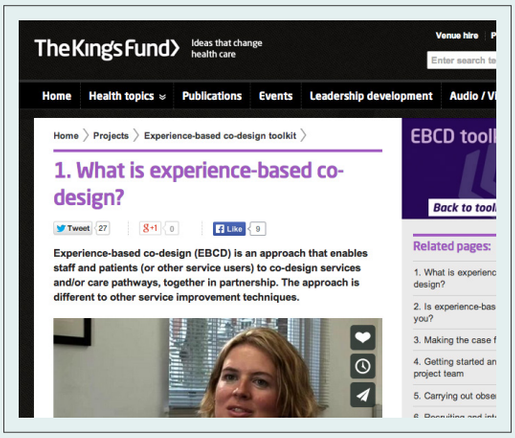
Mary Rose Cook from Uscreates, a design agency specialised in social change projects, has been collaborating with Katie Collins (University of the West of England), on behavioural change projects. As an example they presented a research project for a very deprived neighbourhood in Gloucester, where they were asked to come up with solutions that would deter people from becoming alcohol dependent. Instead of designing more leaflets, which would be inappropriate and probably ineffective, they were inspired by participatory research methods with the aim of working with people in the neighbourhood, giving them the power to inform them how they should go about trying to solve the problem.

"How do we empower people to co-design projects when they might not be experts and they might not know what options there are to work with?"

Katie Collins, 22 October 2013

A base line survey was conducted with 300 residents in order to start the co-design activities. Stakeholder workshops were also set up to bring together local organizations within the community together – including charities, police, volunteers, and local alcohol organisations. Method stations were also set up across the area, inviting different residents and community groups to come and work with them to understand how they could best interact with the community. It became apparent that the local people did not want paper scripts or to talk over them with lots of different people. They did not want a formal research process. Consequently people were interviewed in pubs. Case studies were documented and visualized, and four were extracted that best represented the different experiences within the theme of alcohol dependency. These provided the structure for the co-design events that followed. From the co-design events, approximately 40 recommendations were made including a podmobile, which would visit areas and engage with local people; this was seen as one of the biggest problems. The vehicle was to provide services the area lacked and included interventions such as engagement day, careers and money day, a young people and families day and a mental and physical health day. A street café was also set-up, which provided the residents with something that would encourage them to leave their houses and have tea with their neighbours.

Emotional Journey Map as used during a co-design workshop to re-design an acute hospital service in the south of England (Bate and Robert: 2007b)



King's Fund online EBCD toolkit

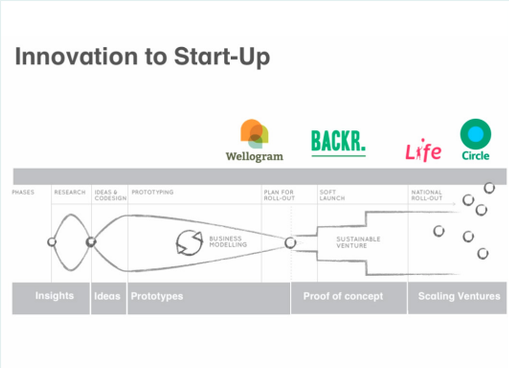
Experience-based Co-design

Glenn Robert

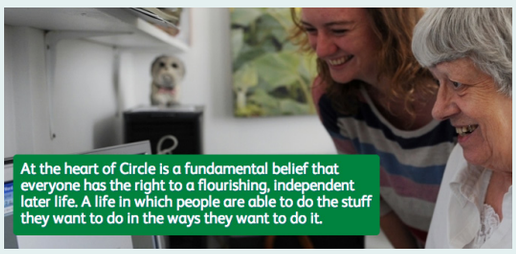
In 2011/12, as an evolution of the Experience-based Co-design (EBCD) approach that was first piloted in 2005/06, a free-to-access online toolkit for health care practitioners was developed in collaboration with the Kings Fund. Then in the summer of 2013, partly with the aim of evaluating the usefulness of the toolkit to practitioners, an international online survey was conducted. The survey found 57 implementations of the EBCD approach with projects in the UK, Canada, Sweden, the Netherlands, Australia and New Zealand. Respondents to the online survey reported very significant patient & carer involvement in the EBCD approach but specific weaknesses were highly variable levels of staff engagement, and the approach being too time consuming. Whilst respondents reported the value of exploring in much more depth the nature of patient experiences (resonating with narrative medicine approaches), the survey results (and follow-up telephone interviews with a sample of respondents) suggested implementing 'co-design' was much more challenging.

> **"The question remains of whether the evolution of the approach over the last 10 years has led to the loss of the unique value designers can bring to these types of projects... "**
>
> Glenn Robert, 22 October 2013

In response to feedback that the approach was too time-consuming a National Institute for Health Research project explored whether using an existing collection of videos of patients talking about their experience of illness – healthtalkonline – could trigger the co-design process. This accelerated form of EBCD (AEBCD) was tested in two intensive care units and two lung cancer services. This proved to be much quicker, and resulted in similar types of service improvement. However, the question remains of whether the evolution of the approach over the last 10 years has led to the loss of the unique value designers can bring to these types of projects.



Innovation to Start-up process



Circle project

Design for New Ventures
Jennie Winhall

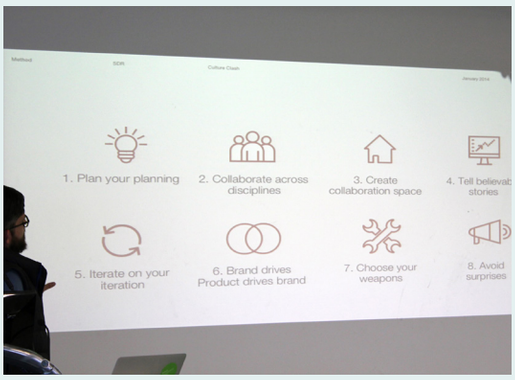
Jennie Winhall presented a Participle project in collaboration with Southwark Council, the Department of Work and Pensions, and Sky Media that was about designing better solutions for an ageing population.

For this project they spent time with about 140 older people, understanding their relationships with their families and what they wanted and what they wanted their life to be in the future. This gave a number of insights: i.e. a large number of people were actually skipping the third age; most of the councils were cutting the kinds of services that are more social, while people who were doing better in later life were those people with good social connections; also many families were living at a distance from their older relatives and wanting to support their grandparents or their parents from that distance. After many iterations they ended up with an idea of a membership organisation called Circle for the third age, that gives access to a network of neighbourhood helpers, all of which have different skills, and access to the range of social events that are designed and organised by members themselves. It is entirely demand driven and run through neighbourhood helper networks with the help of a very smart CRM system that organises the tasks, the jobs and the events.

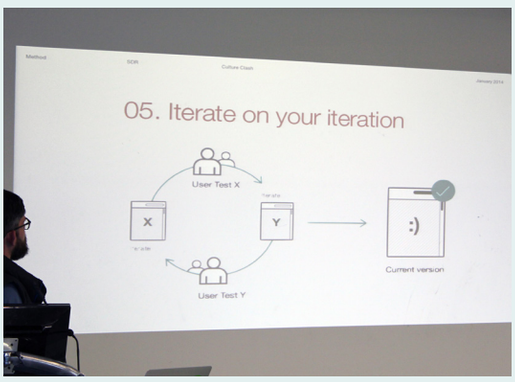
"The biggest success for Circle is that we have managed in some way, to change the social care market in UK, as many of the local authorities across the country, who are putting out new tenders for their older people's service, are now doing it on a Circle model."

Jennie Winhall, 22 October 2013

To date they have rolled Circle out to different locations based on an initial scoping phase and they have measured all the activity. They measured something they call "capability" meaning whether people are building new social connections, if they are nurturing them, if they are learning new skills, and continuing to use those new skills; also whether they are making a contribution to the community. This has been very interesting to the Department of Health, the Office of National Statistics, and useful when they bid for a new tender.



Method design values



Method iteration cycle

Digital Service Design
Chris Downs

As one of the first UK Service Design Practitioners, Chris Downs from Method described his career history to demonstrate the evolving field of Service Design and its relationship with the digital.

Training as a Product Designer, Downs professionally started off his career designing for the web and then formally training as an Interaction Designer. With Ben Reason and Lavrans Løvlie he started Live|Work, the first Service Design consultancy in the UK, partly because they all felt they had been in transition roles as product and interaction designers and also due to a reluctance to design stuff that would end in landfill; instead designing experiences became their focus.

> **"It is too easy to pigeonhole the digital as one thing and Service Design as another. All agencies have subtle differences."**
>
> Chris Downs, 27 January 2013

Downs described Method in the UK as a multidisciplinary design agency that grew out of the famous graphic design agency Meta-Design in San Francisco; it employs a range of disciplines, creative directors, software developers, coders, strategists and interaction designers. Presenting the landscape of design agencies, he explained that it was too easy to pigeonhole the digital as one thing and Service Design as another. For him there are subtle differences in all design agencies with some of them positioning themselves in the digital design world, placing an emphasis on production, whilst there are those that see themselves as strategists, looking for new business opportunities.

For Downs, Service Design methods offer a way of collaborative working that break down the silos between the different disciplines. Working through a number of examples he showed the changing working practices that moved Method from a surface orientated digital product agency that just cared about the digital end product to a group that is now beginning of see design as way of working together collaboratively to solve problems and communicating how they work as part of their pitch to the client; as well developing internally a more reflective design practice. Importantly, Method no-longer separate product, service and brand in their design approach, as customers do not care about the different elements but see it as one.

4 — Emerging research themes

The following section presents twelve co-authored essays that cover a range of issues relating to Service Design Research in the UK, which emerged through the Network activities. In particular each short piece draws on workshop outcomes and reflective discussions from the Advisory Board meetings and concludes with a set of research questions for further study. This collective section represents the nature of the network and opens up the discussion for future research.

The emerging research areas presented here are not exhaustive, but they do offer a snap-shop of recurring themes relating to Service Design research, as well as acknowledging and linking Service Design's role, limitations and potential in different sectors. The choice of authors for the essays is based on contributions made to particular workshops, Advisory Board meetings as well as expert knowledge gained from specific formative Service Design research projects. The essays although presented as a series of individual pieces, in fact share many overlapping and inter-dependent issues.

The first two essays introduce the ambiguity of designing for services and the difficulty of setting-up clear-cut borders and definitions when talking about Service Design (Blomberg and Kimbell; Prendiville and Sangiorgi); this was a recurrent theme during the Network conversations and presentations. Another repeating issue throughout the sessions was the acknowledgement that services are deeply embedded within organizational systems and the success of Service Design implementation is linked to this but often not acknowledged (Junginger and Bailey). This particular barrier to the adoption of Service Design in organizations is further explored in a number of essays that focus on specific sectors, healthcare, manufacturing and policy-making. Questions are raised over the need for a more evidenced based framework to evaluate Service Design's contribution to innovation in order to provide a more robust case for its adoption (Macdonald and Robert; Buchanan and Junginger; Bhamra, Moultrie and Thurston). Attention is also given to the expectation of Service Design's capacity in Social Innovation and the need for speed, to deliver sustainable models to replace existing public sector services (White and Young).

Concomitant is the issue of re-conceptualizing the role of the designer in social innovation contexts. The requirement for more evidence and evaluative frameworks is also linked to the issue of Service Design's legitimacy, professionalization and codes of practice (Kirchberger and Tether; Collins and Cook). Patricio and Sangiorgi look to other service related fields and the transferability of possible lessons from Service Science and systems thinking to increase Service Design's contribution to complex service systems development. The interconnectedness of services with the digital and the challenges and opportunities this presents for Service Design is explored in relation to the emergence of a second economy (Blomberg and Downs) and data ownership and digital footprints (Gwilt, Mitchell and Prendiville).

The Object of Service Design

Jeanette Blomberg and Lucy Kimbell

A fundamental question that is at the core of Service Design is that of the nature of its object – the service (i.e. as opposed to products, as a performance, as social-material configurations) – and how its conceptualisation affects the way we conceive designing itself. This piece explores the implications of designing for outcomes instead of focusing on defining a specific object, and reflects on the umpredictability of how service designs will unfold.

There has been a great deal of debate in the Service Design literature about what constitutes the 'object' of design since services are not simply their material embodiment, but also the performances of both providers and recipients as they enact the service. Some have argued that service design shares many characteristics with interaction and experience design in that what is being designed are the sociotechnical affordances that enable interactions and define experiences (Secomandi & Snelders, 2011). Others have addressed the material aspects of services by focusing on 'touchpoints' and 'service encounters' as the site for design as these are when and where service providers and recipients interact, either directly or mediated by technology, to 'produce' or 'co-create' service (Clatworthy, 2011). Identifying the 'object' of design is of significance in that it has consequences for the approaches used to design, the skills required, and the actors involved. We do not propose a singular answer to the question of what is service design's 'object', but instead want to explore possible ways of conceptualizing the focus of design and the implications this has for how we theorize the field of service design.

