DESTINATION **UX**

DESIGN OPTION PAPER

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of the European Union

contents.

DUX | DESIGN OPTION PAPER

Description of the Pilots in Greece, UK, Poland:

How we used the process to measure and improve the satisfaction level of the stakeholders that participated in the local Innovation Programmes. Lessons learnt

Disclaimer

Acknowledgement

This project was supported by the European Commission and is the result of a collaboration between the Business and Cultural Development Centre – KEPA (Greece), the Cardiff Metropolitan University – PDR (United Kingdom) and the Polish Agency for Enterprise Development – PARP (Poland). The key personnel of the collaborating organisations, involved in the implementation of it, were (in name order per partner): Angeliki Barakli, Poppy Oikonomou, Anna Koktsidou, Nikos Rovatsos, Anna Whicher, Ollie Sutcliffe, Piotr Swiatek, Marta Malesinka and Sylwia Rink.

A special acknowledgement goes to the participants of the Pilot Action, that was set up based on the draft Design Option Paper and offered in all three participating countries, who provided us with their priceless feedback on the Pilot and the project in general.

Executive Summary

The purpose of the DestinationUX project is to tackle the challenges, that national/regional agencies and organisations face, in increasing the satisfaction and the participation of SMEs in existing and future innovation programmes. Through the project, the partners will create a tailor-made toolbox regarding the SMEs experiences from Innovation Support Programmes. But how can they create such a toolbox that can really help the other innovation agencies? The project partners, having great experience in similar methodologies, came up with an answer: Design! But to begin with, what is design?

“Design is an approach to problem-solving that puts the user at the heart of the development process. As such, it can be applied in developing user-friendly products and services in the private sector as well as effective public services (1).”. “Design is not just about the way things look; it is also about the way they work. Design creates value and contributes to competitiveness, prosperity, and well-being in Europe. The European Commission aims to accelerate the take-up of design in industrial and innovation activities at European, national, and regional level(2) .” Moreover, design is good business. A study launched by McKinsey in the fall of 2019 states: “Design focused companies increased their revenues and total returns to shareholders (TRS) substantially faster than their industry counterparts did over a five-year period—32 percentage points higher revenue growth and 56 percentage points higher TRS growth (3).”

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The three DestinationUX partners, Business and Cultural Development Centre – KEPA (Greece), the Cardiff Metropolitan University – PDR (United Kingdom) and the Polish Agency for Enterprise Development – PARP (Poland), are regional/national agencies/organisations, that deliver innovation support programmes/services to SMEs. All of them being key players in the field of Design methodology and design-driven innovation programmes aimed at SME’s, have agreed to combine their forces in order to develop a Design Options Paper (DOP). The DOP -a guidebook and toolbox- will be available to any similar agency or organisation, designing and delivering either innovation support programmes (in general), or design support programmes specifically.

In order not only to share peer-learning outcomes, but also to prove Design Thinking’s added value including putting user needs at the centre, the partners took their experiences, their knowledge and the peer-reviewed programmes and services included in the (draft) Design Options Paper and combined it with the process and results pilot action implemented by each partner separately, to conclude to a useful set of practical tools that could facilitate the duplication of the process for other innovation agencies.

1)Dr Anna Whicher, Head of Design Policy of the International Design and Re search Centre at Cardiff Metropolitan University.

2)DG GROWTH dedicated website for Design for Innovation, Innovation Policies

3)McKinsey Quarterly “The business value of design”, October 2018

This document has been developed through the Twinning Advanced Methodology (Twinning+), which has the potential of bringing many benefits to the participants by giving them the opportunity to share problems, exchange knowledge and understand different viewpoints.

This document contains - in chronological order:

1. An overview of the project, its goals and its partners while you will be also informed about the challenges in place.

2. A presentation and analysis of Service Design approach.

3. The case studies that the partners peer-learned during the project.

4. The pilot actions implemented in all three partner countries are explained and their results are presented.

5. Conclusion and interpretations are being made, in order to offer a clear position of the partners regarding the challenge in focus.

6. List of sources, images and useful links.

7. Explanation and templates of tools that can be used for the application of the process.

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Introduction.

What is a design option paper?

This Design Options Paper (DOP) is the result of the DestinationUX project, as implemented by its partners (KEPA - Greece, PDR - UK, PARP - Poland). These three regional/national innovation agencies/organisations managed to collaboratively address a common innovation support challenge, with the use of Twinning+ methodology.

The Twinning+ methodology combines elements of traditional peer reviews and twinning in small learning groups of interested agencies. During the implementation of the project, the partners peer reviewed a co-creation procedure to use the experience, the tools, the capacity and their knowledge in order to increase the satisfaction and the participation of SMEs to existing and future innovation programmes. This was achieved through the creation of a tailor-made toolbox regarding SMEs experiences from innovation support programmes. For this reason, they shared good and bad practices in increasing the satisfaction of innovation programmes to SMEs that will lead to better results and greater impact of the innovation programmes, while developing the backbone of the new “Design-Service” to be offered to the local ecosystem by innovation agencies, that will enable the managing authorities in developing more efficient innovation programmes.

The ultimate goal was to set up a handbook on how to design and redesign User Friendly Innovation Support Programmes using Service Design Methods and Tools. It serves to explain how we are defining and using the Service Design in various ways, in Designing and Implementing Innovation Programmes for SMEs as well as provide practical tools and examples of Design being used in Innovation Support Programmes.

The proposed project aims to use Service Design as a methodology to create better innovation support programmes for SMEs to drive into competitiveness and growth. By combining forces, the partners will create the guidelines for using Service Design process by Innovation Agencies towards the creation of better and user-friendly innovation programmes for SMEs.

context.

DestinationUX project overview and goals

The overall objective of the DestinationUX project was to use the experience, the tools, the capacity and the partners' knowledge in order to address a common innovation support challenge namely to increase the satisfaction and the participation of SMEs to existing and future innovation programmes through the creation of tailor-made toolbox regarding SMEs experiences from Innovation Support Programmes. The toolbox/ guide will help the innovation agencies to:

- Map SMEs journey when participating in an innovation programme
- Identify the level of satisfaction per stage
- Find the gaps/issues to improve the process

Intermediary organisations offering support services on innovation to SMEs are relevant actors in this process from two main points of view:

- They can help policy makers in the development and implementation of programmes
- They can support SMEs to become more innovative

Specific objectives of the project:

- Creation of the peer learning group in order to strengthen the competences in designing and implementing user-friendly programmes that support SMEs Innovation, through the application of Twinning+ methodology.
- Evaluation of good practices related to user-friendly programme design and evaluation.
- Create a handbook and a toolbox on how to design user friendly innovation programmes for SMEs and improve the existing ones.
- Establishment of a sustainable partnership among the partners to engage in more frequent peer learning activities.
- The project facilitated the knowledge exchange among the participants on the following matters
- Piloting the Handbook and the toolbox in each participating region for 1 regional innovation programme for SMEs
- Improvement of administrative and back-office aspects in the management of innovation support programmes
- Enhancement of qualitative procedures in identifying the needs of SMEs and the most suitable support schemes
- Identification of good practices among innovation agencies and intermediary organisations that design and implement innovation support programmes.

Partnership

The consortium is made of three innovation agencies with similar background, which ensured fruitful outcomes in the peer learning activity. The partners of the consortium show different expertise, covering each other's lack of experience and offering a holistic approach of the objectives.

KEPA is the consortium coordinator, because of its strong experience both in coordinating EU funded projects, along with being a significant partner in Design-promotion projects. KEPA is an Intermediate Managing Authority for national and community programmes at regional and national level. Since its establishment, KEPA has successfully implemented over 100 programmes/actions and managed more than 30.000 projects/ business plans, with a total budget of above 3 billion euros. KEPA's focus is targeted in 3 main pillars: Design Thinking, Microfinance and Social Economy. Through its participation in several projects so far, KEPA has gained significant experience and know-how in the specific sectors, while it also participates as an active member to several European Networks (EMN, MFC, BEDA). Up-to-date, KEPA has successfully participated in 28 EU funded projects, with a total budget of over 21 million euros. In 2017, KEPA started the initiative of Hellenic Design Centre (HDC), the first and most experienced organisation in Greece that provides integrated Design support services to private and public sector organisations, to assist them in problem solving and in driving innovation into services and processes by putting people in the centre. Since its establishment, HDC has been offering training and support services to a number of SMEs, public authorities and civil society organisations. Moreover, it has been promoting Design as a driver of growth and competitiveness of SMEs and in the economy in general.

PDR is a Design and Innovation public institution that works with the Welsh government to design and implement innovation support programmes for SMEs as well as for the public sector. Since then, they have developed a world-wide reputation based on their ability to develop new knowledge in Design and development, and to apply and transfer such knowledge within both academia and industry. Its key strengths lie on the complementarity of its internal competencies and in the quality of its national and European networks. PDR has also significant experience in implementing EU funded projects and promoting user centered Design for innovation programmes and policy development.

PARP is involved in the implementation of national and international projects financed by the structural funds, state budget and multiannual programmes of the European Commission. As one of the key authorities responsible for creating the environment supporting economic operators, PARP actively participates in the creation and effective implementation of the state policy with regard to enterprise, innovation and adaptability of staff. Pursuant to the principles "Think Small First" & "SMEs above all", all Agency's activities are implemented with a particular emphasis on the needs of the SMEs sector.

Target Group and Challenges

The main target group of this DOP includes the Innovation Agencies, with the goal to help them improve or set-up user-friendly innovation support programmes.

Target Group Challenges:

- Improve existing innovation support programmes to better suit the needs of SMEs
- Increase the capacity of Innovation Agencies to design user friendly innovation support programs by applying service thinking techniques and improve the existing ones

Methodology

The methodology applied for the implementation of the DestinationUX project is the Twinning+ (advanced). The approach, though, followed is based on Design Thinking (more specifically Service Design), meaning that the partners put the end-users at the centre of the creation process, not only for the preparation of the DOP, but also for the creation process of the innovation support programmes. The purpose of Service Design methodologies is to design according to the needs of customers or users, so that the service is user-friendly, competitive and relevant to the customers. Service Design is an established discipline that follows the tradition of human-centred design, with roots in early manufacturing, architecture and industrial design. Service Design is also a dynamic discipline that continues to evolve and improve. It offers a clear set of solid principles and methods that will support service effectiveness and efficiency in creating holistic services that improve the citizen experience.

In recent years, notably policy and business experts have identified the value of design and Design Thinking as an approach to improving the government delivers services in one form or another for (and with) citizens. Innovation agencies, as public institutions, face the same challenges with the public sector everywhere; they are faced with fewer resources to meet growing expectations from businesses. Support programmes for SMEs designed and offered to the businesses by Innovation Agencies are a service.

DestinationUX applied the Service Design tools and methodology through:

- Using co-creation tools during the 2 peer learning workshops
- Using DestinationUX pilot test to gather insights from the SME and engage them to the process of improving three (3) existing innovation programmes in the participating region.

At the same time, the proposed solution and the results will be accessible beyond the consortium members.

Project's Specific Methodology

The project suggests the application of the Design Thinking Methodology as the core approach towards the achievement of improved services. Design Thinking Methodology includes several steps and stages, each one of which requires the use of different tools. For the implementation of the project's suggested process and guideline, the Design Thinking tools and approach applied will be described.

In this regard, the application of the Design Thinking Methodology will be applied to service development, hence the term Service Design will be used. The approach selected is the "Double Diamond", which is divided in 4 interrelated and interconnected phases.

Phase I: Discover

This phase is about understanding the problems and the users' experience. The partners will apply specific tools in order to understand the conditions, approach and attitude of the users and the programmes they implemented, in an effort to understand the steps to be taken over in each case. The tools suggested for use in this phase are:

Personas: creating fictitious yet realistic representations of target users. This exercise helps workshop participants to empathise with their customers and view the world through their eyes. Personas describe a set of characteristics and needs that can be used throughout the Design process to test the validity and usability of concept and prototypes.

User journey map: mapping the journey that the user goes on when they engage with the specific innovation programme. This includes all touchpoints such as websites, phone calls, application forms, online portals, as well as individuals such as administrators, advisers, mentors, etc. User journey mapping is a useful tool to uncover which elements of a user's interaction with the programme/ service are most problematic and potential opportunities to innovate and improve.

Team allocation: creating the team that will work along the process. It is defined at the start of the process and is reviewed throughout the process duration. Each person of the team will be allocated with specific tasks and the workload will be organised in a way that guarantees the smooth and fruitful implementation.

Hopes and fears: allowing to identify the attitude of the users and stakeholders through a discussion on the expectations and respective obstacles that might rise with respect to a project/ idea.

User research: identifying the behavior and preferences of the users. It can be used at almost every stage in the process from finding the about the needs of users for a new product/ service to evaluating their attitude towards new ones.

Programme evaluation wheel: assessing the impact and showcasing the results of the process. A process/ programme is being evaluated with the selection of a comparison group and the results and lessons learned are then communicated respectively. It is important to prepare the evaluations from the very start of the whole process.

Stakeholder mapping: It is necessary in the beginning of a project/ process, in order to define the stakeholders that will have to be engaged for the project/ process to be fruitfully implemented.

Phase II: Define

This phase is about defining the problems that need to be solved. The focus in this phase lies in the effort to limit the problem enough for it to be clear and concise, yet allowing for innovation to take place. The tools suggested for use in this phase are:

Problem definition: once the workshop participants have a clear understanding of the needs of their users and the things that impact on their service provision, they can use this tool to identify problems with current systems and opportunities for change.

Constraint framework: while still on the stage of problem/ challenge definition, this tool helps with the definition of the legal/ institutional framework, practical conditions, constraints and financial elements that set the boundaries for prototyping.

SWOT Analysis: leads to the understanding of what the project or organisation can offer, the key weaknesses that need to be worked upon in order to succeed, and where to bring in external partners for assistance.

Phase III: Develop

This phase concerns the initial development of concepts for the solution of the problems identified in the previous phase. The tools suggested for use in this phase are:

User journey map: mapping the journey that the user goes on when they engage with the specific innovation programme. This includes all touchpoints such as websites, phone calls, application forms, online portals, as well as individuals such as administrators, advisers, mentors, etc. User journey mapping is a useful tool to uncover which elements of a user's

interaction with the programme/ service are most problematic and potential opportunities to innovate and improve.

Table Top Walk: testing the concept of solution with the users. It provides information on what is important and what is problematic for the users. It involves visualising the solution and discussing it with end-users.

Scenarios and story-boards: participants will visualise the new service and bring it to life through a story-board detailing the user's new journey and experiences. This part of the process may involve role-play to help participants in better understanding with what the users go through (empathise).

Business support canvas: it is applied by the project's core team. They provide a visualised mapping of the process/ programme and they assess the stages in terms of strengths and weaknesses. The tool includes also a brainstorming session towards the improvement of the model process/ programme.

Acting/ Role play: envisioning a future service through people acting out all aspects of the service, roleplaying people, interfaces, products and any other touch points. It works best as testing method for early concepts of a service.

Challenge panel: provides constructive feedback from people not directly involved in the process. It is valuable when a concept is well-formed.

Ideation: works best in a workshop setting with the facilitation of an expert to capture and build upon new ideas. During such ideation events different brainstorming techniques, association exercises, sketching or performing can be used.

Theory of change: It is useful when you want to define the current state and describe the future state of a defined system effectuated by your intervention. It requires the collection of specific data (mainly through desk research).

Phase IV: Deliver

This final phase involves both some workshop activity and some pilot testing. The stakeholders/ participants will have to present the prototype they came up with in the previous phase to a targeted audience, preferably users. They will, then, have to collect the reactions and comments, improve the initial prototype and prepare the final application/ implementation. The tools suggested for use in this phase are:

Service Blueprint: It gives an overview of an organisation's operations, such as key activities, products, services, and points of interaction with the intended audience, stakeholders and beneficiaries. Blueprints help make explicit how existing resources can be repurposed or recycled, and what new resources will be needed and the impact of your activities.

Collecting data: elaborating on the information collected by interviews or other means, discussing the results and analyzing the respective findings with the team. This stage will help collect information that would contribute to the improvement/ refinement of the prototype.

Service Design for Innovation Support Programmes

What is Service Design

In today's economy, services are ubiquitous. In developed countries services account for around 80% of economic output. Because of their largely immaterial nature, they are sometimes difficult to notice, especially if they were developed and set up conscientiously and allow users to achieve their goals in an easy, understandable and timely manner. They manifest themselves at their worst, when they do not meet users' expectations, are confusing, pose hoops on a way or lead to nowhere, wasting everyone's time and resources.

For decades, the front-runner organisations, that exceeded users' expectations and delighted their customers with an excellent service, had a certain aura of possessing some kind of 'industry secret' or sprinkling the service with this very desirable 'je ne sais quoi'. However, most of the services were done intuitively and often failed to consider crucial needs of users or omitted simple features.

Service Design as a discipline emerged from a realisation that a service can be done more efficiently for an organisation and with a benefit for the user, when it is considered holistically as facilitating the user journey to a certain goal, bringing together all involved parties, resources and activities along the way. It breaks down service components into frontstage and backstage, depending on whether the customers see them or not, and helps to align organization resources and business capabilities with customer needs or wants. Thinking about the service in such a way allows analysing how different touchpoints meet diverse needs in a range of situations, and better dovetail users' expectations with underlying processes.

Service Design helped to disrupt industries or create new markets with unicorn companies such as Monzo, Uber or Airbnb that excel in Service Design. Also, public sector – the largest and oldest service provider, embraces Service Design and benefits from savings thanks to providing services that correspond to actual citizens' needs and are streamlined minimising the bureaucracy and time spent on case work or errors.

Service Design is an interdisciplinary approach that combines different methods and tools from various disciplines, such as ethnography, psychology, consumer research, interaction design, product design, service marketing, corporate strategy and management. For example, it adopted user research methods from ethnography and psychology; from marketing, it employs the marketing mix framework, expressed through the Four P's; from managerial science SWOT analysis and strategic planning; and triple standards of desirability, utility, and usability from Design disciplines.

Although there is no one universally adopted definition, practitioners and academics alike seem to agree on the main principles of Service Design. Hence, Service Design:

- aims to create services that are useful, usable, desirable, efficient, and effective.
- is a user-centred and co-creative approach that focuses on customer experience and the quality-of-service encounter as the key value for success.
- is a holistic approach that considers the entire environment of a service and looks in an integrated way at strategic, system, process, and touch-point Design decisions.
- is a systematic and iterative process that integrates user-oriented, team-based interdisciplinary approaches and methods in ever learning cycles(4) .

4) Saco, R.M., Goncalves, A.P. (2008) „Service Design: An Appraisal". Design Management Review, Vol. 19, Issue1, p. 12.

Stickdorn, M., Schneider, J. (2013). "This is Service Design Thinking". BIS Publishers, Amsterdam.

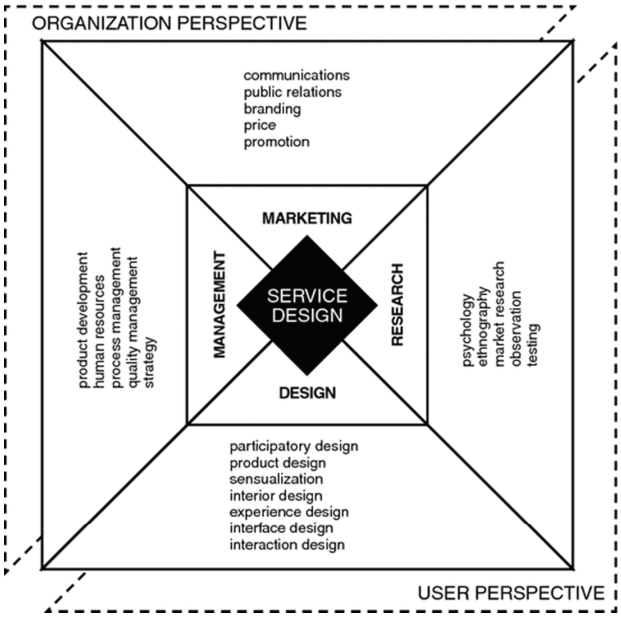
Service Design Network (2013). „What is Service Design?". http://www.service-design-network.org/intro/

Service Design provides language and apparatus to look holistically at the service equally from the organizational and user perspectives. The UK Government considers Service Design as process to create services that solve a whole problem for the user and that can be made up of multiple end-to-end user journeys:

- From end-to end: From when the user starts trying to achieve a goal to when they finish — including both content and transactions, agnostic to the business unit or department providing the service
- From front to back: Meaning the user-facing service, internal processes, supporting policy or legislation, and organizational,financial and governance structures of the service
- In every channel: Including digital, phone, mail, face to face and physical elements(5) .

UK Design Council (2010). "What is service design". https://www.designcouncil.org.uk/resources/guide/design-methods-developing-services

5) Downe, L. (2016). "What we mean by service design". Government Digital Service Blog https://gds.blog.gov.uk/2016/04/18/what-we-mean-by-service-design/



Foglieni, F., Villari, B., Maffei, S. (2018). "Designing Better Services. A Strategic Approach from Design to Evaluation". Springer.

In essence, Service Design is about working with users, delivery staff and other stakeholders to look for solutions that will lead to greater satisfaction of all involved by making content simple and user journeys intuitive. As the London's Design Museum tagline reads 'Design, humanity's best friend', Design aims to harness human creativity to improve humanity in all of its aspects. Therefore, designing good services should improve the situation not only for users, organisation, employers, but it should also consider the planet and greater good(6).

Why Service Design is important for Innovation Programmes

Providing innovation support by business environment organisations is, by all means, a service. Most often it is funded from the public purse as part of government effort to stimulate competitiveness, economic growth and job creation. However, because of the public nature of the aid, the various levels from which the support comes, the numerous rules for granting support and complex procedures for obtaining and reporting on it; the support programmes can easily become very bureaucratic. From the point of view of potential beneficiaries, it makes the support offer impenetrable and may discourage entrepreneurs from applying in the first place. As a result, bodies active in support are often obliged to offer their clients

what we might call ‘hand-holding’ through the complexities of state support schemes. This helps the applicants but does not solve the cause and increases the workload for support specialists, making providing support more expensive.

Public consultation on the effectiveness of innovation support in Europe done in 2009 showed that the level of satisfaction of beneficiaries is ‘not very positive’:

“More respondents stated that the support did not meet their expectations at all, than respondents saying that it perfectly met their expectations. Less than a third rated the received support for financing, awareness raising, networking and technology transfer as satisfying.” (7)

The responses to the consultation revealed that there was a big gap between enterprises expectations, what is offered and what they actually get. There was practically no area considered as ‘best practice’ and even the provider organisation was in agreement that the support mechanism needed improvement. Some studies even suggest that government interventions for innovation fail to deliver on their promise to improve economic indicators in supported businesses(8) .

Ten years later, accessing public support for innovation and business growth is still seen as complicated, bureaucratic and not fit for purpose:

“Public support for innovation – including EU support - is perceived as complex, slow, designed for R&D and fails to bridge the gap to private investment.”(9)

6)Downe, L. (2020) “Good Services. How to design services that work”. BIS Publishers, Amsterdam.

7)European Communities (2009). “Making public support for innovation in the EU more effective. Lessons learned from a public consultation for action at Community level”. SEC(2009)1197.

