

The brief

2022 student service design challenge

How to design for more access and less ownership

It's time for action

If the Covid pandemic of the past two years has taught us anything, surely it's that predicting the future is futile. The pandemic has had (and still has) an adverse effect on companies, families and individuals, society as a whole, and also on the planet. Like all crises, this one has accelerated the demise of some industries but speeded up the advent of nascent industries.

What has become clearer is that we, humans and all living creatures, depend on each other. We are part of larger ecosystems, and within these systems, we need to interconnect and interact in order to survive, feel safe, belong, be valued, enjoy life and prosper. This is why, during the pandemic, we saw many local initiatives flourish seeking to bring people together. Neighbours started helping each other in many ways, from shopping, cooking and sharing goods, to exchanging expertise and services. Companies started caring for their local environment. Neighbourhoods became supportive communities, not only helping individuals but also promoting mom-and-pop shops and restaurants, especially as many worked from home (and may do so for a longer time).

Being part of an engaging community gives us a sense of belonging. It enables us to share personal relatedness and support perpetual growth of each other, our personal and local environment, and beyond. It also stimulates working together on a shared goal or purpose. Helen Keller, American author, disability rights advocate and political activist, once said: "Alone we can do so little; together we can do so much". Communities can give meaning, provide

encouragement, empower members, and move mountains.

Collaborative consumption

In 2010, Rachel Botsman and Roo Rogers coined the term 'collaborative consumption' in their book *What's Mine is Yours: The Rise of Collaborative Consumption*. Since then, many services in all kinds of industries have arisen. Collaborative consumption has let travellers sleep at others' homes via Airbnb, share a car ride via Uber, Lyft, BlaBlaCar, eat food made by locals with EatWith, share a parking lot through JustPark, learn via SuperProf, share the risk of sick leave via Broodfonds, get funding through Kickstarter, and take out a loan with LendingClub.

Some services have grown rapidly to become a global phenomenon, some have remained more local; Didi Chuxing and Ola (China and India), Comparto Mi Maleta in Chile, Sharemac in Germany, Gojek in Indonesia, Stashbee in the UK, Peerby in the Netherlands, and Lynk in Kenya, to name a few.

When connecting peers in different roles, such as owners, sharers and users, value is created by enabling interactions and transactions amongst them. The benefits of engaging in a peer-to-peer service are namely convenience, altruism, sense of togetherness, empowerment, pursuing a shared purpose or interest, new connections, and mutual growth.

For this Challenge, these are all relevant benefits of the service to be designed. But we would also need to add 'sustainability' to the list. Without a focus on the planet, we are overlooking the current and future crises facing society and the environment. By combining circularity with a social or socio-technical perspective, we can stimulate conscious collaborative consumption, and rethink and overhaul dominant mass

production systems and business practices. To create alternative successful solutions for products, services, business models and socio-economic systems, we need to embrace future-proof systems thinking using circular reasoning, [doughnut economy theory](#), and sustainable business design, among others. Whenever possible, we should decouple the production systems from new resource extraction.

To give you one unfortunate example, in China, a bike-share boom gave rise to 'well-intentioned' services which oversupplied millions of rapidly-built bicycles, leading to huge piles of abandoned and broken bicycles in bicycle graveyards as shown [here](#). Bikes are still being found in rivers and overgrown verges. To make matters worse, safety rules force remaining players to replace their vehicles every few years.

Conscious consumerism

Many collaborative and sharing services are still being built on top of old models based on enabling superfluous consumption. Let's look at what consumption is. Here are two definitions:

Consumption is the action of using up a resource. (Oxford Languages)

Consumption, in economics, is the use of goods and services by households. Neoclassical (mainstream) economists generally consider consumption to be the final purpose of economic activity, and thus the level of consumption per person is viewed as a central measure of an economy's productive success. (Britannica)

People have always 'consumed' the necessities of life, such as water, food, shelter and clothing, to survive. However, over the course of the 20th century, both the industrial revolution and capitalism transformed many ordinary people into consumers. Small, local shops were absorbed by large malls, mail-order shopping saw daylight, and industrial manufacturers grew into massive giants because of easy access to finance, enabling them to push assembly-line

production of commodities, powered by fossil fuels.