One way to get started is to focus on designing for outcomes – what are the transformations that those involved in designing services would like to achieve (Kimbell, 2011)? Examples are designing for well-being or for sustainability. Working backwards from outcomes, one can ask what are the various levers available to help realize those outcomes. Of course, beginning with outcomes does not alleviate one from having to address the question of who decides on what outcomes are desirable and for which participants. But it does broaden the range of possible things to be designed along with necessary consideration for their relation to other sociotechnical entities, both those intentionally designed and emergent.

Attending to what it would take to realize particular outcomes broadens the design brief to include such things as the user interface and application design of enabling technologies; the sociotechnical infrastructures upon which services are delivered; the physical spaces in which services are enacted; the business models that connect partners, define revenue streams, and delineate recipient groups; and the governmental policies that support or compel the provision of certain services. A consideration of each brings certain actors to the fore and requires different strategies for connecting what's inside and what's outside the brief of any particular design effort.

Given the broad range of concerns that potentially are implicated in realizing service outcomes, it may be more fruitful to think of services as less designed than assembled from the sociomaterial arrangements available and those yet to be fashioned. Service designers must locate themselves in relation to these entities and work out in what ways they are accountable to the people and organizations who experience or are involved in facilitating or obstructing desired service outcomes. And this highlights the fact that – perhaps explicitly more so than other design fields - service design is both ethical and political and cannot ignore that design choices have consequences for who is included in defining outcomes and the ways to achieve them, and who benefits when the outcomes are achieved. A key challenge for design teams is how to develop an orientation to the work they do and the choices embedded in their methods and in resulting designs, that result in including and excluding particular actors.

We often think of design as something that occurs in a time and place, even when the temporal dimension extends over months and years and place is geographically distributed. But because services involve performances, it is inevitable that their designing continues every time a service is enacted and a transformation occurs. Furthermore, how the designed elements interact with an always dynamic and changing world cannot be predicted. This raises questions regarding in what ways can we design for change and for the time when the designer is no longer an active participant in either enacting the service or being accountable for its outcomes. This prompts the realization that for service design, temporality is a key dimension. A challenge here is to develop approaches and skills in making temporalities enacted in projects explicit, rather than hidden.

A focus on service outcomes may seem to complicate and unreasonably expand the designer's role beyond areas in which he/she is comfortable or feels empowered. However, we are not arguing that any one designer or design project actively take up all the possible ways service outcomes can unfold. Instead we are suggesting that there are multiple sites for service design, each offering opportunities to shape outcomes and requiring different skill sets, and each implicating the designer and the design engagement in particular accountabilities to the actors they engage with and towards the outcomes they endeavor to achieve.

How does a focus on service 'outcomes' implicate the designer in achieving those outcomes?

What changes for the designer if services are conceived less as designed than assembled from sociomaterial arrangements available and those yet to be fashioned?

How might the temporalities of services – that they take place over time and space – be more explicitly acknowledged and enacted in service design projects?

Expanding (Service) Design Spaces

Alison Prendiville and Daniela Sangiorgi

Service Design since its early origins in the '90s has been working towards introducing creative and human-centred approaches to Service Innovation; since then there has been a constant expansion of its areas of applications and consequently of its realms of research. In this short piece we consider in particular this expansion towards the design for service implementation and 'design in use'.

Service Design is now shifting from a focus on improving customer-service interface interactions towards exploring and contributing to the ideation of new service configurations, business models and increasingly touching on issues of organisational and social change. This continuous change has inevitably introduced novel challenges and questions for designers and design researchers that are far beyond existing knowledge on user-centred design or interaction design, and in them, would require a dedicated study.

As service provision is embedded within organisations, any suggested service change by designers has organisational implications and has the potential to create resistances. Projects presented by Glenn Robert (see page 25), on the application and development of Experience Based Co-Design within healthcare organisations, discussed evidence of co-design adoption resistances due to cultural clashes. Similarly when designers work with communities on social change projects, issues can emerge relating to modes and motivations for public engagement, power relationship dynamics or ethical concerns. The behavioural change project presented by Mary Rose Cook and Katie Collins (see page 24) on alcohol use reduction, well documented these kinds of challenges.

Organisational and social change matters are becoming increasingly evident when designers move along the new service development process toward implementation. Service designers that were originally focusing on early stages of service innovation are now questioned in their ability to contribute to service implementation and change; there is a pressure to develop metrics that are able to measure impacts as generated in service or social settings. Lately designers have actually been criticised "for not matching their skills in creativity with skills in implementation", suggesting how their "lack of attention to economics – ensuring that ideas are cost–effective – and lack of attention to organisational issues and cultures, condemns too many ideas to staying on the drawing board" (Mulgan, 2014: 4).

Competition from other business consultancies as well as stringent requirements from public sector reform, also calls for greater accountability. There is evidence that some design practitioners are entering the field of service development and implementation, in particular in the set up of new ventures as represented by Participle's project 'Circle' presented by Jennie Winhall (see page 26). Questions here are on how Design can better inform and contribute to implementation and delivery stages and how design contributions might differ or not from other service related disciplines.

On another level Service Design is challenged by the nature of service itself and the emphasis given to co-production as an innovation strategy. Lately co-production has been described as a driver to transform public services (Boyle and Harris, 2009), while novel forms of collaborative solutions have emerged as driven by citizens and enhanced by digital technology (Meroni, 2007). The indeterminate nature of service and the role of users in the creation and delivery of services, beyond what professional designers do, raises questions of who is actually designing, what and when.

Co-design has been at the centre of service design research and practice from its start because of the collaborative nature of service, but when pushed to its extremes it can blur the ownership of the design process itself and the role of professional designers.

The indeterminate nature of services is also concomitant to "the fundamental inability of design to completely plan and regulate services, while instead considering its capacity to potentially create the right conditions for certain forms of interactions and relationships to happen" (Meroni and Sangiorgi, 2011: 10). Manzini describes these conditions as an "action platform", meaning "a system that makes a multiplicity of interactions possible" (Manzini, 2011: 3).

This platform where multiple interactions can happen can be conceived as a further possible 'design space' as described by Andrea Botero (Aalto University) during workshop 03. In Technology Innovation studies, adoption and appropriation of technologies is a common theme of investigation. Carrol (2004) suggests how appropriation – which is how users take possession of a novel technology over time - can be considered as the completion of the design process in use. For Pelle Ehn (2008) every use situation should be considered as a potential design situation, as "there is design during a project ('at project time'), but there is also design in use ('at use time')" (p. 96). Meta-design is then described as creating "infrastructures that are flexible and open for design after design and unforeseen appropriation has to do with providing means for configuring" (p. 96). We question how Service Design supports and understands 'appropriation' during service provision and use and what can be defined as an open or 'malleable' service infrastructure that favours 'design in use'.

As services become increasingly technologized and dependent on computerised – autonomous systems often beyond the realm of the designer and the user, we can also question how do designers retain some form of control, ownership and direction over individual needs, activities and interactions with digital resources.

How can Design better inform and contribute to service implementation and delivery and how does it differ or not from other service related disciplines?

How does Service Design support and understand 'appropriation' in service provision and use?

What can be defined as an open or 'malleable' service infrastructure that favours 'design in use'?

How do designers retain some form of control, ownership or direction over individual needs, activities and interactions with digital resources?

Designing vs Designers

Stuart Bailey and Sabine Junginger

Expert professional designers always engage with existing organisational design practices (designing). When discussing issues of embedding Service Design within organisations or when aiming to clarify the contribution design practitioners bring to innovation, this distinction needs to be made explicit. What are service designers trying to achieve today and why when embedding designers or design labs within organizations? What are the issues here?

Sabine Junginger

The projects included in the study by UK Service Design Research Network remind us that services are deeply embedded within an organizational system and that changes to a specific service often depend on our ability to effect changes in the organization that develops and delivers that service (Junginger & Sangiorgi 2009). It is surprising then that few of the projects presented reflected on how the activities of professional service designers complemented, advanced or interfered with an organization's existing design practices and methods. Most studies assumed that design issues were new to the organization involved. However, we do know that designing takes place in every organization every day. Organizations engage in design not by choice but by necessity: Only when an organization is able to offer something to someone, can it be and stay in business. Long before any professional service designer walks through the door, members of an organization are engaged in one or another design activity. They may design poorly; they may develop inadequate outcomes; they may use inappropriate methods. And yet, there they are, developing and delivering products, services, processes, procedures, and doing the best they can with the methods and skills they have. They are the 'silent designers' Peter Gorb and Angela Dumas (1987) have talked about; they are included in the group of people Herbert Simon referred to when he stated "everyone who improves an existing situation into a preferred one is a designer" (Simon 1969).

Unfortunately, they are also included in the group of designers Simon overlooked: the group of people who honestly set out to improve an existing situation into a preferred one but who, due to poor design practices and inappropriate design methods, may contribute to make a situation worse than it was.

This means that service designers encounter a wide range of organizational design activities, organizational design practices, organizational design methods and organizational design concepts in their project work. Recognizing, acknowledging and grasping the kinds of designing that are going on within organizations can open new opportunities and possibilities for service designers to facilitate and promote significant transformations and changes. Service designers who are comfortable with design and designing in its many forms have a key advantage: They are no longer extraterrestrial design aliens that enter a terra nova. Instead, they can point to existing design activities and talk "design" with people who design. They can help silent designers to understand, articulate, and visualize the strengths and weaknesses of existing organizational design approaches; they can demonstrate how service design methods, especially those informed by human-centered design, can advance an organization' existing design knowledge and practices. Clarifying the role, nature and person of the designer and of designing presents service design with new opportunities to invite, engage, and enable members of an organization in an ongoing design effort. Skills Development Scotland, a public service organization, has begun to address this issue and provides an example of how such research may be linked to ongoing design practice.

Stuart Bailey

Formed in 2008, Skills Development Scotland (SDS) provides a unique opportunity to investigate the nature of designing and the designer as the organisation develops and offers insights into the relationships between the designers and other service development teams (Bailey, 2012). Was it necessary to create design readiness within the organisation, or develop the organisations' design capacity in order to embed service design? SDS had in fact instituted design innovation and service design as part of its remit to deliver innovative services and was therefore, in essence, design-ready as an organisation. When the Service Design and Innovation (SD&I) team sought to develop design capacity within the organisation, it was considered necessary to develop the use of design methods across project teams.

However, it was found that this created a tension between developing the design capacity within the SD&I team and within the rest of SDS. Was it necessary for design to be integral to the management and development of projects (embedded), or is it sufficient for design to be a component part of the service development process (disseminated)? Attempting to embed or disseminate design brought with it challenges of acceptance within project development teams outwith design-specific projects such as customer-facing web tools. Instead, it was found that delivering project outcomes using service design enabled the SD&I team to communicate the value of their design approach to a wider audience within the organisation and gain acceptance of the design process. However, acceptance did not necessarily translate into a general uptake of design methods, rather an understanding of the place for design in the service development and delivery process. This case suggests intriguing areas for further study within the relationships between the designer and designing in the service organisation.

As discussed above, when 'embedding' service design within an organisation, designers should acknowledge existing design practices within that organisation. While recognising current design practices within the organisation, designers should also be able to articulate the design value that they themselves are delivering.

The designer's ability to make sense of the requirements and expectations of the various stakeholders involved, not just the customer or end-user, and their ability to visualise and communicate those expectations in the form of meaningful service experiences has to be considered in the context the organisation's current internal practices and its capacity for change.

If we develop design-thinking skills at the expense of the skills necessary for design doing, then we are at risk of losing those design skills that have, over the past decade or so, been so valuable in the practice that has become service design. However, we also need to recognise the contribution by the 'silent designers' and existing design processes within an organisation. Through a better understanding of what it means to be a professional within the field of service design, we should be better placed to deliver design education programmes that appropriately prepare service design professionals for the challenges of design practice within service design.

What constitutes and how do we recognise organisational design practices?

How do we identify and embrace silent designers in ongoing service design projects?

What key design skills are explicit in the design-trained service designer, and how do these skills differ from those of the silent designer?

What added value can be expressed or delivered through design-trained service designers within a service development project?

Reconciling Science and Art within healthcare Service Design

Alastair Macdonald and Glenn Robert

When collaborating with disciplines working within an 'evidence based' culture, design needs to relate to different measurement systems and language to achieve legitimacy and be widely adopted. This piece explores issues of reconciling Science and Art within healthcare service design.

The randomised controlled trial (RCT) with its robust scientific approach is traditionally viewed as the gold standard of 'evidence' against which to assess the relative effectiveness of new treatments or other innovations, including - we would note - service design interventions in the healthcare sector. The burgeoning quality improvement movement has also been largely dominated by a positivist paradigm; witness the plethora of scientific and technology-based solutions based on guidelines, scorecards, metrics and measurement systems. However, the findings of RCTs or the mandating of quality improvements often do not sit comfortably with the complexities of daily life within a healthcare organisation. Here, 'proven' innovations must be assimilated into the routine practice of multiple teams comprising individuals with very different disciplinary backgrounds and hierarchical status. The biggest challenge facing those striving to improve the quality of health care remains that of implementation; a challenge that is significantly shaped by less well attended issues such as culture, language and cognition, identity and citizenship (Bate, Mendel & Robert, 2008).

