

STBY is able to bring the benefits of design research to a wide range of different sectors, as the service design toolset can be adapted to the demands of any environment. This flexibility comes from designing each project to suit the situation at hand; instead of uniformly imposing a rigid methodology, a unique approach tailored to fit each project's needs is developed at the outset. Involving the client team, local experts, and potential users in this process means service designs reach is extended to nearly every sector of society.

Leisure and Entertainment

In the leisure and entertainment sector, incorporating users into service provision is of the utmost importance. Service design is well placed to facilitate this inclusion in a manner that ensures new service concepts develop in tandem with user's needs.

*A recent collaboration with **Radarstation** saw STBY conducting a project for electronics giant **Sony**, for which the two companies conducted qualitative consumer research exploring new opportunities for service concepts beyond their traditional market. Working with a client team from the **Sony Design Center Tokyo**, the project showed how external user research in the early stages of the service design process can subsequently guide the identification of user needs - and thus generate ideas for new services. STBY's long history of collaboration with Radarstation enabled them to fully integrate the research and design strands in the project. Using bespoke research materials enabled effective elicitation of consumer insights, and subsequent consultation of the consolidated research data was the grounding of ideas for new services.*



• Exploratory design research for Sony, Japan.



• Persona creation for CBBC.

*Such projects prove how agile teams working in tandem can quickly scale service design processes to fit the needs of even the largest clients. Another collaboration with Radarstation for instance looked at the cross-platform media consumption of 7 an 8 year olds in the UK. Commissioned by **CBBC**, this ethnographic study used highly visual and engaging probes to facilitate lively conversations with the children about their routines and preferences in media consumption. The research-based personas that were subsequently developed informed the production of new formats in a manner that was focused on insight, rather than traditional demographics-based marketing profiles.*

This represents a key distinction in what service design offers over conventional market research. Broad demographics struggle to keep pace with the social changes that ethnographic research is able to visualise. Targeting services effectively requires an intimate understanding of target market's routines, an understanding service design is able to both effectively highlight and constructively harness.

Utility Sector

As an increasing number of utility companies start examining their social impact, there is a growing demand for research that illuminates the impact their services have on people's everyday lives. STBY have begun delivering such insights in a variety of ways.

Often STBY is contacted by clients eager to explore the perspectives of their consumers. A project commissioned by **Southern Water** in collaboration with the **Design Council** for example established the extent to which monetary and environmental concerns influenced people in their water use. A series of interviews and design documentaries categorised water users into four personas, which brought to life the concerns (or lack of interest) that had been expressed by participants. Having such a clear view of the different attitudes prevalent amongst their consumers allowed Southern Water to begin developing a series of services, targeted towards specific needs and expressed desires.



• Video ethnography for Southern Water and Design Council.



• International design research for Reach and EDF.



STBY have also conducted a number of larger, more generalised projects related to the utility sector. A study conducted with EDF and all 9 partners of the **Reach network** (see page 36), sought to establish the differing attitudes towards electricity usage prevalent throughout the world. This global study consisted of fieldwork in 10 different countries, and focused in part upon how people around the world charged their mobile devices.

The subsequent analysis of this work revealed both striking similarities and stark differences in the ways different cultures approached the issue. Based on these outcomes, a wide range of consumer insights were developed relating to various markets. Companies from a variety of sectors (utilities, transport, consumer appliances) have subsequently invited STBY to present and discuss the service opportunities inspired by this work.

Both of these approaches - targeted research into specific markets, and general studies informing new opportunities - allow companies to connect with one of the most important issues of the 21st century. Facilitating connections between companies and the variety of attitudes displayed by their consumers allows environmental thinking to be incorporated into services in a manner that maximises their impact. Merely understanding the problem is not enough - understanding the changes people are making in their lives as a result of green thinking is the key to environmental service provision.

Public Sector

Often STBY's work takes them into the public sector. A range of public bodies from across Europe have commissioned studies into how services can be delivered to their stakeholders. Whether concerned with improving existing services or developing new opportunities, such work invariably involves bespoke ethnographic research aimed at visualising and understanding target markets.

A two-step research project for the Dutch Institute for Multicultural Development (FORUM) for example involved interviews with a wide sample of their target market from across the Netherlands – policy makers, schools, and welfare organisations were all incorporated in order to effectively inform the evaluation of FORUM's service delivery. Having gained this knowledge into the institute's relationship with its stakeholders, STBY then completed an expert validation of their online services to complement these findings, advising on current strengths and highlighting potential improvements. This integrated report, together with two strategic workshops, allowed FORUM to develop a fresh perspective on how to deliver a portfolio of multi-channel services.

The development of such a perspective was also the focus of a project commissioned by Dott, Cornwall, an innovative program seeking to use design to drive the development of new solutions to UK social and economic challenges. A partnership of the Design Council, Cornwall Council, and University College Falmouth, Dott asked STBY to examine the obstacles faced in the drive towards sustainable living within Cornwall. This large scale project involved extensive desk research, a large number of field studies, workshops held with the key stakeholders identified by the initial research, and continual validation of the insights generated by a team of key experts.