8)Becker, L. (2015). “Effectiveness of Public Innovation Support in Europe. Does Public Support Foster Turnover, Employment and Labour Productivity? Cege Discussion Paper Number 236. Available at SSRN: http://dx.doi.org/10.2139/ssrn.2585442
Wennberg, K., Karlson, N., Sandström, Ch. (2019). “Bureaucrats or Markets in Innovation Policy?”. Ratio, Stockholm.

9)European Commission (2018). ‘Funding — Awareness — Scale — Talent (FAST). Europe is back: Accelerating breakthrough innovation. Full set of recommendations from the Independent High-Level Group of Innovators on establishing a European Innovation Council’. Directorate-General for Research and Innovation.

As identified by Horizon 2020 Work Programme, “innovation support agencies rarely engage in policy experimentation”(10) to search for new ways of delivering support and testing their effectiveness. They face a lot of pressures to deliver ongoing schemes even if the evidence of their success is weak; and fear the criticism of trying something completely new.

Service Design offers a structured approach and tools to work with users – support beneficiaries, to “gain understanding of their needs in the first place and then iteratively developing an idea and testing it with users to achieve a result that is viable, usable and desirable”(11) . In this way, it can serve as a cost-effective method of de-risking the innovation process and improving the quality and effectiveness of the services offered in business support organisations.

Service Design Process for User Friendly Innovation Programmes

One of the most popular conceptualizations of a Design process is a so-called ‘Double Diamond’ model. It prescribes iterative phases of divergent thinking (Discover, Develop), which allow for broad exploration and free-flowing ideas, married with convergent thinking (Define, Deliver) when a more analytical and deductive approach is applied to narrow down information, insights and ideas to make decisions. This model is useful to explain Design and how it progresses, however it is important to remember that the Design process is often non-linear, some phases may overlap or be repeated.

There are multiple Design tools and though we assign them to specific phases of the Design process, they can be applied on different stages for different reasons. Design tools are flexible and adaptable and can be customised to meet the needs of any project.

Goals and intentions of the project will determine the type of research you need to undertake and the combination of tools and methods. All the research undertaken by organisations can be broadly divided into two categories: evaluative research and generative research. The main difference between evaluative and generative research is that generative research aims to identify and define the problem or opportunity and design a solution for it, whereas evaluative research is used to assess a solution once it has been designed to ensure it is usable and meets the needs of the user(12) .This distinction will help us to select the right mix of methods to meet specific needs of innovation support programme developers – either to explore issues, evaluate effectiveness and improve an existing programme; or to determine the support needs and set up an entirely new programme.

In the world of Design, focus on the user needs is paramount, so regardless of the type of the project, the process should start with a thorough investigation of the current situation and research into users' needs. The tools and methods deployed will be different depending on the goals of the project.

10)European Commission (2017). "Horizon 2020. Work Programme 2018-2020. Innovation in small and medium-sized enterprises". European Commission Decision C(2017)7124 of 27 October 2017.

11)Design4Innovation (2018). "Policy Booklet 1: Mapping Design Ecosystems". PDR, Cardiff.

12)Young, I. (2015). "Practical Empathy: For Collaboration and Creativity in Your Work", Rosenfeld Media: New York.

How to use Service Design to improve and evaluate an Innovation Programme

The application of the "Double Diamond" approach to Service Design will be initiated with the "Discover" phase. In this phase, the innovation agency will have to conduct a research on the existing programme through is users (final beneficiaries) and general stakeholders (project managers, managing authorities' staff, innovation agencies' staff etc). As mentioned above, the evaluative research method is more suitable in the case of improving/ evaluating an existing innovation programme.

Evaluative research seeks to understand an existing approach and assess how well it works for people it is intended for. Evaluation approach can be applied not only to implemented solutions that are already functioning for some time, but also to prototypes or mock-up concepts on various levels of fidelity. This type of research will give you insights on the outcomes and impact of the programme, kind of improvements that will make the functioning of the programme better for beneficiaries and delivery staff or even whether the programme should be continued at all.

You can evaluate the functioning of a programme in many aspects:

- Process: to determine if the process of providing support is understandable to everyone involved, does not have dead ends and enables each user to complete the outcome they set out to do efficiently. It asks the questions such as: what was done, to whom, how and what was the experience of completing the tasks.
- Outcomes: to evaluate if the solution is effective in producing desired and intended results. It is used to monitor the impact of the programme and its performance against the measures of success or KPIs.
- Formation: formative evaluation is an ongoing assessment of the solution in development (prototypes, mock-ups etc.) that feeds back to the Design process to ensure that Design meets users' expectations as early as possible.

Evaluative research methods include Service Safari or so-called Guerrilla testing, user journey mapping, quantitative surveys of outcomes and impacts, user interviews, user observation, usability or A/B testing, focus groups, expert reviews and heuristics, walk-throughs, card sorting or storyboards.

The results of the research will allow the core Design Team to move to the second phase of defining the problems/ challenges that have to be improved in order for the programme to become more user-friendly. The selection of tools to be used in this stage varies according to the conditions applied, the access to beneficiaries and the data available. This stage is important because it will narrow down and specify the problems up to a level that allows innovation to take place.

The problems will be grouped and summarized in categories in respect to the programmes processes (as for example those related to the proposal or implementation phase) or to the general objectives (ie communication, management, reporting).

In the "Develop" phase the Design Team will start elaborating the potential solutions towards the identified challenges. Again, the selection of tools will be based on the type of challenges and the respective conditions.

Finally, the ideas/ solutions created in the previous stage will be presented to the users/ beneficiaries for testing, allowing for backs and fronts to the process, following the remarks of the final users. The end of phase “Deliver” will be marked by the identification of the improvements necessary for the programme to become more user-friendly and, thus, attract more users/ interest.

How to use Service Design to set up an Innovation Support Programme

The challenge of setting up an innovation support programme from scratch does not require a different process, but, most probably, a different selection of tools within the same process.

Again the starting point is phase “Discover”, where research is necessary in order to identify the needs and challenges the new programme will target at.

In order to develop a new programme, applying generative research methods is more useful as they are focused at collecting the knowledge and insights about potential users, their contexts, how it is perceived by them, their explicit and latent needs, as well as the market and solutions already offered. Generative research aims to create empathy and gather foundations for developing new concepts for needs and problems that are usually unknown at the outset. Therefore, it is important to keep an open mind and do not project assumptions or biases on the research.

The goal of generative research is to spot opportunities for innovations or new solutions, so apart from looking at the lived experiences of users, it aims to understand users’ environments, attitudes, behaviours, motivations, and perceptions. It should be about exploring people’s thoughts and needs to respond to them, rather than looking into their lives to spot an opportunity to retrofit a preconceived idea.

Generative research methods include stakeholder mapping & context mapping, field studies and market research, personas, Day-in-the-life-of, cultural probes (diary studies), ethnography, storytelling, use case scenarios.

Of course, some methods and tools can be used in both cases, for generative and evaluative research, their use just need to be adapted to the aim of the study. For example, user journey mapping works best for an existing process while for a generative research its version the Day-in-the-life-of can be used to map a sequential experience of the user.

The results of the research will allow the Design Team to move to the second phase of defining the problems/ challenges that have to be considered in order for the new programme to be both effective and user-friendly. The selection of tools to be used in this stage varies according to the conditions applied, the access to beneficiaries and the data available. This stage is important because it will narrow down and specify the problems up to a level that allows innovation to take place.

The problems will be grouped and summarized in categories in respect to the programmes processes (as for example those related to the proposal or implementation phase) or to the general objectives (ie communication, management, reporting).

In the “Develop” phase the Design Team will start elaborating the potential solutions towards the identified challenges. Again, the selection of tools will be based on the type of challenges and the respective conditions.

Finally, the ideas/ solutions created in the previous stage will be presented to the users/ beneficiaries for testing, allowing for backs and fronts to the process, following the remarks of the final users. The end of phase “Deliver” will be marked by the identification of the programmes structure and implementation guidelines that will guarantee its effectiveness and its user-friendly procedures, while it will still aim to attract more users/ interest.

Case studies on user friendly innovation support programmes

The partners of the DestinationUX project have identified several effective practices related to the topic of the project. These case studies were elaborated and the results were combined, in order to define and design the process that will be presented by this project and applied during the pilot actions.

Greece

Business and Cultural Development centre (KEPA)

Overview

Name of initiative: **Re:Connect**

Summary

Re:Connect is a Design Thinking programme for SMEs and designers, in cooperation with experts (Hellenic Design Centre's executives) in the fields of customer insights, user experience και product/service development, aiming at creating strategic Design competencies.

Through the implementation of the programme, 6 selected SMEs became able to "Re:Connect" with their customers and to deliver products, services and/or processes that fully address their needs; moreover, 10 Designers, accompanied Hellenic Design Centre's executives throughout the programme delivery, Re:Connecting with new Design trends and creative methodologies.

What it is about this initiative that would be of particular interest to our target audience

Re:Connect is a pilot programme, which was set up by using the Design Thinking methodology during its design, development and delivery phases. Having in mind the local ecosystem, the SMEs' level of maturity / integration regarding Design Thinking, together with the lack of designers, the programme aimed to bring two different target groups together.

On the one hand, the SMEs that would enhance their design integration and user-orientation of their products, services and/or processes, while on the other hand designers (web / graphic designers / consultants / marketeers / architects / etc.) would be "re-educated" into the process of Design Thinking.

Further information

Start date: Mid December 2018

Duration of initiative: 6 weeks

Lead Partner: Hellenic Design Centre (HDC), powered by the Business and Cultural Development Centre (KEPA)

Partners: Danish Design Centre & the Estonian Design Centre

Funding: Project CODIS, funded by European Union's Horizon 2020 Research and Innovation programme. Re:Connect continues to be provided to the Greek ecosystem by the Hellenic Design Centre.

Budget: 18.000,00€

Geographic focus: Local, within the area of Thessaloniki

Detailed information of the initiative

The process from the beginning of the research to the full development of the programme, lasted 4 weeks. The first 2 weeks were dedicated to research on local SMEs needs (5 SMEs), the whole 3rd week was dedicated to designing the programme, while the 4th one was dedicated to the translation of the content and the preparation of the logistics for the upcoming implementation.

During the "Design" phase of the programme, the 3 partners hosted two meetings: the first one focused on the identification of common issues faced before, during previous experiences on designing, developing and delivering their respective programmes/services in the past. By identifying common challenges and exchanging knowledge, the partners came up with a single -suggested- methodology to design a new program/service. The second one was a "working-workshop" where -based on the research HDC has conducted in prior to local SMEs- the partners designed and developed a new programme from scratch, using the suggested methodology, as a response to local SMEs needs on Design.

The call for both SMEs and designers was disseminated by KEPA's and HDC's websites, while complementary measures have been taken in order to attract the selected target groups. Publications in social media, collaboration with local e-press websites and interviews in local radio stations took place

during the “open-call” phase. Further than that, HDC contacted distinguished partners both locally and nationally, that had a significant outreach to the specific target groups: Federation of Industries of Northern Greece, Federation of Exporters of Northern Greece, Chambers of Commerce, Federation of ICT Companies, Federation of Tourism Professionals, Design+ Magazine, etc.

All interested parties had to submit their respective files electronically.

As the programme was a Pilot, and having in mind the lack of SMEs and designers using Design Thinking Methodology in the local ecosystem, the selection was rather qualitative rather than quantitative.

SMEs: Based on their innovation-readiness capacity, willing to change as described in their application form, together with the HDC’s strategic decision on picking the ones that indicated the greatest potential to create the strongest cases after their plans’ implementation.

Designers: Based on their Cover / Motivation letter (200 words max.), CV, Portfolio.

Re:Connect’s activities included:

3) one-to-one sessions, with the mentor team, where Hellenic Design Centre provided guidance in order to enable SMEs to define your existing KPIs by focusing on the overall performance, on processes, employees, sales etc. and took necessary actions in improving their customer understanding.

2) joint workshops, with all beneficiaries, where all participants were trained on the use of customer-oriented and customer-experience identification tools, while at the same time they had the chance to
exchange experiences and insights.

1) closing event, where all interested participants had the chance to share what they have learned and done during the six-weeks period and heard about the other participants’ experiences.

What makes the initiative user- friendly?

Re:Connect can be characterised as a user-friendly initiative, as it was the outcome of a Design Thinking process at all stages of its development and execution. More specifically:

Accessibility: The combination of communication means used Re:Connect can be characterised as a user-friendly initiative, as it was the outcome of a Design Thinking process at all stages of its development and execution. More specifically:

Accessibility: The combination of communication means used by HDC gave the opportunity to the target groups (SMEs and designers) to be informed about the programme.

Submission: the applications were submitted electronically.

Evaluation: The criteria for the selection of the applications were thoroughly pre-defined and the evaluation process was quick and lasted about a week.

On-the-go changes: The programme and the project management type used, enabled the instant response in participants’ needs, making quick shifts and satisfying urgent requests.

Overall, the programme was extremely successful. This was reported both by the feedback gathered by the participants. More importantly, all 4 SMEs requested to continue the collaboration with HDC, through other available services. Further than that, in the announcement of the 2nd round of the programme, more SMEs applied to receive the services and also some designers showed their interest to re-participate, even though the concept and the context of the programme remained the same.

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United Kingdom

- Cardiff Metropolitan University (PDR)

Overview

Name of initiative: **'By Design'**

Summary

"By Design" Grant is a light-touch intervention aimed to attract new SMEs to Scottish Enterprise and support them in using Design to develop new or improved products and services that meet their customers' needs. Through participation in the User-Factor project, Scottish Enterprise set out to evaluate the scheme in order to increase grant engagement and improve the experience for participant companies and the Design agencies working with them.

In a year-long process, PDR research centre at Cardiff Metropolitan University (leader of User-Factor) conducted an evaluation of the experience and impact of the By Design grant as part of project activities funded by Interreg Atlantic Area Programme. The evaluation consisted of two surveys (among companies and design agencies) and two co-creation workshops (with businesses and Scottish Enterprise Innovation Advisors).

The evaluation revealed that as a result of "By Design" support:

- 64% of companies launched a new product or service;
- 63% of companies expect to make over £100k over 3 years;
- 68% of companies collaborated further with a Design agency;
- 71% increased their investment in Design

Co-creation workshops with grant beneficiaries and innovation advisors allowed for the two perspectives and expectations to meet, identifying the challenges on the support journey for all involved parties and resulted in a series of recommendations that will allow to increase the impact of the scheme.

What is it about this initiative that would be of particular interest to our target audience?

This case study shows the importance of not only evaluating the quantitative impact of support measures but equally of engaging with target audiences and front-line staff delivering the programme to ensure that the scheme is easy to find, understand, apply for and report on, and as a result produces the best outcomes for beneficiaries, support providers and the economy.

Participant companies, Design agencies and innovation advisors within Scottish Enterprise were involved in activities throughout the project, enabling them to provide insight into the support process and co-create ideas for improvement. These recommendations make the scheme more effective by simplifying the language, providing right and clear information at the right time and removing gaps in the process, ultimately ensuring the best use of resources.

Further information

Start date: November 2018

Duration of initiative: 12 Months

Lead Partner: Scottish Enterprise

Partners: PDR, the International Centre for Design & Research

Funding: ERDF through Interreg Atlantic Area Programme

Budget: Activities included in the User-Factor project budget

Geographic focus: Regional

Detailed information of the initiative

User-Factor is a three-year project co-financed by the European Regional Development Fund (ERDF) through the Interreg Atlantic Area Programme. It aims to strengthen innovation in small and medium-sized enterprises (SMEs) by supporting them in using Design as a tool for user-driven innovation. The project will result in the development of regional Design support pilots, which intend to offer value to SMEs and simultaneously integrate with existing support agency services to improve their capacity for Design.

Having a Design support scheme in operation, one project partner – Scottish Enterprise decided to undertake the evaluation study of the impact and experience of the "By Design" Grant to learn what works well and what can be improved.

The "By Design" grant (2015-ongoing) takes the risk out of the first investment in Design for businesses. It provides funding for collaboration with designers on a wide range of activities related to developing new products or services, such as customer research, concept development, prototyping, testing, packaging and market launch.

By launching the study with PDR, Scottish Enterprise wanted to:

- Understand the impact that the grant has had on businesses and Design agencies;
- Build understanding of a service Design approach within SE;
- Develop relevant content and tools that businesses can use to add value to the grant and build a more comprehensive support journey.

The study was based on a Design research approach. The Discovery phase consisted of two surveys (among companies and design agencies) and two workshops (with businesses and Scottish Enterprise Innovation Advisors) followed by in-depth phone interviews. The survey was sent to 456 companies with a response rate of 41%. The agency survey had a response rate of 25% among 114 supplier agencies. The purpose of the evaluation was to identify potential pressure points within the user experience in order to provide recommendations for improvement that will be prototyped.

In the Define phase, two workshops focused on mapping the company experience through the initial engagement, application submission, project implementation, claim and follow-on process. These user journey maps enabled the participants to identify difficulties that they encountered, which in turn provided them with the opportunity to explore how they might improve the experience going forward.

Based on the surveys and workshops, a number of recommendations were made and a series of proposals will be prototyped following the publication of final report including: examples of how to write a Design brief in order to commission Design services; a simple visualisation of the user journey to communicate the process more effectively to potential applicants, a toolkit for companies to work through with the Design agency in order to introduce design-driven innovation, and implementing a structured follow-on process to support innovation active companies.

What makes the initiative user- friendly?

The money is often the main incentive for small businesses when reaching out for the support scheme. However, if the process is cumbersome, complicated and not managed properly it can lead to waste of both – public funding and business' resources. Taking time to engage with the scheme users – SMEs as well as delivery staff, to develop a convenient

and easy to follow process can bring efficiencies and enhance the impact of support measures.

The study also suggests that working with a designer can have a multiplier effect for businesses. Through working with a professional designer in various domains, businesses are able to develop prototypes and deliver them to the market to get feedback. This feedback and the process of working with the designer can influence several aspects of their business from day to day operations, the development of news strategies and business models, increased articulation and understanding of brand and key relationships.

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Overview

Name of initiative: **SMART Suite of Innovation support programmes**

Summary

Following the strategy 'Innovation Wales', the Innovation Team within the Welsh Government set out to develop a new comprehensive range of support instruments in order to realise the ambitions of the strategy. The Innovation unit is responsible for providing assistance and funding for research, development and innovation to Welsh businesses and research organisations. It created a set of mechanisms called SMART Suite that includes support programmes for awareness-raising (SMARTInnovation), R&D&I commercialisation through research-industry collaborations (SMARTExpertise) and financial incentives for investment in R&D&I (SMARTCymru).

To ensure best results for beneficiaries, the team assisted by PDR, the International Centre for Design & Research, applied Service Design approach to create a simple, well-communicated process that provides a high-quality customer experience across the whole range of support instruments.

What is it about this initiative that would be of particular interest to our target audience?

SMART Suite is a multimillion package of business and innovation support co-funded by the European Regional Development Fund (ERDF). It includes a set of main support instruments for entrepreneurs in Wales. The Welsh Government wanted to improve the experience of accessing their new range of R&D funding and support programmes.

The project aimed not only at applying a user-centred approach to better understand the customer point of view and develop an easy-to-use process and consistent experience of engaging with the business innovation support programmes, but also to transfer the capacity for Design Thinking to the Welsh Government and enable its staff to use Design Thinking methods independently.

Further information

Start date: July 2015

Duration of initiative: 7 Months

Lead Partner: Welsh Government, Innovation Team

Partners: PDR, the International Centre for Design & Research

Funding: Welsh Government

Budget: £30,000.00

Geographic focus: Regional

Detailed information of the initiative

The project started with a two-day, immersive Design Thinking training for the key Welsh Government staff. During the workshop, managers from the Welsh Government learned about Design tools such as persona, customer journey map and service blueprint. The tools were then applied to identify challenges and map customer journeys together with businesses that had used existing WG services. Extreme

users with both positive and negative experiences were brought into the workshop and their journeys mapped out using the tools and issues explored in interviews. Their insights allowed for identification of potential problems and were used to brainstorm concepts to improve the process. Based on that work a service blueprint was developed for the WG services. This workshop was focused on one specific stage of the process in the SMARTCymru programme. It already generated many ideas of how to change the way the innovation support works, but the overall aim was to create a consistent customer experience across the whole service.

Therefore, PDR developed a package of tools, guidance and framework for the WG managers who took part in the workshop to replicate the process in all the teams working on different stages of the SMART Suite programmes life cycle (pre-application, appraisal, monitoring and post-completion). PDR experts provided mentoring and support to the senior project leads to run the workshops independently.

After a series of mapping workshops, the core team gathered to review the progress and prepare next steps with PDR designers. The workshops motivated the teams and resulted in an agreement on the three key principles that would be employed across the whole customer journey:

- Setting expectations for customers from the very beginning so they have a picture of what their journey is likely to entail from application stage, to follow-up relationships after the project has finished;
- Easing the administration load on customers to ensure that the paperwork associated with the programmes would be the minimum required;
- Adding value to the R&D process for customers by sharing best practice of the R&D journey.

To bring new ideas forward, a series of ideation workshops was organized across all areas of customer journey to propose simpler procedures and new ways of working. PDR challenged the WG staff to look at analogous situations and ways of presenting complex information at key points of complicated processes. Best practices identified in other industries were applied to the WG customer journey maps what enabled WG staff to spot new opportunities for improvement. The team reviewed a mortgage application process as this was felt to be similar to grant applications. This led to prototyping of new service touchpoints, such as Key Factsheets or Eligibility Notes, where the language was simplified and unnecessary information removed.

The core team met with programme directors and designers for debriefing and the final step of the learning process was prepared. PDR designed a workshop that brought the whole SMART Suite team together (40 staff from pre-application, appraisal, monitoring and post-completion) who have never worked together before, despite being involved in the delivery of the same programmes. In that workshop, they were challenged to follow the whole process of accessing innovation support as a specific persona to identify key issues about the consistency and user-friendliness. This proved particularly effective in identifying new documentation or information that affected the user experience. Each team proposed three concrete actions to improve the customer experience and committed to undertake these as a result of the workshop.

PDR has brought together all ideas generated throughout the workshops and designed a visual representation of the whole improved customer journey. The new model clearly explains what the different stages of the process entail, uses clear and simple language and reduces administrative burden for both applicants and the WG staff. The new process developed through collaboration has become the target operating model for a support programme worth £115m to Welsh businesses.

What makes the initiative user- friendly?

Because the programmes are funded through the national and European public funds, the process and documentation had evolved based on the requirements of funders and the government. PDR helped the Innovation Team to look at the process from a customer perspective to remove potential duplication and bureaucracy and ensure best quality of R&D projects outcomes and subsequent economic benefits.

The three key principles of setting expectations for customers, easing the administration load on customers and adding value to the R&D process for customers have been widely adopted by the Innovation Team and are at the forefront of their minds whilst undertaking their everyday job. Based upon the SMART suite's new service Design blueprint and three key principles, the team has created a whole new suite of documents including Key Fact Sheets that are all consistent in their appearance and make-up, aiding in giving our customers a consistent experience.

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Poland

- Polish Agency for Enterprise Development

Overview

Name of initiative: **gov_LAB**

Summary

"Gov_LAB" is a hands-on educational programme for local government officials, who work on real cases, finding solutions for local problems and learn a user-centered Design methodology at the same time.