And it is in addressing this implementation 'gap' that we would argue design-based and social science perspectives (with their common origins) can make a significant contribution. With its roots in social psychology and phenomenology, participatory action research sets out - in contrast to the traditional, positivist, science paradigm - to recognise and directly address complex human and social problems.

It enables in-depth understanding of the meanings and meaning-making practices of individuals and social groups (Donetto et al, 2014), as well as bringing theoretical insight to change interventions aimed at addressing very practical concerns (Bate, Mendel & Robert, 2008). With similar roots, user-centred (or participatory) design offers methods, tools and techniques which were little used in health care improvement work until very recently (Robert, 2013). More broadly, design thinking offers a new lens, or frame of mind, through which to conceive approaches to improving the quality of healthcare; primarily its pragmatic nature highlighting the importance of 'making sense' of experience and finding solutions to poorly designed interactions.

The importance of mobilising lay knowledge and experience has long been recognised in design as a driver of 'open innovation' through working with 'multiple sources of ideas' (Cottam & Leadbeater, 2004). Using people's experiences as the basis for co-designing healthcare services has some significant exemplars, such as in the work of Bate and Robert (2007a) and those described by Hampson, Baeck and Langford (2013), although such examples remain outside mainstream quality improvement work. Nonetheless, Krippendorff (2006) makes the argument that "the more stakeholders have a hand in a design, the more likely will it come to be." Situations where different stakeholders are brought together require what Bjögvinsson et al. (2012) describe as 'infrastructuring' to enable a 'greater proportional symmetry' (Strickfaden & Devlieger, 2011) between key players. One consequence is to reduce the 'social distance' (Greger & Hatami, 2013) between the varied cultures, languages, and motivations of the different stakeholders. This can also level traditional hierarchies, reducing the 'power distance' (Hofstede, 2010), better empowering all stakeholders and improving the decision-making.

One example is the development of visualisations for use in physical rehabilitation following stroke (Macdonald et al., 2014). Traditionally, the clinician would have decided and designed the intervention with the patients as 'subjects' in the RCT with therapists administering the intervention. Macdonald et al. (2014) demonstrate the process and benefits of integrating a mixed methods approach into a RCT, where therapists and stroke survivors had a significant role in the development and design of the visual intervention. Similarly, a recent feasibility trial explored the impact of co-designing a support package for carers of outpatient cancer patients receiving chemotherapy; importantly, this included the co-design with staff of the process by which the package was best delivered to carers as well as the content of the 'package' itself (Ream et al., 2013). This extended type of engagement also recognises the iterative nature of stakeholder involvement, of the gradual crafting, refinement and emergence of an improvement or innovation. So, while previously there may have been more of a technocratic approach to the development of interventions, there is now the opportunity to bring a more socio-technical perspective to bear, albeit within the prevailing discourse of RCTs and 'complex intervention' frameworks.

Implementing beneficial healthcare innovations and quality improvements requires both 'science' and 'art' working together in complementary ways. Potential improvements and solutions require a more collective contribution than observed to date from those who are both delivering and receiving the service. Challenges remain in reconciling the cultures, the differences in methods, the form of 'evaluation', and what is construed as 'evidence' or 'knowledge'. As argued elsewhere (Donetto et al, 2014) robust evaluations of co-design approaches to healthcare improvement are urgently needed and these should be accompanied by rigorous conceptual analyses of the theoretical and methodological bases of the approach. Design Strategist Penny Hagen suggests, much is to be gained from effective integration of evidence-based and user experience-based approaches to design for healthcare services (Hagen, 2014).

Although this integration requires 'some collaboration and open thinking' to bridge the different philosophical stances of the two approaches, we agree that there is great value in integrating 'the human-centred tools and values of user experience design into existing processes and models that already have leverage within organisations' (ibid.).

How do we reconcile 'science' and 'art' for the benefit of healthcare improvement?

Should we ensure the 'designer' continues to benefit experience-based and people-centred design processes?

How do we best build an evidence base relating to the cost-effectiveness of design-based interventions in healthcare?

How should designers position themselves vis a vis healthcare organisations: external consultants, embedded researchers, 'experts' or 'honest grapplers'?

Ethics of participation within Service Design

Katie Collins and Mary Rose Cook

When working within social change projects, designers face significant ethical issues and are considered accountable for the impact of their activities. Measuring impact and defining value within these contexts is extremely complex and requires new tools and understanding. This paper opens a discussion on the ethical practice of socially focused service design.

To date, service design research has drawn extensively upon the management and marketing literatures (e.g. Kimbell, 2009; Cautela et al., 2009; Wetter Edman, 2009; Maglio & Spohrer, 2008), but service designers are branching out into design for social change, which commonly involves users as co-designers (Dubberly et al., 2010). Such 'user led', co-designed approaches appears to be gaining momentum across a multitude of topics as a way to harness the lived experiences and creativity of people in solving social problems.

However, little has been written on the ethics of participation within service design and a coherent blueprint for design as an ethical practice has yet to be created (Fry, 2009). Ethical issues have received attention in other areas of design though, including architecture and urban design (Fisher 2008; Golany 1995); engineering (Lowe 2003); graphics (Roberts 2007) and product design (Parsons 2009). More generally, the literature on participatory working (see Babbie 2010; Laine 2000; Mertens & Ginsberg 2009) and participatory research, a systematic approach that seeks practical knowledge for worthwhile social action (Fals-Borda & Rahman, 1991; Reason & Bradbury, 2001), has much to say on the topic of ethics.

Frequently, participatory researchers collaborate with those who are disadvantaged (Pechmann, et al., 2011) or oppressed (Freire, 2000) and thus the method has an explicitly ethical focus (Manzo & Brightbill, 2007) as well as a close and complex relationship with political activism (Cahill et al., 2007). It may be tempting therefore to assume that collaboration with service users is in and of itself an ethical act, but critiques of what could be characterised as a romanticised conception of participation (e.g. see Cook & Kothari, 2001) have shown that collaborative working is not in itself sufficient in the quest for ethical outcomes if it isn't accompanied by a deeper consideration of attendant ethical, political and epistemological issues.

Such issues may include overemphasis by commissioners on local concerns to the detriment of pervasive inequality (Mohan & Stokke, 2000), a failure to account for the relative functions of structure and agency (Cleaver, 1999), which can lead inadvertently to victim blaming (Marmot, 2010; Green, 1984). Further, participatory approaches to service design may be hampered by inattention to issues of power and politics (Hickey & Mohan, 2005) exacerbated by the problem that such methods may be underpinned by an unsophisticated understanding of the mechanism and constitution of power (e.g. Kothari, 2001; Mosse, 1994). An example is the ways in which the voices of users are represented in the design process: which voices may be privileged and which might be silenced by choices of method, location and process? Another relates to the relative power of client, designer and user in the process: who decides what resources are to be made available, what commitments have they made for longevity and to what extent are they willing to give up total control over the outcomes? Yet another is the position the client and designer will adopt: objective facilitator or conduit, interpreter, activist or legitimiser?

The latter invites epistemological reflection, as does a call from service design practitioners for concrete ethical guidelines and standards for participation; as well as ways to measure and communicate the value of using the approach that are more sophisticated than the assumption that participation will lead automatically to better, more responsive services and increased social capital (Bradwell & Marr, 2008). But we argue that participation is a social rather than a scientific process and as such, is difficult to systemise and replicate.

One response to this challenge can be found in attempts to "productise" processes, methods and tools (e.g. Stickdorn et al., 2011). But these attempts at systemisation could be viewed as an anathema to participatory approaches with their critical heritage (Ozanne & Saatcioglu, 2008); language is powerful and can serve to replicate existing dynamics as much as it may challenge them and this can be particularly apparent with issues of accountability and measurement, where a positivistic mindset may prevail. Like participatory researchers, we argue that service designers have a responsibility for critical reflection (Freire, 2000) and should deliberate on the purpose of impact assessment, how results might be used, what rests upon success and how rewards are distributed among those who have participated in the process.

To conclude, we advocate recognition that commitment is closely associated with collaboration (Cahill et al., 2007) and designers should accept that they are both accountable to and responsible for their collaborators (Smith, 2005).

What implications do different theoretical constructions of power have upon our understanding of the participatory service design process?

What training should designers receive if they are to work in participatory ways?

How should designers position themselves and their expertise, with reference to epistemological, political and practical issues?

What should codes of practice contain and what evaluative criteria are most appropriate for participatory service design?

Should Service Design Professionalize, and How?

Eva-Maria Kirchberger and Bruce Tether

Service design is growing rapidly, both as a field of practice and as an area for consulting. Firms and universities are jumping on the band-waggon, such that is a risk that it becomes a passing fad or fashion. Here, we discuss how practice area can gain legitimacy through professionalizing their activities.

For a new market category such as Service Design to emerge, both producers and consumers need to develop a mutual understanding, which finds its expression in a shared language, commonly accepted behaviours and shared interpretations (Rosa et al., 1999). The key point is that those involved come to consider the practices developed as valuable and appropriate solutions to a problem. Ultimately, an activity can become so taken for granted that that it becomes legitimate and institutionalized, even professionalized. An example is medicine, which features clear rules, social roles and behaviours, and expectations as to how to treat illnesses. Medicine is taken for granted; few question its existence. A highly legitimate and 'professional' activity such as medicine is a cornerstone of our socially constructed world.

Other 'professions' are, however, much less sure of their legitimacy. Take design, and designers. At least in the UK, design as a field of practice has struggled to build and maintain legitimacy, certainly in the business world. Whilst other functions, such as marketing, and accountancy, and even advertising and R&D are largely taken for granted, this is much less evidently the case for design and designers.

As well as underpinning the emergence of a new market category (Navis &Glynn, 2010), legitimacy can be seen as crucial to the unlocking of material and social resources (Lounsbury & Glynn, 2001) and for the survival of firms (Meyer & Rowan, 1977).

Once established, however, the success of the new category will encourage more and more participants to enter the fray. This might further legitimize the category; this is especially likely if credible, high status people or firms enter. But it may instead undermine the category; this is especially likely if incompetent providers enter the market (David and Strang, 2006).

Since the launch of Live|Work and Engine as the first UK based "Service Design" consultancies in the early 2000s, Service Design has developed rapidly, both in general, and as a consultancy practice area. The former is evident in the growing use of the term service design, and the growing number of people describing themselves as 'service designers'. The latter is recognizable by a rapidly growing number of firms offering, or claiming to offer, Service Design as a consultancy offer.

As it develops, Service Design faces an interesting set of problems. On the one side, it needs to show coherence, such that a buyer or user of service design will know what to expect, regardless of who she gets it from. By analogy, if we go to our GP and find that she is away, we can expect that the locum who fills in for her would be equally competent. Translated into the world of Service Design, if a service designer enacts a uniform practice, then this will be subject to patterning and typification which should enhance audience expectations and confidence (Meyer & Rowan, 1977). However, this coherence or conformity faces three big challenges.

First, unlike medicine, design is an inherently creative activity. This means that it is difficult for Service Design to build a body of knowledge, akin to that used in medicine, or even accounting or law for that matter.

Second, services are an enormous space, characterized by huge variation. Like deign, it is a term which is very difficult to define. But again, in medicine an elaborate division of labour has emerged, which reflects differential competences. This is an acknowledgment that a General Practitioner cannot know everything; sometimes, specialists are required.

Third, is that Service Design, particularly as a consultancy offer, is provided in an unregulated competitive market. This has two implications. First, it means that anyone can enter the fray: anyone can (claim to) be a Service Designer. A as it becomes attractive to do so, then it is likely that management consultants, user experience consultants, advertising agencies and product design firms are all likely to (claim that they) offer, Service Design. Secondly, that this increased competition is likely to lead firms to consider their points of differentiation: "how are we, or how can we be different?" (Deephouse, 1999). Otherwise, if everyone is the same, you end up competing on price, which nobody really wants to do.

So what we have is an interesting set of paradoxes: On the one side, service design (consulting) needs conformity to build legitimacy; it needs to be clear about the scope of its competence; it also needs to protect itself against 'cowboys' who claim to do Service Design, or design services, with little or no knowledge of the specificities of services or service organizations. Yet, on the other hand, Service Design is a creative endeavor, and creatives dislike being rule bound. As a consulting offer, it needs new firms to bring new ideas and maintain vibrancy. Individual firms also need to develop their own identities, and focus on what aspects of service design they particularly enjoy, or excel at.