This brings us to consumerism. In the past century, the traditional objective of making products to meet people's basic needs was displaced by the pursuit of profit and materialism as the means of achieving happiness. Consumerism is the idea that increasing the consumption of goods and services purchased in the market is always a desirable goal and that a person's wellbeing and happiness depend fundamentally on obtaining consumer goods and material possessions. (Investopedia)

Luckily, there were also detractors of consumerism. In 1955, retail analyst Victor Lebow stated: "Our enormously productive economy demands that we make consumption our way of life, that we convert the buying and use of goods into rituals, that we seek our spiritual satisfaction, our ego satisfaction, in consumption [...]. We need things consumed, burned up, replaced and discarded at an ever-accelerating rate."

And today, a growing group of consumers are redefining their values and priorities. We can call this 'new consumerism' or 'conscious consumerism', uniting several key consumer trends that share many of the same drivers, some with high and others with more gentle transformative effects.

Redefining the concept of ownership

Younger generations worldwide, especially millennials and younger ones, have a different mentality regarding ownership. Not only because they have less purchasing power, but because they value having fewer possessions.

Aversion to ownership seems to be a growing trend overall, not just among these young generations. For some, it's more expensive to own things than to share them and they believe that 'access is the new ownership'.

Unfortunately, still the majority of people follow the adage that new is better. Buying something new and flaunting it can give people the attention they seek, the possibility to affiliate with and be accepted by members of a group, or improve their social status and contribute to a drive to buy and own more. In fact, research shows that social media personalised ads can increase the novelty value of a product and increase purchasing. It's a challenge to create a shift in this dominant perception, but very much needed.

Redefining the concept of growth

You don't have to be an expert to know that the world's resources are being stretched to their very limit. For 1 kilo of beef on average, we need about 15 thousand litres of water. And it takes 2,700 litres of water to make a single cotton T-shirt, which is enough for one person to drink for 900 days. And we all know about the terrible labour consequences of purchasing the latest smartphone or buying (cheap) clothes.

Not only for people but also for companies, the 'more, more, more' goal, especially when focusing on profit, should be brought to a stop. Growth needs to be defined in other ways, and this Challenge encourages you to think about that. What about growth in happiness, fresh air, free time, friendship, helping hands, health or mind space, just to name a few. What if you redefine growth into 'more access' without ownership?

The complex global economic and consumption system shouldn't prevent us from developing solutions based on shared access, community empowerment and sustainability. It might feel no more than a drop in the ocean, but drops create waves that can lead to real impact. A successful service in one industry might not only challenge the whole industry, but also positively influence other industries. So, do you want to make a difference? Would you like to design a service that fosters conscious consumption? A service that unites peers to deliver positive social impact and that is planet-positive? And that disrupts the ownership economy? Then continue reading!