"Gov_LAB" is a pilot programme planned for 5 editions (15 individual projects). In one edition three teams work in parallel during 4 months (there are two editions within each year). The content of the programme consists in 80% of practical workshops combined with 20% of theory (lectures). Participants work on real challenges currently on the agenda of their institutions. "Gov_LAB" is a living formula that allows the newest tools/methodologies to become a part of the programme.

"Gov_LAB" is also a platform for knowledge and experience exchange for public servants in Poland and further development of the programme aims in that direction in order to influence the whole ecosystem.

Key aims/objectives:

- Supporting local government officials in designing new services for entrepreneurs.
- Promoting collaboration between public servants and local citizens in order to deliver better quality services for local entrepreneurs.
- Promoting Design Thinking methods as a tool.
- Creating and disseminating good practices in implementing new, user-centered services for entrepreneurs.
- Creating a platform for knowledge and experience exchange for public servants.

The first group of participants (3 projects) has completed the programme in October 2019 and the second group in February 2020. Services designed by the participants of the first edition are currently being implemented and will be soon available to local entrepreneurs and also other groups of beneficiaries. According to the plans, in 2020 two other editions (6 projects) are going to be implemented.

What is it about this initiative that would be of particular interest to our target audience?

"Gov_LAB" aimed to address the common problems of administration: isolation of local governments, lack of trust between officials and entrepreneurs, lack of understanding of real problems and needs. Local governments are not used to implementing new ways of working, they believe there is no room for improvement in the way public administration operates.

The programme is a pretext to show to participants how to become agents of change in their own institutions. During the programme local government officials learn how to work differently: hand in hand with users, within multidisciplinary teams, applying prototype & test approach.

Further information

Start date: December 2018

Duration of initiative: 4 months per project, the whole programme (5 editions) – 3 years

Lead Partner: Polish Agency for Enterprise Development (PAED) together with the contractor of facilitation services

Funding: Polish Agency for Enterprise Development

Budget: 4.000.000,00 PLN (approx. 1.000.000,00 EUR); approx. 800.000,00 per one edition (3 projects)

Geographic focus: National

Detailed information of the initiative

The first task was to recruit the local governments as well as choose the contractor of services. The local governments applied to the programme in the open call. Every institution had to set down its own topic of the project – problem that was going to be solved during the Design process.

During the project, participants received free of charge:

- the service of conducting the Design process leading to the design of the instrument for entrepreneurs. The facilitation service includes primarily:
- support of the project team in clearly defining the problems / needs / tasks related to the design of the instrument for entrepreneurs,
- selection of appropriate models, tools and techniques that will be used in practice to implement the task,
- support of the members' project team in adopting a role corresponding to their personal preferences,
- preventing conflicts with the task;
- services necessary to implement the instrument design process for entrepreneurs, including:
  - organization and conduct of 8 project workshops,
  - recruitment of additional workshop participants,
  - recruitment of respondents for qualitative research;
  - support in conducting qualitative research;
  - preparation of project guidelines (project brief);
  - refining prototypes of the instrument for entrepreneurs developed by the project team;
  - preparing an instrument testing plan for entrepreneurs and support in conducting tests;
  - preparing a report on testing the instrument for entrepreneurs;
  - preparing a report presenting the project of the instrument for entrepreneurs and its implementation.
- training necessary to implement the instrument design process for entrepreneurs covering the following issues:
  - the definition of public Service Design;
  - designing user experience and functionality (user experience);
  - innovation in administration (experimental approach,role of creativity);
  - designing services in a changing reality;
  - effective ways to attract users (behavioral economics);
  - promoting new services;
  - organization of training;
  - organization of Demo Day, during which individual project teams will present their solution and will be evaluated by an independent jury.

Training services are provided as part of 2 two-day conventions organized jointly for all related pilot projects in Warsaw. PARP provides catering and accommodation for participants of conventions.

All services in the project are provided by the contractor selected by the PAED. PAED employees take part in individual project processes, ensure proper quality of services and use of tools and methods adapted to the specifics of each institution.

What makes the initiative user- friendly?

The concept of “Gov_LAB” was developed by PARP using Service Design methodology.

The diagnosis stage was closed by collecting and analyzing problems, expected benefits and specific goals that local government employees expect to achieve. This information allowed us to define the most important aspects of the designed services.

Working on a real challenge, the institution is facing, turned out to be a key element for the local administration. It was assumed that the Design process must be easily applicable to its needs and limitations. Only when the innovative ways of working are adapted by employees of a given institution may permanently enter the applied repertoire Design tools. At the same time, it has been observed that there is a strong need to exchange experiences and mutual support of institutions in the process. That's why the educational part of the project is not limited to work within the institution, but also provides meetings of all participants. Engaging teams rather than individual representatives of the institution in the program is another key element.

The collected information allowed us to develop the concept, which it assumes the following program features:

- Learning in the process
- Teamwork
- Self-reflection learning - each subsequent process is to be based for independent analysis of the previous activity
- Implementation of the developed solution - to fully experience the potential and limitations of the Design process
- Diffusion of acquired knowledge and skills in the institution.

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Overview

Name of initiative: **Grants for Design**

Summary

Within the “Grants for Design” pilot programme there were 20 processes carried out. Each included one furniture company coupled with a designer and a team of experts.

Processes lead to design of new furniture set based on original models developed during close collaboration of furniture company’s team and external experts such as: industrial designer, project manager, design manager, trend expert.

An important element of the whole concept was to guide entrepreneurs carefully throughout the whole Design process in order to instruct them what are the key elements of a professional Design approach to furniture design.

Key aims/objectives:

- Supporting furniture manufacturing companies in creating unique brand value thanks to design of original sets of furniture.
- Promoting collaboration with professional industrial designers as a tool for value creation (not as an operational cost).
- Increasing the innovation factor of furniture manufacturing companies through the use of Design.
- Creating and disseminating good practices in cooperation of furniture manufacturers with professional designers.

There were two operators employed to carry out the processes. Operators were chosen among the companies which had necessary experience in design management and at the same time employed a team of designers ready to start the collaboration with chosen companies. Ten companies completed the programme and their new sets of furniture were presented during Warsaw Home Furniture Fair (Poland) and Maison&Objet 2019 (Paris, France).

What is it about this initiative that would be of particular interest to our target audience?

The “Grants for Design” programme aimed to address the common problem of furniture manufacturing companies: production know-how coupled with lack of Design skills. The assumption was that in the case of those companies’ Design can be used as a tool for innovation. If employed correctly, Design leads to creating a new brand proposition and therefore allows for higher profits.

This support scheme was shaped as a training programme. We decided to deliver knowledge and guidance instead of regular financial support. We knew from user research conducted for the programme that the crucial problem is not the lack of funds but rather lack of knowledge and understanding of the value of Design.

Further information

Start date: Jun 2018 – Dec 2019

Duration of initiative: 1 year 5 months

Lead Partner: CodeDesign, Warsaw, Poland

Partner: Association of Warmia and Mazury, Olsztyn, Poland

Funding: Polish Agency for Enterprise Development

Budget: approx. 2 310 000 EUR; max. approx. 39 000 EUR of value of service delivered per company

Geographic focus: National

Detailed information of the initiative:

There were two operators chosen for leading the programme. Their first task was to recruit the manufacturing furniture companies. As the most desired users for the programme would not answer to an open call (as they are generally not familiar with the value of Design) there was a need for networking events where targeted audience could meet in person with designers and experts and be introduced to the benefits of the programme.

Secondly, ten Design teams were established. Each operator would lead five teams. Each team consisted of selected employees from furniture companies and experts such as: industrial designer, project manager, design manager, trend expert.

It was of crucial importance to provide participants with the guidance of project manager and design manager. During research that was conducted for the programme it was discovered that neither the manufacturer nor industrial designer has the necessary project management skills. Therefore, each team had one project manager and three teams were surveyed by one design manager who would be responsible for the purposefulness of the whole design process. It was also agreed upon that one industrial designer cannot take part in more than one collaboration with a manufacturer as to maintain the focus.

Once the new furniture set was designed, a manufacturer was provided with expert consulting in communication and promotion strategy in order to make sure that the new design gets adequate market exposure.

As part of the promotion campaign the new sets of furniture were presented during Warsaw Home Furniture Fair (Poland) and Maison & Objet 2019 (Paris, France) fair as a group show.

An additional promotion event was organized in order to present the teams responsible for the Design processes in order to share the experience of the manufacturer and promote the notion of Design as a business tool.

What makes the initiative user- friendly?

The concept for “Grants for Design” was developed using Service Design methodology. User research was conducted in order to establish the core components for the programme. First and foremost, it was concluded that furniture manufacturing companies have little room for experimentation and they are only willing to open up for new business approaches if they receive tailor-made guidance from experts. This is why we decided not to hand over financial support without know-how.

During the testing phase our users indicated that a complete Design process is what they really desire in contrast to a set of consultations they could choose from. It was pointed out to us that when a user does not have experience in employing

Design methodologies one might easily get lost without guidance.

Initially the idea for the programme was to conduct a full transformation of a company: from a purely manufacturing one to a one that creates unique collections under their own brand. It turned out to be too much of a risk for company owners and therefore it was replaced with the concept of a test furniture collection that might later be transformed into an independent brand but only once the market confirms its value. Thus, the programme took the shape of a sandbox that can be used for experimenting with a new value proposition but which does not expose a company to too much of a risk.

The last but not least: our users made us aware that a concept for furniture is not enough, they must create a pilot series of new furniture sets in order to be able to present them at furniture events. Thus, the creation of prototypes became a part of the programme together with guaranteed presentations and promotions campaigns during recognised furniture fair both in Poland and abroad.

In general, the companies taking part in the programme were fully taken care of by indirectly partner operators and directly by the experts hired for delivering consulting services. The idea was to deliver a model Design experience for the user, that could later be replicated by him/herself within the respective company.

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Overview

Name of initiative: **Poland Prize**

Summary

“Poland Prize” was a foreign startup acceleration programme, that assisted non-Polish startups who wanted to start a business in Poland. Thanks to interviews during the designing process, we discovered the needs and problems that foreigners face, when trying to start their businesses in Poland. Observations that we made aided in the creation of the final product: a programme that differs from the standard acceleration programme, by meeting the needs of our clients during the difficult initial stages of starting a business in foreign country, which local startups don’t experience, as their foreign counterparts do. A designed soft-landing package was created in response to identified customers’ needs.

Key aims/objectives:

- Supporting foreign startups in their decision to come to Poland.
- Helping their businesses expand and connect with the Polish startup ecosystem.
- Attracting and bringing foreign talents to Poland.
- Transferring innovative ideas from abroad, increasing availability of innovative startup projects (deal flow) to strengthen effective use of EU and national funds.
- Increasing cultural diversity of Polish startup ecosystem promoting innovation.

The acceleration programme for non-Polish startups was a pilot initiative financed by EU funds and Polish budget and was developed in a Service Design methodology with assistance from its potential beneficiaries. The programme was the first of its kind, as it was designed based on customer needs with continual input from the users before the final implementation phase.

What is it about this initiative that would be of particular interest to our target audience?

The “Poland Prize” is an example of implementing the new and innovative approach to creating programmes in Polish public administration. The final beneficiaries and stakeholders (foreign startups, representatives of public administration, accelerators) were actively engaged throughout the entire Design process. This program was designed and created under the umbrella of the inno_LAB - the Centre for Analyses and Pilots for a new support scheme. The main objective of inno_LAB is to develop and test new tools for supporting innovations and to strengthen the capacity of participants of the national innovation system.

Further information

Start date: Designing phase: Sep 2017 – Oct 2017
Implementation phase: Sep 2018 – Dec 2019

Duration of initiative: 1 year 3 months

Lead Partner: Polish Agency for Enterprise Development

Partner: Start-up Hub Poland, Warsaw, Poland, Huge Thing Gdańska Fundacja Przedsiębiorczości, Brinc Limited, Blue Dot Solutions

Funding: European Regional Development Fund and Polish budget

Budget: approx. 2 310 000 EUR

Geographic focus: National

Detailed information of the initiative

The final outcome of this process allowed us to be the first Polish program to provide fine-tuned support to foreign startups starting their businesses in Poland. To implement this pilot project, the Polish Agency for Enterprise Development (PARP) selected operators, who demonstrated previous work experience with foreign startups and has been successful in supporting the development of companies in their early stages. Operators had an experienced team at their disposal to ensure that they would successfully achieve the objectives of this Pilot programme.

Accelerators were given the task of scouting and assessing whether start-ups had the potential for successful commercialisation of their product. The recruitment process took place in various countries, depending on the operator's choice. One of recruitment conditions was that at least 50% of company shares had to belong to founders/team members from abroad.

Each participant of the programme was guaranteed the “soft landing” package, which meant that a specially selected person (concierge) assisted with matters such as banking, settlement-related matters, company registration, and applying for a temporary residence permit.

The main part of the programme was acceleration which included activities such as mentoring services, accounting and legal advice, specialised technology consulting and networking, and attracting investors, business partners and potential customers. The acceleration process followed the equity-free model, meaning that the programme operator did not acquire any shares for their participation in the programme. Startups chosen for the program received up to 45 000 euro in financial support, which was dependent on achieving various milestones of the acceleration programme.

The acceleration process was finished by 99 startups from very different countries from all over the world, however the country of origin for most of them was Europe (e.g. Ukraine, Estonia, Great Britain, Belarus).

What makes the initiative user- friendly?

The programme was designed based on a draft provided by the Ministry of Entrepreneurship and Technology. As a team we decided to use the Service Design methodology and investigate further the real needs of foreigners, attempting to start a business in Poland. We conducted interviews and discovered some struggles that foreign businesses face, when coming to Poland, which was not addressed in the initial received draft. After conducting prototyping workshops (co-creation with startups and accelerators) and testing our solution with potential beneficiaries, the programme took a final shape. In this way the soft-landing phase and the role of concierge, who was responsible for everyday (linguistic and substantive) support to the foreigner, was introduced to the scope of support for non-Polish startups.

Interviews with startups from Ukraine, Belarus and Kosovo allowed us also to gather knowledge about their specific technology know-how needs, which were accommodated through specialized technology consulting, we introduced into the mentoring programme. That was something new in acceleration programmes implemented by PARP.

Also, the solution so-called “dedicated visa route” made it easier for innovative startup creators to settle in Poland. It utilised the invitation procedure which made the process of obtaining a visa much simpler and faster, and was a response for constraints with formal entering Poland for non-EU citizens, discovered during interviews.

Contact details

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Description of the Pilots in Greece, UK, Poland

How we used the process to measure and improve the satisfaction level of the stakeholders that participated in the local Innovation Programmes. Lessons learnt

Greece

- Business and Cultural Development centre (KEPA)

Title of Pilot activity:

Improve user experience of beneficiaries, in the implementation stage of the national financial instrument of Greece, named "Research-Create-Innovate"

Description of the pilot

- Aims/ Objectives

The main goals of the pilot, using Design thinking methodology were to:

- Identify pain points during submission and implementation process, that reduce satisfaction of beneficiaries and administrative staff of the program,
- Map stakeholders (target groups), understand their needs and expectations from this national financial instrument,
- Co-create ideas and possible solutions with all stakeholders,
- Test ideas that improving the program, in order to find out what could work, given the limitations that exist (framework, resources, etc.),
- Design a final prototype that will be implemented in full scale.

Key aims/objectives of the "Research-Create-Innovate" national financial instrument of Greece:

- Financial growth based on knowledge and sustainable specialization,
- Integration of expertise and innovation, in existing but also new products, services, production systems and value chains,
- Correlation between academic research and market needs in the economy.

The beneficiaries of the program could be private companies of any size, or consortium of companies, national institutions and research organizations. For the implementation of their proposals, the potential beneficiaries could create the appropriate combination of actions for their case, utilizing a wide range of supported costs from the following categories:

- traditional research and development activities (ex. industrial research, experimental development, feasibility studies),
- promotional innovation actions (ex. acquisition / validation / patents' protection, staff secondment from research and dissemination organizations),
- support actions (ex. participation in trade fairs, consulting services).

Presentation of the pilot

The pilot consisted of four phases:

Discover: Conducting preliminary online research, screening and analysing questionnaires' results that the managing authorities collected from beneficiaries and 2 in-depth interviews with administrative and operational staff of the program.

Define: Identifying the final challenge, conducting in-depth interview with beneficiaries of every sector, administrative & operational staff, and also validating key insights that set constraint framework

Deliver: Conducting an online ideation workshop, validating the ideas

Develop: Designing the final prototype in cooperation with managing authorities of the program

Phase I: Discover

In order to identify stakeholders, understand their needs and challenges about the “Research-Create-Innovate” national financial instrument of Greece, we completed the following steps:

- Preliminary study
- In-depth interviews
- Stakeholder mapping tool

Preliminary study:

We conducted a preliminary research on all elements of the Program (financial instrument proposal submission manual, submission process, information points, software system, etc.) to understand the context and environment of the “Research-Create-Innovate” Program.

Additionally, we screened and analysed questionnaires’ results that the managing authorities collected from beneficiaries on the satisfaction regarding the whole program.

Furthermore, 2 in-depth interviews were conducted with the administrative staff to understand perspectives on the programme and to analyse process challenges.

Interviews results:

- There is a significant delay in the execution and monitoring stage of the program.
- Administrative delays are being noticed due to monitoring and verification procedures which are defined by the FI manual and thecurrent management and control system.
- There are continuous modifications of the program, by the General Secretariat for Research and Technology authority.
- Delays lead to waste of time that impacts on budgetary costs.
- EYDE-ETAK (managing authority) needs reinforcement in human resources due to understaffing.

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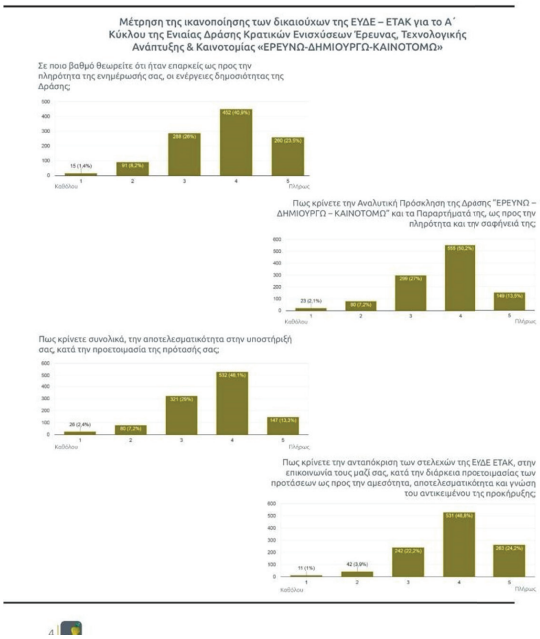
Empathize



In the end of the first phase, we used the Stakeholders mapping tool to develop a better understanding of stakeholder engagement, to make sure the right people are involved and also to group the stakeholders according to their engagement levels.

Managing Authority (EYDE-ETAK) aims/goals:

- Identify the problems both beneficiaries and operational staff have.
- Accelerate the execution of projects by the beneficiaries.
- Make suggestions (ex. FI manual modification, cut-off procedures) to reduce the administrative verification burden.

Stakeholder mapping results:

- Special Service for Management and Implementation of Actions in the fields of Research, Technological Development and Innovation (EYDE-ETAK)
- General Secretariat for Research and Technology (GSRT)
- Special Authority of National Financial Support (EYKE)
- Operational Programme Competitiveness, Entrepreneurship and Innovation (EYD EPAnEK)
- Management Organisation Unit of Development Programmes (MOD S.A.)
- Registered members of certified evaluators
- General Secretariat for Research and Technology (GSRT) experts
- Service providers to EYDE-ETAK (external accountants)

Phase 2: Define

In the second phase of the pilot, we needed to define the final challenge, conduct user research and finally prepare a constraints framework before the Ideation process.

Tools & method that we used:

- Problem Definition
- In-depth interviews
- Constraints framework

We chose to use the “Problem definition” tool, because we wanted to agree on the topic and be prepared for the research phase. We broke down the original challenge into smaller ones, using the key insights of the first phase and we prepared the interviews’ context that we were about to conduct.
We organised and conducted in-depth one-to-one interviews online, due to quarantine of Covid-19, with all parts of beneficiaries, administrative and operational staff of the program. Our goal was to extract as much information as possible of the whole process and especially about the stage of implementation.

Interviews key insights:

Beneficiaries

- Beneficiaries prefer the written responses to their questions
- Mandatory submission of printed original documents, complicates & delays implementation
- Digitalisation of the process as a whole, both in proposal and in implementation phase
- Automatic information of beneficiaries on important dates (fully digital system)
- Coordinators (EYDE-ETAK) are more effective in support, due to their experience
- Need for easy to use and to share files (or preferably reporting through a fully digital system)
- Provision of analytical guidelines on the implementation process or simplification of the process.
- Insufficient after funding support
- The change to centralized payroll proof was very helpful, in contrast to last program

- Automatic notification on payments status (fully digital programme)
- Extensions decrease pressure during submission time of deliverables
- Need for training in submitting proposals to inexperienced beneficiaries

Managing & Operational staff:

- Certification delays due to the difficulty of cooperation by the partners
- Lack of experience in the implementation stage of the program by private companies in relation to other beneficiaries
- Beneficiaries do not notice in the announcements/ updates of the program, having as a result deficiency on submitting less documents that are required to

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- The less numbered operational staff manage a large number of projects
- Beneficiaries which field of interest is information technology, as well as large companies are more prepared to implementation stage
- Dysfunctional communication with the project team, because all partners communicate separately, ignoring the coordinator of the project
- Finding authentication staff of various fields who do not have conflict of interest is a difficult procedure

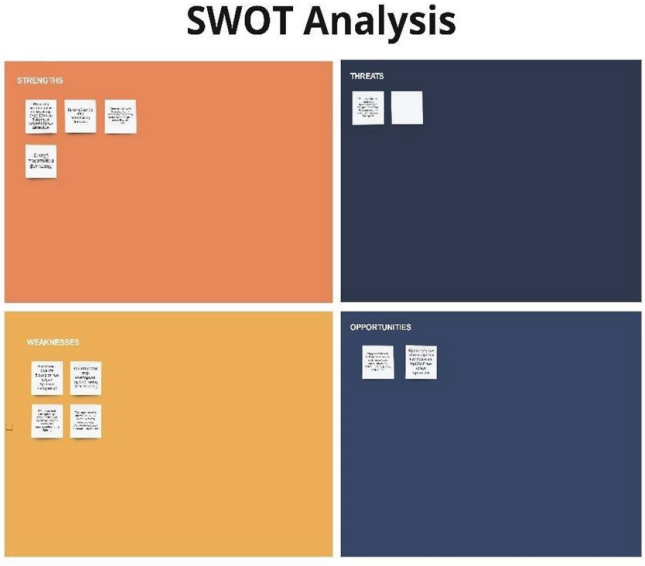
Thus, in the end of Discover phase we used the “Constraints framework” tool, to identify the constraints that should be taken into account for the implementation of the solutions that will arise in the next steps of the process (institutional constraints, framework, resources, time, government objectives, etc.).

Phase 3: Develop

Our next step within the pilot action was to organise an ideation online workshop, where stakeholders would extract ideas and also evaluate them. The results of the workshop would lead to the prototype, where we and the managing authority have analysed and validated the modifications of the implementation process of the program.