In this context, we ask whether and how Service Design might professionalize. The idea of professionalization may be somewhat out of fashion, but if we look at the professions which are held in high esteem, most of have developed through deliberate efforts at professionalization. Perhaps the most interesting case is that of architects, the designers of buildings (amongst other things). At least in the UK, architects are the only design occupation to have achieved professional status.

What are the benefits and costs of professionalizing a design occupation?

Are there examples of what to do, and what not to do, in building a profession?

How can Service Design police its practitioners to keep the cowboys out, whilst remaining creative?

How can individual firms manage the balance between conforming and being distinctive?

The challenge of complex service systems

Lia Patricio and Daniela Sangiorgi

Today's service offerings are enabled by complex service systems, which can be defined as configurations of people, processes, technologies, physical evidence and other resources that enable value co-creation (Maglio, Vargo et al. 2009). This piece discusses implications for Service Design practice and research when approaching this complexity at both organisational and network level.

At the organization level, customers can now co-create their service experiences by interacting with multiple channels with different combinations of people and interactive devices, such as physical store, Internet or mobile devices. In contrast with traditional services provided in a person-to-person physical environment, customers can now co-create their unique journey across multiple channels and touch points in a dynamic way. This raises new challenges to service providers, to design their multi-channel service system so customers can co-create smooth overall experiences across the different touch points. In this context, integrated design of the different channels is needed, also taking into account backstage operations.

The complexity of the service environment is reflected, not only at the firm level, but also at the network level. On the service provider side, organizations increasingly form value networks to collaborate and offer more complete solutions to their customers. These value networks are also increasingly the result of collaborations across public, private and third sector, challenging existing ideas of innovation networks and models (Gallouj et al., 2013). On the other hand, the emergence of social networks have created a space for customer and citizen networks to co-create value through information sharing and service provision. Designing for the customer experience in network settings represents new challenges for service design.

A smooth customer experience requires, not only consistency and integration within the organization's service system, but also consistency and integration across multiple network partners that together offer the service. Moreover, firms can design their service system for value creation in the network, but this is an open environment where they have less control over the service process and outcomes.

Designing for service in this network context therefore requires, not only the design of the organization's offering, but also the inter-connections with other partners and customers in the value network. Service design has traditionally focused on the firm's level, although it takes into account the service ecology as design context. However, services are offered by a network of partners and as such the service ecology now becomes part of the design space. Service design methods and tools should evolve to provide support to design decisions at the network level.

As an example Service Science systems approach with a multilevel view can help designing services in the context of complexity. Systems thinking enables a holistic approach to designing service systems, recognizing that the system is more than the sum of its parts, and system behaviour depends on its components, but also on the interactions between components (Jackson, 2003). This is crucial for service providers to design each touchpoint, without loosing sight of the overall customer experience across touchpoints.

Systems thinking also enables addressing service systems at different levels (Patrício, Fisk et al. 2011). Starting at the firm service system (designing the service across multiple channels and touchpoints), service designers can up frame their perspective to design services for the value network as a system of systems, or they can drill down to design each touchpoint in detail. The systems approach enables designers to focus on one level while understanding the impact of decisions at one level on the other levels. Design approaches already address the creation of new services from a holistic perspective, but systems thinking can help dealing with complexity by enabling different interrelated levels and perspectives: system of systems, system and its parts; and both system components and interrelationships.

Service design has traditionally focused on the front stage of service systems and on the customer experience. However, designing for great customer experiences requires a well designed backstage operations and supporting technologies. Only through well-designed operations can the customer co-create experiences that are reliable and efficient. Service operations research has addressed service design, but mostly regarding the service delivery process, the impact of technology and customer contact intensity (Froehle and Roth 2004) (Verma, Fitzsimmons et al. 2002). As such, further integration between these two streams of research is needed to address complex service systems.

Finally designing complex service systems requires the integration of multiple perspectives and competences. Service marketing contributes the design of the service value proposition and how the organization's service offering is positioned within the value constellation of offerings to co-create value with customers. Interaction design contributes the design of multi-channel interactions between customer and service provider, with a strong focus on enhancing the customer experience. Operations management contributes the design of the backstage service system and processes that enable service promises at the front stage to be fulfilled in an efficient and reliable way. Service engineering and ICT contribute the development of technology-enabled solutions comprising both interactive systems and backstage systems.

Multidisciplinary teams are needed to address the different components of designing service systems in an integrated way. However, multidisciplinary team members still struggle to understand a work with the other fields. Further work is needed to integrate the concepts, language and methods of the different areas to create a common ground for service design.

Service Design Research has only partially approached these topics, mainly considering the role of designers as facilitators of conversations and co-design processes to enable novel service configurations and collaborations across different partners. There is therefore considerable scope to develop further these initial studies to increase the potential of Service Design contribution in contemporary complex service systems development.

How can Service Designers methods and tools evolve to operate at the network level?

How can service designers' holistic approach be reconciled with the service science system thinking?

How can Service Design and Service Operations research collaborate to better address complex systems challenges?

How can we develop a more integrated and multidisciplinary appraoch to complex service system design?

Service Design and Manufacturing

Tracy Bhamra, James Moultrie and Paul Thurston

Services have been considered as having a transformational role for manufacturing, as an opportunity to add value to existing business offerings. This is true for both SMEs and big organisations. How can we articulate the value Service Design can bring to these businesses?

Manufacturing companies most continuously search for new business strategies to create value for customers. Traditional approaches to value creation used by both large and small manufacturing companies often disconnects them from customers. This is particularly true in product-oriented organisations whose focus is to produce and sell value in the form of physical products. Adopting a service design approach has the potential to enable firms to develop long term relationships with customers and other stakeholders and as a result, offer a different type of value proposition. However, to date the application of Service Design has typically been through external service providers (Service Design Consultancies such as Thinkpublic, Engine, Engine, Livework, Snook) or has been limited to giant multi-nationals (e.g. Virgin Atlantic are well known proponents of Service Design). As such, the largest section of the economy, Small to Medium Sized Enterprises (SMEs) are often precluded from using service design as they have neither the resources to engage external consultants nor the knowledge to develop in-house capability.

The need to shift from product-oriented to service-oriented methods of production and consumption has been recognised for a number of years using goods dominant and service dominant logic (Vargo et al, 2008). Goods dominant logic is mainly concerned with producing output in the form of manufactured goods. This is congruent to traditional product development where the concern is on producing and selling value in the form of physical products. This results in an essentially linear approach to value creation, based on single transactions at the point of sale (Tukker, 2004). There is a general appreciation that competitiveness can be enhanced through the provision of services (Karmarkar, 2004). Consumers are becoming increasingly sophisticated in their product choices, and as such, contemporary design and development activities focus on delivering 'value' and creating good interaction experiences. From a consumer's perspective, this experience is a combination of both the physical and service aspects of interaction. Thus, service dominant logic sees collaboration between networks of firms and customers as a means of co-creating value through product-service combinations for all stakeholders.

Tan et al (2009) demonstrated that a total life cycle approach can generate business throughout the entire lifecycle of a product. In product oriented organisations, this would require the consideration of value creation activities in two life cycles; of the product (Integrated Product Development) and the service which concerns customer relationships. This is in the context of Product Service Systems (PSS) where value creation not only focuses on producing and selling physical products but also on producing and selling a mix of products and services to satisfy the needs of users (Baines et al, 2007). However, whilst there is general agreement that service innovation can add value to manufacturing businesses, until recently there has been no formal process for designing services (Young, 2008). Typically companies in the manufacturing sector have relied upon marketing teams to develop their service offering.

This is where service design can bring value to manufacturing companies. Examples of this can be found at both ends of the spectrum; from a company such as Nuaire, an SME from South Wales, that designs and makes ventilation systems (Thursten & Mudie, 2013) to a global firm such as Phillips with an in-house team of service designers. Both understood the need for specific skills in service design and have seen the impact within their business.
Service design in itself is not the answer though, it should be seen as the implementation process once a PSS business strategy is decided upon. PSS are still at an early stage of research and development. There is no widespread use or adoption of the concept. This implies that there are insufficient methodologies to enable companies to decide if a sustainable PSS as a suitable business model is for them. Thus, a formal methodology that enables service design within the manufacturing industry is required to spread adoption of PSS.

Barriers and difficulties have been identified to deploy these kinds of systems. Mont (2002) for example identifies: organisational resistance; problems with balancing environmental goals with customer satisfaction; prevention of diversification; public acceptance; relationships with other stakeholders; and a lack of demand for these systems.
These challenges are not limited to those firms with large organisational structures. SME businesses also have a lot to gain from adopting a PSS strategy but they face significant barriers with regards to staff skills, capability and resources. However in economic terms the benefits are; new market opportunities, increased competitiveness, more efficient operations and strong innovation focus.

As described in this article, more work must be done to articulate the value of service design as an integral component in the move towards a PSS based strategy. Specifically, methodologies are required that might support firms who currently compete on a goods-dominant basis to understand the need for service design and to make the transition towards a PSS strategy. This vision of designers working in this way is shared by Esslinger (2011) who outlines the important role that designers can play in articulating customers' needs and aspirations.

To achieve this, service design practitioners and academics must develop more formal approaches to articulating the methodology and science behind service design. Such methodologies must build trust amongst stakeholders, reassure industry and deliver tangible impact.

How can Service Design be adopted within the Manufacturing Sector?

What enabling methodologies are there for service design in manufacturing?

In what ways do service design methodologies have to change to accommodate the differences between SMEs and large companies in the manufacturing sector?

The Paradox of Service Design in the Community Voluntary Sector

Hazel White and Bob Young

Service design continues to extend its remit into the design of services for social good with Third Sector (CVS) organisations, intended for public sector service delivery. However, in this context of social innovation, the socio-economic paradigm is paradoxical in terms of the inverse relationship of increasing demand versus decreasing public funding. This piece explores how sustainable is the role of service design practice and research in building knowledge and capacity in the Third Sector.

The use of Service Design in the Public Sector is well-documented with a 'design thinking approach' being employed in healthcare, social and government services. As Public Sector funding has diminished, a heavier reliance is being placed on the Third Sector or Community Voluntary Sector (CVS) to pick up the slack.

Over the last decade, there has been a shift from focusing on service innovation for businesses, to encouraging social change in public contexts (Manzini 2011; Wetter Edman 2011). Social innovation with the CVS is an emerging area of socially responsible service design practice, where Kimbell (2011) proposed that the design profession should no longer consider themselves 'service designers', but instead 'designers for service', recognising the thing being designed is not so much a product or service, but rather a platform for action, which diverse actors engage with over time. This raises ontological and methodological research questions such as; what does design offer the CVS compared to other disciplines and what is distinctive about its approach.

Universities are currently building capacity in service design for social innovation with an increasing volume of undergraduate, postgraduate and doctoral projects (see SDR Network web resources and DESIS International Labs and activities web resources).

The knowledge and tools of service design: understanding complex contexts and engaging the people who use, run and commission services through co-design ((Sanders) to understand their needs, is as valuable to the CVS as is service design to business and public sectors. However, the infrastructure is not yet established and financial support is at best, patchy. In this short piece, we focus on the research questions concerning, how we develop support for service design with the CVS.

CVS organisations deliver services to address specific needs, for example; the needs of families caring for relatives with life-limiting conditions, supporting refugees or enabling older people to be supported to continue living in their own homes. However, the scope and focus of funders and funding initiatives is ever changing, meaning that CVS organisations often dance to the funders tune, rather than truly meeting the needs of their users. Service Design offers the opportunity for CVS organisations, funders and wider society to hold a mirror up to current activity, to see what is currently being offered, to engage service users and providers in looking at the big picture. Iterative cycles of prototyping and testing help users and providers to reconfigure activity to give the maximum benefit and value. This can be done with the simple tools of service design: mapping how activity is currently undertaken, gathering people's stories and experiences, making connections between seemingly disparate activities and organisations and identifying opportunities for innovative ways of working.
An example of this is the Big Lottery funded Better by Design programme run by the Young Foundation and Taylor Haig with fifteen CVS organisations in Scotland to embed a service design approach within their organisations: putting service users at the centre to improve their outcomes.

Similarly, the move in urban, regional and national settings towards so-called New Public Management (NPM), an approach to governance that applies private sector methods and metrics to deliver public services, is another important factor in design's engagement with CVS (Cooke and Kothari, 2001). Business and government leaders themselves are increasingly encouraged to absorb lessons from the world of design. The ways in which work was deemed to be "creative" are increasingly being incorporated into economic systems and public projects, however the paradigm for this is borrowed from past commissioning practices that do not work effectively in the context of CVS organisations developing and delivering public services for social good.

In the UK during the 1990s there was a significant shift in the CVS landscape, 'from grant aid supporting charities to them being contracted to do that work on behalf of statutory organisations' (Bruce 2011). As a result, CVS has moved from supplementing state agencies, to working alongside government as a provider of essential public services (Cairns, Harris and Young 2005). Yet, following the UK Government's Comprehensive Spending Review in 2010, the CVS suffered a significant contraction in state funding leaving the sector in a fragile state (New Philanthropy Capital 2010). This volatile economic climate has had a considerable impact on CVS organisations' capacity, yet the CVS is also trying to respond to a sizeable increase in service demand (VONNE 2011) and is faced with the challenge of meeting these altered expectations of the services they deliver, and how they are offered (Voluntary Organisations Disability Group 2011).

