

Design as Service Symposium

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Conference Centre of TU/e



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Is service design the outcome of big business based endeavors or grass root community organizations? The “Design as Service” symposium that took place at the Technical University Eindhoven on October 26th brought together members of industry with the educational and creative domain to look at the implications of this newly defined design field. Providing a new perspective in a discussion usually held within education. How can service oriented design a kin to the American version of ‘social initiatives’ work in practicality, for user centric products within the Netherlands?

Plenary Session:

KEYNOTE SPEAKERS

Speakers: Johan Sanders, SaraLee; Paul Gardien, Philips Design

Moderator: Jeroen van Erp, Fabrique



Jeroen van Erp (Fabrique) opened the first Design as Service international symposium with enthusiasm for the service design field, predicting and assuring that more service design oriented events shall be held during future Dutch Design Week “**If you really want a job become a service designer**” An intriguing proclamation to set the stage.

Two keynote speakers followed defending two different opinions and examples of how open and closed innovation can function for larger service based industry. Johan Sander of Sara Lee and Paul Gardien from Philips design talked about how important understanding the consumer is vital for the survival of any company large or small.

Johan Sanders from SaraLee offered case studies from Douwe Egberts, a brand keen to live up to the high expectations that follow its good reputation. SaraLee reached out to two different groups while exploring their process of innovation; consumers and designers. They invited consumers to give their input on the products they enjoy, opening the process and encouraging them to participate from beginning to end. Tapping into an online community of designers eagerly searching for the chance to create the next big innovation, **SaraLee crowd-sourced new ideas**. They also paired up with a class of students from the Design

Academy Eindhoven, who opened their eyes to new audiences, new ways of interaction, and new points of view. Comparing the two groups whom Sara Lee reached out to, Johan Sanders complimented the designers. Possibly in an attempt to flatter an audience of design majority, Sanders stated that while feedback and input from consumers is important for incremental

innovation, true innovation that leap frogs ahead comes from designers. A lack of creativity, and reflecting under restraints of their own world, consumers don't have the ability to stimulate breakthrough innovation like a designer.

Through tangible examples Paul Gardien, vice-president of Philips Design painted a clear picture of the direction that Philips takes in creating innovation. With a strong focus on health and well-being, Philips believes this requires a new way to think and approach innovation. Gardien argued that Design as Service as a statement was too narrow, and rephrased it to **Design as Function**; with innovation taking on market, supply, strategy and design function throughout the process.

In his lecture, Gardien explained the complex past and future mapping of economic paradigms that Philips relies on during their innovation process. This gives the impression that Philips strategically diversifies their innovation and makes a distinction between a roadmap, or incremental innovation, and breakaway innovation. Gardien offered examples of living labs which are about bringing technology into context to see what happens beyond personas. The also focus on learning how the innovation process works in a global context, through localized design working with NGO's. And the elusive Probes department tells the story about future scenarios, and the future possibilities of innovative thinking.



A coffee break continued the discussion informally, educators from major technical and creative study programs such as industrial design and engineering from the Technical Universities of Delft and Eindhoven, the Design Academy Eindhoven mingled with a significantly more international business crowd. Smaller organizations were also present.

The second half of the day's program was broken down into three smaller panel discussions, one focused on education while another focused on the consumer and commercial aspects of service design as well as a session on scientific developments.

EDUCATION

Speakers: Rama Gheerawo, Design London; Ilpo Koskinen, Aalto University; Kees Dorst, University of Technology Sydney

Mediator: Anne Mieke Eggekamp, Design Academy Eindhoven

In her introduction, Anne Mieke Eggekamp, Chairwoman of the Design Academy Eindhoven, created a strong base for the speakers to follow. The discussion would dive into what kind of people we need to meet the needs of society in the future, what kinds of skills and what knowledge will the learners of today require as we move ahead?