Online Ideation workshop steps:

- User research key insights presentation
- SWOT Analysis tool
- Brake down the challenge (How might we...?)
- Classic brainstorming method
- Idea portfolio tool



We organised and conducted an online Ideation workshop, using the online platform Miro, with different stakeholders' participants than in the previous steps of the pilot, so we can have as much unbiased information and key insights.

At the beginning of the workshop, we presented the goals of the European project DestinationUX, the goals and the previous steps of the pilot, and also the key insights of the user research that we conducted before.

Later on, we used the "SWOT Analysis" tool, which has led to a richer understanding of what the program can offer, the key weaknesses that need to be worked upon in order to succeed, and where to bring in external partners for assistance.

3

Strengths:

- Excellent knowledge of the project implementation and willingness to support beneficiaries on behalf of EYDE-ETAK's Managing & Operational staff
- Flexibility in expenditure certification
- Available support material for the implementation of the action with easy access through website of the service
- Continuous effort to improve

Weaknesses:

- Complex terms in the call for national support projects
- Delays in the implementation of the certification process
- Nonfunctional information system
- Lack of knowledge in the implementation of the action by the beneficiaries

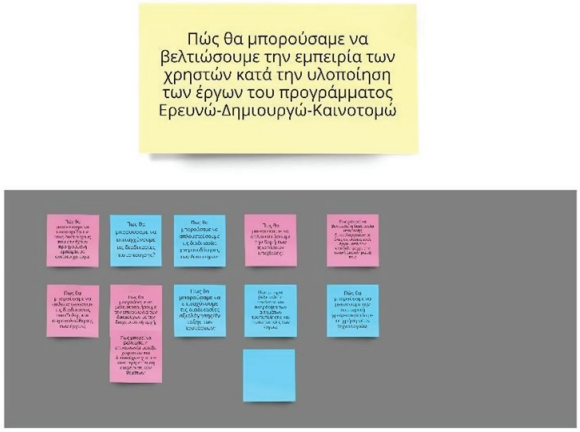
Opportunities:

- High-level personnel by the beneficiaries in the country
- Evaluation of the upcoming problems and promotion of the good practices

Threats:

- The requirements of the payment in advance and the intermediate installments, complicates the financial stability of the projects

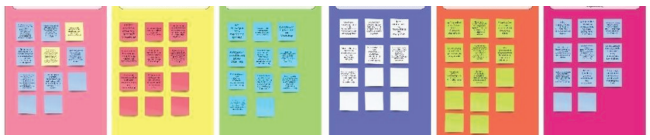
As the discussion and engagement of the participants evolved, we proceeded to the next step, where we broke down the original challenge by asking the "How might we..." questions. The participants created more sub-challenges and voted on the final 6 challenges that they wanted to proceed in Ideation phase.



Voted sub-challenges:

- How might we maximize the impact of the projects?
- How might we simplify the monitoring procedures of the project?
- How might we support the beneficiaries which have no previous knowledge of the project?
- How might we improve the quality and completeness on the project's modification and certification requests?
- How might we reduce internal bureaucracy by using new technologies?
- How might we improve communication between operational staff and beneficiaries?

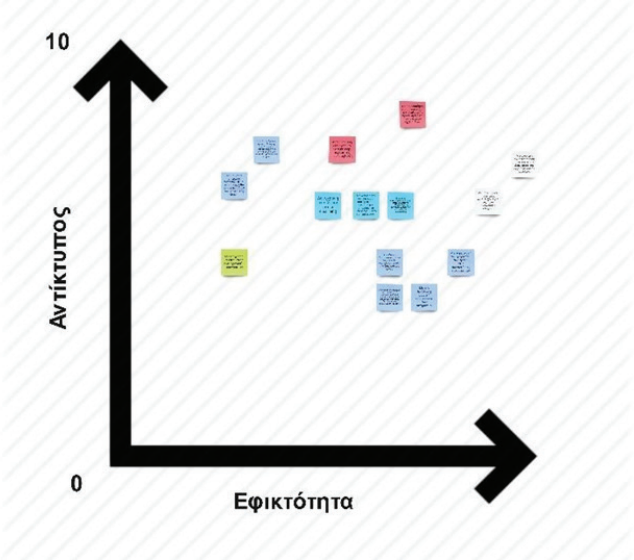
Using the classic barnstorming method, the participants posted their ideas for every sub-challenge that voted in the previous step of the workshop.



Finally, we used the "Idea Portfolio" tool, to evaluate the extracted ideas. The prevailing ideas placed on the two axes of Efficiency and Impact, according to the results of "Constraints framework" tool that completed in the end of previous phase

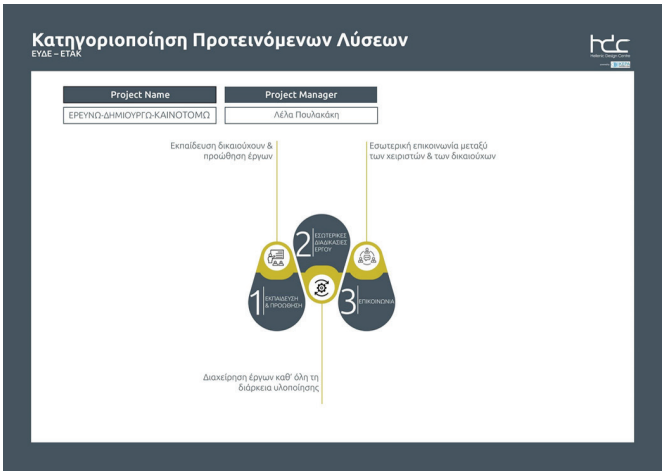
Prevailing Ideas:

- Organizing a conference in order to present good practices and at the same time encourage the use of research results
- Create KPI's for the utilization of results on a commercial level
- Create video tutorials in order to help the beneficiaries to implement the action
- Design a FAQ part into the website of the project
- Simplification of cost sharing
- Reduction of the audit in two times through project's process
- Earliest publication of the project



Phase 4: Deliver

In the last phase, a scheduled online meeting took place between KEPA's team and the FI's management staff, where the results of the Ideation workshop were presented.



Prototype:

During a long discussion about the ideas that were extracted and voted on in the Develop phase, we continued our conversation on the "Service blueprint" tool, in order to overview program's operations and update the parts that were identified as problematic ones. The administrative staff of the program evaluated the ideas that were placed on the update procedure of the program regarding the constraints framework and our team collected all the information, so we could design and complete the "Service blueprint" tool.

Finally, we designed and presented to the administrative staff, the whole process that was implemented during the pilot, all the tools and methods that we used and lastly, we presented the final prototype, which demonstrates the updated parts of the financial instrument program's procedure and the future internal & external key activities that the EYDE-ETAK has to schedule. The next step for our team would be to be included in the implementation phase, but this is up to the managing authorities of the program.

A month later, after the last meeting with the MA authority of the project, was published a new amendment on implementation of the project. KEPA's team examined the different parts of the implementation process that changed and surprisingly found that some of the prevailing ideas from the Design Thinking process have been already incorporated. Another online meeting was scheduled between KEPA's team and the FI's management staff, where the changes of the amendment will be confirmed, as additional supporting procedures for the beneficiaries have already been scheduled for the near future. A proven positive result of this collaboration was that EYDE-ETAK's staff appreciated the use and results of Design Thinking methodology and will definitely ask for our services when they face a challenge again in the future. But the most valuable input that we had during the pilot process was the potential that more policy makers will start to use the methodology of Design Thinking in their organizations.

General remarks/ Conclusions

The Managing Authority of the Programme turned to be highly interested from the very beginning of this cooperation and expressed its willingness to engage external unbiased support. The success of the project was that the same feelings prevailed also at the of the process and the Managing Authority is looking forward to similar actions in the future. Nevertheless, difficulties were faced on what concerns the behavioural change of the MA staff and their openness to change and adaptation, according to the new needs and constraints. COVID-19 pandemia created various obstacles during project implementation, but also stressed the significance for a change in the way we all work and operate. It led to the identification of the necessity for simpler, online-based procedures, that will also facilitate project implementation.

The programme, as such, is a complicated programme in various levels:

- Decision-making process is very complex and requires the involvement of too many actors
- The Managing Authority lacks adequate number of employees
- Special jargon and complex administrative procedures for the project management and implementation

The most important element of the programme lies in the connection of research and market development. The high interest of respective beneficiaries in the programme is the proof of its value. This pilot process can assist in the improvement of the programmes rules and procedures and attract even more actors to participate.

United Kingdom

- Cardiff Metropolitan University (PDR)

Title of Pilot activity:

Discovering Design support needs in Wales

Description of the pilot

To test the Service Design approach to improving business support services, identified through the DestinationUX project, PDR engaged with the Welsh Government Innovation Team - the main provider of business support in Wales through a suite of programmes called SMART. SMART includes a set of support mechanisms for awareness-raising, research, development and innovation (R&D&I) commercialisation through academia-industry collaborations and financial incentives for investment in R&D&I. The package is supported by the European Regional Development Fund (ERDF) and together with private sector investment has a total value of £115m.

After initial scoping, the team at the Welsh Government decided to look at the Design support needs of businesses in Wales. At the end of 2018, Welsh Government launched a new additional service within the SMART Productivity programme. The new support offers five extra days (on top of initial three days) of consultancy to help businesses increase productivity, improve product Design and ensure they are protected against the future. However, the take up of the service remains low. The team wanted to know why small and medium companies (SMEs) supported by, and working with the WG Innovation team did not take up the offer of design advisory support in addition to the support already received.

Stakeholders involved

- Welsh Government Innovation Team
- Pre-selected SMEs from Welsh Government database
- Businesses invited to participate in test pilot info session

Method

We adopted a service design approach to gain insight into the support needs and co-create ideas with businesses. It prescribes iterative, divergent, and convergent phases of Discover, Define, Develop and Deliver.

As part of the user research for the Discovery phase, a survey was developed together with Welsh Government Innovation Team to obtain data on design support needs of businesses in Wales. The survey looked at companies in three areas: their business profile, their current use of support services and their use of design and design support. It was disseminated online between 18th August and 5th October among a group of 82 SMEs previously supported through SMART Innovation Programme pre-selected by the Welsh Government. There were 16 email addresses that were no longer active returning a failed delivery message, and 11 responses to 66 delivered emails, giving a response rate of 16,7%.

Phase 1: Discover

Based on the data from the survey, further user research took form of a 'service safari', which is a method of experiencing a service first-hand by researcher to find out what service experiences are like. The 'safari' tested out how easy and quick it is to find information about the scheme and the application process. This exercise was undertaken from a perspective of a first time user of WG support services, as opposed to the survey disseminated to companies that have previously engaged with SMART programme.

User research undertaken in the Discovery phase allowed us to identify the main barriers experienced by the potential applicants for SMART support scheme for design. The surveyed companies were invited to reflect on the results of the survey and service safari through an online collaboration board. They defined the main challenges on the affinity map of the findings and insights, as well as confirmed their preferences for the ideal support service offering.

The Development phase continued on the online collaboration platform in the form of ideas brainstorming to address the main pain points identified in earlier exercises.

For the Delivery, we have prototyped and tested a low-cost solution that could increase the take up of the support offer, building on the ideas developed during a brainstorming session

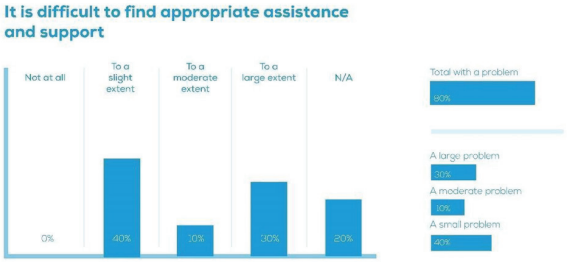
Presentation of the pilot

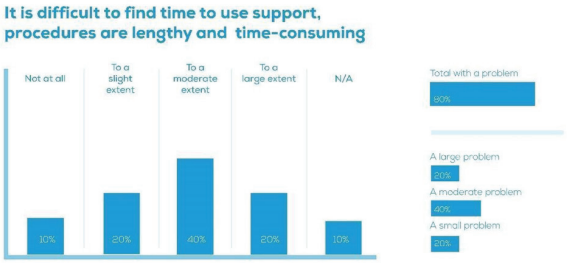
The survey revealed that among four biggest business concerns for the coming 12 months are developing and growing business, acquiring new customers and expanding to new markets, and developing or improving product/service offering; all of which can be addressed by adopting design approach to developing or improving the business offering.

The surveyed companies predominantly saw design as a method for innovation and competitiveness, and for creative problem-solving what suggest a deeper understanding of the approach beyond aesthetics and styling what used to be considered as a barrier to increased use of design in businesses. Here, for many respondents design meant also the new product or service development, understanding user needs and defining the function and form. There was an individual case of understanding design as a strategic level decision-making process, however intriguingly no business see design solely as styling, aesthetics, or promotion.

As a reason for not accessing design support, businesses most often pointed out to difficulties in finding appropriate assistance and support and lack of time and resource to engage in support processes that are lengthy, complicated and confusing. Other often selected reasons for not accessing design support are a fact of having sufficient internal expertise to manage design activities or a belief that the external advisors do no understand exactly specific needs of a business.

SMART Innovation programme was specifically developed focusing on support from Innovation Specialists. Through undertaking the Innovation Diagnostic as the first step in the support process, Innovation Specialists are able to advise on





the type of support best suited for an individual enterprise's needs.

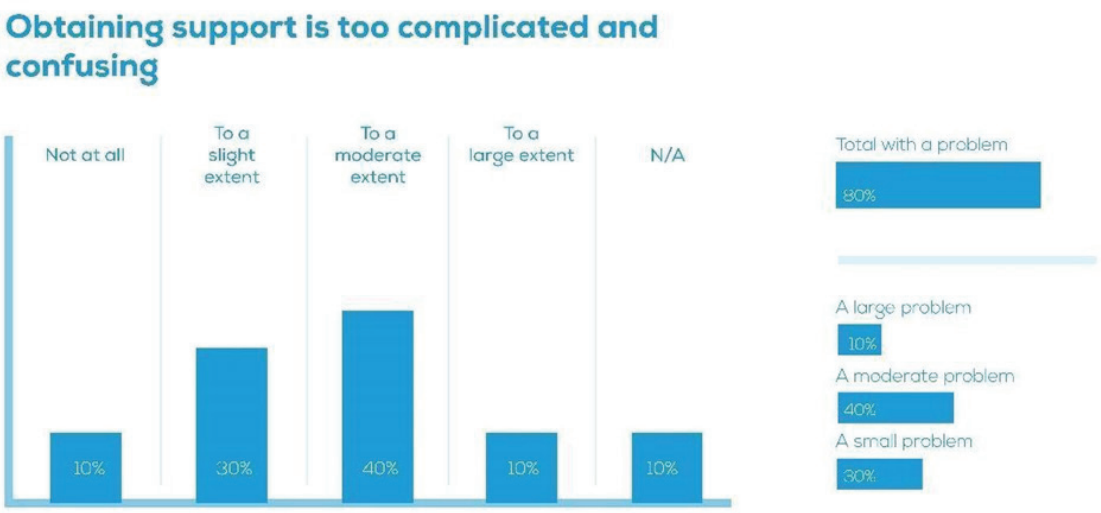
The companies surveyed in the first step of the study predominantly mentioned however that support for design is difficult to find and navigate, even though they had had contact with Innovation Specialists in the past.

Based on this insight, further user research took form of a 'service safari', which is a method of experiencing a service first-hand by researcher to find out what service experiences are like. We set out the task to find out about application process for SMART Productivity & Design scheme from the perspective of a first-time user of innovation support – how easy and quick it is to find information about the scheme and the application process.

In today's world 'Google' is most likely to be a landing page of any service provider. The web search was based on combination of words 'support', 'funding', 'business', 'wales', and 'welsh government'.

A search of the phrase 'design support wales' does not give a result for the SMART scheme in at least 10 first results pages. The results mainly come from the private agencies and other organisations, but they do not relate to Welsh Government funded support for design activities. Similarly 'welsh government design support' search gives back mostly content related to gov.wales and design use in the Welsh Government.

When searching for the phrase 'design support business wales', the first outcome is the 'Expertise Wales Support and Funding for Businesses' page containing information about the SMART scheme [https://businesswales.gov.wales/expertisewales/support-and-funding-businesses]. The page mentions support from 'Design Specialists' and lists various strands of SMART programme – SMART Innovation, SMART Cymru, SMART Partnerships and SMART Expertise, but it is not clear which one offers support for design. This webpage includes also the following advice: *The support is delivered by a team of highly experienced Innovation Specialists, Research Development Managers, Manufacturing and Design Specialists, Commercialisation Managers and Intellectual*



Property Specialists, all of whom have extensive experience of supporting businesses and research organisations in undertaking research, development and innovation activities; and a call to make a contact with the regional Innovation Specialist.

Under the SMART Innovation sub-page you can find information about support for 'Specialist Manufacturing & Design consultancy from an approved framework of private sector advisors' and two documents to download (a word doc and a pdf) that do not provide much more information than there already is on the page. The only way to get more information is to call or email regional Innovation Specialists. There is no information on what exact support is offered or how the application process looks like, neither there is information on previous exemplar projects or success stories.

From the 'Expertise Wales Support and Funding for Businesses' you can also be redirected to 'Business Wales Business Ideas & Innovation' page containing information about the SMART Innovation scheme. The page contains the overview of the programme and tabs: 'About, 'Impact', 'Eligibility', and 'Contact'. The 'About' section outlines the aims of the programme and give examples of specialist advisors whose help is available through the programme. 'Product and service design' and 'user-centric design and design for manufacture optimisation' are mentioned as areas of expertise of one of the advisors. The 'Impact' section talks about the type of the offer (expert advice, funding, innovation support including design consultancy) and gives two success stories from the programme. Under 'Eligibility' main criteria for participation are listed as well as a simplified user journey through the support process is presented.

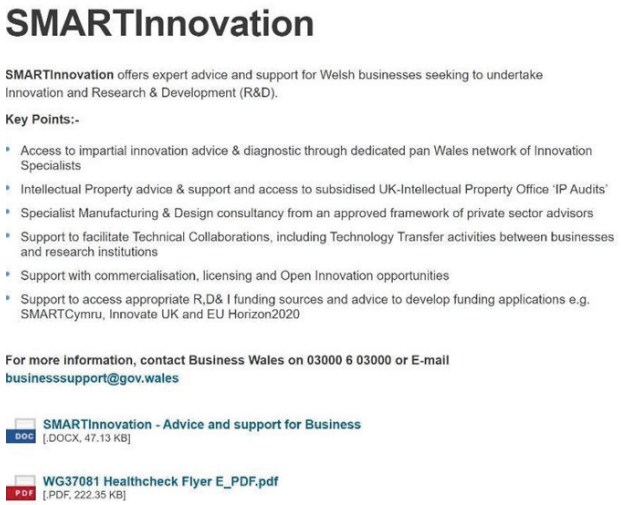


Figure 2. Screenshot of SMART Innovation sub-page on the 'Expertise Wales Support and Funding for Businesses' website

The information on the website is quite general and the user will not learn more about what exact support or funding is on offer (value of grant, intervention rates, number of days of support, amount of paperwork involved in applying and reporting, duration of the projects etc.) unless the user calls WG Innovation Specialist from a regionalised list or fills in the form to receive a call back within 24 hours. Whereas on one hand the individual approach to every business case is commendable, going through loads of generic information only to learn that you need a call to find out the exact opportunities

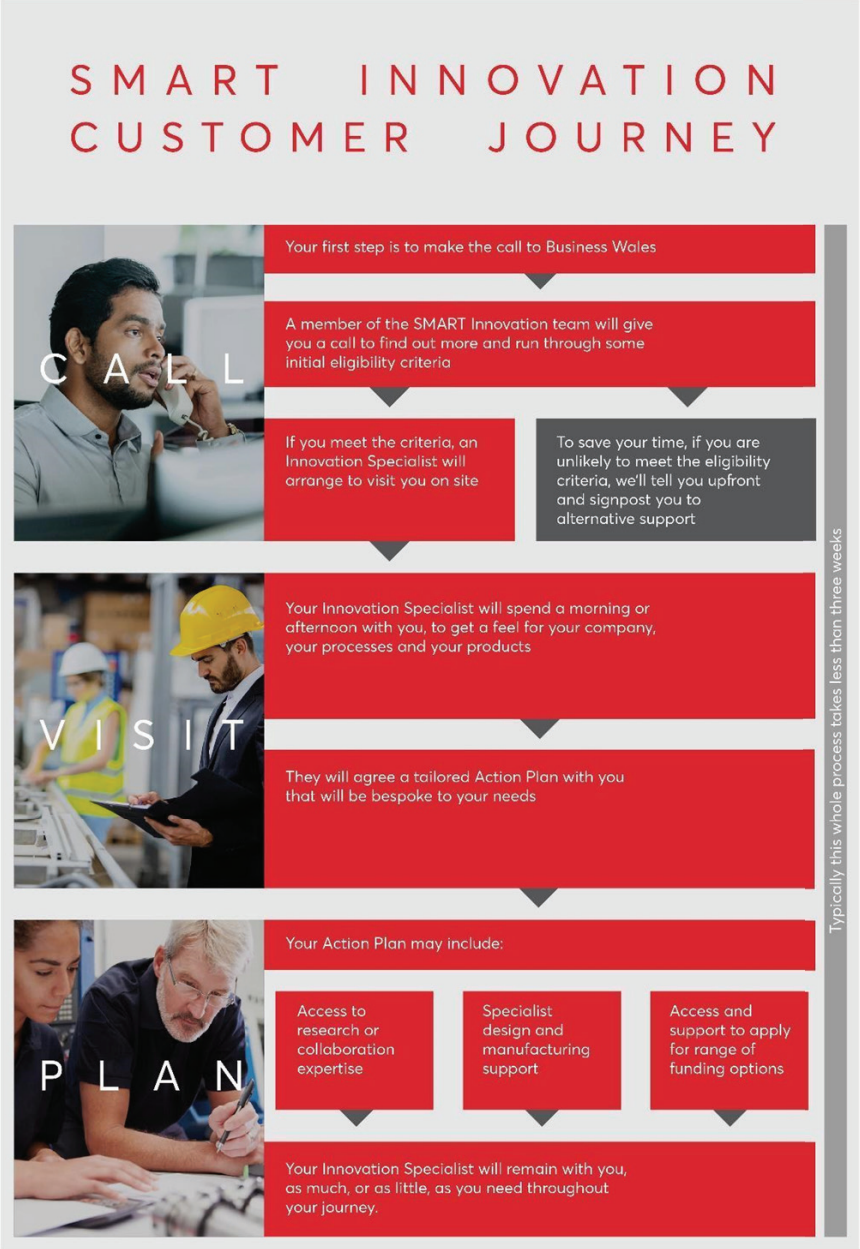


Figure 3. SMART Innovation User Journey chart [source: https://businesswales.gov.wales/innovation/smart-innovation/my-business-eligible]

for you, prolongs the process and adds to confusion and a sense of being lost and wasting time. A regionalised list also raises a question whether our regional specialist with expertise in field X could best advice on our innovation issue from field and whether specialists should not be clustered around their fields of expertise rather than geographical location.