Design a service that disrupts the current ownership economy

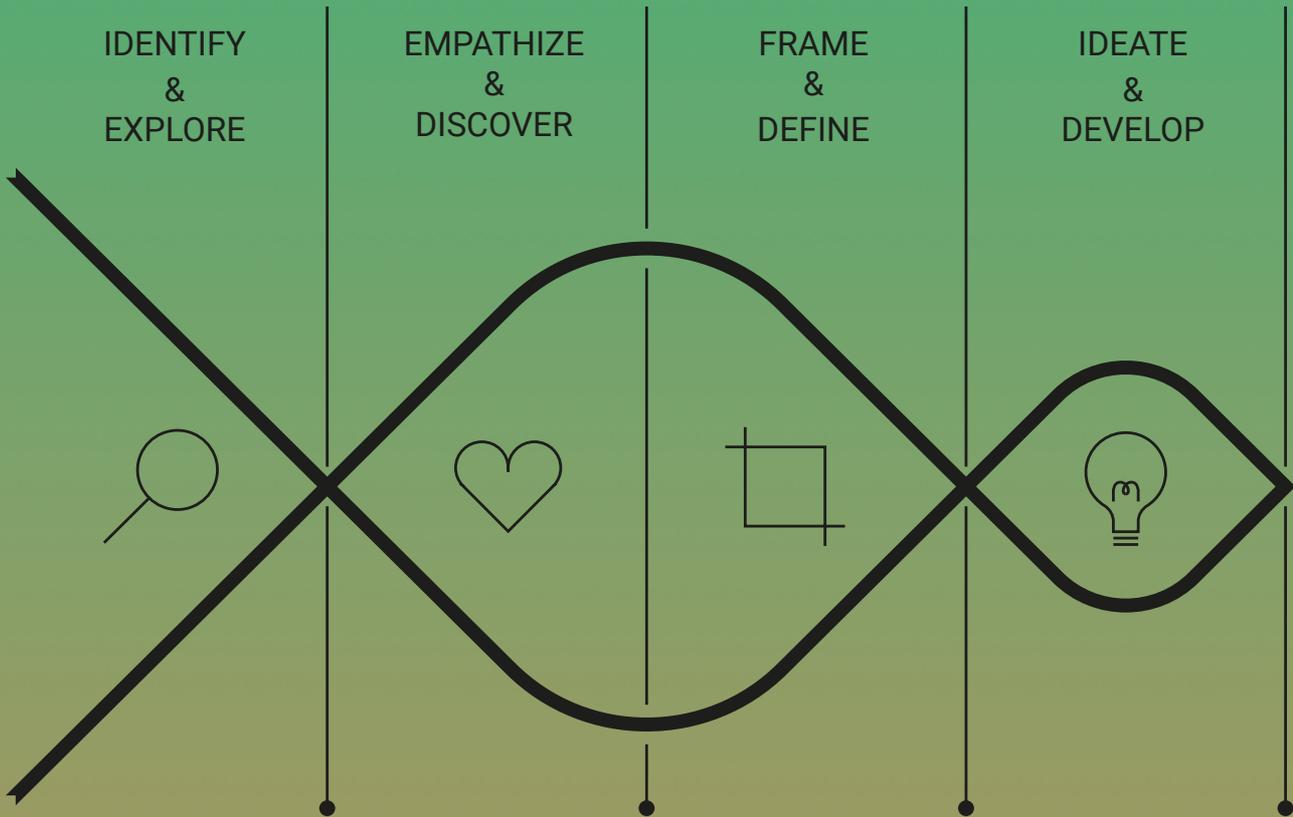
Human-centred design is the foundation of the Student Service Design Challenge. This is a creative approach to problem-solving that involves real people right from the start and places them at the heart of the design process. By collaborating with the people you're trying to reach, you can innovate with them rather than for them.

Empathising with them allows you to develop a clear understanding of their problems, goals, needs, thinking, emotions and behaviour. When designing from this perspective, you will more likely end up at new, unexpected and effective solutions that have a lasting impact and that have the capacity to really improve people's lives.

A step beyond, planet-centred design expands the human-centric approach to design services that do not harm the planet. Planetary systems are complex and intertwined, and this interconnection is the reason why we need to create better solutions for society that fit within the earth's boundaries.

To facilitate this way of working, the Student Service Design Challenge is based on design frameworks such as 'co-create by Philips Design', 'the double diamond', 'design thinking' and 'Enterprise Design Thinking by IBM', and is structured around three main rounds; 'Empathize & Discover', 'Frame & Define' and 'Ideate & Develop', following an initial 'Proposal' round. Each of these rounds has clear objectives and introduces specific tools and techniques that allow you to successfully move on to the next. Every round ends with a submission that needs to be handed in and uploaded for assessment.

In the **Challenge toolbox** you'll find a selection of tools, methods and worksheets to help you on your way. The tools were selected to build on one-another, whereby the outcomes from one worksheet could provide the input for the next.



Secondary research	Define audience	Share stories	Get visual
Preparatory research	Multiple use-cycles	Find themes	Top five
Linear vs Circular	Stakeholder map	Insight statement	Ideation cards
Circular thinking	User research	How might we?	Service Flip
Primary research	Cultural probes	Needs statement	Concept selection
Expert interview	Journey Map		Paper prototyping
Find opportunities	Experience Flow		Design scenarios
System map			Co-creation
Problem Statement			Experience prototype

Most of the tools are widely applicable but it will be your own responsibility as a team to assess their usefulness for your specific project. The last tool of each round however, deserves extra attention and should usually be worked out and handed in for the assessments. Keep in mind that **these are tools not templates**. They can help you organise your process and progress your work but the goal is to use them critically. Always think about how they can help you in relation to your own specific requirements. So instead of simply filling them out, adapt them where necessary.

1. PROPOSAL (IDENTIFY & EXPLORE)

The goal of this round is to explore the current ownership-oriented economy, to identify potential local opportunities and to write a detailed design proposal. Start by doing secondary research to learn about the principles of collaborative economy and of circular design. Find out about the positive and negative consequences of sharing concepts and get to know the service and business models of some of the frontrunners.