Rama Gheerawo took the stage from Design London a centre for teaching and incubating innovation, and educating together expertise from design, engineering and business. Following the Cox review, the challenge Design London set to face was to get business people, engineers, technologists and designers to understand each other. They looked to build a body of research of design methodologies, tools and practices into their academic architecture.

What they did was develop a real living lab of education, in essence creating an incubator. The strength of the program lies in the fact that they are not looking to create one kind of student, to not become each other. Rather they look to encourage them to talk each other's language. After explaining the innovative approach to education, Gheerawo concluded with three statements for the future of education:

- Keep focus on design's potential within trade and industry.
- **Evolve the role of designer** inside high level societal challenges.
- An interdisciplinary approach **can create systematic change**.

Ilpo Koskinen from the Aalto University in Helsinki Finland, created from the merger of three Finnish universities, spoke openly about the reorganization of their curriculum, and the considerations they were taking into account while rethinking their foundations. These propositions begin to shape the schools approach to education, and were presented as concepts, leaving room for future shaping. Koskinen spoke about the increasing **gap manifesting itself in design as a discipline**



between integrative design and high market design. High market design, or "Milan star" design as he candidly called it, is more about the craft production and creating a reputation, where integrative design considers amongst others service, usability, co-design, and an increase in research. Koskinen leaves room for the possibility of both these as futures, and proposes that as this gap is growing, it is becoming increasingly difficult to manage especially in the context of educating for both. Weaving the two futures into their modular curriculum, the Aalto University gives its students the chance to select their own path, and diversifies them across their bachelor and master programmes.

Challenging the audience with a discussion about the growing number of design students around the globe, and how we could possibly know what they are all doing, Koskinen leaves with the question, "**has design becoming too big for our comprehension?**"

Kees Dorst rounded the discussion from the University of Technology in Sydney, Australia. The school is pushing boundaries and building profiles for all design disciplines that find themselves under their roof. He believes that in order to solve issues that society is dealing with, we must work across those disciplines.

While Dorst put forward his point of view for the future of education, he spoke of striving not only for multidisciplines, but creating a **seamless conversation** between the diverse cultures of those disciplines. "It's the problem, stupid." was a simple statement on the strength design, in reframing the problem and creating new contexts where problems are being solved. The challenge then lies in a school educating a scale up to a higher complexity of problem, and setting up challenges for the students to go through different kinds of problem solving and reflection.

Dorst snuck in a last statement that challenged the future role of design, and what we need to be teaching to prepare it. Making the case that infrastructure and the design of complex systems from a design perspective is highly relevant, and about engaging in different sectors.

Presented were three distinct approaches all of which critically reflected on the role of design education for the future, and in relation to the future. A very strong session within the Design as Service Symposium, giving the audience optimism and hope. The final statement coming from the mediator summed up well the impression the lectures gave, "**if design frames life, design education will form the future.**"

Commercial

Speakers: Paul Verlecht from O.C.E, Micheal David Burchat of Nokia, and Benjamin Shultz from Volkswagen
Mediator:



Verlecht began by presenting a short history of his company and its focus in printing technologies, he went on to explain a methodology 'design for business' his company has developed and implemented, "bridging the gap between design and business." Questions concerned with ease of use and productivity, efficiency but on a human scale, accompanied a claim to a 'cradle to cradle' framework, "the service is not only for the end user." The tailored versus transactional business spectrum is more or less understanding a customer's value, the **difference between productizing and servitizing**. A company's product portfolio is based on consumer needs rather than generated by marketing goals. "Innovation only functions with the market and the customer together, not separately, that is true entrepreneurship."