A search for the phrase 'funding for design wales', gives as the third result the Business Wales page for Creative Industries which can redirect the user to 'Business Wales Business Ideas & Innovation' page described above, if we will look for 'innovation support'. A further result in this search advertises 'Fully Funded Design and Manufacturing Consultancy'. It is a webpage of a company Iterate-UK that delivers the SMART Productivity & Design branch of the SMART Innovation programme on behalf of the Welsh Government. There the user can see a short explainer video and learn about support available ('fully funded consultancy within the field of design and manufacturing for up to 8 days, which is delivered in two phases: diagnostic (3 days) and implementation (5 days)'), detailed fields of expertise on offer and case studies of previously supported companies.

Phase 2: Define

User research undertaken in the Discovery phase allowed us to identify the main barriers experienced by the potential applicants for SMART support scheme for Design. Those pain points were further explored through explorative experience of the service in the form of the online 'service safari'. In this way, the project team were able to confirm where the challenges are and turn them into the opportunity areas for improvement:

- Support is difficult to find – websites not positioned well, numerous websites with the same general information in not accessible formats (e.g. pdfs).
- Procedures are not explained well giving the impression of being complicated and confusing.
- Companies do not see the relevance of Design
- Lack of resources to implement Design advice.

The surveyed companies were invited to reflect on the results of the survey and service safari through an online collaboration board. They co-created the affinity map of the findings and insights, as well as developed their Service Design Principles for the ideal support service offering. Choosing key principles for the service that are based upon user insights helps to express the strategic intent, focus the concept development process, and later assess strengths and weaknesses of proposed ideas. According to the companies, the ideal Design support for business:

- provides financial incentive – Design grant or voucher to invest in Design,
- combines advisory service with financial support for implementation,
- clearly explains the benefits of Design intervention,
- has an easy to find and follow application and reporting process.

SMART Innovation programme already offers financial support in the form of voucher up to £10,000 combined with expert advice and continuous support from the Innovation Specialist on the support journey. Nevertheless, the companies seem to be unaware of how the support functions and find engaging with it complicated and confusing.

3

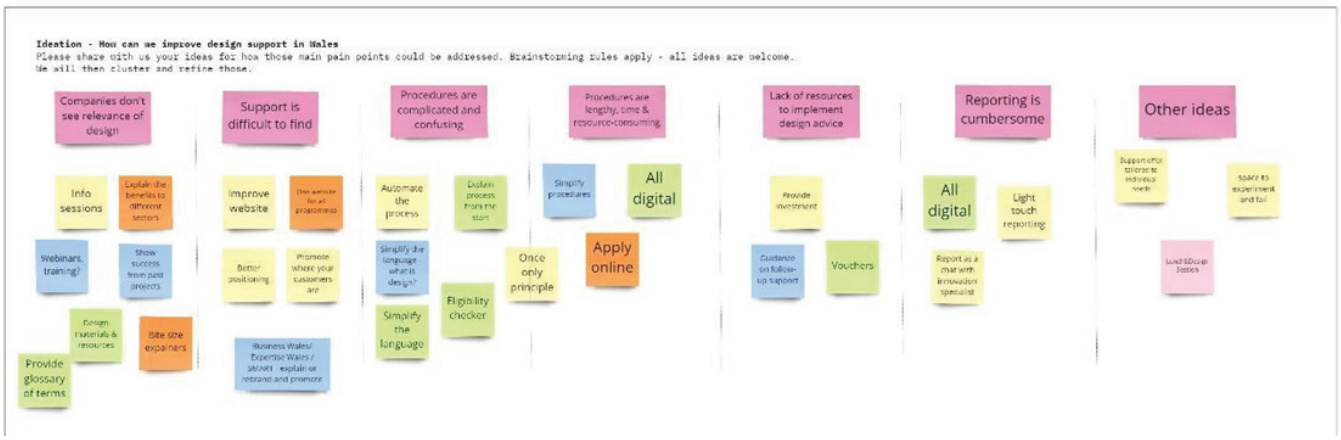
Phase 3: Develop

Concept generation process was conducted on the online collaboration platform with the companies participating in the survey. They were brainstorming ideas to address the main pain points identified in earlier exercises.

Numerous ideas were referring to digitalisation of the support processes ranging from creating one website that would include all available support, better positioning in the search engines, online eligibility checking system to introducing automated online application and reporting systems and 'once-only principle'.

In response to financial barriers to the use of Design, there were proposals to introduce Design investment funding mechanisms such as vouchers or grants or to couple the advisory service with follow-up support for implementation. This kind of support is already offered by the WG Innovation team, what suggests that it is not well communicated to the companies.

Other groups of ideas were concerned with simplification of the language and processes and included suggestions such as introduction of info sessions, webinars, training, bite-sized Design explainers or glossaries of terms. There was also a general feel that the information is scattered around many different sources of information under various brands (Business Wales, Expertise Wales, SMART, Iterate), and the suggestion was made to streamline, re-brand and start promoting the programmes where businesses operate – LinkedIn, business networks and associations etc.



Phase 4: Deliver

There is a huge scope for the SMART programme improvement in terms of digital solutions. This might be even more important in the current remote working reality. Given the limitations of this pilot project and the fact that PDR is not the decision maker in regards to the SMART programme, PDR project team decided to further prototype and test an online interactive info session. The concept tackled the issues of companies not seeing the relevance of Design to their business, finding it difficult to navigate the support offer and understand the process. Such information sessions could be held regularly to promote the support offer in an accessible way and encourage participation.

PDR developed a prototype of an hour-long session that would explain the Design process, its various applications in business, present several case studies and outline the available support offer. It was tested as a form of a Challenge Panel, as a rapid prototyping technique, with invited business representatives and colleagues from the team not involved in the prototype development.

Overall comments were very positive, and the Panel participants stated that such a brief event would help them in deciding about applying for support. An important point was raised about getting to the companies with the invitation to those information sessions. On a daily basis companies are bombarded with all types of offers, so they would need to have a compelling invitation from trusted source advertised in digital spaces where companies operate.

4

General remarks/ Conclusions

Business Wales services and SMART programme are generally perceived as useful but there is work to be done to simplify the support landscape and processes guiding the support as currently the image of the offer is blurry, difficult to navigate what leads to confusion and frustration with the time spent on getting familiar with all the information and completing paperwork. Small and medium enterprises – the main target group of business support programmes are usually time and resource poor and unclear and lengthy processes can discourage them from taking up the support offer and ultimately from innovating.

SMART was designed to provide tailored support with the help of Innovation Specialist who undertakes Innovation Diagnostic and proposes the most suitable support offer. While it is commendable that everyone can receive individual advice on specific support, the survey revealed that the support offer still can be confusing even for companies previously supported through the scheme. Service Safari undertaken from a point of view of a company looking for design support for the first time, without prior engagement with Innovation Specialists, confirmed that information is fragmented and scattered on various sites. Due to SMART's Innovation Specialist approach, phone conversation is the first step of support journey when Innovation Diagnostic is carried out. Innovation specialists also engage with clients digitally or in person (when possible) and during briefing sessions. However, from a perspective of first-time user of support services, having only a telephone point of entry to a service can pose a barrier and does not seem effective in the digital era. Improved online presence and digitalisation of the support process would be a welcomed change and could bring benefits for beneficiaries and programmes staff alike. Nevertheless, small tweaks such us introducing a regular information session explaining the offer, possible applications of support and clarifying the process could also improve the uptake and experience of the support programmes.

When engaging businesses into projects like this, it is crucial to be mindful of their time that they are giving up to research and set the expectations from the start. Even though our project has a potential of influencing support and funding programmes in the future, the businesses must not be given a false promise that everything they suggest will be introduced in real life. It is equally important to follow up with them to show how their input was used and what are the next steps.

Due to Brexit and Covid, the business support landscape in Wales is changing. It's crucial to ensure that design, currently financed mainly from European Regional Development Fund, remains part of the Welsh Government innovation support offer after Brexit so that small companies can continue to innovate by design. There is also a need for renewed efforts to understand how visible and accessible design is within the Welsh business support ecosystem – is it better to have design integrated into mainstream programmes or to have specialist design programmes putting a spotlight on design-led innovation?

Poland

- Polish Agency for Enterprise Development

Title of Pilot activity:

Better user experience for the "Design Starter" beneficiaries

Description of the pilot

The main goal of the pilot was to test Design tools described in Annex and to measure and improve the satisfaction level of stakeholders who participated in the Design Starter Programme. Particularly we wanted to collect information about the adequacy of the support and the quality of the services provided upon our program.

Key aims/objectives of the "Design Starter" program:

- Supporting furniture manufacturing companies in creating unique brand value thanks to design of original sets of furniture.
- Promoting collaboration with professional industrial designers as a tool for value creation (not as an operational cost).
- Increasing the innovation factor of furniture manufacturing companies through the use of design.
- Creating and disseminating best practices in cooperation of furniture manufacturers and the professional designers.

Stakeholders involved

Furniture manufacturing companies (20) and operators (3) employed to carry out the processes of designing new furniture sets based on original models developed during close collaboration of furniture company's team and external experts. Operators were chosen among the companies, which had necessary experience in Design management and at the same time employed a team of designers ready to start the collaboration with chosen companies. SMEs participating in the programme were expected to own production facilities and to present their readiness for implementing new design collections for the first time.

Presentation of the pilot

The pilot consisted of two parts: the workshop with companies and qualitative research – we conducted 3 individual in-depth interviews with operators of the program.

Phase 1: Discovery

In order to understand beneficiaries needs and operators' opinions about the Design Starter program we used the following tools:

- Individual in-depth interviews were conducted to understand operators' perspectives on the programme and to analyse process bottlenecks.
- The user journey map allowed us to understand what had gone wrong and what went well at every step of the "Design Starter".

Before we started to analyse the beneficiaries' experience, we had mapped all the key steps of the service beginning with the recruitment of furniture manufacturing companies, through designing and prototyping of new furniture sets up until the advisory phase and final participation in furniture fairs.

We used a journey map tool, which allowed us to visualise the beneficiaries' experience, revealing expectations and gaps between the ideal process and the one that was actually experienced. Thanks to this exercise we gained helpful insight about the quality of the services provided by operators, and how people had struggled with them.

During this exercise we mapped the following difficulties beneficiaries had experienced:

Matching entrepreneurs with industrial designers

Remarks: Designers lacked necessary skills and experience adequate to specific demands of a company they had been paired with.
"The designer did not know the specific weaving technology and had no idea about the possibilities and limitations of working with this material (wicker)";

"Poorly experienced designer, no possibility to replace the designer, the contractor did not see the production"

Concept Design and furniture prototyping

Remarks: Designers failed to meet production requirements.
"non-functional solutions were designed";

"lack of knowledge about the technology resulted in a problem in implementation"; "the designer did not cooperate with a technologist - craftsman - wicker";

"failed to put into production",

"A designer is an artist")

Remarks: High motivation and commitment of designer
"Very well-suited designer. High commitment of the entire project team"

Marketing and sales consulting

Remarks: Advisory provided by consultants was generic, not well crafted for the specific business model of a company.

"No training on pricing, offering discounts for individual and business customers"

"There was no analysis of the real competition group (poorly developed strategy) - we trusted because we counted on the opinions of experts"

"Brand communication should be developed longer (specific actions)".

Furniture fair: planning and execution
Remarks:

- Some companies were not involved in the planning of the fair presentation.
- There were different opinions about the choice of the venue (some positive but some underlying inadequacy to target group of clients)

"Lack of early communication with companies about the stand"; "We didn't know what the stand would look like (no consultation)" "Good and professional organization and communication between companies"). "Bad exposure, black, sad curtains";

"This is a fair for designers, not for customers, not for contractors", "not for a retail customer". "Participation in the fair in Paris is a prestigious thing, inquiries come from France", “All events prepared at the highest level, a lot of help from design managers and designers. Project prepared at a very high level ".

Phase 2: Define

Complex analysis of the whole user journey allowed us to pinpoint the most problematic parts of the programme. While working with a complex programme it is common that one get a whole list of “complaints”. It is important to be able to sort them out properly. On one hand we want a full record of everything that went wrong. On the other hand, we must focus our attention on the most critical flaws.

In order to prepare for that phase we did a preliminary problem sorting. It is a useful step that helps you better apply “Problem definition” tool. We discussed which problems we were able to deal with straight away which required an extra input from experts and which required to be addressed creatively together with users (the most difficult ones).*

* Problem sorting discussion is based on an approach developed by Cognitive Edge Pte Ltd. (Cognitive Edge)

We chose the “problem definition” tool as we wanted to define the problems from the list of the most difficult ones and translate them into challenges for further creative work with users.

The challenges we finally decided to address together with our users were:

- How to improve satisfaction of cooperation with a designer?
- How to ensure successful promotion of a new product at a furniture fair?
- How to ensure quality monitoring during the whole project?

It is worth to notice that it takes some effort to translate problems into challenges. A well-defined challenge is wide enough to cover previously defined interrelated problems, but on the other hand precise enough to stimulate creation of a range of specific solutions.

Phase 3: Develop

“User journey mapping” tool allowed us to assign developed ideas to adequate steps in the service/instrument and mapped problems, experienced by furniture manufacturing companies. At the same time, it gave us an overview of the entire program. It helped participants also to follow the timeline and logistics of the programme.

After mapping beneficiaries' problems on a journey map and defining challenges for ideation, participants started to develop ideas during moderated brainstorming sessions. We strived to find as many ideas as possible and later made their selection. We ended up with a satisfying number of possible solutions.
We had to ensure that the Design challenges were well understood by participants and to give them time to think through and jot down their ideas independently, before sharing with the group. We asked participants to defer judgement, focusing firstly on the quantity of ideas over the quality.

Participants of the workshop proposed the following solutions, responding to defined challenges:

- How to improve satisfaction of cooperation with a designer?

An adequate change of the program documentation allowing for an individual selection of a designer by a particular company (previously the operator was supposed to join the program already with a team of designers, before actual selection of beneficiaries had been made). Additionally, a regulation that allows for a replacement of a designer should be included in a contract with the operator.

- How to ensure successful promotion of a new product at the fair?

An additional task for the operator should be introduced, including the obligation to present and consult a design of the stand at the place of the trade fair with all beneficiaries and to take into account their comments and suggestions in the project.

- How to ensure quality monitoring during the project?

A schedule of meetings between the project supervisor from PARP, the operator and the beneficiary will be drafted. PARP's representative will be present in particular Design processes on a regular basis. The beneficiary therefore will have a chance to submit comments on the quality of the cooperation to the project supervisor. PARP will develop adequate procedures in order to be able to respond as soon as a problem arises.

3

Phase 4: Deliver

We reached for the Service Blueprint tool in order to cross-examine the existing program model, and update parts so they would support the elements of the program that were changed after evaluation conducted with users.

It allowed us to create a simple and coherent version of the program with the rest of our organization.

Within the Delivery phase we focused on including all the team members responsible for proper implementation of the updated program. First of all, we planned to consult the Legal Department in order to confirm the correct legal solutions for recruiting operators. Especially the part that concerns providing designers for beneficiaries, as that was the major and most complicated (from a legal point of view) part of the newly redesigned program.

Our next step would be to include collaboration with the implementation Department. We planned to work together with the implementation department on the new list of tasks for the project officer. Their team still has to agree on the workload and responsibilities assigned for that role, and later appoint an adequate person.

At last, we decided to invite the Communication Department to redesign the communication strategy. There is a need for a new description concerning the tasks assigned for the operator. Furthermore, we have to work on the updated strategy for promoting new products designed within the program. According to the new approach it has to be more coherent and have better crafted communication for each and every company involved within the project.

4

General remarks/ Conclusions

We decided to invite the beneficiaries of the first edition of “Design Starter” program for a group meeting. Due to the Covid 19 pandemic, the workshop was conducted remotely, using the Microsoft Team and Mural software, by representatives of the Support Programs Design Unit, from the Analysis and Strategy Department of the Polish Agency of Enterprise Development. The meeting took form of an online focus group during which four companies, beneficiaries of the program collaborated and finally came up with recommendations, that are aimed at improving the satisfaction level for next edition of the “Design Grants”program.

Two representatives responsible for the initial design of the program, took roles of facilitators. Beneficiaries worked both within groups and individually.

The main challenge in the process of the program evaluation one should not underestimate is to recruit beneficiaries for interviews or workshops. We really wanted to hear from users that faced substantial challenges during the program, as those are the stories, we can learn the most from. It is quite common though that beneficiaries who were highly dissatisfied with the service, do not want to sacrifice their time for the evaluation meetings.

Since our activity took place during Covid 19 pandemic, we had to organize the event as an online workshop. That form of a meeting put additional strain on the participants, they had to learn how to use online tools such as Mural.

Furthermore, keeping participants involved during online meetings has become more and more difficult as people grow tired of digital types of interaction, which results in low activity. Our team, which was involved in the initial creation of the program served as facilitators of the workshop. This double role required a specific attitude. One had to put aside the initial intentions and focus on the real experience the users were communicating at that moment. It took some effort to forget what had been planned as the desired outcome of the program and to just listen to what at the end came out of it. As we all know the implementation of complicated programs/services is bound to generate some results that were not at all intended. Keeping an open mind, those unexpected findings might actually serve as valuable inspirations for redesign.

When recruiting participants for an evaluation meeting, take into account that only a few might be interested in spending their time on redesigning the program they had participated in. It is important than to think about what could be an additional encouragement. Maybe during the meeting, you could fill them in about new relevant programs coming up? Maybe you could organize the event in a way that there will be a moment for networking? The opportunity for an experience exchange is a very desirable one. Companies rarely talk among each other about the real problems they face.

Once beneficiaries join you at the meeting, you have to make sure that they are truly listened to. You might try to rush with all the tasks you have planned for the workshops, but do not forget to leave space for free discussions, you might learn a lot from them as well.

The methodology of Service Design, we describe here, was used already for a creation of the program. Which means that the initial concept was tested with users before the program was launched. The result was, that even though we did discover opportunities for improvements, the general formula, and general concept proved to be right.

If you intend to use this methodology for evaluation of programs, which were created without user's participation, you might get much more surprising results. You might end up in fact with a conclusion, that the core of the concept was wrong, missing real context of the user. In that case you might need more time and additional specific tools for re-design of the program.

It is important to stress that in that case it was the first time, the Design team was directly involved in the evaluation of the level of beneficiaries' satisfaction of the program. Our expertise in Design methodology proved very valuable. What was even more important was that we had an in-depth understanding of the initial intentions of the program. Therefore, we believe we were particularly attentive to any remarks that directly challenged our original assumptions. We also used tools, like user journey mapping, which gave us precise, step-by-step insights. In other cases, evaluations done by a questionnaire conducted by teams not involved in initial design, had resulted in general inputs, which left us with inadequate data for creative redesign. Additionally, we knew how to sort out the user's problems/pains, so we maintained a necessary focus on the critical errors, without trying to satisfy all users' requests. This, as we all know, is essential when dealing with publicly funded programs, where budgets are limited.

Since our pilot action took place in the middle of Covid 19 Pandemic (2020) we organised an online event and used digital tools (Mural + Microsoft Teams). As many of you might have experienced, digital tools require some introductions and training. Do not start online workshops without explaining basic functionalities of the software a day before. Even after the training though, some participants might feel intimidated or lost, which requires an additional attention and effort from the facilitators, namely you might have to write everything down by yourself, as participants might not be able to record their thoughts on digital post-its or fill in an online canvas.

Furthermore, as the attention span of online events' participants is low, it is good to do some pre work to save time in front of a computer spent by participants. In our case it meant mapping all the key steps of the program beforehand. What was left for the participants was to verify the sequence of the steps and to reflect upon their individual experience while mapping a user's journey.

The final conclusions were later translated into a report that will be discussed with the implementation team. It was interesting for us to see that what we initially had feared about would be a challenge for our users, after the evaluation with the beneficiaries, proved to be a problematic element of the program indeed. For example, the fact that industrial designers who were paired with the furniture companies had to be chosen by operators BEFORE the actual companies were recruited caused a miss-match of skills and expectations. Precisely what we had pointed at while the original documentation for the program had been drafted.

To sum up, we have now valid arguments for the implementation team to continue looking for more adequate solutions in order to increase user satisfaction level. Based on that experience, we will aim in the future to involve the implementation team both in Design and evaluation activities on a regular basis, as we believe that a first-hand account of the beneficiary will always be the most convincing argument for any improvements.

Useful Links

Sources

1) Design Delivers 2018: How design ACCELERATES YOUR BUSINESS

2) European Design Report 2.0

3) Guidelines for Collecting and Interpreting Design Data

4) Harvard Business Review: The Evolution of Design Thinking

Useful links

1) https://kepa.e-kepa.gr/european-programs/codis/?lang=en

2) https://www.cardiffmet.ac.uk/pdr/Pages/default.aspx

3) https://en.parp.gov.pl/

4) https://hellenicdesigncentre.gr/

5) https://ec.europa.eu/growth/industry/innovation_en

6) http://ec.europa.eu/research/innovation-union/index_en.cfm

7) http://een.ec.europa.eu/

8) http://ec.europa.eu/programmes/horizon2020/

9) https://ec.europa.eu/growth/industry/policy_en

10) http://ec.europa.eu/programmes/horizon2020/

11) http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/index.html

12) http://designforeurope.eu/

13) https://www.interregeurope.eu/design4innovation/

14) http://www.designforenterprises.eu/

15) https://www.beda.org/

Annex - Destination UX Guidebook

Toolkit

This Annex, “Toolkit”, includes the tools that are described for each phase, as selected by the partners. The tools presented here do not form an exclusive list, rather an indication of the tools per phase that better fit the confrontation of similar challenges. Each tool is used in a specific phase during the Design Thinking process and is presented below both in terms of theoretical description and justification of its use, and also as a visual (where applicable), in order to assist in its comprehension.

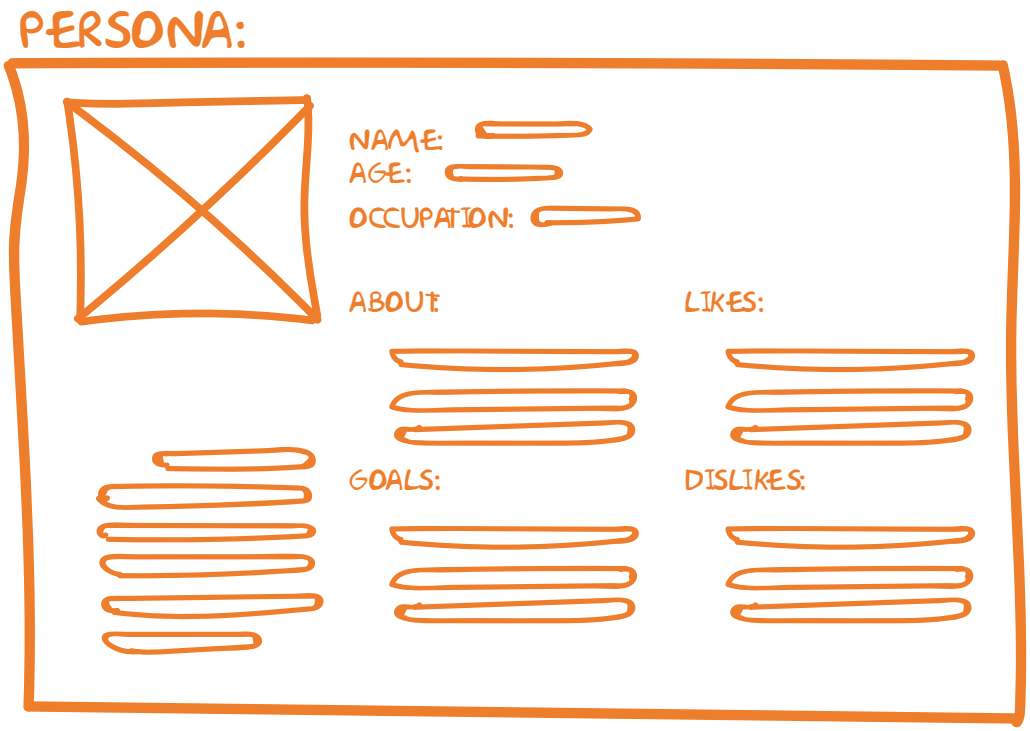
For each of the tools described below, certain elements and information will be presented:

- Team: During the implementation of the Design Thinking process several teams are being created for the efficient application of each tool. The participants needed at each stage will be described.
- Time: the time necessary to be allocated for the tool to be implemented fruitfully.
- When to use: it describes the conditions, under which a designer should use this tool, as opposed to the rest suggested for each phase.
- What will it help you to do: each tool has unique figures and characteristics and results to specific and targeted information. Based on the need that has to be covered, the designers shall decide on the tool to be used.
- How to start: practical information on what is necessary for the practical application of the tool.
- Steps: the process that describes the tool itself.