In these conditions, it is uncertain if the sector has the capacity to innovate at pace to respond effectively to the needs of their client groups (New Philanthropy Capital 2010). Despite this, the CVS is continually referred to as a site of best practice and a leader in social innovation (Macmillan 2010; McLaughlin 2011). However, the evidence to support the perception that the CVS can deliver services in a distinctive way that improves outcomes for service users is slight, with some concluding that CVS organisations are 'better at believing they are innovative than being innovative' (Hopkins 2010). It is clear therefore, that new approaches are needed if the sector is to deliver improved services for users at a rate that matches external expectations, supported by a reliable infrastructure and paradigm of engagement.

How can we make desirable social far futures near futures through the development of appropriate design for service methodologies to support the CVS?

How should we reconceptualise the role of the designer in the CVS context?

How could we develop a sustainable socio-economic paradigm to support service design innovation practices?

How do we get business, public and CVS to mutually support each other in this context?

(Service) Design and Policy Making

Camilla Buchanan and Sabine Junginger

There is a fundamental link between Policy Making and Service Design that goes generally unnoticed or undervalued. Service Designers work within a political framework and their actions actually contribute to policy implementation. Articulating this relationship and potential reciprocal influences could be a significant contribution to Service Design development.

Sabine Junginger

The public sector is of increasing importance to service design. In the public sector, services and policies are fundamentally connected. A policy delineates the kinds of services and products, the relationships and the manner of the interactions that are possible, encouraged or discouraged within and by a particular human system. A policy guides and frames services while products and services implement policies. A policy, too, is the result of applied design practices that employ certain design concepts and specific design methods (Junginger, 2013). Design links policy-making to policy-implementation and services with policies. This means that the design of services does not begin when service designers develop services for implementation. Instead, the design of services already starts with the design of policies. It also means that policy-making and policy implementation are connected design problems and require an integrated design approach. The demands on designing a policy and its implementation, however, are radically different from the demands on designing a service people can and want to use. Policies are not services. At the same time, many methods and principles service designers rely on, for example, collaborative and participatory design, co-designing, prototyping, or systems thinking are currently being explored in different government agencies around the world. Most of these efforts draw on human-centered design to underline that governments have a mandate to do the best they can to enhance human living. In this sense, government itself constitutes a service. A service, however, that remains beyond the scope of service design.

All this points to confusions and limitations of our current concept of services and service design in the public sector. For public managers concerned with implementing policies, service design offers new ways to think about public services and new methods to develop and deliver services efficiently to achieve desired outcomes. Few policy-makers today know how their work relates to design and to designing. As a consequence, it is difficult for them to improve their design practices and design methods. One of the challenges we face is to make the design concepts, the design practices and the design methods in policy-making more visible. We can do this, for example, by identifying "default" design activities, current design approaches, and current design practices. We can show this by identifying missed opportunities, by explaining how policies fail when they do not invite, engage and enable people. Services can help us stimulate these conversations but we need to draw on the full range of design knowledge and design methods, including, for example, interaction design, information design and communication design to create the necessary dialogue. Applying these skills to managerial, organizational, and political challenges can change the way service design is being used in the public sector: Instead of implementing existing policies "as-is", service design would assume an important strategic role in systemic efforts to change and innovate the public sector.

Design Council example: use of design methods in the development of legislation

Camilla Buchanan

A significant amount of design innovation work has been focused on frontline service challenges in the UK. The Design Council has contributed to this considerably through its

design-led coaching service for the public sector. Interest in design as a methodology for better connecting new ideas with end user needs has grown significantly within central government. The major driver is the Cabinet Office's Civil Service Reform Plan (2012), and the Design Council has now delivered training sessions to nearly 400 central government civil servants. But knowledge of how and when design adds value to policy development is limited and there are very few examples.

Case Study

The Design Council is working with a central government department to shape a change in legislation involving complex stakeholder groups. This is building important insights on where design methods can aid legislation development and how to position and support design work with policy teams. Through the project, the client aims to reduce bureaucracy and improve transparency and the stakeholder experience. The client was interested in working with the Design Council because of its emphasis on stakeholder research at early project stages.

Phase 1 of the legislation project involved face-to-face consultation with different stakeholder groups and workshops bringing them together for the first time. Work is now moving into Phase 2, where the ideas generated in Phase 1 will be selected and shaped into design briefs, before the final implementation phase. From Phase 1 there are early insights on how design can aid legislation development. These include:

- Human insights: in-depth interviews with stakeholder groups involved them more closely than through text-based consultation, surfacing much richer insights;
- Eroding disciplinary boundaries: methods such as 'personas' in the workshops, created a common approach for stakeholders and exposed them to the views of other groups.
- Accelerated ideas generation: there are now additional options for changes to the legislation;
- Prototyping: the use of early prototypes to de-risk new ideas have been discussed.

The legislation project and recent Design Council training in central government also indicate how to present and support a design-led project with a policy team. Insights include:

- Language: reflecting the language used by the policy team was important in presenting opportunities from Phase 1.
- Space: for the policy team bringing together stakeholders in a neutral space for was important for the workshops.
- Ongoing support: much 'catalytic' design training work has taken place in central government, introducing teams to methods. Embedding this requires ongoing support.
- Evidence: as interest in design moves up to strategic levels in government, more focus is needed on how design methods work alongside the types of evidence used by policy makers such as large data sets.

Conclusion

Much work has taken place the 'catalytic' stage in design for policy makers but ongoing support is needed to embed learning outside of training. More evidence of impact is also needed, along with clear examples of design uses in policy projects. Lessons on how to articulate this work, spaces used, gaining endorsement from leadership and ways to support uptake of new methods introduced in training session are also required in order for it to take hold.

Where are the examples of design being used in policy development and what do they show about impact and how to support design work with policy teams?

What design methods or design approaches are suitable for policy-making and policy implementation and how do these sit alongside factors that influence policy making such as public opinion, political decisions and statistical evidence?

Service Design and the Emergence of a Second Economy

Jeanette Blomberg and Chris Downs

Services increasingly are enabled by digital technology, promoting the expansion of the service economy, the diversity and variety of services, and the near ubiquitous access to many services. Services delivered through digital platforms and accessed via digital devices create dependencies on technology and change divisions of labor among service providers and recipients and among the human and non-human actors involved in delivering service. This essay explores where Service Design fits within this transformation.

Contributing to the growth in new services are the arrival of the 'Internet of Things' where sensors send and receive information that connect people, places, and things to the Internet and to each other and the subsequent explosion in the availability of 'big data'. Every day we learn of new apps that analyze data to report on such things as buying habits, blood sugar levels, traffic congestion, voting patterns, available parking spaces, cheap airline tickets, and the list goes on. Mobile devices such as smart phones and tablets give anytime access to these services and embedded GPS chips enable location aware services.

These digitally enabled services involve 'hidden' machine-to-machine interactions that aggregate data from diverse sources, connect frequency data with geospatial displays, route users through task flows, and perform behind the scene calculations. Often unbeknownst to service recipients these digitized processes execute functions such as calculating, processing, sorting, and routing that trigger further actions making possible flight reservation confirmation and seat assignments, optimal routing of package delivery, real time notification of power outages, and more. These 'smart' functions until recently were performed by a skilled human workforce – but efficiencies in cost and improvements in quality and reliability mean that data driven algorithms are displacing people at an ever growing rate.

There are many opportunities for Service Design to shape these digitized services and the new relationships they afford – including by designing data producing activities, the algorithms and analytics that create new information, the ways data are visualized to make them actionable, the web applications that deliver new services, the 'thin client' user interfaces that expose the work of the machine-to-machine interactions, and even the digital devices that provide ubiquitous access to services. While it is important that Service Design expand its focus beyond the 'service experience' to include these technology-connected design activities, it is also critical that it not ignore the opportunity to shape business models and service ecosystems that integrate people, technology, and institutions.

Reflecting on the growth in these technology enabled services, Brain Arthur (2011) worries that a 'Second Economy' is emerging where human labor is displaced by machines and, "Business processes that once took place among human beings are now being executed electronically... in an unseen domain that is strictly digital." Worker dislocation as the result of automation is not new. Mechanized farming reduced the number of people needed on the farm and factory automation decreased manufacturing jobs. But service designers now must address the fact that part of the story of the recent rise in services involves the emergence of new divisions of labor between humans and machines, some of which are dislocating workers and redefining human relations.

Take, for example, the expansion of self-service options in such fields as banking, retail, travel and tourism, tax preparation, music production, and home design – the latter areas contributing to a rise in the DIY 'culture'. And more recently we are witnessing a new wave of self-service emerging. In the first wave people were offered a kind of 'help yourself' experience. For example, a hotel guest provides information directly via a touch-screen kiosk and voila an electronic key is dispatched – saving the need for a desk clerk. But in this new wave, as exemplified by such start-up companies as Airbnb, Lyft, Zopa and Casserole, established business models are changing through a 'help each other' model of self-service. This new category of disruptive services mobilizes 'peer to peer' networks of service providers as well as service recipients, where individuals develop new relationships to capital and to each other.

For example, Airbnb allows individuals to offer spare rooms in their homes by becoming part of a network of 'hotel' rooms where 'under-utilized' assets are made available to guests who search, select, negotiate, pay for, and review the service. This two sided self-serve model that includes not only 'help yourself', but also 'help each other' services, is now disrupting financial, tourism, transport, and even restaurant services.

Many of these start-up, challenger services have borrowed from the thinking, the tools, and the methodologies of Service Design, but going forward there is even more opportunity for Service Design to directly affect how new service business models can have real, tangible, and valuable contributions to commerce and society. For Service Design to make a lasting contribution to the second economy and its impact on society it must go deeper than designing enhancements to the service experience by actively participating in designing new service business models and the sociomaterial assemblages that enable them – claiming its place in shaping this re-distribution of labor, assets and value.

We believe there are two challenges for service designers as they establish their role in the development of the second economy. The first is an internal challenge. Service Design must concern itself with the design of new business models that re-imagine the role of the service provider, as well as the recipient, and that purposefully consider where technology fits into new divisions of labor. The second challenge is external. Service Design must move quickly and decisively into these new terrains or risk being overshadowed and dislocated by a new wave of start-ups that deliver on the Service Design promise.

How will service designers contribute to shaping the second economy brought about by digitized services?

What types of partnerships will be required for service designers to have a significant impact on the second economy and its impact on society?

How best can service designers participate in defining the machine-to-machine interactions that are the foundation of many digitized services?

Data ownership and digital footprint in services

Ian Gwilt, Val Mitchell and Alison Prendiville

As our daily activities are increasingly mediated by digital services, including social interactions, completing transactions for shopping, banking information, transportation around cities and entertainment, the concept of 'networked big data' and the potential opportunities are beginning to permeate and shape social, economic and political arenas at local, national and international levels. This piece explores some of the implications of this evolution for Service Design research, which are described as: abstraction of big data, transparency and the value of digital data and privacy.

Early on in the Service Design Research network discussions it was acknowledged that the separation of digital services from Service Design was unhelpful as most services now have a digital component. Accordingly attention was turned to 'big data' generated through services and the implications and opportunities for Service Design research.

Consequently there is much attention given to extending the pervasive collection of data through our ever-growing service interactions. This abstraction of our digital service activities into 'big data' allows corporations and governmental institutions to collect information to identify trends in individual and communal patterns of behavior and consumption, such as energy use, health-care issues, life-style preferences, use of social media and communication channels.

The focus on data sets in the development of services and its abstraction of human centredness, is further compounded by the term 'big data' that fails to acknowledge the different types of data that are generated within service ecologies. Kosinski, Stillwell and Grepel (2013) identify two types of data. First, subscription data in on-line and offline spaces that capture our personal information from reward cards and on-line shopping accounts that directly identifies us: bank details, telephone number and home address. This is different from the second category of data that records every day interactions where data is produced by spending time on the internet and on mobile services that generate 'behavioural data' which is anonymised and aggregated when stored and analysed. Such information includes location and browsing or purchasing history' (Bartlett 2012).

Lazer (2009) notes how 'each of these transactions leaves digital breadcrumbs which when pulled together, offer increasingly comprehensive pictures of both individuals and groups with the potential to transform our knowledge of ourselves, organizations and societies'. With this, uncertainty is also growing as to how this data is gathered and to what ends it might be used, often leading to a feeling of disempowerment and mistrust amongst the general community. This is particularly apparent when presented with large data-sets, which are visualized and manipulated through the use of analytical tools and broadcast media to shape data as a form of political and economic power-broking.