Practice distinguishing between linear and circular systems, understand the difference between traditional and new consumerism and reflect on the role of stakeholders (government, businesses, families and individuals) in circular systems. Use the Internet, newspapers, magazines and journals to collect inspiration and trigger ideas. Then dive into your local context, and find a related issue by researching people and their behaviour. Pay attention to information about your own geographical location and its specific technological, economical and cultural dependencies. If possible, use primary research methods and techniques to confirm the urgency of the issue you like to solve. You can also talk to local experts to gain more insight. Get the facts and figures you need to understand the objectives of the problem. Try to map any collaborative opportunities within your own local context. Try to identify existing (local) systems that currently still encourage over-consumption and don't

stimulate conscious consumerism and that you could improve through designing a new or better service. Remember that the most interesting problems are most likely interconnected and require a systems-based approach. Therefore, carefully consider where there is potential to create an impact in the wider system. To do this, create a system map around your problem area that shows how the important products, artefacts, processes, stakeholders, etc. are connected and make sure to highlight any issues and opportunities. Clearly frame what problem you are looking to solve and the impact you hope to have. Compile everything into a problem statement. Include any evidence or background information that is necessary to understand the problem you've identified. Make it visual by including illustrations, photos or videos.

At the end of this round, all submissions will be reviewed by the coaching team and a selection of max. 20 groups will be able to move to the next round.

Tools

- Secondary research
- Preparatory research
- Linear vs Circular
- Circular Thinking activation pack
- Primary research
- Expert Interview
- Circular Opportunities
- Product Journey Mapping
- Frame your design challenge

Submission

- Video (max. 5 min.) introducing the team and the problem statement.
- PDF document (A4, max. 4 pages, English) containing the problem statement. Including system map and any visual research / background material.
- PDF hero-image (A4, English) clearly framing the problem statement.

2. EMPATHIZE & DISCOVER

The goal of this round is to dive deeply into the problem you are trying to solve by becoming immersed in the lives of the people involved. When designing a service based on a collaborative model you're not designing for a single customer or user, but for a range of people in the extended value chain. In order to design valuable solutions you'll need to discover all the stakeholders and learn to empathise with them. This means being able to see the world through the eyes of anyone who might have a role in the final solution, as a service user, as a service provider, as a manufacturer, etc.; anyone who might be touched by your proposed solution. Aim to better understand their behaviour and their motivations and how these may be influenced by environmental, social, economic, organisational and regulatory factors. You can apply methods for doing ethnographic research like observing and interviewing or designing 'cultural probes' to identify peoples' needs, values, aspirations and challenges. What are their hopes and dreams? What gets in their way? Do their values align with your proposal? Can you find a middle ground somewhere? The resulting information and insights should be clustered in an experience flow, user journey map or relational map.

Tools

- Define your audience
- Understand everyone involved
- Multiple use-cycles exploration
- Stakeholder mapping
- Ethnography Fieldguide
- Cultural Probes (Gaver, Dunne, Pacenti)
- Probes context mapping
- User Journey Map
- As-is scenario map
- Experience Flow

Submission

- Video (max. 5 min.) demonstrating ethnographic research, insights and relational maps.

- PDF document (A4, max. 6 pages, English) containing insights, experience map or customer journey map, relational / stakeholder map, and background material.

3. FRAME & DEFINE

This step is about synthesising the information from the discovery phase and reviewing your progress in relation to your proposal from round one. Framing is a crucial step before moving on to creating ideas as it reveals new solutions and opportunities. By sharing inspiring stories together, the goal is to identify the gaps, challenges and patterns in the maps of the current situation and translate these into themes. Based on the themes we can then envision and speculate about possible desired futures by asking 'what if' or 'how might we questions'. The objective is to re-write your design proposal by creating a more focused challenge- or needs statement.

Tools

- Share inspiring stories
- Find Themes
- Create Insight Statements
- How might we?
- Needs statement

Submission

- Video (max. 5 min.) demonstrating the overlapping themes, what if questions, and opportunity statement.
- PDF document (A4, max. 4 pages, English) containing themes and opportunity statement.
- PDF hero-image (A4, English) showing what if / opportunity statement.

4. IDEATE & DEVELOP

This is your final round! Now everything should come together.