It is important to stress that some tools might be available for use in more than one phases.

1

Phase I is the phase where the main challenge/ problem faced is researched upon. The applicants of the Design Thinking Methodology and Process have to dive into the problem, understand its variants and analyse its aspects. The tools applied in this Phase are presented below:



Persona

Team:

core project team

Time:

around 30 minutes per persona

When to use:

Personas are archetypes of the people that use your service or are affected by it. Create them at the outset of the project, after gaining knowledge about your potential users. They will serve a reference point for the next steps.

What will it help you to do?

- Put yourself in the shoes of the people for whom your solutions must work and understand their expectations better.
- Identify issues with the current service and to test ideas for the new one.
- Think about “how would your personas be affected by your ideas in their life situations”.
- Prioritize the features of your service and discuss possible trade-offs.

How to start?

Ideally, personas should be based on extensive user research and analysis of existing data. However, if this is not possible, they can be generated based on your own experiences and understanding of relevant user groups. Whichever option you go for, remember to bear this in mind when using personas to inform decisions in the project.

STEP 01:

Review all your knowledge, user insights and needs from across your user research. Distil the information relating to behaviour patterns, goals, motivations, challenges, pain points, needs etc.

STEP 02:

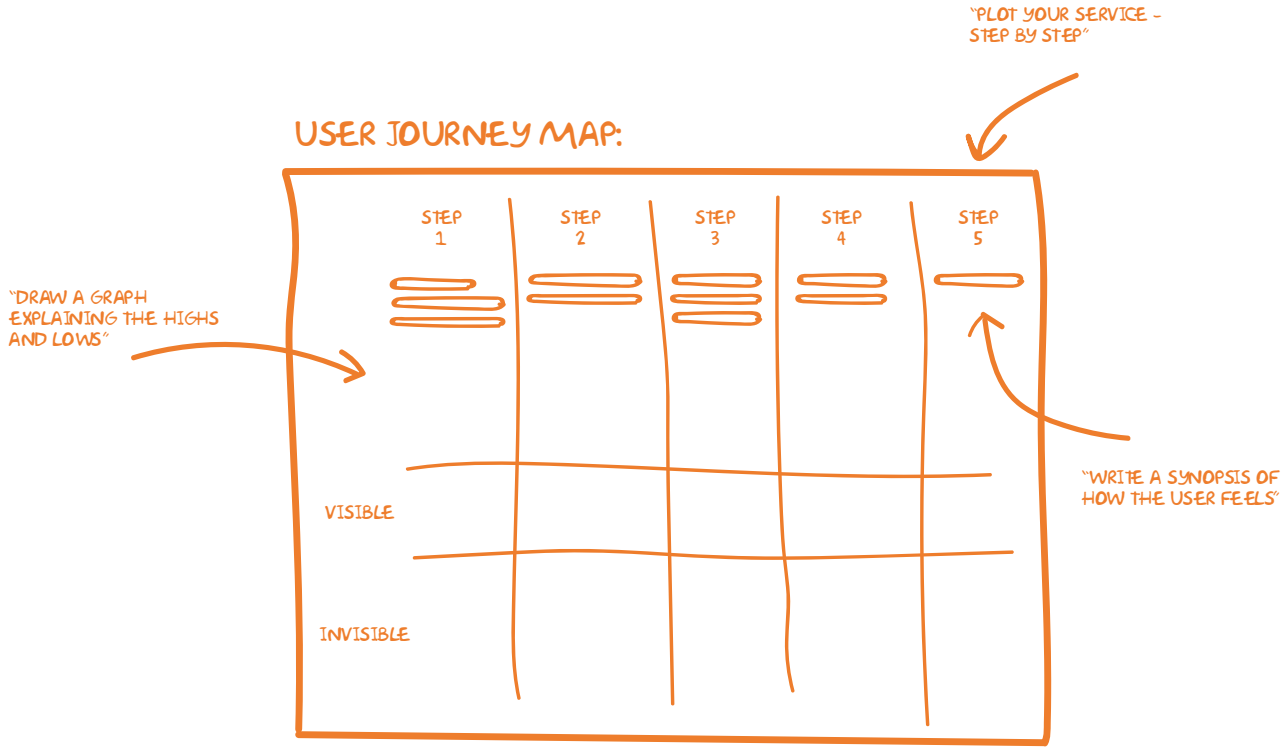
Add fictional personal details such as name, job title, hobbies, aspirations to bring the persona life. Summarise the persona with a meaningful quote.

STEP 03:

Draw a portrait or use photographs or images cut from magazines to illustrate your persona. Putting a face to your research findings will make your insights visible and more empathetic.

STEP 04:

Create between 6 and 12 different personas to give a broad enough spectrum of your model customers and ensure diverse needs are represented fairly.



User Journey Mapping

Team:

core project team + sample of users, front and back-stage delivery staff

Time:

from a few hours to several days, depending on the complexity of the process

When to use:

User journey map is a narrative breakdown of the process of accessing your service in a chronological order. Use it during your research phase to discover highs and lows of your service.

What will it help you to do?

- Visualise a person's experience of a service through the whole set of circumstances and tasks – it can be both the experience of a user but also a staff member.
- Identify how people feel at each stage of the service journey, revealing expectations, key decisions and potential gaps between the ideal process and the one that is actually experienced.
- Define key qualities of the service, understand potential difficulties, how people struggled with them and how you can add more value and enhance the experience.

How to start?

User journey maps should be based on the research of people who interact with your service. You can do it in a workshop setting, facilitating a mapping activity with service users and delivery staff. A quicker but less robust way is for you to do the mapping based on the data and insights captured through other research activities. You can use your personas to generate their user journeys.

STEP 01:

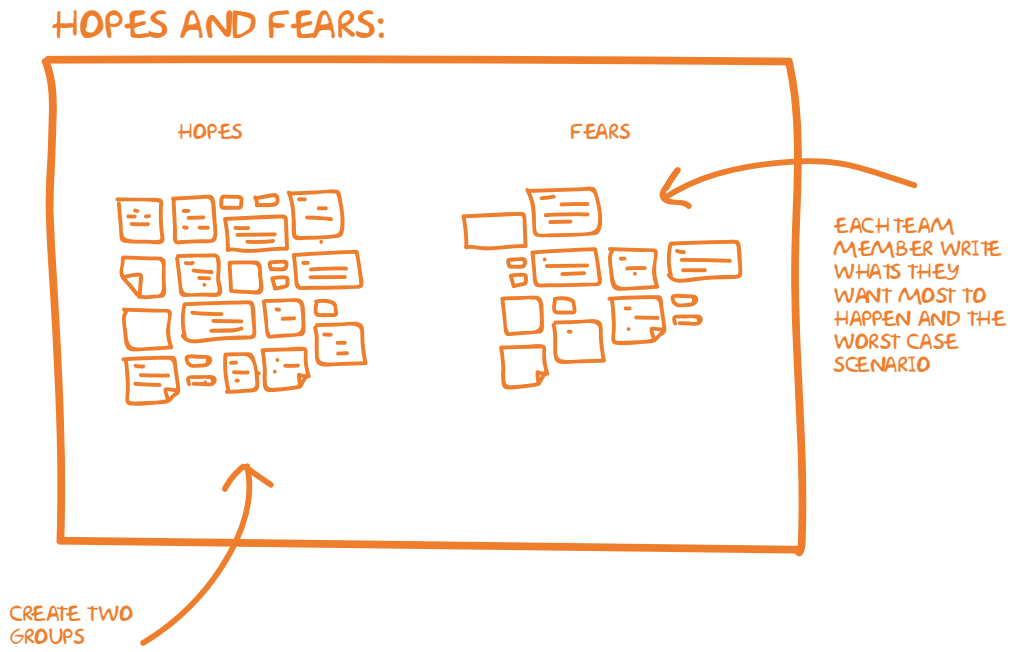
Firstly, map all the key touch points at which the person comes into contact with the service from when they first become aware of it to what happens after they have used it. When you speak with people, encourage them to focus on their activities and interactions and keep an eye on their language and emotions.

STEP 02:

Try to get as many details as possible – people, places and things they encounter and record how they feel about particular moments of their journey. Try to score each touchpoint on a scale from very positive to very negative.

STEP 03:

Once you complete the maps for a range of your users/all your personas discuss emerging patterns with your team. The maps will highlight all the positive touch points as well as opportunities for enhancing the user experience.



Hopes and fears

Team:

2-8+ participants

Time:

30-45 minutes

When to use:

The hopes and fears activity is an effective way to gauge participants' attitudes about a project, workshop, or any other collaborative engagement. "Hopes" reveal your teams' expectations about what can be accomplished. "Fears" reveal their doubts about making an investment to work together.
What will it help you to do?

Ask team members, "What is this project are you really excited about? What has potential? And what are you concerned about? What do you think won't work?

How to start?

STEP 01:

Draw a vertical line in the center of a large page or whiteboard. Label the left half Hopes and the right half Fears.

STEP 02:

As individuals, silently write hopes and fears about the upcoming work, and place them on the wall. Remember: just one idea per sticky note.
For example:
I hope…
It would be great if…
I'm concerned that…
This would be great but…

STEP 03:

Once everyone finishes writing, discuss as a group and cluster sticky notes into themes. Circle and title your themes. What stands out? What hopes or fears do you share? Is there a sensitive topic or issue that's worth bringing into the open for discussion?

STEP 04:

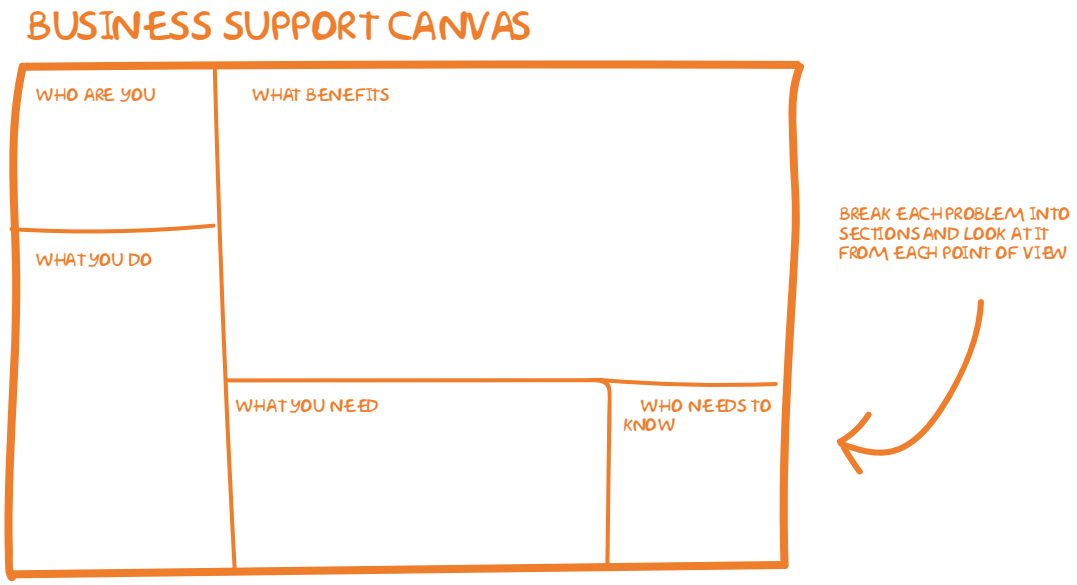
Keep this posted in a communal space. Use this to inform how your team will work.

STEP 05:

Choose one person to present your team's Hopes and another to present your team's Fears.

STEP 06:

Let it persist. Refer back to it frequently to track progress. Place stars on hopes that are realized, and remove fears that melt away. Take time to address fears that persist too long.



Business Support Canvas

Team:

core project team

Time:

2-4 hours

When to use:

This tool can be used at the 'discovery' stage to examine the existing programme model or to elaborate the elements of a future programme.

What will it help you to do?

- Examine and re-think elements of your current support programme.
- Visualise all the building blocks of your new business support programme.
- Discuss and create a shared understanding and language for describing how your service operates.

How to start?

This tool applies the logic of a popular Business Model Canvas tool to the business support environment. Mapping models works best on big poster tools. Print a large scale version of the canvas or create one by drawing out the categories on the wall.

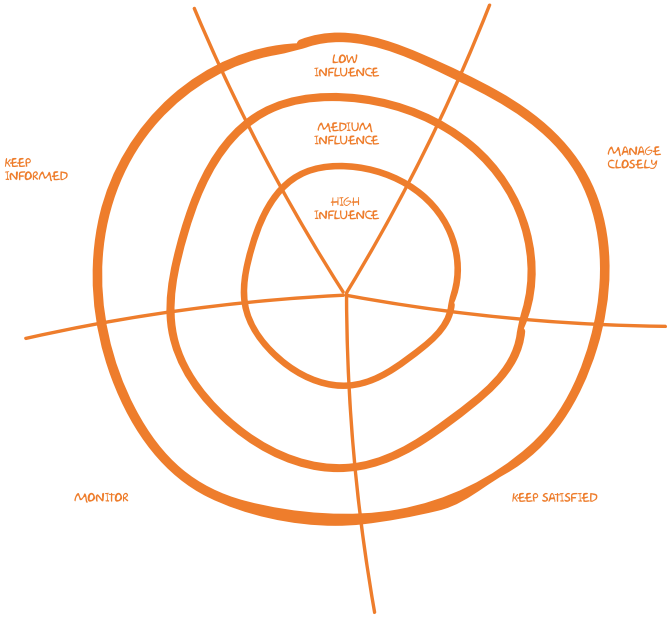
STEP 01:

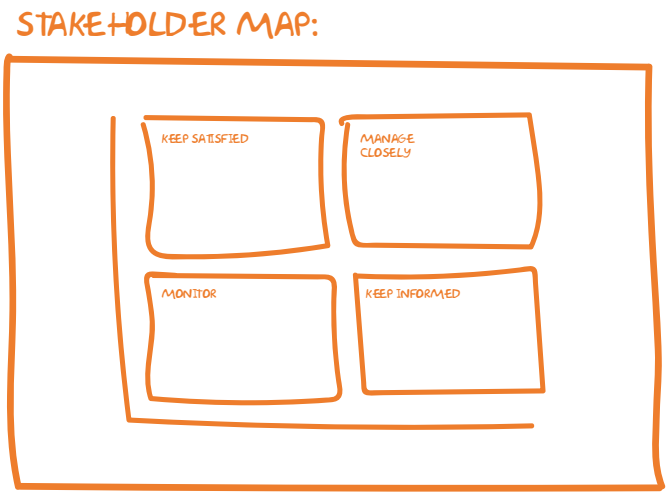
Start with your policy ambition and desired impact by laying out the crucial activities to achieve them. Think about…

- Policy context – how will you align the programme to government priorities to secure their support?
- Value proposition – what is the offer? Will there be a financial contribution for participation? How many people from the company should participate?
- Value proposition – what is the offer? Will there be a financial contribution for participation? How many people from the company should participate?
- Promotion – how will companies be recruited?
- Implementation – how will you ensure client readiness? What are the target results? What is the nature of the intervention?
- Measurement & Impact – what are the desired impact indicators? How will you collect data and monitor progress?

STEP 02:

When you mapped out the whole model, you can start assessing its strengths, weaknesses, and unknowns. Based on this visualisation you can now brainstorm ideas to improve the model or work further on detailing the elements of the new programme.





Stakeholder Mapping

Team:

core project team

Time:

1-2 h

When to use:

At the start of the project to draw a visual representation of different individuals and organisations who will need to be engaged in the process.

What will it help you to do?

- Develop a better understanding of stakeholder engagement to make sure the right people are involved.
- Organise the stakeholders according to their engagement levels.
- Figure out who you need to generate buy-in from for the service to work.
- See your project from a broader perspective and understand the extent and impact of your decisions.

How to start?

Use the map to identify and plot which institutions, people and places are involved in your project or could influence it from users, to technical support. You can use the matrix of power and interest or concentric circles to mark the level of influence or engagement. Use different coloured post-its to different groups of stakeholders.

STEP 01:

Start with people or organisations that are directly involved in decision making and delivery and users that will be directly affected by your project.

STEP 02:

Next, move to those groups who will be involved but will not take decisions on how the project will look like. This could include support services (IT, finance, legal), suppliers, external partners etc.

STEP 03:

Finally, think about stakeholders who are not involved in the project but can influence it like competitors, European legislation, public transport, or media.

STEP 04:

Determine relationships and interdependencies between your stakeholders. It helps you to understand who you will need to involve in the stages of research and development of the service. Some might only need to be informed, others will need to be involved in user testing.

User research

There are numerous techniques to study the behaviour and preferences of your users, we present here a selection of research methods that we think could work well for developing your support programmes.

team:

core project team + external user researchers if needed
time: from couple of hours to couple of weeks depending on the method and scope

When to use:

User research can be used across the entire Design process for different purposes, from finding out about the needs of potential users of a completely new service or studying their usage of existing service, through involving them in providing feedback on emerging concepts to usability studies of launched solutions to assess experience or testing new features.

What will it help you to do?

1. Understand who your users are and what are their preferences towards your service.

2. Find out the problems and frustrations, but also strong points of existing service.

3. Test your concepts, prototypes, new features to find out what helps your users to best achieve their goals.

How to start?

User research informs your Design process so plan it early – as soon as you establish goals for your project, and update regularly as you uncover new ‘knowns’ and ‘unknowns’.

STEP 01:

Having decided on the scope of the project, assemble your team to discuss your research approach and research questions. In the ‘discovery’ phase your research is likely to be broad and change the scope a few times. In ‘Design’ or ‘Delivery’, you will have much more defined areas that you will be searching feedback on.

STEP 02:

Depending on the nature of your research questions, you may apply various methods – see some examples below. There is a selection of easy user research methods that you could do within your team. If you do not feel confident though, think about hiring external consultants to conduct the study for you.

STEP 03:

Plan your user research in detail. Think about logistics such as recruitment, incentives, location, time management and data capture and analysis. Take into account users with different accessibility needs as well as ethical considerations of your research, to ensure a positive experience for participants.

STEP 04

Share and discuss your findings.

Methods of research:

Interviews: Online interviews or surveys are good for reaching large numbers of people without a huge amount of people power. They are easy to set up and to collate data from.
They ensure you ask the same questions to all people and you can have a range of open and closed questions. The anonymity factor can also be helpful for some participants as they might give you more honest answers if they feel they are not being personally ‘judged’.

Face-to-face ‘clipboard’ interviews can be harder for people to engage with but can produce more insightful responses to inform your Service Design. Ensure you know in advance what questions you wish to ask and that you ask the same ones to every person you speak to.

Filmed one-to-one interviews with users are an effective way of gaining insight, particularly from users who have a greater involvement or experience of the service. These interviews typically last 30-60mins, though duration is up to you. Being mindful of how much time people can give up to doing this is important. Consider open questions to give you useful responses, experiences and insights. Ask people questions that require more than a yes or no answer. Where, what, why, how, when, who are all great starting points.

Service Safari:

These are a great way to get to grips with the user experience – by doing it yourself. Take photos, make notes, video your experience of interacting with the service in its natural habitat. Getting first-hand experience is invaluable. You see what it is like to use the service and learn whilst doing so. Make a timeline of events using your recordings.

Observations:

Observation is just that – observing. Watching people perform their tasks and interact with artefacts and services. You do not interfere. People do not always do what they say they do. That's not saying people lie, they just might not realise they do or do not do something. Try to put yourself in a position where you blend into their environment so they do not adjust their behaviours to you (or what they think you want them to do/say).

Team allocation and management

Team: 4-6

Time: 2 h

When to use:

Allocation - at the beginning of the process.
Management – during the whole process.

What it will help you to do?

1. Determine the scope of work for every team member.
2. Organise workload for smooth running and progress of the Designing process.

A team is vital to the smooth and successful execution of any Design project. Team members are collectively responsible for the completion of the project as planned and agreed upon, that means for delivering a solution/ a service or an instrument. Clear allocation of tasks helps in this dynamic process.

For smooth running of the process we recommend to indicate at least 3 people who will be responsible for different tasks: a process person (consultant), a logistician and a subject matter expert. It is also worth engaging key internal stakeholders, i.e. employees of our institution who will be responsible for the implementation of the program (at least 2 people). It is also possible to subcontract some tasks (e.g. workshops facilitation, recruitment of testers, conducting interviews), In practice, a subcontractor becomes also a team member.

The tasks of each person slightly vary when there is an external team hired for workshop facilitation.

Team members are assigned to work on different activities and deliverables of the Design process.

Main tasks of each role:
A process person (a helmsman of the process)

- Is responsible for ensuring the process runs smoothly, according to agreed methodology.
- Makes sure that products of each step allow you to move ahead in the process.
- Prepares workshop scenarios or approves scenarios provided by external subcontractors.
- Takes care of good cooperation between team members and external stakeholders.
- Informs management about progress in the project, communicates risks and problems and suggests solutions.

A subject matter expert (a brain of the team)

- Develops a summary of a desk research.
- Prepares a research methodology and research tools (e.g.interview scenarios) or approves a research methodology and tools provided by a subcontractor.
- Is responsible for monitoring a quality of materials provided by other team members (e.g. prototypes, a contribution to the final report).
- Prepares a Design brief and final report (or approves these provided by a subcontractor).
- Presents milestones of the process (prototypes, a brief, a report) to the Steering Committee /the management of the institution and/or other forums.

A logistician

- Is a schedule guard - makes sure that external contractors deliver their products on time if a subcontractor was hired.
- Prepares tender documentation for catering service, accommodation and transport for participants, arriving from more distant locations to take part in workshops.
- Monitors the contractor's performance of the contract.
- Recruits workshop participants, qualitative research respondents and testers (where possible, is supported by the rest of the team) or cooperates with a subcontractor during this process.
- Is responsible for organising technical equipment for workshops (a flipchart, a projector), if it is necessary.

