BAITASI ESSENCE

A TASTE OF SOCIAL INNOVATION IN THE HUTONG

MASTER THESIS BY SCOTTI SARA

MASTER THESIS in Service Systems Design

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PROJECT THEME: The goal of the thesis is to investigate how service design, with a focus on the social innovation, could be applied to the Chinese society in order to create new possibilities and solve existing problems inherent to the Hutong society.

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BAITASI ESSENCE

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PRODUCT REPORT

"When you have two coffee shops right next to each other, and each sells the exact same coffee at the exact same price, service design is what makes you walk into one and not the other.

Marc Stickdorn, 2008;
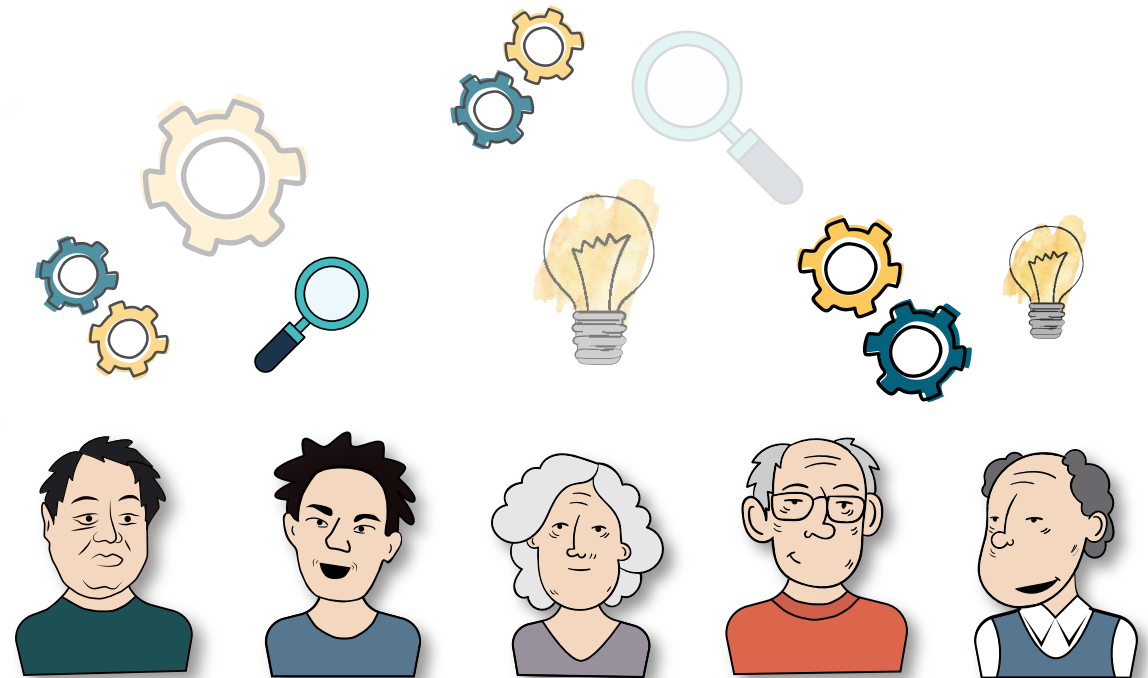31 VOLTS SERVICE DESIGN

TABLE OF CONTENTS

INITIATION

INTRODUCTION

Traditionally, service design has been about organising people and resources in a way that delivers the most valuable experience. The involvement and the understanding of the user, can be translated into the development of opportunities for service interaction and mutual experience (Holmlid & Evenson, 2008). Service design is a flexible activity which is also used to create an environment to assist/empower stakeholders to continuously respond to environmental changes (Burn, Cottam, Vanstone, & Winhall, 2006).

The discipline of service design has gradually been applied to social issues and challenges and an increasing number of studies have discussed the application of service design in public service innovation in order to improve people's quality of life and to better organise the interaction between service providers and customers (Daniela Sangiorgi, Alison Prendiville, 2017).

