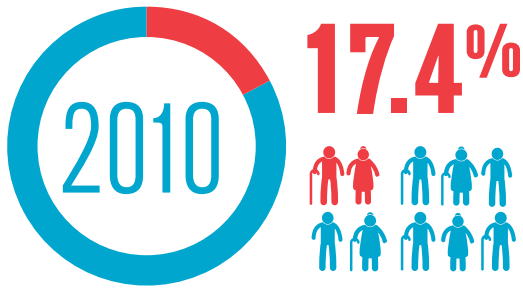
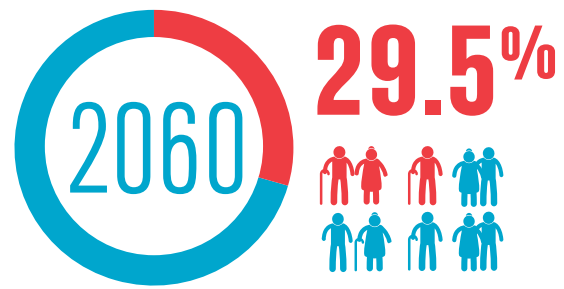


# OUR CHALLENGE: AGEING EUROPE



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.



# BRIDGING STAKEHOLDER NEEDS WITH SERVICE DESIGN

## WHY **Creating an inclusive collaboration environment**

There are currently numerous development initiatives taking place in the welfare sector by different stakeholder groups. Many of these projects receive public funding from local, national, or international agencies. The City of Stockholm studied these initiatives in order to understand how to best implement various models in elderly care. The objective was to use service design to improve the implementation environment and associated pathways.

## GOAL **Aligning for success**

The goal for the City of Stockholm was to identify how processes for implementing new methods or technologies can be facilitated and expedited across different stakeholder groups. The aim was to increase understanding on how the City of Stockholm can pave the way for new concepts specific for elderly care.

## METHODOLOGY **What defines success—identifying obstacles and enablers**



Stockholm's process began with a pre-study through structured focus groups with experienced project managers from different stakeholders including local government, private sector, and non-profit organisations. During the pre-study period three workshops were organised where participants devoted time to working on specific issues and preparing data from each project. During the first workshop, discussions focused on the characteristics of the projects and their dependence on different types of stakeholders. The second session focused on facilitators and obstacles to implementation and the third session identified standard problems and potential implementation strategies. The pre-study was followed by an international co-design workshop in order to understand and extract the multicultural opinion and expertise.

Design methods used in the process were proactive system analysis; SWOT; and group discussions on obstacles and enabling factors for successful implementation at policy, systems, and project levels. A systems perspective was used to interpret the participants' experiences of implementation. This meant moving beyond the project work and its challenges internally in order to understand the diverse dependencies that exist between projects and their stakeholder networks.

## RESULTS **Everything is local**



The study revealed that enablers and obstacles to implementation exist on several levels in the system. When choosing an appropriate implementation strategy, local problems should be taken into consideration. Successful implementation does not depend on detailed plans or more elaborate implementation models, but instead on understanding the local environment and building collaborative models.

To succeed in the implementation process it is important to identify the diverse dependencies that exist between projects and their stakeholder networks. An implementation process that considers existing overlaps between projects and the surrounding operational processes, as well as other priorities and interests are more likely to have a broad and lasting impact in practice.

## WHAT'S NEXT **Frameworks for the future**

### WHAT'S NEXT



The study outcome provided a number of implementation strategies designed to enable a pathway for new initiatives. These implementation strategies include communication; repositioning and new alliances; dealing with conflicts of interest; customisation of content and design; and the presentation of the project.

**STOCKHOLM**

**An implementation process that considers existing overlaps between projects and the surrounding operational processes, as well as other priorities and interests are more likely to have a broad and lasting impact in practice.**