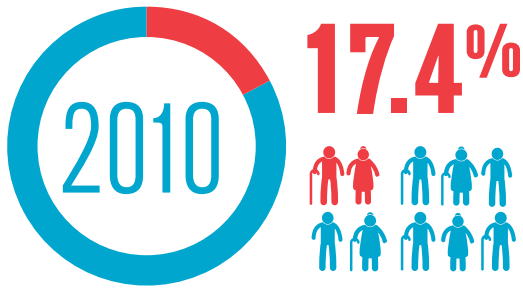
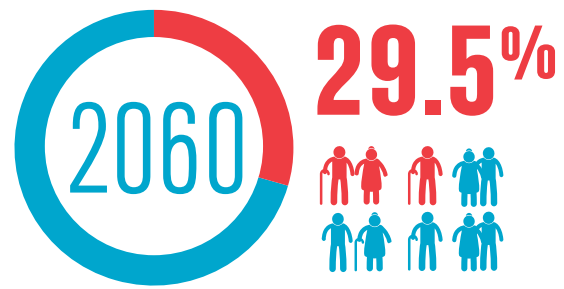


OUR CHALLENGE: AGEING EUROPE



In 2010 the share of persons of age 65 or older was 17.4% in the EU countries.



In 2060 the share is anticipated to be 29.5%.

Demographic ageing is one of the major challenges Europe is facing in the coming decades. In 2060, the share of people over 64 years is anticipated to be almost 30% of the EU population. This will increase the burden on social and health care sectors, meaning that less people will be active in the workforce. The project **Design Led Innovations for Active Ageing (DAA)** brought together eight cities that were seeking sustainable solutions for demographic ageing. Innovations for senior care were developed through service design. The partner cities concentrated on different problems, learned new methods of innovation and gained a deeper understanding of senior care problems.

WHAT IS SERVICE DESIGN?

Service design is a methodology of improving the quality of services and processes as well as innovating new ones.

Service design brings the users' point of view to innovation processes. Taking a design approach ensures that solutions meet the needs and demands of the users. These include not only customers or end-users, but all the people involved in the ecosystem, such as stakeholders and staff who provide the services.

Involving users and stakeholders

Service design is adaptable to different situations or problems. The method is ideally suited for organizations in the public domain; those that provide important services and work in different, often complex, contexts.

Service design is a holistic approach that considers all the factors that influence the context in which a service is rendered. The design process starts from observing the prevailing situation and identifying problems. To determine new solutions, service users and other stakeholders are involved in the innovation process from the onset. This is called "co-designing" or "co-creating".

Interdisciplinary ideation and development

The service design process includes distinct phases such as mapping stakeholders, ideating, and prototyping new practices. Feedback from stakeholders is gathered in every phase of the process to accommodate new insights in a continuous cycle.

In the end, service design should become a specific way of looking at day-to-day service delivery. Service design is a process of constantly analysing, defining, and re-evaluating your service and searching for ways to improve it. "Design" should always be a verb.



User-centered

Service design aims at delivering services that meet the needs and the demands of users. The methodology acknowledges humans as drivers of service innovation and focuses on gaining insights from users.



Contextual and diverse

Service design looks at the complete experience of how the service is delivered. Interdisciplinary work groups include all kinds of insights and forms of expertise – even contradicting ones.



Stakeholder involvement

Stakeholders participate actively in the process, which also helps strengthen their future commitment.



Dialogue tools

Dialogue in co-design workshops and brainstorm sessions is encouraged to inspire new ideas and explore different options.



Visualisation

Often ideas can be communicated most effectively when they are visualised into drawings, models, schemes, or icons. Visualisation is not just reporting, it can simplify complex ideas during the process.



Iterative process and feedback cycle

Often the process must be reassessed to accommodate new insights in a continuous feedback cycle during the design work.



Prototyping, trial and error

Just as in product design, services can be prototyped and tested, using research, analysis, trial and error testing, and simulations.



HELSINKI

NEW SERVICE DESIGN: INFLUENCING MULTI-STAKEHOLDER DECISION MAKING

WHY **Changing services in a complicated landscape**

It has been reported that the public sector in Finland will need radical changes in the near future. This is likely to involve creating new services and also eliminating existing ones.

New and innovative service concepts are often created in different development projects in Helsinki. However, it is very complicated to establish new service concepts into the public sector, especially if they require changes higher-up in administration and budgeting.

GOAL **Outlining guidelines for success**



The city of Helsinki wanted to focus on decision-making processes and to gain a deeper understanding of the obstacles that impede new innovation. This meant helping the policy makers and managers on strategic level to understand their importance and roles in an innovation ecosystem. The goal was to find ways to make implementing new service concepts easier in the future.

METHODOLOGY **Gaining deeper insights about decision making**



The ongoing Customer-Oriented Service Network Project was used as a pilot case study for this design analysis. The pilot case aimed to develop a new care management model and personal budgeting tools for elderly people to organise their own support and services. The project began by identifying the key persons in the management related to the case. These people were interviewed in order to gather views on their priorities and issues which could influence their decisions.

Stakeholder interviews led to a greater understanding of how to support the implementation of new service concepts. Lastly, the project team organized a policy design workshop together with the partners to identify universal opportunities and approaches on how to develop innovative services for ageing.

RESULTS **Planning, considering, and mapping**



Helsinki's design study attempted to address key problems in public services and to create new tools for identifying and designing mechanisms of decision-making.

This study revealed key success factors for public service projects such as measurement, people, timing, and communications. Some key findings:

- Measurement helps to solve the right issues. Having key decision-makers aware of and committed to the project is essential from the onset.
- Every project should have a communications plan on how to influence key stakeholders from service design concept, through to awareness and later adoption. This way a project team can keep the multiple stakeholders and decision-makers on track toward acceptance.
- Understanding of the overall political situation is essential for success. There is often only a small window for a project to fit within political and budgetary decision-making.

WHAT'S NEXT **Stakeholder and influencer relations as a key service design component**

The results show that it is crucial to map and plan how to influence stakeholder groups when considering service design; and also how to incorporate their perspectives into the overall design planning to gain their support. Outlining the optimum process to achieve this can help navigate the waters in a challenging political environment.

In order to successfully scale up and implement new service concepts, development projects need to be aligned with political and budgetary decision-making.