After framing the problem, you can begin to think of solutions about how you can achieve what you have set out to do. The aim here is to

diverge before converging. First try and get as many ideas as possible out of your head and onto (virtual) paper. [Draw, sculpt and/or create collages to help visualize your ideas](#)^o. Optionally you can use aids such as [ideation cards](#)^o to help create a long list of ideas. Next, start narrowing down the long list to a [short list](#)^o. To help you narrow down the list, [assess the concepts against the principles of circularity](#)^o and plot your concepts on a matrix to measure their difficulty to implement against how much impact they could have. Finally move from a handful of ideas into a fully-fledged concept that you'll refine. [Develop scenarios and storyboards](#)^o to push forward how the concept would be used. Also, think about what parts of the concept you can quickly test out by [rough prototyping](#)^o them as props or as functional models. [Invite the people you are designing for to give feedback](#)^o. Improve the concept and prototypes through iteration and compile the best ideas into an [experience prototype](#)^o for a [minimum viable product or service](#)^o (MVP/ MVS). Explain your service concept (process, experience, etc.) with the use of a [service blueprint](#)^o and - if possible - as a working prototype or MVS. Document the user experience in a video.

Tools

- Get Visual^o
- Top Five^o
- Ideation cards^o
- Service flip^o
- Concept selection^o
- Paper prototyping^o
- Design Scenarios^o
- Co-create session^o
- Experience prototyping^o
- Storyboard^o
- Service blueprint^o
- Business model canvas^o

Submission

- Video overview (max. 10 min.) of the process start to finish. Introducing the team, users, insights and problem definition to reveal the final concept, scenarios and service prototype.

- PDF document (A4, max. 4 pages, English) containing 50 word concept description, design scenarios and necessary background information.
- PDF document (A4, 1 page, English) containing a worked out service blueprint.
- PDF document (A4, 1 page, English) containing a worked out business model canvas.
- PDF hero-image (A3, 300dpi, English) showcasing / explaining the final concept. More detailed instructions and/or a format will be provided.

Please note that even though this 4 step process sounds very linear in reality it often isn't. It is important to fail early, learn fast and iterate. There's no need to discard good ideas simply because you haven't reached the 'Ideate and Develop' round yet, and likewise don't stop observing your users because the 'Empathize & Discover' round is over. Keep checking your hypotheses and try to adopt new insights quickly. Change your approach if necessary. Practice making and reflecting in parallel. Make as often as you can and use it to give form to your insights and ideas. Iterate as fast as you can to come to a solid understanding quickly.

Video submission tips

You'll have noticed that video is an important part of the submission process. Films that highlight insights and the design process are of great value to the jury, coaches and others.

IMPORTANT: Make sure to capture the lives and stories of the people you are designing for, the problem and the process of solving it. Each round has specific requirements and focal points for the film but combined they should provide a clear documented overview of the project. The final film should introduce your team, the users, insights and a problem definition before revealing the final concept. Make sure to use appropriate credits. Although slightly different in scope [Fixperts-films](#)^o can provide a welcome source of inspiration.

It's probably a good idea to make one team member responsible for documentation, this way you can more easily ensure consistent quality throughout. You can get creative editing the film by including text overlays, music (only use rights free music), sound effects and animations, for example.

If you don't have access to film editing or animation software or you don't know how to operate them, an alternative could be to use powerpoint or keynote to make playable slideshows with optional voice-overs.

Coaching and judging

The coaching team consists of a challenge coach and team coaches. The challenge coach will virtually meet with each team every other week to support the teams individually during the discovery phase (round 2), define phase (round 3) and development phase (round 4) of the challenge. Each team will also be guided by a team coach, an IBM design strategist and practitioner. The team coaches will guide the teams on a regular basis, including a main 'assessment session' at the end of rounds 1, 2 and 3. During coaching meetings you will present the work that has been done and the coach will give feedback and provide help on specific areas. Prior to the coaching meetings the challenge coach will send out group invitations that allow you to schedule a suitable time slot. Team coaches may be in touch directly.

At the end of round 4, each design team will submit their concept. All submissions will be reviewed and validated based on the six challenge criteria (see Assessment areas) by experts in that field. The challenge jury will carefully watch and read all material and discuss and validate each submission. There will be a selection of ten nominees ('Shortlist') from which the winners will be selected. The challenge jury is composed of renowned design experts from various fields – related to human-centred (service) design, circular design, and design-led innovation. The 3 overall challenge

winners will represent the best overall scores in all six criteria.

