



Methodology

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. The Earth system is complex and intertwined, and this interconnection is the reason why we need to create better solutions for society that fit within its boundaries.

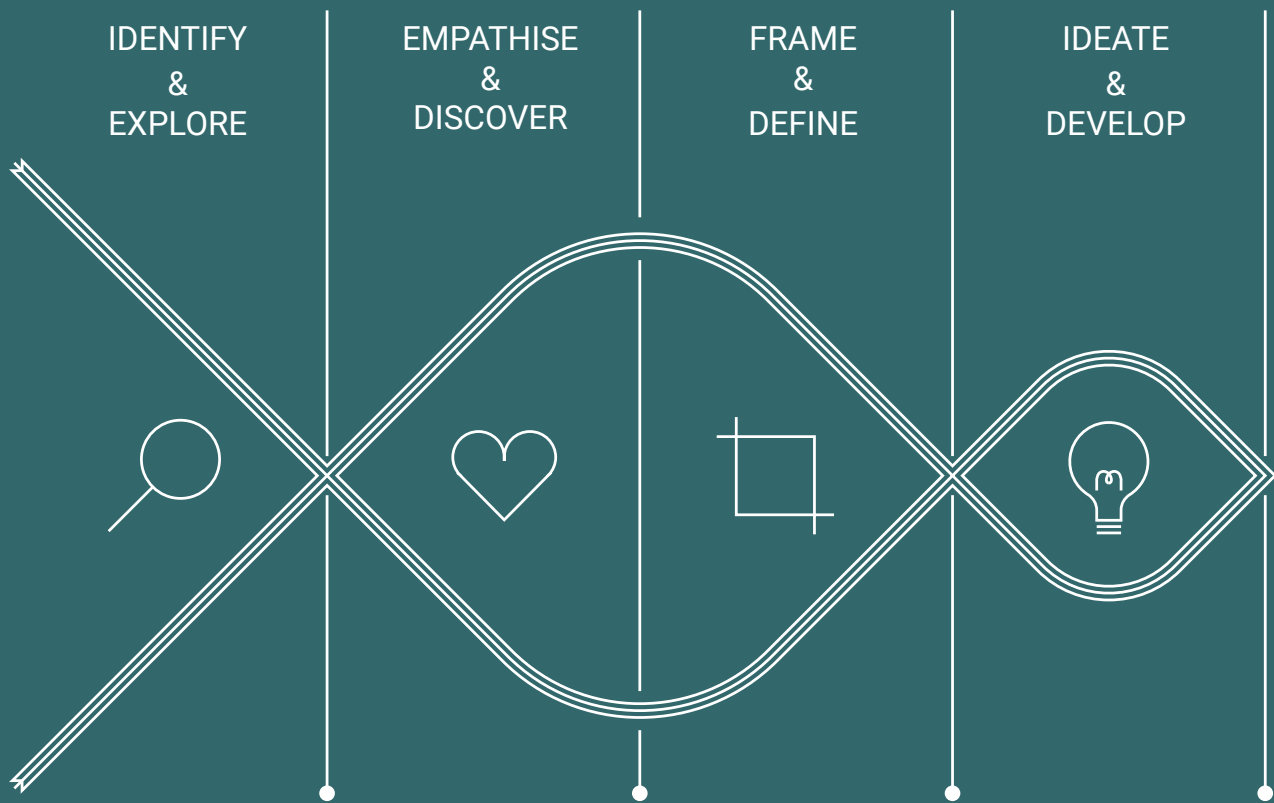
To facilitate this way of working, the Student Service Design Challenge is based on design frameworks such as 'co-create by Philips Design', 'the double diamond', 'design thinking' and 'Enterprise Design Thinking by IBM', and is structured around three main rounds; 'Empathise & Discover', 'Frame & Define' 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. 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, 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 topic in all its facets, to identify potential local opportunities and to write a detailed design proposal. Start by doing [secondary research](#) to learn about the principles of this year's theme and brief topic. Find out about the positive and negative consequences of current services and service systems and get to know the business models of some of the frontrunners. Practice distinguishing between extreme views on the topic, read research reports and papers on this, and reflect on the role of stakeholders (government, businesses, service providers,



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
			Business model canvas

families and individuals) in tackling this. 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) forces and systems that encourage or hold back innovation and positive change 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 Challenge team and selected groups will be able to move to the next round.