Burchat began from a sociological perspective. Not talking about Nokia or their innovations, he focused on the industry at large. "Boundaries are breaking, the future is hard to predict" Continuing the discussion Gardien had started about how to move forward, Burchat asked how do we not make the same mistakes over and over again without analyzing the past. William Morris was the first to democratize design and began the domain's contempt against the bourgeois. **How do designers find jurisdiction**, are they at all qualified or competent to look at a wide range of issues. Currently 'the designer as maker and user' is a highly contested statement. Going through a historical timeline from Morris on, he managed to identify where user centricity changed or was of significance. He also highlighted where business played a role. Moving on, he shifted his focused to the notion of interdisciplinary teams and design at the 'middle management' level. Ego must be set a side, as certain methodologies need to be established in avoidance of "bumping into each other." Designers are catalysts as they can synthesize very well. With this, quality in and for business can be found. It becomes more modest and in tern human. Design thinking is crucial for business. He finished by stating, "Our future is only limited by our ability to learn."

A wrap-up discussion focused on value networks. **Does design add intrinsic value?** Schultz of Volkswagen answered, "Without a value chain, there is no room for problems to solve. It's an issue of building products for services instead of building services around products." Consumers are now as much stakeholders as engineers and designers. Burchat continued, "systematics and value systems are important." Without guidelines things don't work. **Language is the designer's best tool**. A member of the crowd rebutted by asking weather or not design is supposed to be visually communicative and speak for its self, not needing language. Burchat replied by saying that visuals can be hacked and deceiving, words are consistent and safer. On that statement the session was concluded and lunch was served.

After the lunch break the conference continued with review sessions of all the crisp research teams.

CRISP Member Updates

Results and applicability review sessions

The focus of the CRISP programme is in Product Service Systems (PSS), whose importance rises while our society becomes less interested in more stuff, rather in the needs or experiences that stuff fulfills. It is the design of this experience, or service, that this inter-disciplined research programme searches to increase knowledge. Individual projects are researching and developing in different areas; technology, aging population, the work-place, and play environments to name a few.

In the review sessions, the project representatives were asked to present concisely their project process reports. There is a focus for the outcomes in areas from the service context, the inter-disciplinarity of the process, testing with users, sharing the results with a larger audiences, and considering the dissemination of research to the creative industry. The session was introduced as a day of conversation, and not judgement. With that the first of four projects were presented.

"Grey but Mobile" is a research looking into possibilities of the mobility of an ageing population. The approach is not only in transportation, but in social connectivity, and within their approach they maintain a strong focus of their target group. They are currently in a position of deepening their relationship with stakeholders, and are looking to take a step back from being solution-oriented in order to continue diving into their test-bed.



"G-MOTIV" focusses on serious games, a domain that requires more research and knowledge in order to make steps further towards being innovative. This team is not necessarily searching for a final product as much as a series of principles or interventions for the future of the serious games industry. This would leave space for an application to existing therapies and could change the entire existing service system. It was mentioned that in the coming phases, more attention should be in developing more concrete applications of their vast and diverse research in order to bring a focus.

"IP-E" or Intelligent Play Environments, looks to design intelligent solutions that persuade children to be socially and physically active. With so many enticing games that keep children indoors and on their computers, this team is looking to create interactive play opportunities outdoors. Their aim is for concrete prototypes to also illustrate the principles for future projects in this field. At this time the research is product oriented, and the team was urged to search for the service system and context that surrounds it.

"GRIP" is working in the field of job related stress, and narrowing in on indicators and preventative measures. Working with a strong network of stakeholders, and closely with industry experts has given them a deeper understanding of the existing context. Their aim is to discover how to successfully influence job-related stress. One unique aspect of their process is their secondary goal to simultaneously uncover insights of the design research process of product service systems, taking the opportunity to advance the field.

It was apparent that this opportunity for the different projects to share their process and interim results was invaluable. Through this platform for contributing experience, CRISP has demonstrated an emphasis on sharing knowledge and creating a dialogue across all projects. Despite being in the early days, there is a solid foundation on which the energy of all participants is being supported.

Services are by nature intangible. Service designers set out to create holistic service experiences for the end users, often incorporating tangible or digital touchpoints as part of the design. In essence, it is a multi-disciplinary approach to understanding the needs of the target audience and the organisation in order to create efficient solutions and experiences. The Design as Service Symposium set out to discuss the shifting role of designers, within services and in the complex process of innovation.