Common tasks to all roles:

- Engagement in the exploration of the topic (context of the program being developed).
- Participation in generating content for the final concept of the program.
- Active participation in the Design process (taking part in workshops and working meetings).

2

The main objective in Phase II is to analyse the problem deep enough to define its core, before initiating the process for solving it. The tools presented in this Phase aim to facilitate the designers/ team to approach the initial challenge and provide the key insights

Problem Definition

Team: 3-5

Time: 2-3 h

When to use:

At the beginning of the process when you want to agree on the topic and prepare for the research phase. The topics might have a varying level of precision depending on the project e.x. There is not enough innovation in the field of e-mobility or Startups in the e-mobility industry are not ready for collaboration with corporations.

What will it help you to do?

1. Determine the scope of your project
2. Define the focus for your research
3. Align the team

How to start?

Bring along the initial challenge your team was given. Write it down on a board to be seen by all.

STEP 01:

Start asking “Why is it important?” question.

Example: There is not enough innovation in the field of e-mobility.

Why is it important? - Without new e-mobility products our cities cannot develop in a sustainable way.

Why is it important? - Because the levels of pollution makes the city centers uninhabitable.

Of course for one question you might come up with several answers. Those answers can be again challenged with “Why is it important” question. Continue until you feel that you have exhausted the topic.

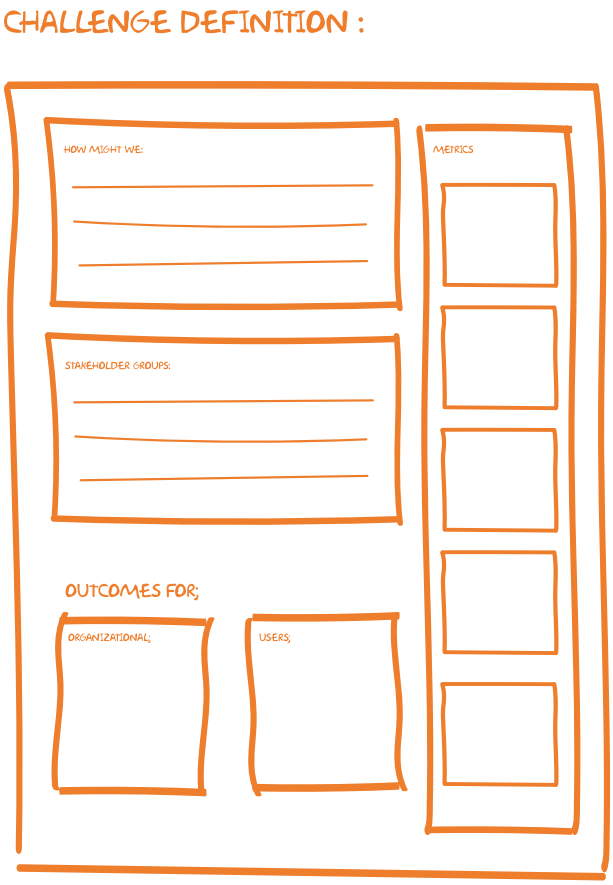
STEP 02:

Go back to the initial challenge and start asking “How might we ... ?” question.

Example:
There is not enough innovation in the field of e-mobility.

How might we create more innovation in the field of e-mobility ? - By providing more funding

How might we … ? - By distributing grants in a targeted way.



How might we … ? - By combining funding with consultancy.

Again for one question you might come up with several answers. Those answers can be again challenged with “How might we … ” question. Continue until you feel that you have exhausted the topic. Keep in mind that you are not listing specific solutions here but the general direction your solution might take.

STEP 03:

Now you have a map of possible goals and possible directions for solutions. You need to analyze it and pick the goals and direction for your solution which are relevant for your organisation. Mind that the same goals might be coupled with several solutions.

Now you are ready to form an actionable problem definition. Usually you will get a few e.x.:

How might we distribute grants for startups in order for them to develop solutions for sustainable cities.

STEP 04:

Discuss with your team which is the problem definition you want to work on. Remember that the final solutions are yet to be defined.

STEP 05:

Think about what stakeholders might be relevant for the chosen problem definition. They will constitute groups of users that you will include in your research in the next phase.

Theory of change

Team: 4-6

Time: 3-4 h

When to use:

You want to define the current state and describe the future state of a defined system effectuated by your intervention. What it will help you to do?

- It allows you to set priorities and combines them with the expected result (change).
- It shows how problems on different levels (micro, macro) differ.
- It indicates what changes at the micro level can contribute most to the expected macro change.
- It illustrates that certain relationships are non-linear (based on cause and effect), but often relationships are multifaceted and interdependent.
- It shows how you can exploit these interdependencies and use them to your advantage.

How to start?

Before making a theory of change, it is necessary to collect data. These can be an existing data (collected during desk research) as well as qualitative data obtained in interviews with stakeholders.

After completing the workshop, it is necessary to critically organize the collected material into a synthetic theory of change.

STEP 01: Levels of problems

Prepare a list of problems identified through desk research and / or qualitative research with users. Focus on problems that the intervention should counteract or positive phenomena that it should support.

Task:

Distribute problems between appropriate levels:

- Individual (define what type of an individual, ex. “innovation manager”)
- Organization (e.g., company / public institution)
- Economy

STEP 02: Interdependencies and hierarchy of problems
Determine how individual problems affect others horizontally.

Task:

Describe the impact of each problem using the following pattern.

If ..... (something is happening at the individual/organisation level) ..... then ..... (individual / organisation) ..... and thus ..... (in the economy) ..... .

STEP 03: Long-term results

Define results expected after solving listed problems. What change should occur?

Task:

Describe the effects of solving each problem at three levels - individual, organization and economy.

STEP 04: Cross-effect

Determine whether results at various levels (individual, organisation, economy) enhance or cancel each other out. Additionally, describe under what circumstances this cross-effect happens.

Task:

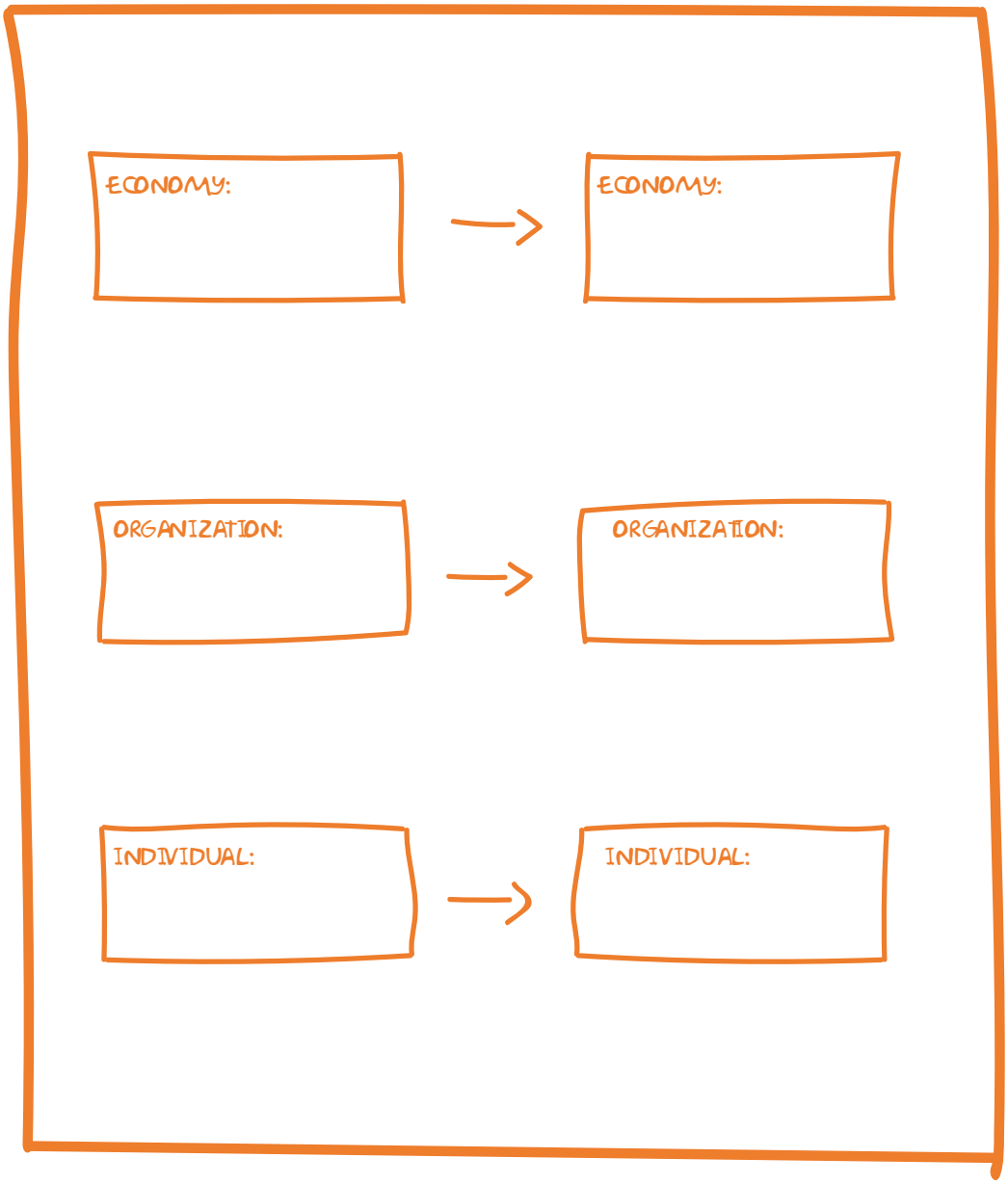
Arrange the results in pairs (make all possible combinations). For each pair, specify whether one result will have a positive (+) or adverse (-) impact, or whether it will not have any impact at all (0).

Note: Always analyze both the impact of A on B, and B on A. If we achieve a result A then it will positively / adversely affect the achievement of result B, because / or on condition that ...

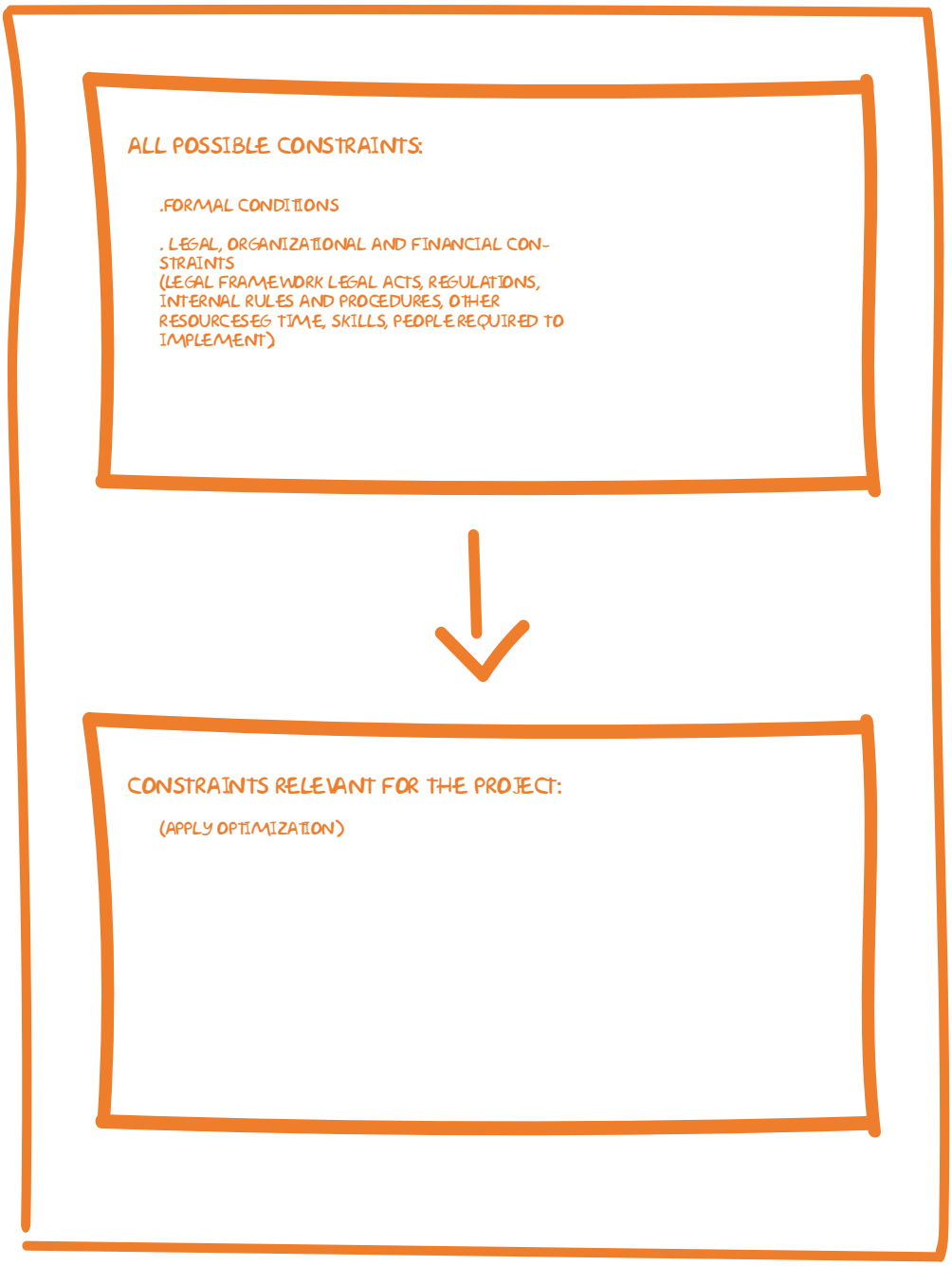
STEP 05. Conclusions

The final task is to be done individually by an analyst: organize the collected material and determine the key changes that need to be achieved.

THEORY OF CHANGE:



CONSTRAINTS FRAMEWORK :



Constraints Framework

Team: 4-8

Time: 3-4 h

When to use:

After defining the Design challenge and developing the theory of change and the most important – before starting generating ideas and prototyping.

What it will help you to do?

- Define formal conditions you have to take into consideration during the Designing process.
- Identify legal, organisational and financial constraints for instrument/service (legal framework, legal acts, regulations, internal rules and procedures, other resources eg. time, skills, people required to implement).
- Avoid wasting time Designing solutions that cannot be implemented.

How to start?

Map crucial participants before organising a meeting.
Invite people responsible for legal and financial control, experienced in implementation of different instruments in your organisation.

STEP 01:

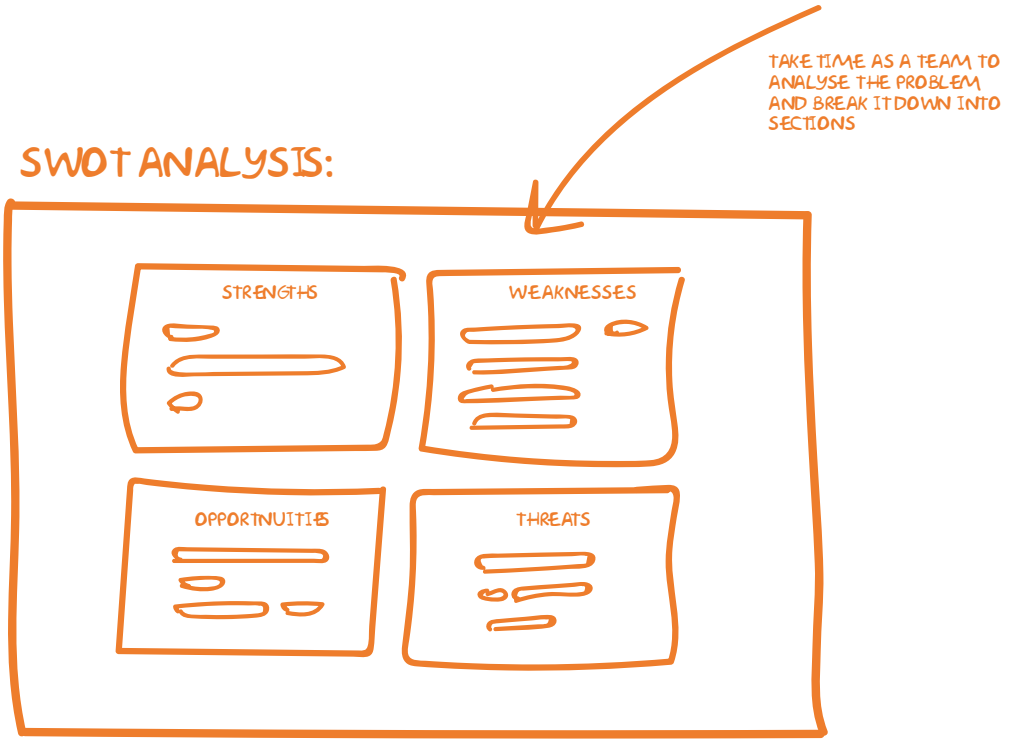
Each participant writes down a set of key conditions that may affect the shape of the instrument or service. Conditions may relate to: external/internal context, informal issues (internal arrangements), organizational potential and approaches to implementation of the instrument (legal framework), sources of financing, a budget etc.

STEP 02:

Participants transfer post-its on a canvas. Similar ideas should be explicitly named and combined into groups.

STEP 03:

The group should choose from the conditions that must be taken into account, when Designing the instrument, mark this with an exclamation mark and make a list of priorities. It is also important to discuss how to combine different requirements and think over if it is possible to change some legal acts if necessary (e.g., regulations).



SWOT analysis

Team: 2-6

Time: 1-2 h

When to use:

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. A SWOT Analysis can be carried out for a specific project, organisation or even a whole sector. This analysis leads to a richer understanding of what the project or organisation can offer, the key weaknesses that need to be worked upon in order to succeed, and where to bring in external partners for assistance.

Completing a SWOT Analysis involves identifying and mapping the internal and external factors that are assisting or hindering you in achieving your goal. The SWOT Analysis provides a good framework for reviewing current strategies and directions, or even to test an idea while exploring solutions. It is particularly helpful to do a SWOT Analysis before the start of a project.

What will it help you to do?

A SWOT Analysis can be made for an entire organisation, but also for individual departments, programmes or even projects. Complete each of the quadrants in the worksheet according to what you see as your or your organisation's strengths and weaknesses as well as the external opportunities and threats that may help or hinder you.

Here are some tips to help you further:

Be prepared: Get your facts and figures in place before you do the analysis.

Be comprehensive: Include all details, from the smallest ones (e.g., for issues at the most micro level like discussions in your team) to large ones (e.g. for new government regulation) that can impact your work.

Be self-critical: SWOT Analysis is there to stimulate critical reflection, not just to please yourself and/or others. Be open and don't get defensive. It is normal to have weaknesses as well as strengths, and to see both threats and opportunities. Sometimes talking about weaknesses or threats can even help you recognize strengths and opportunities.

Test your analysis with others: Include others or maybe even ask an outsider (like your partner organisation) to do the same exercise and compare their views with your findings.

Repeat the analysis: As you go on with your work, new learnings and factors are bound to come up. Re-visit the SWOT Analysis to align your work and its course once every quarter or twice a year.

Use it as a guide: Don't rely on SWOT too much – it's a guide that can help scope the way for further development.

How to start?

STEP 01:

Determine the objective. Decide on a key project or strategy to analyze and place it at the top of the page.

STEP 02:

Create a grid. Draw a large square and then divide it into four smaller squares.

STEP 03:

Label each box. Write the word "Strengths" inside the top left box, "Weaknesses" inside the top right box, "Opportunities" within the bottom left box, and "Threats" inside the bottom right box. These are titles, so they should be distinguished from the rest of the text using either color or font size.

STEP 04:

Add strengths and weaknesses. Add factors that affect the project to the applicable boxes. Components of a SWOT analysis may be qualitative and anecdotal as well as quantitative and empirical in nature. Factors are typically listed in a bullet form.

Questions that can help inspire your analysis

Here are a few questions that you can ask your team when you're building your SWOT analysis. These questions can help explain each section and spark creative thinking.

Strengths

Strengths are internal, positive attributes of your company. These are things that are within your control.

- What business processes are successful?
- What assets do you have in your team, such as knowledge, education, network, skills, and reputation?
- What physical assets do you have, such as customers, equipment, technology, cash, and patents?
- What competitive advantages do you have over your competition?

Weaknesses

Weaknesses are negative factors that detract from your strengths. These are things that you might need to improve on to be competitive.

- Are there things that your business needs to be competitive?
- What business processes need improvement?
- Are there tangible assets that your company needs, such as money or equipment?
- Are there gaps on your team?
- Is your location ideal for your success?

Opportunities

Opportunities are external factors in your business environment that are likely to contribute to your success.

- Is your market growing and are there trends that will encourage people to buy more of what you are selling?
- Are there upcoming events that your company may be able to take advantage of to grow the business?
- Are there upcoming changes to regulations that might impact your company positively?
- If your business is up and running, do customers think highly of you?

Threats

Threats are external factors that you have no control over. You may want to consider putting in place contingency plans for dealing with them if they occur.

- Do you have potential competitors who may enter your market?
- Will suppliers always be able to supply the raw materials you need at the prices you need?
- Could future developments in technology change how you do business?
- Is consumer behavior changing in a way that could negatively impact your business?
- Are there market trends that could become a threat?

STEP 04:

Draw conclusions. Analyze the finished SWOT diagram. Be sure to note if the positive outcomes outweigh the negative. If they do, it may be a good decision to carry out the objective. If they do not, adjustments may need to be made, or else the plan should simply be abandoned.

3

This phase initiates the development of the solution. The team members will start producing ideas, describing, visualising and assessing them. The tools presented for this phase aim to support the designers/ team in describing and presenting the suggested solutions.

Table top walk

Team: 3-5

Time: 2-3 h

When to use:

You want to test the concept of your intervention with users. Another use for table top walk is to help you visualize your ideas during collaborative sessions with your colleagues. It is much easier to understand a concept when it is somehow visualized.

What it will help you to do?

- It will help you define the crucial value for users
- It will help you diagnose the most problematic elements
- It will give you insights how to improve/change your concept
- It will NOT guarantee the success or failure of your intervention

How to start?

Before you start building the prototype of your intervention determine the key features of your concept and then start building around them. Remember it is usually difficult to test the whole concept. Usually, you will have to choose a few elements that are crucial for delivering value to a user.

STEP 01:

Define key “stops” on your map. Mark them on a big sheet of paper in the chronological order.

Add brief titles and short descriptions (one phrase maximum) for these stops so that a user can understand from the first sight what the map is about. You can add some more info about the stops on the map to help you remember the crucial features of each element but keep it short, as too much text makes the map unreadable and obscure. It is better to keep more detailed notes on the side.

If the elements of your intervention are modular (can be used in different order depending on the user) make the elements of the map on separate pieces of paper so you can move them around during tests.

STEP 02:

Decide what are the roles necessary for your intervention. Choose a figurine representing each role. If you have already defined the competences and skills characterizing a role have it written next to you on a sheet of paper.

STEP 03:

Add visuals (icon, photos, drawings) that can help a user better understand the elements of your map.