The research questions arise, which the project is aiming to give an answer to, are: **How is it possible to improve the quality life of a community through the delivery of a service? How is it possible to create social value by empowering dwellers?**

BAITASI HUTONG

During the Ming Dynasty (early 15th century), Beijing was divided into a total of 36 fang: the center of the city was the Forbidden City, surrounded in concentric circles by the Inner City and Outer City. The west and the east parts, which surrounded the Forbidden City were assigned to aristocrats. Therefore the siheyuan, (where they were living) were pleasant to look at, lined by spacious homes and walled gardens. On the north and on the south of the Forbidden City were living merchants, craftsmen and workers. In this case their siheyuan were much smaller in scale and simpler in design and decoration, while the hutongs were narrower and less orderly (Aldrich, M. A. 2008).

The Hutong, which was taken into consideration in order to develop this project, is called Baitasi and it covers about 37 hectometer to square meter. The area is considered one of the City's last treasured hutong districts imbued with traditional literati culture. Nowadays, the area is plagued by problems like an **ageing built environment** in need of upgrading and preservation. The district's most critical challenges are its **social and infrastructural disconnection** from the city and, consequently, its rapid **depopulation** (Paul Makovsky, 2016).

The aim of the current project will be to investigate **how is possible for a service designer to facilitate the revitalisation** of the area while taking inspiration from it to serve more efficient, sustainable, and desirable living standards.
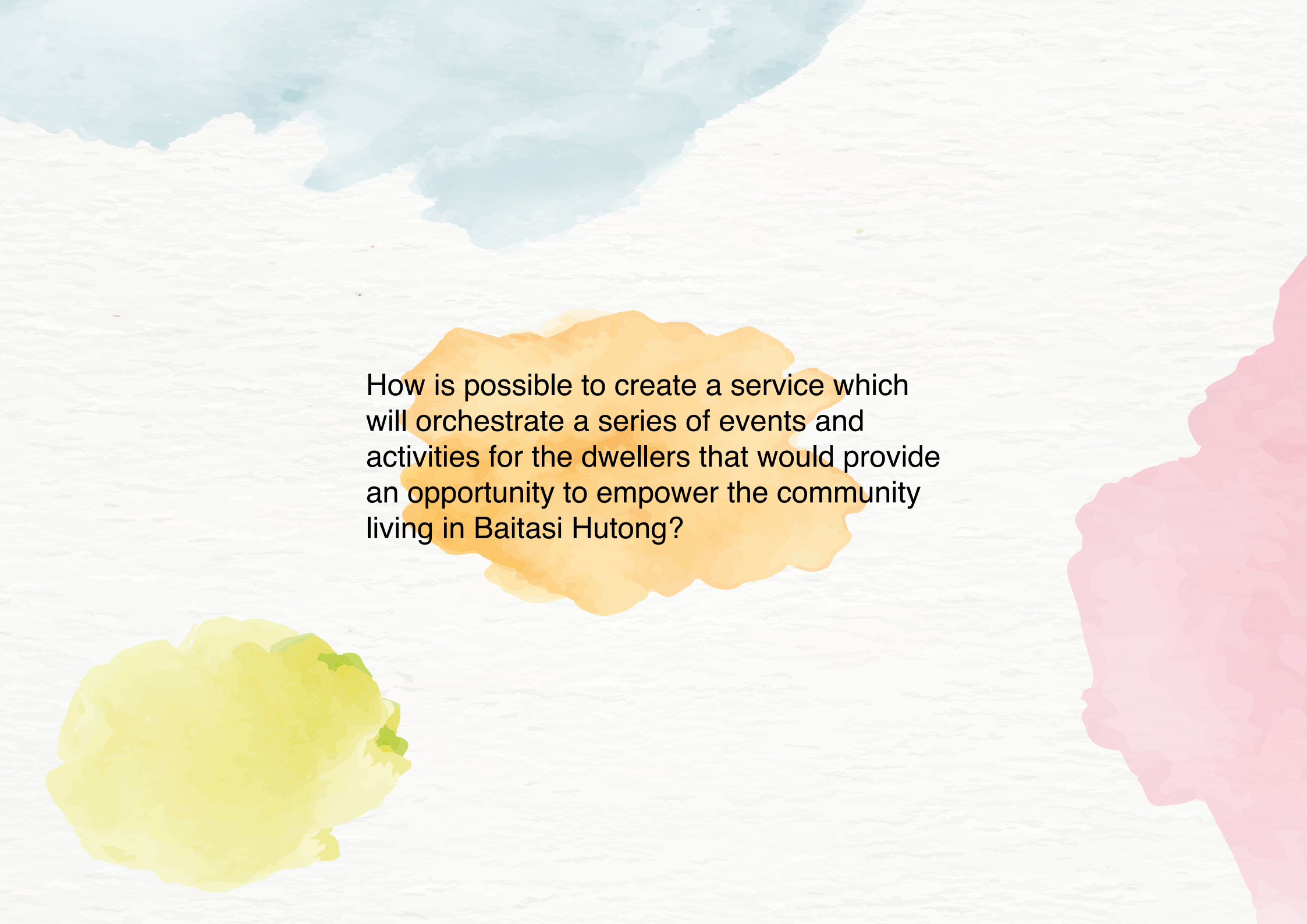
PLANNING