• Staff training on public engagement for Cornwall County.

The project highlighted service opportunities, and also brought to light a number of potential problems for the proposals presented in the initial brief. The need for a social networking 'hub' through which knowledge and experience of sustainable living could be shared was clear due to the research revealing poor communication links between people actively involved in the issue. Bringing these people together was thus identified as a key challenge for the future.

These studies are examples of how public sector bodies are often leading the way in regards to innovative service provision. As a process, incorporating design principles within the service sector is now consistently delivering effective results, and is rapidly gaining influence with policy makers.



• Workshop of sustainable energy for City of Amsterdam.

Youth Studies

STBY have a long history of working with youth groups, with these collaborations often resulting in some of the most innovative uses of the design research toolset. An experimental approach was used for a youth study conducted in London commissioned by **Bigga Fish** and **BANG**. STBY first trained and coached a panel of 5 young researchers, who were tasked with interviewing inner city urban creatives. They then worked with the researchers to draw out the main insights and conclusions for these conversations, helping channel the energy and drive of the people in a manner that would generate the maximum amount of insight.

When working with a group as passionate and opinionated as the young journalists at **Spunk**, an online Dutch magazine, the challenge was demonstrating the importance of employing the correct research techniques (as opposed to just extrapolating their own opinions), without compromising the unique perspective that is the hallmark of their work. STBY collaborated with **Spunk** on a range of projects, for instance for Leiden University and IB-Groep.

The goal of a Design Challenge held at **Villiers Highschool** in London meanwhile was to develop a service for the school in collaboration with some of its students. STBY coached three teams of students and designers in using video for ethnographically inspired research, and also made a film documenting the entire project.

All such projects invariably involve working with incredibly enthusiastic people. Channeling their passion in a way that delivers results without dictating style is possible due to the flexibility the service design philosophy offers.



• Interviewers for study among young urban creatives for Bigga Fish and BANG.

Care



• Scoping study on patient dignity for Department of Health and Design Council.

In 2009 STBY were contacted by the **Design Council** on behalf of the **Department of Health**, and asked to look at the issue of patient dignity within NHS hospitals. The company were asked to examine issues such as privacy, within the context of existing goals such as the abolition of mixed-sex accommodation. Their brief for this analysis reflected the unique capabilities of Service Design: STBY were asked to deliver an actionable-insight based report which would then form the basis of a series of design briefs tendered to design teams from across the country. In essence, the team were to provide the crucial-starting point from which several further projects would embark, orientating subsequent work around actionable insights unreachable via conventional techniques.

These actionable insights were formulated from 4 days of hospital visits conducted by the team. A combination of ethnographic observations and semi-structured interviews were dubbed 'empathic conversations' in order to emphasise the depth of the dialogues, as well as the relationships built with participants. The insights these conversations delivered were discussed and developed during a full-day workshop held at the Design Council. Working with designers, experts, and researchers the team developed insight-based briefs for tackling specific issues in relation to patient dignity.

STBY have conducted similar projects examining a wide range of aspects of service provision in the care sector. A collaboration with **Broca & Wernicke** looked at the complex decision making process within hospitals on the application of surgical treatments. This was part of an ongoing collaborative research programme entitled 'Patient

*Perspective', which has recently incorporated a study at **Erasmus Hospital** in Rotterdam aimed at developing a more holistic service for the pharmaceutical company Nycomed.*

Applying service design principles within the care sector requires an appreciation of the unique environments involved. Such principles however, far from restricting the approaches available, encourage methodological innovation in terms of insight delivery. By tailoring bespoke methodologies around this key set of core principles, STBY are able to attain both consistency and flexibility, and can deliver results that orientate future work around the same philosophy.



- Home interviews with seniors citizens about independent living, for consortium of primary care organisations.

*The **University of Amsterdam** wanted to use empathic conversations to inform the development of a new online portal for its student services. Students in this case were the most informed users of the existing service - and as such had passionate opinions as to what worked, and what didn't. This experience was harnessed for the development of new services via a series of moderated discussion sessions. The same technique has been used since for a second project, wherein the University wanted to elicit user needs from both tutors and students to inform the redesign of its electronic learning environment.*

*For the **Leiden University** we investigated how first year students orientated themselves on their studies and careers. The result of the home interviews informed the concept development for a new series of open day events, specifically for high school students. The requirements for these events were explored in a workshop with the client team from the university.*

All of these projects used aspects of the service design philosophy to generate insight-based connections between institutions and students. Maintaining such connections throughout the design process allows services to be effectively tailored towards the issues today's students face.

Education

In recent years STBY have undertaken numerous projects within the education sector. Applying the principles of service design has allowed a wide range of institutions to connect with students and other stakeholders in new and creative ways.

*The **University of Tilburg** for example was able to incorporate students into the design of new international master course, via a series of empathic conversations guided and facilitated by STBY; this guidance took the form of a structured process designed to elicit more personal, experienced-based responses and observations - rather than the more general opinions generated by traditional focus groups.*



- Co-creation workshops with students to explore and improve new service concepts, for Universities of Leiden and Amsterdam.