The more content we contribute freely and voluntarily to the private and public digital sphere, the greater the opportunity for organizations to compile digital footprints into comprehensive pictures of individual behavior (Maddon et al 2007). This explosion of data, its mix, quantity and the increasing sophistication of data analytics means that for many companies this has become a powerful commercial tool. Bartlett (2012) notes that the World Economic Forum (2012) sees 'personal data as representing an emerging asset class, potentially every bit as valuable as other assets such as traded goods, gold or oil.'

Currently the benefit for consumers and citizens is difficult to determine with companies and government bodies failing to make value exchange mutually beneficial. With expanding possibilities of data gathering there is also increasing concern, not just over personal information and online security, but also how this information and behavioural data is stored. This lack of trust stems from individual concerns over who has access to personal information and how it is stored and used?

As a field of study Service Design needs to rethink its role within service innovation to become more engaged in the interdisciplinary boundaries of social and computational science, to limit the abstraction of the human, by designing services that make explicit issues of data use, privacy and trust. One approach is to consider big data in terms of a service design model, as a way to foreground questions around the ownership of digital information, its accessibility, and how we make sense and relevant use of it.

The idea of adopting a user-centred approach to big data also goes some way to disarming the perceptions of anonymity and depersonalization normally associated with large data collection and interpretation. A service design approach has the potential to foreground the needs and desires of a community of users in the collection, analysis and communication of knowledge extracted from big data.
Whereas a typical mainstream approach sees the general public as a passive beneficiary of autonomously collected data, processed to suit corporate or governmental agendas, a service design approach helps to shift the dynamic towards a personal and communal translation of data, which can be presented in a user-centred form, and moves the user from a reactive recipient of data to proactive agent in its formation and use.

A potential service design model sees the designer operating as an agent between data holders and end-user communities, offering and facilitating translation and customization services to co-produce tailored interpretations and solutions from data. By adopting a user-centred, bottom up approach to the investigation and interpretation of large data we can take note of insights drawn from the grounded experience of a community of users, participants, citizens and designers to drive innovation (Polaine, Løvlie, and Reason 2013).

How can Service Design contribute to greater transparency over the value of our data?

What role can Service Design play in making the value exchange in service data more mutually beneficial?

How can Service Design address issues of privacy and trust in the design of services whilst supporting the commercial and innovation potential of data mining for the private and public sector?

What interdisciplinary role can Service Design play, with its user centredness, in supporting computational social and computer scientists in creating new services?

5 — Conclusions and Recommendations

The Service Design Research UK Network has contributed to making the field more tangible. Our aims were to better define Service Design as a research field, drafting its current landscape, and identifying emerging areas for future research. Here we report our main conclusions and advance some recommendations to our key audiences: academics, practitioners, funding and innovation agencies and commissioners.

Service Design Research UK: the Landscape

The Network revealed a fragmented field of research, with very few actors typically working in Service Design. However the research also revealed the growing interest in services and service innovation as evidenced by the number of PhD students. This Network used **'service' and 'service innovation' as an opportunity to bridge diverse fields of research** (i.e. Design Management, Design for Sustainability, Product Service System design); having a common interest, we recognise the concrete possibilities to suggest future collaborations in areas that are not currently at the core of Service Design research.

Most of the research projects mapped, focused on Design for Public Service innovation, with **very limited work within and for the private (i.e. construction, energy, transport) and third sectors**. Even if this concentration is motivated by a pressing demand for public sector transformation, it does point to a research vacuum, as little attention has been paid to Service Private-Public Innovation Networks and their prominent role in innovation.

Moreover significant parts of the research work has been dedicated to study ways to embed Design approaches and methods within organisations and to imagine and experiment with improved or novel service delivery models (following the tradition of Practice Based Design Research). In contrast **scant research has been undertaken to closely study Service Design practices, their innovation strategies and actual impact**. SDR UK illustrates with examples, the range of design agency models and their current level of development. Systematic studies of design agencies' work could address the call for more clarity, legitimacy and accountability for Service Design and to better link research with practice needs and challenges.

Finally at the borders of the drafted SDR landscape, experimentations with **digital and social innovation are opening up new avenues while questioning the very object of Service Design and the nature of 'designing'**. In these spaces the traditional definitions of what a Service is and of when Design happens are still an open object of debate.

Service Design Research: Future Directions
The twelve emerging research areas, translated into co-authored essays and key research questions, clearly delineate promising spaces for research that can be used as a starting point for future project work. These areas of research address interrelated issues concerning:

The definition of what Service Design is: discussions on the object and extended design spaces of Service Design to provide different angles with which to look at this practice and its applications;

The core of Service Design practice: most of the essays address issues (i.e. design cultures, measurement, ethics, professional legitimacy) related to implementing Service Design within different contexts or specific sectors (manufacturing, Voluntary Community Sector or healthcare);

The borders of Service Design field: writings that connect Service Design with Digital Innovation, Social innovation, Social Change or Policy Making opens up novel realms of investigation and raises questions that need our attention.

These proposals are all significant contributions to the field as they introduce critical perspectives on Service Design, problematising some of its applications and dispelling assumptions, of what it is and where it is developing; they open up novel spaces for research and point towards the need for an increased inter-disciplinarity.

Recommendations

For Academics
Together with clear research gaps and open questions, SDR UK offers academics, interested in developing this research field, some general recommendations on how to approach future studies, as emerged from our events:

1. Contextualising Service Design Research and Communication - Looking closely at the specificities of SDR UK case studies, it clearly emerged for the need to shift attention to more contextualised research and argumentation around the value and limitations of Service Design and for the development of more effective dialogues and collaborations across disciplines and sectors. Working in healthcare, in manufacturing SMEs or implementing new ventures, designers face different challenges (i.e. language and cultural resistances, ethical concerns, required skills and knowledge or evaluation practices) that can hinder service innovation in different ways.

2. Decentralising Service Design Research - A second consideration that emerged from the SDR conversations was the need to abandon a Design centric perspective when conducting research on and for Service Design. Shifting from focusing on 'designers' to 'designing' helps research to contextualise Design work and place it within existing service innovation practices and with a wider set of innovation actors, including users.

3. Service as an opportunity to expand research collaborations and design spaces - At the borders of the SDR landscape, Service Design is described more as an opportunity for designers to enter different and new spaces of action, and develop interactions with organisations and communities at different levels. By expanding the terms of services, instead of individual touchpoints or products, designers now have the opportunity to work at a different level on unprecedented issues, including contemporary societal problems. Here the ambiguity of 'service' as a concept is justifying a further expansion, beyond what has been traditionally considered as a sector or market category.

For Practitioners
Discussions on existing design practices from current research streams, offers key insights for the attention of design practitioners:

1. Focusing on outcome and implementation - A shift of focus toward implementation and impact is requiring attention on how to measure, evaluate and better integrate design's contribution within different kinds of service innovation projects. Emphasis on design skills and approaches should be integrated with modes and examples of evaluation practices. Increasingly relevant is the development of ways and approaches to follow through or support more effective implementation.

2. Clear Strategic Positioning - Service Design as a term does not exemplify the variety of strategic positions and approaches design agencies are developing to differentiate from other existing practices; distinctive design offering is becoming imperative for survival, as design demand is changing rapidly. This needs to be accompanied by a clear communication of an agency's strategic position within the business consultancy market.

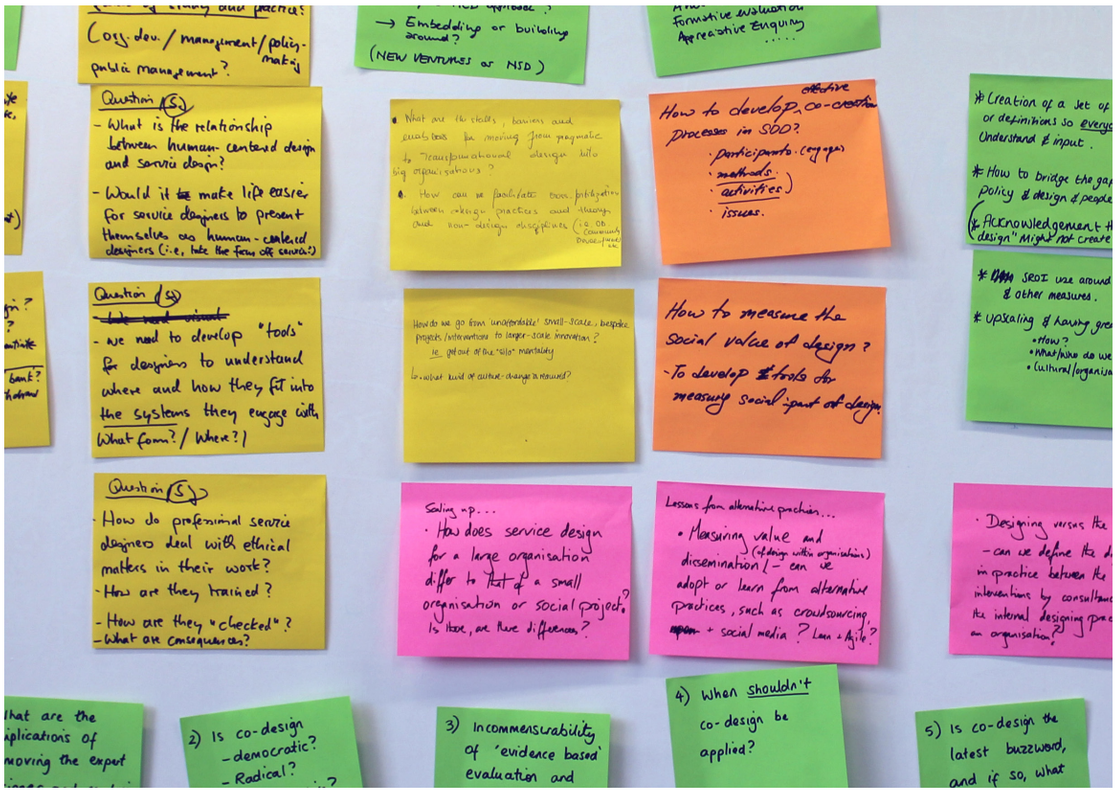
3. Acknowledging diversity in Professional Language and Cultures - Addressing service implementation, organisational or social change requires working within multidisciplinary settings with pre-existing professional cultures and practices; service designers need to acknowledge these, and reflect on what they bring to the table.

For Funding and Innovation Agencies
SDR UK suggests key areas and questions where research should develop in the future to inform funding and innovation agencies' calls and initiatives. As more general recommendations we suggest here:

1. Focusing on both core and emerging areas - Supporting initiatives and calls should consider the needs of both core issues of Service Design development and implementation and also acknowledge the transformational potential of when the field operates at the borders with areas such as social innovation, digital innovation, or policy making.

2. Supporting Interdisciplinarity - A great deal of our conversations argue for the need for a better integration and recognition of Design within multidisciplinary teams and professional cultures, as well as for designers to acknowledge existing cultures and practices to work with. Supporting these meaningful encounters and mutual recognitions could enable more effective innovation processes;

3. Outsourcing vs Embedding Design- As exemplified by designers' work and existing initiatives, there are two main opposing directions Service Design has been employed: as a consultancy to conduct work for a client or as a consultancy to develop capabilities within organisations. Embedding and Outsourcing are the extremes of a continuum of possible modes of collaborations that can have different consequences for the discipline itself and various degrees of efficacy. Supporting studies on their implications for innovation and the Design industry could be a significant contribution to the field.



Emerging questions from workshop 02

For Commissioners
Commissioners of Design work are still looking for a clear-cut definition of what Service Design is and can do. We provide below recommendations on how to better develop this understanding:

1. Acknowledging the diversity of Service Design practice models - Service Design is a general term that does not indicate the variety of ways designers can work with a client organisation or community; while the research and professional community should improve the way specific case studies and practices are evaluated and communicated, there is the need for a general appreciation by commissioners of the different of ways and levels at which designers can operate and the implications that these can have on a project and on its generated impact;

2. Addressing the measurement dilemma - As suggested by Macdonald and Robert's essay, there is the need for a reconciliation between more quantitative and qualitative modes of evaluating innovation projects, which should be addressed by both practitioners and commissioners. Understanding the limitations and potentials of each side could generate novel approaches that could be better able to appreciate the impact of complex projects and interventions.