THE TOPIC

Baitasi is mostly a residential area, where the majority of the dwellers are characterised by **adults and elderly**. Some of them have been living in this area all their lives, others just arrived or moved here few years ago. One of the biggest lack, which was pointed out in comparison with the past, was the **loss of the sense of community**. If in the past people were used to know all their neighbourhood, share meals, activities and memories all together, nowadays people are more introvert. It has to be taken into account also the fact that critical challenges are spotted from its social and infrastructural disconnection from the city and, consequently, its rapid depopulation. Baitasi area is characterised by a "**Slow life**" concept, the life inside the Hutong is quiet and peaceful, which is an attitude complete in contrast with the Beijing life style.

A series of question started to rise: How is it possible to restore a sense of Community? Which are the elements useful to motivate and bring people together? Through social innovation, "the lost sense of Community" is an occasion **to create a more participative environment** where people are empowered to look for ways to meet their own needs and to create a Hutong with a unique image.

How is possible to create a service which will orchestrate a series of events and activities for the dwellers that would provide an opportunity to empower the community living in Baitasi Hutong?

WHAT IS HAPPENING RIGHT NOW?

The following storyboard will introduce to the reader the problem of the closure of the small shops and the depopulation of the area, showing how people are dealing with this kind of situation.

Especially for the people how are not native in the area, is **getting more and more difficult to meet new people and integrate themselves in the community**. Furthermore, the **depopulation** of the area provokes feelings of loneliness and nostalgia about the past and the concern in looking for activities which will catch their attention and facilitate their integration inside the Hutong.

At the bottom of each scene some notes are written, in order to let the reader better understand the problems and expectations found out by the user in his/her daily life.

Ms Huáng has moved to Baitasi Hutong 20 years ago, when her husband and she found a small apartment not too expensive in the area.

💡 Ms Huáng isn't a Baitasi native

When she arrived in the area, she immediately met a lot of people and she became friend with most of them. They were used to live like a big family, with them she collected a lot of memories.

👍 Friendly people, family environment

Few years ago she decided to open a small vegetable shop in one of the largest lane of the hutong. Unfortunately, in the last months she had to close the shop due to the new regulations decided by the government.

👎 Small shops are forced to close

Nowadays, she spends most of her time at home. She is a smart person and she likes reading books to enrich her knowledge. Sometimes, she meets some of her friends in a small improvised square near her house.

Most of the time, the group of the young elderly likes to speak about the past: according to them the life was easier and qualitative better. Sometimes they are sad, especially when they have to remember the people who moved out from Baitasi.