STEP 04:

Make a test run with your colleagues before meeting for a test with a user. Make sure your prototype is understandable. It doesn’t have to be perfect, but it should be clear and aesthetic. Once you decide to test with real users, record the tests or

Acting / Role play

Team: broader project team + sample of potential users

Time: 1-4 hour for writing scenarios; 2-3 hours for enacting scenarios and discussing them

When to use:

Role play means envisioning a future service through people acting out all aspects of the service, roleplaying people, interfaces, products and any other touch points. It works best as testing method for early concepts of a service

What will it help you to do?

- Test your ideas and get quick feedback on the gaps in your service.
- A loose format allows people to express concerns or make interpretations and assumptions about your idea.
- It is a creative process that can be used to help plan next steps and identify areas that haven't been thought about yet.

How to start?

Prepare several scripted scenes for each scenario that will allow the actors and the audience get the main points of your idea. The script does not need to be detailed but it must reflect what you see as the key features of the service. The rest of the action should be based on improv – technique that encourages people to figure it out and refine the idea as they go. You might also want to create simple props to help each person fulfil their role as well as possible.

STEP 01:

Plan the number of touchpoints in your service and find enough people to act the role of each one. You will also need someone to be the 'user'. The user starts with a goal and the other members of the team must help them achieve that goal by fulfilling their role as a touch point in the service.

STEP 02:

The act of asking people to take on the role of different touch points requires them to understand the role of each part of the service. It is an engaging and quick way to discover whether your planned service works from end to end, or where it needs reorganising, different content or maybe different touch points all together

STEP 03:

Engage the audience and the actors in the discussion on the clarity of the process, points of concern and other topics of debate.

Challenge Panel

Team: core project team + small number of diverse challengers

Time: 2-3 h

When to use:

When you have a relatively well-formed concept that would benefit from constructive feedback from a range of external people.

What will it help you to do?

- Get candid feedback on your idea from experts and users.
- Identify gaps and spot weaknesses in your concept.
- Plan next steps in the concept development.

How to start?

Identify a pool of experts and users willing to provide constructive feedback and scrutinise your actions. Ideally, they are independent diverse challengers; for example people who used to work in the team, other government departments, think tank members, journalists, business specialists, parliamentarians, non-government organisations, economists, scientists or community groups.

STEP 01:

Invite your challenge panel and give them all necessary information about your concept in advance so that they have time to reflect on it. If your area of work is confidential, consider setting up an agreement for non-disclosure of information.

STEP 02:

Appoint a neutral facilitator who will be willing to direct the discussion, drawing up key themes from the panel. On the day, present your concept to the panel - be prepared to explain your approach and solution, but not be defensive about it.

STEP 03:

Go through several rounds of feedback and questions until you and the panel are satisfied that you covered all aspects and have a list of follow-up actions.

Ideation

Team: broader project team + sample of potential users
Time: from a couple of hours to a whole day event

When to use:

Role play means envisioning a future service through people acting out all aspects of the service, roleplaying people, interfaces, products and any other touch points. It works best as testing method for early concepts of a service

What will it help you to do?

- develop a more creative approach to challenges.
- Analyse problems for different perspectives.
- Apply different methods to creating ideas.

How to start?

Ideation activities work best in a workshop setting with the facilitation of an expert to capture and build upon new ideas. During such ideation events different brainstorming techniques, association exercises, sketching or performing can be used. It is beneficial to involve people with diverse expertise, but most importantly the people for whom your solution should work.

STEP 01:

You should aim to create as many ideas as possible, so do encourage unusual thinking, combine ideas and think about the opposite situations. What may seem unrealistic can spark a new thinking or be adapted to be viable. Do not criticise and discourage others' ideas.

STEP 02:

Once you decide you have exhausted the possibilities, group and discuss your ideas. The ideas can then be subject to a process of prioritisation and refinement to arrive at workable and user-friendly concepts.

Three brainstorming techniques:

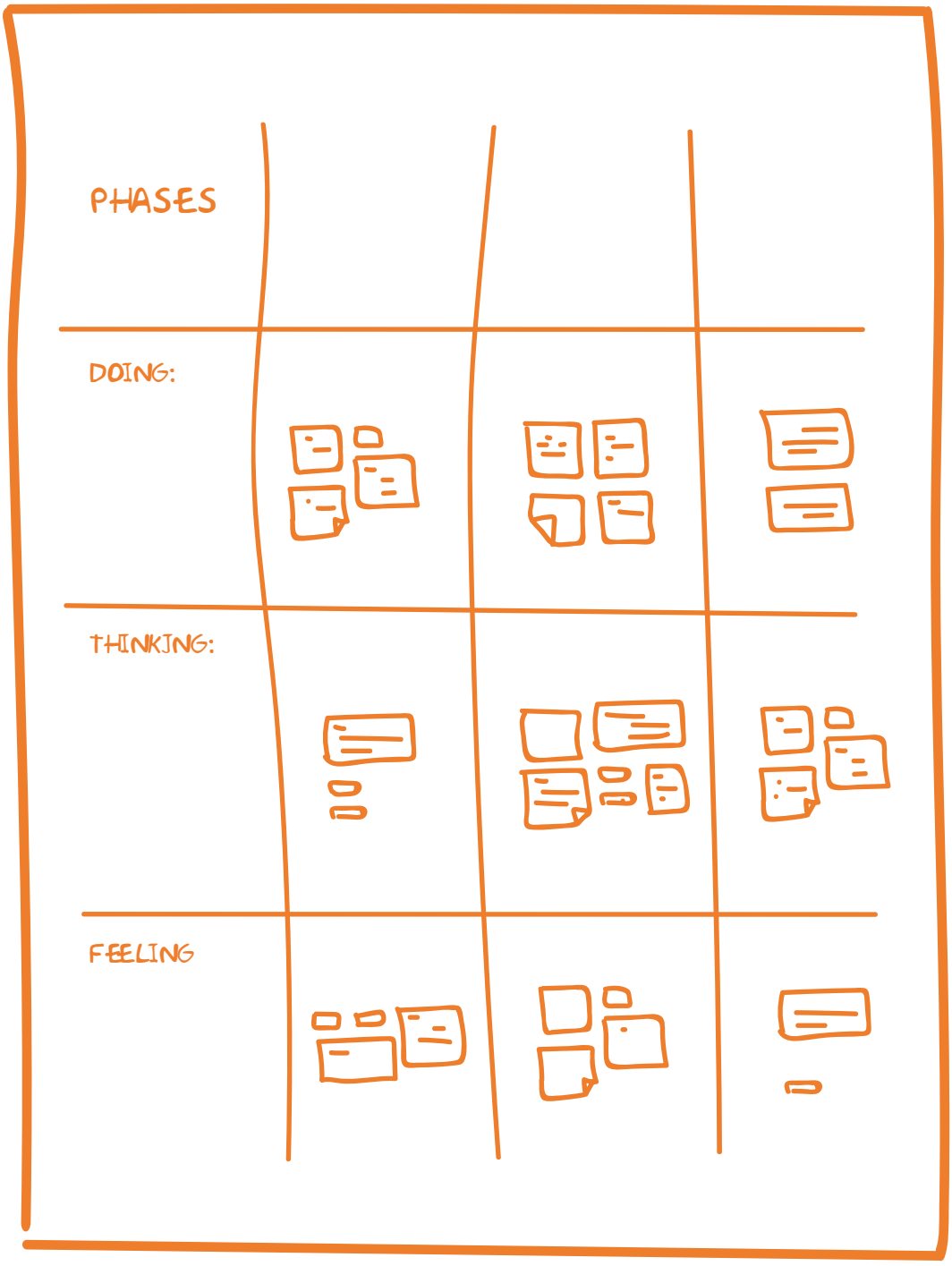
1: Classic
A very common ideation technique. Can work extremely well but it relies on a facilitator to ensure the 'rules' are adhered to and the Design challenges are presented to keep ideas flowing.

2: Six-five-three
A highly structured paper-based ideation method featuring six participants taking five minutes to generate three ideas. Once complete participants move onto the next persons ideas and build from there, generating a further three ideas in five minutes, and so on.

3: Carlsberg/Big Brands Brainstorming
Taken from the advertising slogan "If Carlsberg did..." this technique invites participants to think about the qualities and approach that different organisations or people might take to solve the set challenge. It is advised to come up with three words describing the look, the feel and values of of that organisation (for instance for Apple: Slick, Expensive, Harmonised) or just any three characteristics and ideate against them (ie. what would your solution be if it had an expensive feel?).

For best results, combine a couple of ideation techniques and structure them so that it prompts more creative thinking. The image below presents a combination of the Carlsberg method, with ideating against the Challenge themes identified during user research (e.g. cost, accessibility, ease of use etc.), with 'What if…' scenarios (e.g. what if the solution can only be analoge, what if the user is your mum), complemented by classic brainstorming.

SCENARIO :



Scenarios

Team: 2-6+

Time: 1-2 h

When to use:

Scenarios are stories which designers create to show how users might act in order to achieve a goal in a system or environment. Designers make scenarios to understand users' motivations, needs, barriers and more, in the context of how they would use Design, and to help ideate, iterate and usability-test optimal solutions.

What will it help you to do?

You can create scenarios as highly visual narratives or storyboards with pictures of the personas you're modelling them on. Essential points to consider include these:

- Provide the context of: Who – details of the persona, What their goals are, When they might perform tasks (including obstacles), Where they might do these (including obstacles), Why they want to do things, must perform subtasks, etc.
- Focus on the bigger picture but keep to the point – include the circumstances leading up to the interaction, the factors that impact the user's world and that might influence how they interact with a solution (e.g., cultural context) and anything they may need before encountering or using the solution (e.g., information).
- Make the scenario understandable for people who don't have technical backgrounds – so everyone, including stakeholders, can get on board with elements they can easily relate to and can stay open-minded about necessary processes, etc.
- Keep scenarios tightly centered on the users themselves – to ensure any ideas about Design features stay grounded in the reality of the users' context.

How to start?

To have the ingredients for a scenario, you first must clearly define the following factors:

Background – who are your users (including their knowledge base and skillset/s)?
Motivations – what goals do they want to achieve?
Tasks – what must they do to reach those goals?
Context of use – how will they encounter your Design?
Environment – where will they try to use it?
Challenges – when they try to use it, what can get in their way (e.g.,signal loss)?

STEP 01:

Draw four rows and label each: Phases, Doing, Thinking, and Feeling.

STEP 02:

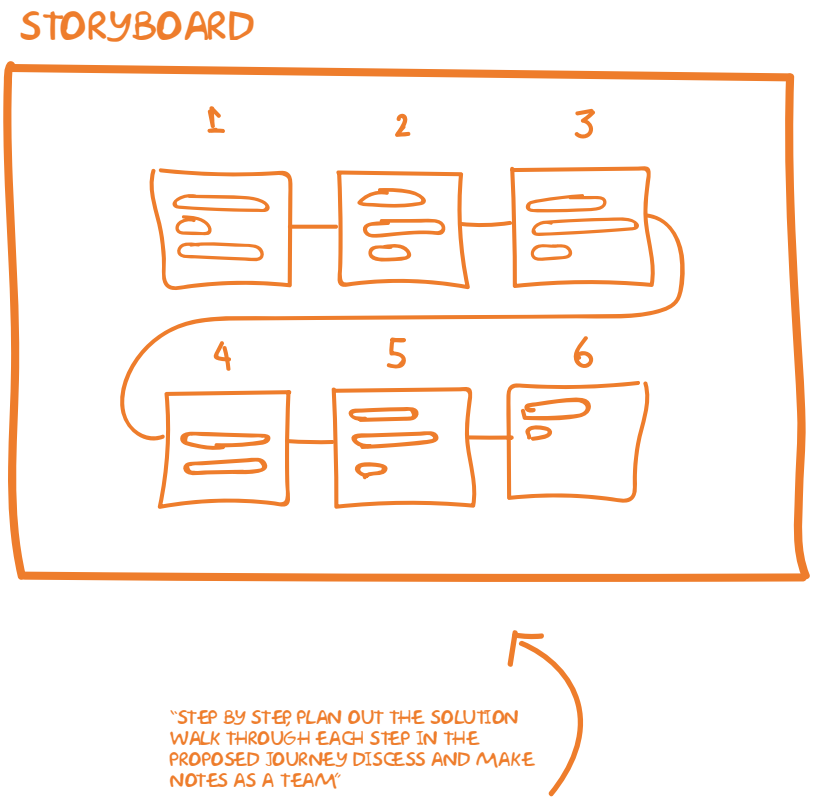
Fill the phases, one per sticky note. Don't worry about what the "next phase" is; iterate through the scenario at increasing resolution until you are comfortable with the level of detail.

STEP 03:

In parallel, team members should begin annotating each column with what the user is doing, thinking, and feeling.

STEP 04:

Label unknowns (assumptions and questions) for later inquiry or validation.



Storyboards

Team: 6>

Time: 1-2 h

When to use:

You can use Storyboards once you know the problem you're trying to solve and for whom. Note that storyboarding isn't the same as wireframing. Instead, you use Storyboards to create a low-fidelity narrative that focuses on people and their actions, thoughts, goals, emotions, and relationships. While you can include user interfaces as props in your story, avoid drawing too many screens.

What will it help you to do?

- Don't overthink it - keep it simple!
- Create an image of the user for the visual of the journey
- Keep text short and sweet.

How to start?

Utilising the format used for film making, with a series of frames and captions, you can plan out how a service could be used, or the steps needed in order to set it up. Draw, sketch or use photographs to fill each step to illustrate the story of your service. Keep text underneath short and sweet, to give more context to each section.

STEP 01:

Start with a story. Identify a character, a setting, and a plot. Then, pick scenes that show plot development from start to finish.

- Make sure to include any major events – a shift setting, the introduction of a new character, or a plot twist in the narrative.

STEP 02:

Think of your storyboard like a comic strip. Combine quick sketches with speech and thought bubbles, action bursts, caption, and narration.

STEP 03:

Label anything on the storyboard that may be an assumption or a question for later inquiry or validation.

- You may not get it right the first time. Iterate until you arrive at a story you're confident could actually come true.

STEP 04:

Each person plays back their Storyboard.

- What common elements are shared across multiple stories?
- How might you converge your stories into a shared vision of your user's future experience?
- What assumptions exist in your Storyboards that your team still needs to validate?

Idea portfolio

Team: 1+

Time: 10–40 minutes

When to use:

In an idea portfolio, ideas are ranked according to two variables and arranged on a portfolio or graph. Because two variables are used, the method can balance different needs and appeals to analytical mindsets. It is a great way to prepare the groundwork for an informed decision, and even allows a strategic view of the options.

What it will help you to do?

- Some useful questions when assessing the impact on the customer experience are: Does it feel good? Does it take away or reduce customer pain? Are competitors doing it? Can we make money from it (business impact)? Does it create strategic advantage?
- Other useful dimensions might be "time to market," "fit to brand," "impact on employee satisfaction," "revenue potential," "team interest," and so on.
- If the space available to hang your papers is too small, title each paper and hang sticky notes with titles instead (don't use numbers). Remember, though, that looking back and forth between these notes and the ideas themselves is hard cognitive work. When the papers hang directly on the portfolio, connections and contrasts are far more apparent.

How to start?

STEP 01:

Consider if and how you will bring previous knowledge into the room (for example, as a research wall or as key insights).

STEP 02:

Invite the right people to work beside your core team for the exercise (this might include people who know the background, people with no preconceptions, experts, representatives of the implementation team, people who will deliver the service, users, management, etc.).

STEP 03:

Decide on your criteria. "Impact on customer experience" against "feasibility" seems to work well, but other criteria work too (see the "Method notes").

STEP 04:

Mark up a portfolio (graph) on the wall or floor, with your two axes clearly labelled.

STEP 05:

Take one idea at a time. Ask the group (or a subgroup) to rate it according to the two criteria, assigning 0 to 10 points for each variable. They might write the points on the paper, or position it directly on the portfolio.

STEP 06:

Take the next idea, and continue arranging the ideas on the portfolio.

STEP 07:

You can now decide which ideas you want to continue investigating. Often the ideas with high impact and high feasibility are your low-hanging fruit, and are usually the most interesting. But other ideas should be considered too: you will want a varied selection, and you might include some ideas from other areas of the portfolio for their long-term benefit, or because your low-hanging fruit are already picked.

4

This phase is about bringing the suggested solution to life. The team will present a draft design of the suggested solution, preferably visual, and will explain the way it works.

Collecting data from testing

Team: 4-8

Time: 4 h

When to use:

After each iteration of testing a prototype

What will it help you to do?

- Discuss results with team members and analyse findings from testing
- Recommend some changes to the design of prototype
- Define challenges for prototyping in the next iteration

How to start?

Bring along the written notes and observations from testing (e.g. interviews, focus groups) to the team members meeting. Print or prepare a prototype and personas.

STEP 01:

Before starting to share observations and insights, it is necessary to collect data. Each participant of the team meeting reads notes from interviews and writes down on post-its what are the pluses, what are the minuses and recommendations for changing a particular element of a prototype.

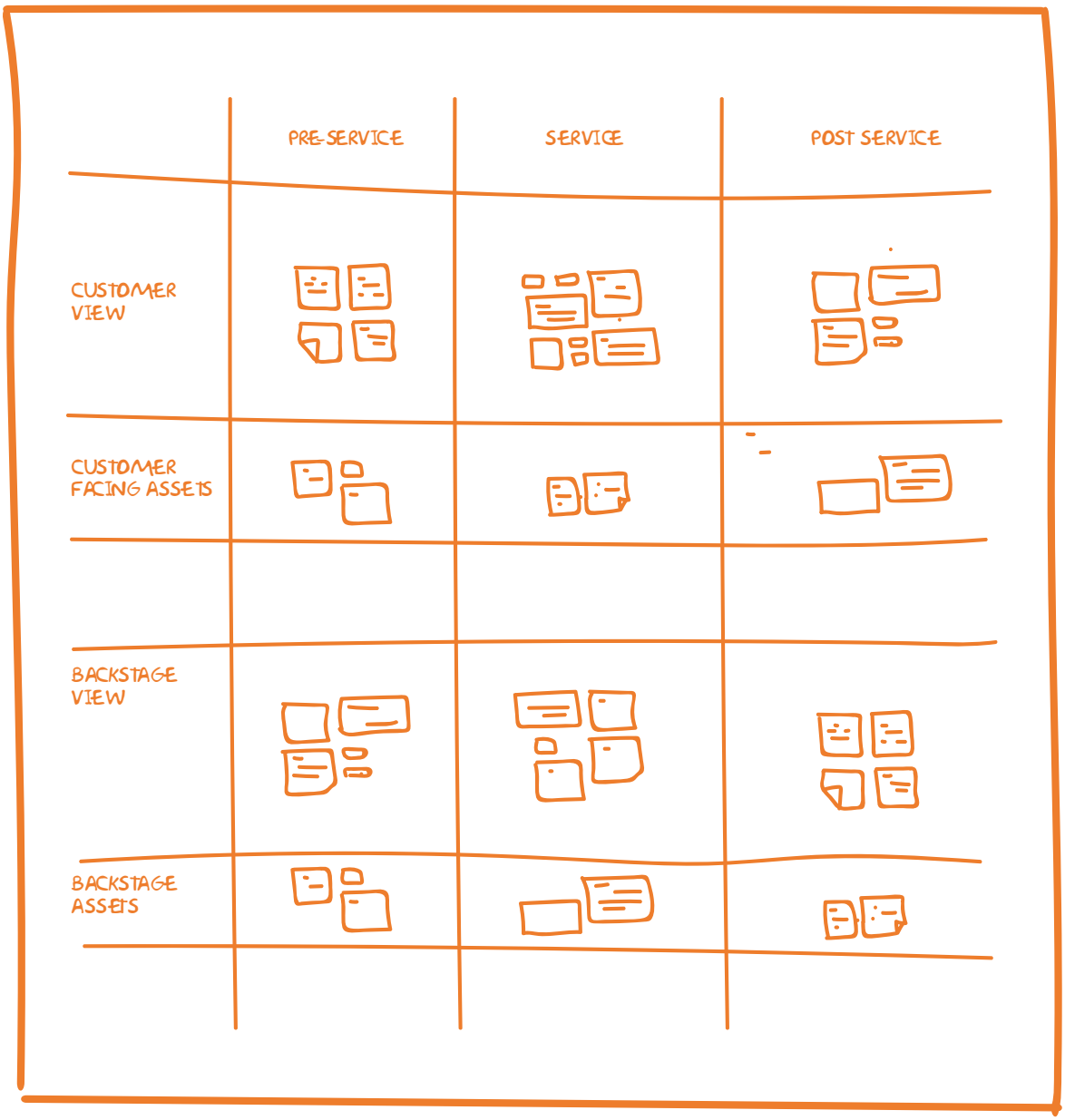
STEP 02:

Team members attach sticky notes to the adequate part of a prototype and share observations with the team. They should be systematically clustered into groups. Risks and opportunities can be parked on the other separate space to be revisited later.

STEP 03:

Talk things through and decide which elements of the prototype you want to redesign and define challenges for this process and for a prototype (e.g. storyboard, an artefact – a leaflet, a webpage, agenda of a meeting).

SERVICE BLUEPRINT :



Service Blueprint

Team: 6>

Time: 1-2 h

When to use:

A Blueprint gives an overview of an organisation's operations, such as key activities, products, services, and points of interaction with the intended audience, stakeholders and beneficiaries. Blueprints help make explicit how existing resources can be repurposed or recycled, and what new resources will be needed. They also give a sense of the overall impact your activities might have. This is highly useful when trying to plan or improve your work.

Filling in the worksheet helps break down your work into smaller details. It provides structure to this analysis by showing a 'line of interaction'. This line represents the distinction between the activities of the intended audience, beneficiaries and other stakeholders, and the activities that take place within your organisation.

What it will help you to do?

- Think about what is seen by the user of the service
- Think about what the service providers see and what resources they need
- Learn about the entire service

How to start?

As a group, go through the service step by step. Think about what interactions happen and discuss all the touchpoints, experiences and back-office processes. Look at the resources and actions needed in order to deliver each statement of the service. What happens before, during and after accessing the service?

STEP 01:

Come up with a customer scenario. Whether you are just creating a new process or mapping out an existing one, start with the customer service scenario you want to explore. It may be beneficial, at this point, to include real customers in the conversation to ensure that your scenario is as true to customers' real (or desired) experiences as possible.

STEP 02:

Map out the customer experience. Whatever scenario you decide on, plot out the actions the customer will take in chronological order.

STEP 03:

Built out from the customer's actions. Once you have the full customer service experience laid out, add the other categories—frontstage and backstage actions, support processes, physical evidence, time, etc.—to the customer actions. What do employees do during each action the customer takes? What support processes come into play?

STEP 04:

Clarify lanes of responsibility and action. Use the different lines of separation to keep each category in its own clearly marked lane and to illustrate the ways different actors interact during the service process:

- Line of interaction: Where the customer interacts with the service and employees.
- Line of visibility: Where the employee or organizational processes become invisible to the customer.
- Line of internal action: Where partners or employees who don't have contact with the customer step in to support the service.

STEP 05:

Clarify cross-functional relationships. After mapping out each category, add another level of detail to your service blueprint by including arrows. While you will already have laid out the steps in chronological order within each lane, you can also show the relationships and dependencies that run across different categories through arrows. If a shape has a single arrow, the exchange occurs in the direction indicated. A double arrow shows that some agreement must be reached or that the two shapes depend on each other in some way.

Together, these elements will help you see solutions to service process and customer experience issues.

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