Assessment areas

Submissions will be assessed based on each of six areas:

- 1. People centric**
The idea is based on real people's contexts, their needs and habits. The solution you design works for real people, and has a positive influence on their behaviour.
- 2. Experience based**
Your idea provides an impactful, rewarding and lasting user experience by offering an engaging solution that creates an emotional and sensory connection with the users.
- 3. Society oriented**
Your idea sees into the inclusive conception of design in which overlooked users, groups or communities, are taken into account to create positive change in society.
- 4. Technology enabled**
Your idea is future-ready for the ever-changing digital landscape, takes into account the responsible, secure and unbiased use of data, and uses technology wisely and for the good.
- 5. Circular & sustainable**
Your idea aims to tackle a global challenge like climate change, access to care, gender equality, waste or pollution. It is regenerative for our world, and supports sustainable and planet-positive innovation by conscious consumption thinking, and favouring ethical behaviour as well as empowering users.
- 6. Business viable**
Your idea is based on a service-centred business model, able to launch as a viable service business and value proposition, as well as adjustable or scalable.

Key dates

Round 1 - Research proposal and design brief

- Brief available: Monday, November 15, 2021
- You will have until Friday, January 21, 2021 to submit your research proposal.

Round 2 - Empathise and discover

- Start: Friday, February 11, 2022
- You will have until Friday, March 11, 2022 to submit your video and document.

Round 3 - Frame and define

- Start: Monday, March 14, 2022
- You will have until Friday, April 1, 2022 to submit your video and documents.

Round 4 - Ideate and develop

- Start: Monday, April 4, 2022
- You will have until Friday, May 20, 2022 to submit your video overview and documents.

Round 5 - Jury voting and winner announcement

- The Jury voting takes place between May 23 - June 10, 2022
- Winners will be notified on Friday, June 10, 2022.

Tips on how to meet the criteria

Consider these helpful tips to make sure you meet the criteria:

1. Think about who is involved

The success of your service starts and ends with the parties involved; real people. Remember that many collaborative service concepts aren't always powered by new technology; such as new forms of volunteering and social action, or community and collective ownership models. So research your potential users, find out what drives them, cross boundaries, and find out how to let them use your service in a positive, rewarding and experience-rich way.

2. Bring and create value for the long term

By connecting individuals, organising peer-to-peer exchanges, promoting access over

ownership, optimising under-used assets, physical or human capacity and combining environmental concerns for resource optimisation, your service can hold great promise in terms of sustainability or shared-value creation, both economically and for society by addressing its needs and challenges. For lasting success, you will need to keep both people and the planet in mind. And consider all aspects of the well-being of people, planet and society, such as safety, risk, hygiene, and so on.

3. Build trust

It's important to design a trust-based service, not only trust amongst its users but also trust in contributing to its purpose. Access to information and transparency are a crucial cue that leads to trust. For instance, if a woman wants to share her dress, trust is required in that the person wearing the dress will take care of it, will not steal or damage it, and will pay for the usage of the dress. For the woman borrowing her dress, she needs to trust that the dress is in good shape and that it will be available at the required time.

4. Technology is a tool not a solution

Technology has the ability to help bridge distances, enable and facilitate access and democratise use. However, you should use technology wisely and as an effective tool for innovation. We aren't looking for just another app or digital platform.

People and planet

We would like to encourage you to take a people- and planet-centred approach. For this we have added two more websites to inspire you:

- [Circular Design Guide](#)
- [Planet Centric Toolkit](#)

If you like to, join the [Circular Design Guide LinkedIn community](#). Share your project, ask questions and exchange.

Partner information

This is a challenge initiated by Philips Experience Design and co-organised with SERVICE DESIGN COLLEGE, in partnership with IBM and the Ellen MacArthur Foundation.

Philips Experience Design brings human-centred innovation to the technologies we all rely on for healthcare and healthy living. The products, services and solutions we design, touch the lives of millions every day and are recognised for excellence within the industry.

SERVICE DESIGN COLLEGE is a unique transdisciplinary, community-based platform that brings together designers and others to learn, share and co-create together, through live- and online activities.

IBM has always served as a medium between mankind and machine, blending science, service and society to pave a path towards progress.

The Ellen MacArthur Foundation works to inspire a generation to re-think, re-design and build a positive future circular economy. The Foundation works with business, government and academia to build a framework for an economy that is restorative and regenerative by design.