👎 More and more residents are moving away looking for better solutions

Ms Huáng is wondering if there are some activities, which her friends and she can attend in their spare time during the week. It would be nice to bring back their tradition to cook all together and share their receipts with the others..
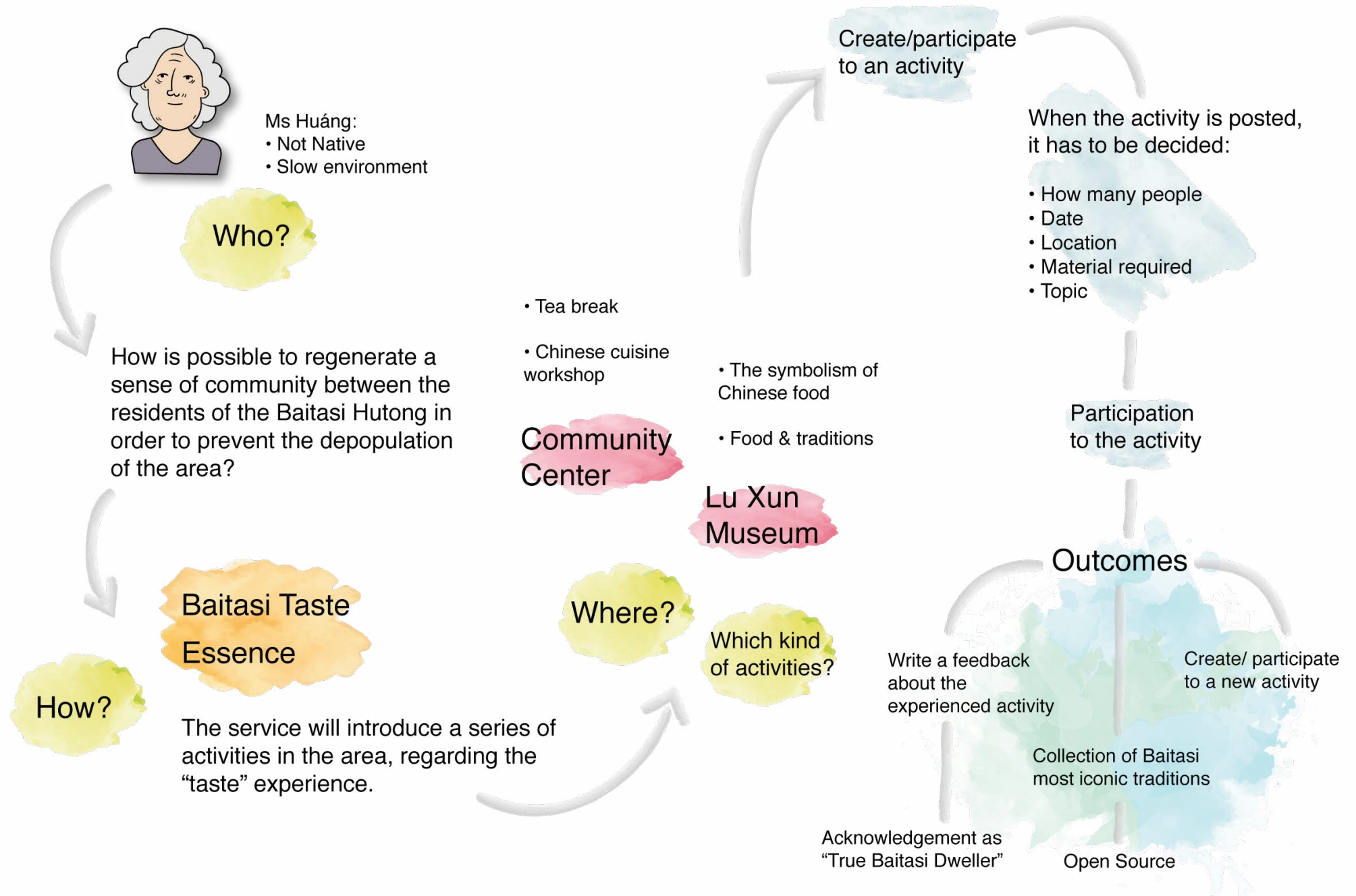

💡 Looking for cooking activities

BAITASI TASTE ESSENCE

The **culture of food** is considered one of the most important aspects of the Chinese culture. As many of you may know, China is one of the biggest countries in the world and depending on where the people are coming from they are used to have certain traditions and certain way of living.