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Appendix I
Service Design Research UK Landscape

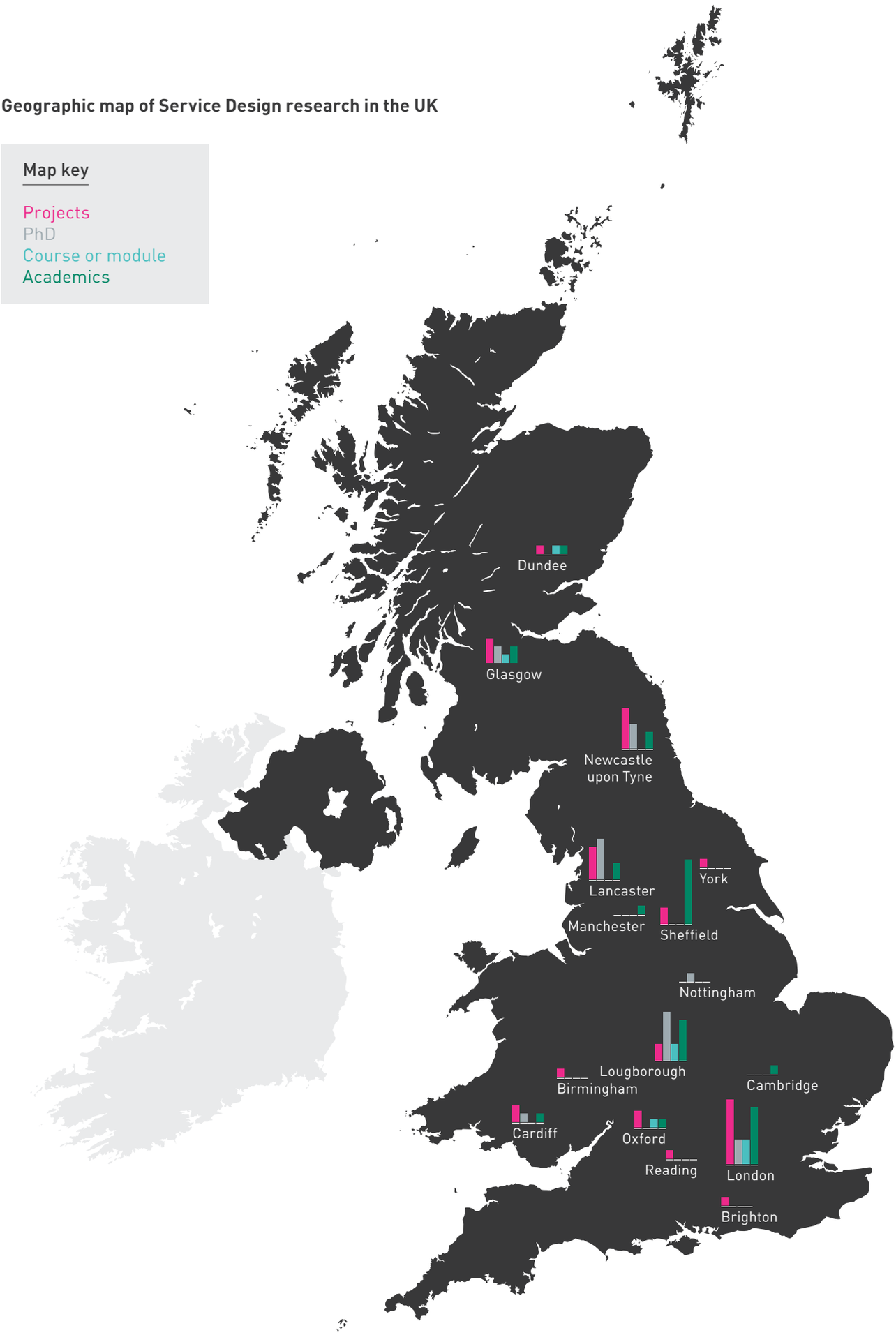
In this Appendix we list and map academics, education, research and PhD projects that we found related to the field of Service and Service Innovation in UK. Also we discuss the role that Think-Tanks and Design and Innovation bodies has had on the development of SDR in UK.

People and activities mapped by this network are not all directly described as Service Design Research, but they all touch this emerging field; involved academics manifested their interest in exploring how to reinterpret existing research with this perspective or to expand their original focus to include issues related to service innovation. Among these we included adjacent research areas of Design for Sustainability, Behavioural Change and Product Service System design (i.e. Loughborough University), Healthcare innovation (Glasgow School of Art, Sheffield University, King's college London), or ageing and digital innovation (Newcastle University).

Given the variety of sectors of applications, also the funding agencies supporting the individual projects are extemely diverse; examples are UK funding agencies such as ESRC, EPSRC, National Institute for Health Research, Technology Strategy Board (TSB), or dedicated commissioners as Islington Clinical Commissioning Group or Age UK. Only recently there has been a set of projects specifically dedicated to Service Design research funded by the AHRC "Design in Innovation' programme. Finally there is a growing interest in exploring the role of Design in Public Sector innovation at the EU level as presented by projects such as Design for Public Good, Supporting Public Service Innovation using Design in European Regions (SPIDER) and European Design Innovation Platform (EDIP).

The growing interest in Service Design is also manifest in the numbers of PhD projects that are expanding the core competences of their hosting university toward specific questions related to service innovation.

Geographic map of Service Design research in the UK



Projects

Name	Affiliation
The use of design methods to improve confidence, resourcefulness, and self-determination in spinal cord injury (SCI) survivors	The Glasgow School of Art, Queen Elizabeth National Spinal Injuries Unit (QENSIU), Glasgow Southern General Hospital and The Royal Society of Arts – funded by The Royal Society of Arts, The Sylvia Adams Trust
Envisage: Promoting independence by involving users in rehabilitation through dynamic visualisation of biomechanical data	University of Strathclyde (PI), The Glasgow School of Art and Glasgow Caledonian University – funded by Medical Research Council 'Lifelong Health and Wellbeing' programme
Design in Practice. Flexibility and change for healthcare service providers	Imagination Lancaster, Lancaster University – funded by EPSRC
Design for Service Innovation and Development (DeSID)	Lancaster University (PI), University of the Arts London - funded by AHRC 'Design in Innovation' programme
Enhancing the role of carers in the outpatient chemotherapy setting: a participatory action research project	King's College London – funded by Dimbleby Cancer care
Experience-based Co-design: mapping where we are now and establishing future directions	King's College London
European Design Innovation Platform (EDIP)	Design Council, Lancaster University, Birmingham University & Nesta and other EU partners - funded by EU
Design for Public Good	Design Council, Design Wales, Aalto University and Danish Design Centre - funded by EU
Supporting Public Service Innovation using Design in European Regions (SPIDER)	Cardiff Metropolitan University (PDR), Département de Seine-Maritime, Stadsbestuur Geel, Cardiff Council, Design Flanders, Maaslands Huis, Association of Flemish Cities and Municipalities, Border Midland and Western Regional Authority and Partas - funded by EU
Creating Integrated Care Pathways for Safer Medicines Management amongst Older People	Loughborough University (PI) – funded by Islington Clinical Commissioning Group, London
SLEUTH Project	Loughborough University:- Sustainability Management, Facilities management, Students' Union, Sustainable Design Research Group (SDRG)
REFIT	Loughborough Design School, Loughborough University School of Civil and Building Loughborough University – funded by EPSRC
KTP Case Study: AgeUK Newcastle Service Design	Northumbria University – funded by TSB Knowledge Transfer Partnership Scheme and Age UK Newcastle
Identifying and Mapping Design Impact and Value	Northumbria University (PI) and Dundee University - funded by AHRC 'Design in Innovation' programme
New approaches to banking for the older old	University of York (PI), School of Design, Northumbria University, Newcastle University, Newcastle Business School, Newcastle University, Barclays Bank Plc and Age UK – funded by RCUK Digital Economy Theme

Projects

Name	Affiliation
SALT – Sustainable Business Models for Assisted Living Technologies & Services	Newcastle University – funded by Technology Strategy Board
Mappmal: Multidisciplinary approach to develop a prototype for the prevention of malnutrition in older people: products, people, places and procedures	Newcastle University (PI), The Glasgow School of Art and University of Reading – funded by ESRC 'New Dynamics of Ageing' Programme
Testing accelerated Experience-based Co-design	University of Oxford (PI), King's College London, Royal Brompton & Harefield NHS Foundation Trust and St George's University of London – funded by National Institute for Health Research, Health Services Delivery & Research programme
Designing for Services in Science and Technology based Enterprises	University of Oxford (PI), LiveWork, IDEO, Radarstation, g-Nostics, Prosonix and Oxford Gene Technologies – funded by AHRC & EPSRC 'Designing for the 21st Century' programme
Better Outpatients Services For Older People (BOSOP)	Sheffield Hallam University – funded by Sheffield NHS
Better Services by Design	Sheffield Hallam University – funded by National Institute for Health Research (UK NIHR)
Mapping Social Design Research and Practice	University of Brighton and Victoria & Albert Museum – funded by AHRC

PhD

Name	Affiliation
The creation of service design development processes for SMEs – TBC	National Centre for Product Design & Development Research, Cardiff Metropolitan University
Do you see what I mean? – Gayle Rice	The Glasgow School of Art
'Enjoy your Meal': Design Tools and Strategies to improve the post-stroke mealtime experience in rehabilitation – Sandra Neves	The Glasgow School of Art
An inventive practice perspective on designing – Lucy Kimbell	Lancaster University
Service Design, as an approach to service innovation: Exploring Service Design principles for service implementation – Eun Yu	Lancaster University
In the service of style / designing skills for a dematerialized economy – Kakee Scott	Lancaster University
User experience in designing for services as insight to improve architectural design process – Mohd Suhaimi Ismail	Lancaster University

PhD

Name	Affiliation
Understanding and improving palliative care experiences in the Emergency Department for older people, their carers and staff using Experience-Based Co-Design – Rebecca Blackwell	Florence Nightingale School of Nursing and Midwifery, King's College London
Enhancing the impact of participatory design in health care improvement: the extreme case of patients with rare genetic diseases – Paola Pierri	King's College London
The Home as a Service: Building for Innovation – Helena Polati Trippe	Royal College of Art, London
Developing Framework for Service Design as a Normative Re-educative Approach to Sustainable Education in the UK Schools (working title) – Ksenija Kuzmina	Loughborough University
Explorations on the Relationship between Happiness & Sustainable Design – Carolina Escobar-Tello	Loughborough University

Course or module

Name	Affiliation
MA Design for Services	University of Dundee
M.Des Design Innovation & Service Design	The Glasgow School of Art
M.Des Service Design Innovation	London College of Communication, UAL
M.Des Service Design Innovation	Ravensbourne, London
MA Service Design	Royal College of Art, London
Experience Design Postgraduate Module	Loughborough Design School, Loughborough University
User Experience Design	Loughborough Design School, Loughborough University
MBA elective in Designing Better Futures	Saïd Business School, University of Oxford

Academics

Name	Affiliation
James Moultrie	Design Management Group, University of Cambridge
Paul Thurston	National Centre for Product Design & Development Research, Cardiff
Hazel White	Dundee University
Alastair Macdonald	The Glasgow School of Art
Stuart Bailey	The Glasgow School of Art

Academics

Name	Affiliation
Daniela Sangiorgi	Imagination Lancaster, Lancaster University
Amy Ricketts	Imagination Lancaster, Lancaster University
Alison Prendiville	London College of Communication, University of the Arts
Ailbhe McNabola	Design Council, London
Sara Donetto	King's College London
Glenn Robert	King's College London
Perrie Ballantyne	Nesta, London
Val Mitchell	Loughborough University
Debra Lilley	Loughborough University
Carolina Escobar-Tello	Loughborough University
Tracy Bhamra	Loughborough University
Thomas Jun	Loughborough University
Bruce Tether	Manchester Business School
Simon Bowen	Newcastle University
John Vines	Newcastle University
Robert Young	Northumbria University, Newcastle
Lucy Kimbell	Saïd Busines School, University of Brighton
Paul Chamberlain	Sheffield Hallam University
Andy Dearden	Sheffield Hallam University
Daniel Wolstenholme	Sheffield Teaching Hospital
Helena Sustar	Sheffield Hallam University
Karin Glöckle	Sheffield Hallam University
Mark Fisher	Sheffield Hallam University
Rebecca Partridge	Sheffield Hallam University

Service Design Practice: a support system

This section provides an overview of the principle design and innovation bodies that advocate the application of Service Design methods and practices in the delivery of public sector service innovation. Offering a preÐis of the three main bodies, this section presents examples of the different ways in which the organizations engage with Service Design.

Throughout the 18 months of the the Service Design Research network, members of the Design Council and NESTA have supported workshops and attended advisory board meetings. In addition to these two organizations, the Young Foundation must also be noted as a charitable body that has made a significant contribution to the field of Service Design research and Innovation. Focusing on promoting and supporting innovation in non-profit and social enterprises as well as public services, the three organizations engage in core activities of service design through their challenges, reports, case studies, business services and training programmes and networks. Each of the three bodies share common themes and approaches in the delivery of service innovation, however there are also distinct differences in the way that they position themselves within this arena.

The Design Council emphasizes design's role and potential in business growth, service transformation and the built environment. In particular for service transformation, design is presented as a vehicle for tackling the challenges of health, ageing and community cohesion, through a human centred approach that is synonymous with visualization, prototyping, testing and reducing risk in service development. Through campaigns such as the recent 'Design in the Public Sector,' the Design Council draws on its knowledge and expertise to deliver coaching on design methods to local government departments. This work is the foundation for an emerging but longer-term and more strategic vision that advocates design methods and practices to define and deliver policy solutions on service issues. Given this expansion of design as a discipline that is transformative, the Design Council also acknowledges that the role of the designer has to change to become a researcher, facilitator, co-creator, communicator and strategist.