Tools

- Secondary research ♪
- Preparatory research ♪
- 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. EMPATHISE & DISCOVER

The goal of this round is to dive deeply into the problem you are trying to tackle by becoming immersed in the lives of the people involved. Remember, we are asking you to look at and into your local context, so that you can meet the actors involved personally, face to face, shadow them and immerse into their lives and circumstances. When designing a service that takes the complex challenge of this design brief seriously, you're not only designing for a single customer or user but many others involved. So, 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 healthcare provider, 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 are their values? What gets in

their way? 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 visualise your ideas. Optionally you can use aids such as [ideation cards](#) ♪ to help create a long list of ideas. Next, start narrowing down the long list to a [short list](#) ♪. To help you order the list, plot your concepts on a value 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](#) ♪ 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](#) ♪ them as props or as functional models. [Invite the people you are designing for to give feedback](#) ♪. Improve the concept and prototypes through iteration and compile the

best ideas into an [experience prototype](#) ♪ for a [minimum viable product or service](#) ♪ (MVP/ MVS). Explain your service concept (process, experience, etc.) with the use of a [service blueprint](#) ♪ and - if possible - as a working prototype or MVS. Document the user experience in a video.

Tools

- [Get Visual](#) ♪
- [Top Five](#) ♪
- [Ideation cards](#) ♪
- [Service flip](#) ♪
- [Concept selection](#) ♪
- [Paper prototyping](#) ♪
- [Design Scenarios](#) ♪
- [Co-create session](#) ♪
- [Experience prototyping](#) ♪
- [Storyboard](#) ♪
- [Service blueprint](#) ♪
- [Business model canvas](#) ♪

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 'Empathise & 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](#) ♪ 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 expert coaches. They will virtually meet with each team 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 be guided by a team coach, an IBM design strategist and practitioner. The team coaches will guide the teams on a regular basis, and help them move forward, advise them on tools and methods, and more. During coaching meetings you will present the work that has been done and the coaches will give feedback and provide help on specific areas.

At the end of round 4, each design team will submit their concept. All submissions will go through to a first round of judging by the Challenge jury. The jury will carefully review, discuss and validate each submission based on the Challenge criteria. There will be a selection of nominees ('Shortlist') who will be able to pitch their concepts to a panel of esteemed judges at a Dragons' Den event.

Dragons' Den

In the last round of the competition, the shortlisted teams will have the opportunity to pitch their concept and show its business potential to the Challenge jury. This virtual event takes place after round 4 and is a unique opportunity for the teams to practise their skills and convince the Dragons - Jury members and Challenge partner representatives - to select them as the winners of this edition of the Student Service Design Challenge. The teams will be trained and coached in preparation for their pitch.

Assessment areas

Submissions will be assessed based on each of six areas:

- 1. People centric**
Your 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, both physical and online, 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](#) ^o 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 taking wellbeing of the planet seriously, and favouring ethical behaviour as well as empowering people.

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.

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 service concepts aren't always empowering people in new, modern ways; such as new forms of volunteering and social action, or community-led initiatives. So research your potential service 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, enabling and organising peer-to-peer interactions, and optimising under-used assets, physical or human capacity, your service can hold great promise in terms of sustainable wellbeing, both individually and for society by addressing pressing needs and challenges. For lasting success, you will need to keep both people and the planet in mind.

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.

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 global challenge is initiated and organised by SERVICE DESIGN COLLEGE, in collaboration with Philips, IKEA, Laerdal, ISDIN, IBM and the Ellen MacArthur Foundation.



[SERVICE DESIGN COLLEGE](#) ↗ is a new breed of design school. A melting pot of knowledge and experiences with people bringing their expertise and ambitions, strengths and weaknesses, to find encouraging support for their professional and personal development and give that support back to others by sharing and co-creating together, through in-person and online activities.



[Philips](#) ↗ is a health technology company with a heritage of people-focused

innovation that stretches back over 130 years. Its purpose is to improve people's health and wellbeing through meaningful innovation with the aim to improve 2.5 billion lives per year by 2030, including 400 million in underserved communities.



IKEA's ambition is to be circular and climate positive by 2030, and to inspire and enable many people to live a better everyday life within the boundaries of the planet. Driven by this vision, Ingka Group ρ brings the IKEA brand -one of the world's leading retail furniture brands- to millions of homes.



Laerdal Medical ρ is one of the world leaders in healthcare simulation, education, and resuscitation training for healthcare providers, voluntary organisations, educational institutions, hospitals, and the military worldwide. Laerdal's ambition is to help save lives and deliver innovative and sustainable products while reducing its carbon footprint on the world.

ISDIN

ISDIN ρ is a B-Corp certified, international pharmaceutical company, specialising in solutions for the main dermatology conditions and needs. ISDIN is strongly committed, together with dermatologists and pharmacists, to provide comprehensive solutions for skin treatment, prevention and maintenance fighting the main diseases and conditions affecting the skin and the mucosa.



For more than a century, IBM ρ has been a global technology innovator, leading advances in AI, automation and hybrid cloud solutions that help businesses move forward with digital transformation. 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 ρ 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.