Design in the Public Sector: Workshop Series
Design Council

The Design Council, supported by the Art and Humanities Research Council, is delivering a year-long series of workshops with key individuals in local authorities around the UK, looking at their specific challenges using design methods.

The workshops have been designed to increase the reach and accessibility of design in the public sector. This practical and immersive programme aims to raise awareness and build capability amongst targeted groups of public sector leaders.

Four cohorts with 12-16 participants each from around 25 local authorities will be invited and selected to participate in the regional events clustered around particular geographic and /or sectoral issues. Through the workshops they are exposed to design methods and supported in a peer group learning environment to reframe their challenges and identify design-led opportunities. They then receive the mentoring and guidance needed to implement new activity and tangible projects over a 90 day period and reconvene to share their knowledge.

As an innovation charity, NESTA helps 'people and organizations bring great ideas to life.' In contrast to the Design Council, design is not singled out for its role within innovation; instead NESTA emphasizes its networks, research and skills to support service innovation. Through its funding streams, grant funding, direct investments and challenge prizes, NESTA champions a small number of outstanding ideas that reflect its aims as a charity. NESTA like the Design Council also has a strategic vision of reforming governments at a policy level, to deliver better services and deliver greater efficiencies and this is evidenced in the recent move of the Cabinet Office's Behavioural Insights Team (BIT) to NESTA, as a new business partnership. Differing from the Design Council, this partnership advocates an experimental methodological approach that is social science rather than design led.

Established in 2005 by Michael Young, The Young Foundation (YF) is an independent charity that position's itself as a centre for disruptive and social innovation where they aim to 'tackle the structural causes of inequality.' The YF frames its activities under three headings of research, applied innovation and ventures to address issues relating to resilient communities and housing, young people, learning and working, health, wellbeing and ageing and social innovation and investment. Within the organization design is presented as a vehicle for social innovation and this is demonstrated through its partnership with Taylor Haig, a consultancy for transformation, service design and leadership, who are currently taking 15 third sector organizations through a design-led change process.

The embracing of design led social change by the Design Council and the recent emergence of NESTA and The Young Foundation as agents of service innovation for the public and third sector, illustrates that this area is still in its infancy but steadily growing. All three organisations produce publications to support their particular viewpoint and work on Service Innovation and transformation. Recent publications include the Design Council's 'Design for Public Good' (May 2013); NESTA's 'Refilling The Innovators Prescription – The New Wave of MedTech' (March 2014) and The Young Foundation's, 'Together we can: Exploring Asset-Based Approaches and Complex Needs Service Transformation' (December 2013). Sharing some common themes and approaches each publication presents different perspectives and ways to tackle service and social challenges.

Development Impact and You (DIY)
NESTA

Development Impact and You (DIY) is a new global programme from Nesta to bring innovation skills to the international development sector. The DIY toolkit has been produced in partnership with the Rockefeller Foundation. It is a compilation of thirty tried and tested tools specially designed for practitioners to invent, adopt or adapt ideas that can deliver better results.

We researched hundreds of tools, and co-designed and tested them with global practitioners in real projects - from multilateral agencies, international NGOs, and community based initiatives. The tools are drawn from existing practice, many of them are well documented and have been widely used in other sectors. DIY includes those that they found most useful.

The toolkit features: practical worksheets that can be downloaded in various sizes (A1 - A4); multimedia video tutorials to provide practical guidance on how to use each tool; sign-posting to further reading and references of each tool's creator, and; real-life case studies generated through user testing. It is licenced under Creative Commons, free to use and distribute.

Service Design Research: a thinking system

As much as the growth of Service Design practice in UK is associated with the advent of New Labour and on the initiatives and support of Government related bodies such as The Design Council, NESTA or NHS Institute for Innovation and Improvement, the research community is informed by and reacting to ongoing debates by the very active and well-known British Think-Tank industry.

Bridging between academics, policy making and the publics, think-tanks in UK are notoriously active in shaping ideas informing the political discourse and policy formation. With the advent of the New Labour, in particular, a broader political discourse has emerged and developed around the need to reinforce the creative sector and economy (Schlesinger, 2009). This link with the creative economy is evident from collaborations with the design industry and the role of key thinking pieces on innovation and public sector reform. This brief section is not exhaustive, but aims to give an idea of the influential role played by these bodies in the ideas around design and innovation.

One of the first piece that has given visibility to the potential contribution of Service Design to public service reform, has been "*The Journey to the Interface*" by Sophia Parker and Joe Heapy (head of one of the first Service Design agencies), published by Demos in 2006. Demos, established in 1993 by Geoff Mulgan with Martin Jacques (once editor of Marxism Today), works with a number of government departments, public sector agencies and charities.

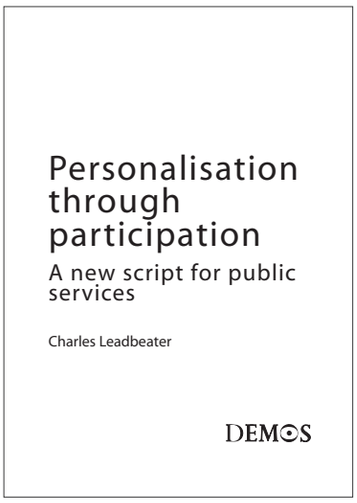
Other relevant figure, and Associate of Demos, Charles Leadbeater has been developing some of the key thinking around innovation (i.e. concept of Pro-Am) and influencing pieces around public service reform. With "*Personalisation through Participation*" (2004) for example Chalrles Leadbeater suggests the potential to transform public services by moving from a shallow to a deep form of citizens participation into public services design and delivery.

Charles Leadbeater is directly linked with Design with his collaboration int the Red Design Council, described as a'do-tank' and occupied for few years to explore new ways to tackle contemporary social and economic issues via design led innovation. From the Red group is the influencing piece of "*Transformation Design*" by Colin Burns, Hilary Cottam, Chris Vanstone and Jennie Winhall. Transformation Design suggests an emerging new form of Design which is occupied more with creating the capabilities for lasting change, then to provide final solutions when working for both organisations and communities.

Another influential think-tank the Young Foundation, was established half a century ago by Michael Young, founder of the Open University, and is now lead by Simon Willis with a focus on supporting thinking and pilot schemes for understanding and implementing social innovation. Important is their contribution in the definition of what Social Innovation is, for example in the key working paper "*Social Innovation: what it is, why it matters and how it can be accelerated*" by Geoff Mulgan, with Simon Tucker, Rushanara Ali and Ben Sanders.

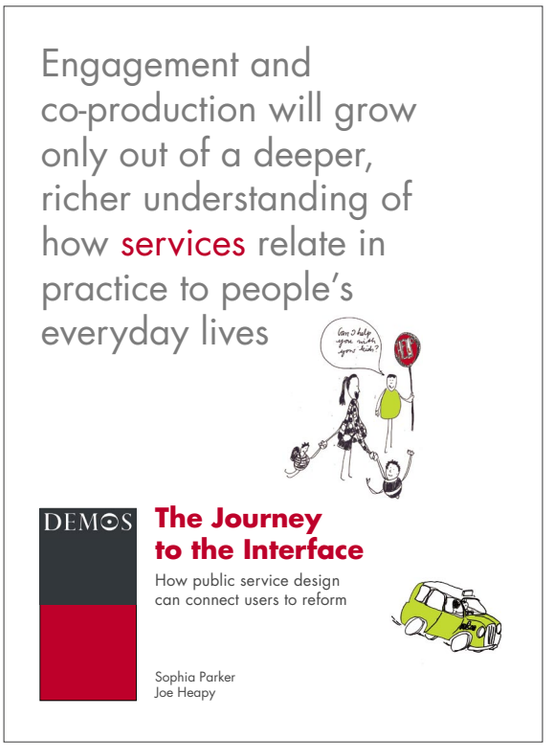
Lately, Policy Connect a think-tank working across Parlament, business and public sector to improve policy making, has partnered with design associations in the All-Party Parliamentary Design and Innovation Group, to develop new design policy ideas. "*Restarting Britain*" is a series of research reports looking at how to support Design growth and impact and improve Design Policy in UK.

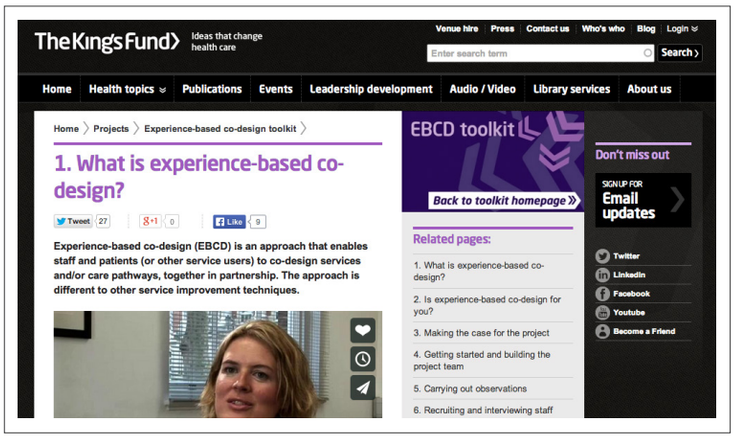
Following on from the initial pilot testing in 2005/06 of Experience-based Co-design (EBCD) by Paul Bate and Glenn Robert with support from ThinkPublic (public service design agency) and funding from the NHS Institute for Innovation and Improvement, The King's Fund - a charitable foundation with a significant role in leading and enabling healthcare policy discussion in England – now hosts a free to access online *EBCD toolkit*. A recent survey identified at least 59 EBCD projects which had been implemented in 6 countries worldwide during the period 2005-2013 and at least a further 27 projects were in the planning stage at the time of the survey (Donetto et al, 2014). EBCD was found to have been implemented in a variety of clinical areas (including emergency medicine, drug & alcohol services, a range of cancer services, paediatrics, diabetes care and mental health services).


Personalisation through participation
A new script for public services
Charles Leadbeater
DEMOS

Design Council
RED PAPER 02
Transformation Design
Colin Burns
Hilary Cottam
Chris Vanstone
Jennie Winhall

SKOLL CENTRE FOR SOCIAL ENTREPRENEURSHIP | WORKING PAPER
oxford
SAID BUSINESS SCHOOL
SOCIAL INNOVATION
WHAT IT IS, WHY IT MATTERS AND HOW IT CAN BE ACCELERATED
GEOFF MULGAN
WITH SIMON TUCKER, RUSHANARA ALI AND BEN SANDERS


Engagement and co-production will grow only out of a deeper, richer understanding of how services relate in practice to people's everyday lives
DEMOS
The Journey to the Interface
How public service design can connect users to reform
Sophia Parker
Joe Heapy


The King's Fund
Ideas that change health care
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Enter search term
Search
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Home > Projects > Experience-based co-design toolkit >
1. What is experience-based co-design?
Tweet 27
+1 0
Like 9
Experience-based co-design (EBCD) is an approach that enables staff and patients (or other service users) to co-design services and/or care pathways, together in partnership. The approach is different to other service improvement techniques.
EBCD toolkit
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design Commission
MEETING NEEDS
SAVING MONEY
HUMANISING SERVICES
ENGAGING CITIZENS
RESTARTING BRITAIN 2
DESIGN AND PUBLIC SERVICES

Appendix II
SDR UK Participants

SDR UK coordination

Daniela Sangiorgi — Lancaster University
Alison Prendiville – University of the Arts London
Amy Ricketts – Lancaster University

SDR UK Advisory Board Members

Stuart Bailey – Glasgow School of Art
Perrie Ballantyine – NESTA
Paul Chamberlain – Lab4Living, Sheffield Hallam University
Lucy Kimbell – Saïd Business School, Oxford University
Alastair Macdonald – Glasgow School of Art
Ailbhe McNabola – Design Council
Val Mitchell – Loughborough University
James Moultrie – Design Management Group, Cambridge University
Prateek Sureka – Work Foundation
Bruce Tether – Manchester Business School
Paul Thurston – PDR
Hazel White – Dundee University
Bob Young – Northumbria University

SDR Workshop participants

Workshop 01
Jocelyn Bailey – Policy Connect
Tracy Bhamra – Loughborough University
Tony Coultas – Scotland Skills Development
Sarah Drummond – Snook
Jake Garber – Innovation Unit
Lawrence Green – Manchester Metropolitan University
Mari Holopainen – Aalto University
Eva Kirchberger – PhD Student DESMA project
Alastair Macdonald – Glasgow School of Art
Jennifer Milligan – Lancaster City Council
Lia Patricio – University of Porto
Chris Pearson – Cambridge Service Alliance
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