In order to run the service, it is required the participation of two key-institutions located in Baitasi: the **Community Service** and the **Lu Xun Museum**. As a matter of fact the first is equipped with useful tools, which can help the development of the activities (kitchen equipments, large tables). While, in the museum there are already some rooms which are used to host activities related to the writer's history and which will be used to host activities related to a cultural aspect of the food. The service will be able to benefit from these spaces.

On the service platform, the user as well as the institutions will be able to create or to join to existing activities. Once the workshop or the lecture will be done, the user will be asked to write a feedback about the past experience. If the resulted outcomes will be found relevant for the Chinese tradition and most of all for the Baitasi cultural aspect, the person who organised the event will be asked to provide the discussed material. This kind of documentation would create open data by means of generating a knowledge bank, which will be available not only for the local community but to everyone.

"Baitasi Taste Essence"

Ms Huáng:
- Not Native
- Slow environment

Who?

How is possible to regenerate a sense of community between the residents of the Baitasi Hutong in order to prevent the depopulation of the area?

How?

Baitasi Taste Essence

The service will introduce a series of activities in the area, regarding the "taste" experience.

- Tea break
- Chinese cuisine workshop

Community Center

- The symbolism of Chinese food
- Food & traditions

Lu Xun Museum

Where?

Which kind of activities?

Create/participate to an activity

When the activity is posted, it has to be decided:

- How many people
- Date
- Location
- Material required
- Topic

Participation to the activity

Outcomes

Write a feedback about the experienced activity

Create/ participate to a new activity

Collection of Baitasi most iconic traditions

Acknowledgement as "True Baitasi Dweller"

Open Source

WHO IS THE TARGET AUDIENCE?

One of the goals of the service is to re-qualify the area, making the Hutong more liveable and increasing people's eagerness. The chosen target group is characterised by people who are enjoying the **slow environment** of the Hutong, and prefers to have all they need reachable in a walking distance.

The service was designed in order to bring back a sense of community in Baitasi Hutong. The **new comers** are lacking in self-confidence, identifying themselves as foreigners. In order to facilitate this integration and to create a network inside the Hutong, the narrowed down service will address the people how are not native in Baitasi area.

Name: Ms Huáng

Age: 60

Years spent in Baitasi area: 20-30

Posivite aspects of the Hutong:

Affordable life style, life in the Hutong is not so expensive

Interests:

Walk around the Hutong, play mahjong, cook for her family

Personality:

Sensible, well-advised and caring

Devises used:

Word of mouth
We Chat, Smartphone

Negative aspects of the Hutong:

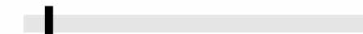Some of her friends left, sometimes she feels alone.

Needs:

In the past she was used to cook for her neighbours, they enjoyed to share food and moments together.

Values:

Collectivism   Individualism
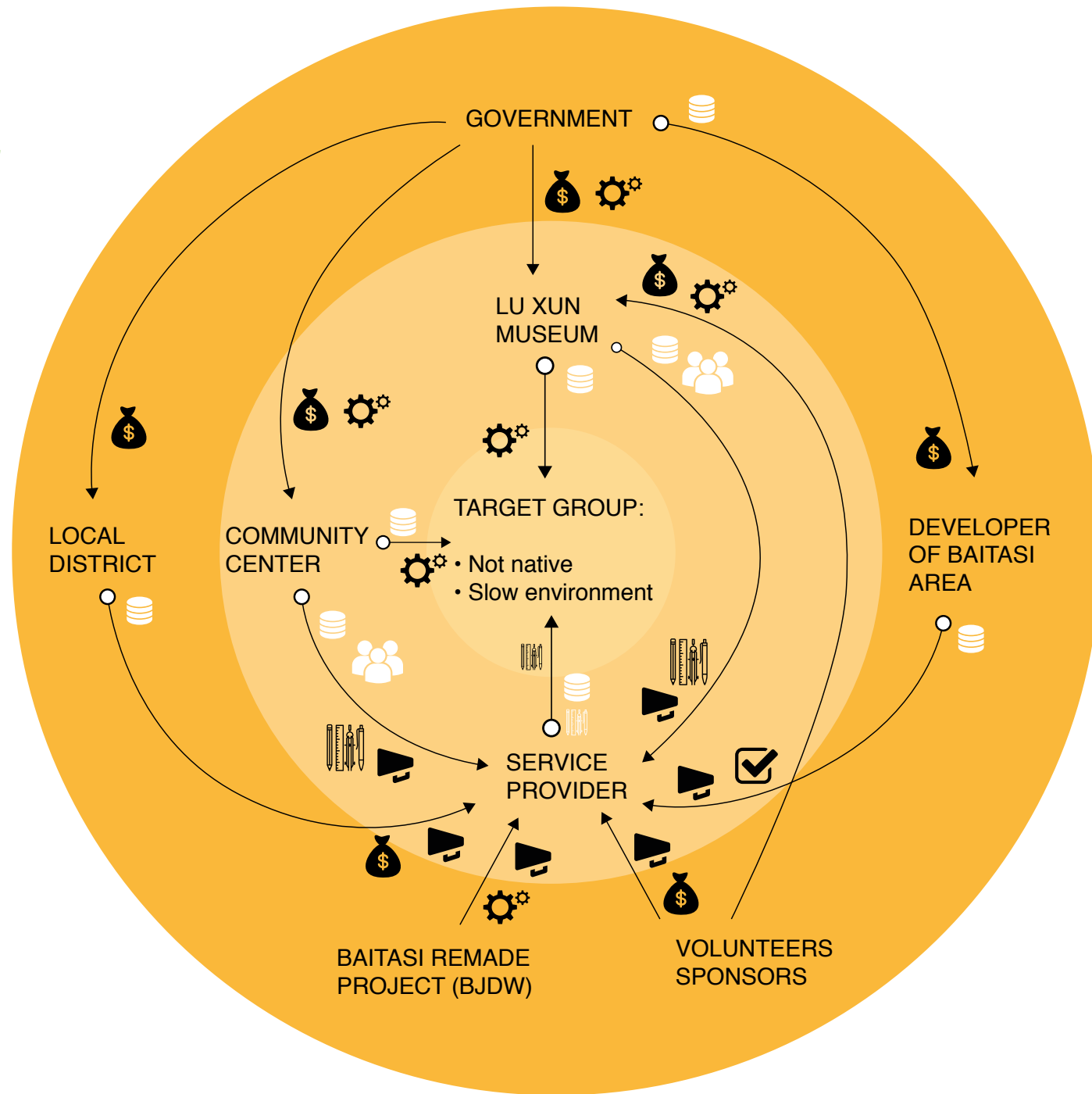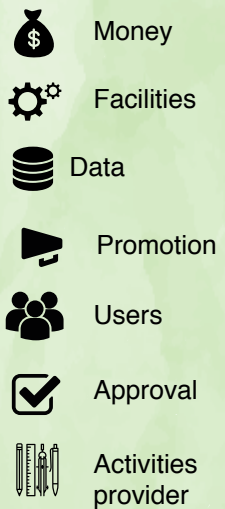
Traditional   Modern

Slow   Fast

15

EXECUTION

WHO ARE THE STAKEHOLDERS INVOLVED?

The Actors map, created to represent the relationship between the various groups of actors "Baitasi Taste Essence", is divided into three circles that represent the target group, the facilitators and the institutions involved into the service. The internal actors are the target group and the facilitators, while the external actors are the institutions.

The Beijing government is the one who gives money to the developer of Baitasi area and to the local district. As far as the Lu Xun museum and the Community Center is concerned, they don't receive only money but also facilities. Volunteer groups and organisations are important partners for reaching out to the target group, based on their connection to the dwellers.

Secondly, the Community Center and the Lu Xun Museum will receive users and data, which will have a referral from the service provider, in exchange of promoting the service. The Community Center and the Lu Xun Museum are in charge of the physical premises where the activities will take place thanks to the facilities already presented in their place. Additionally, they will be able, together with the target group, to propose activities and events which the service will promote and invite dwellers to join.

Legend:

- Money
- Facilities
- Data
- Promotion
- Users
- Approval
- Activities provider

- Target group
- Facilitators
- Institutions

GOVERNMENT

LU XUN MUSEUM

TARGET GROUP:
• Not native
• Slow environment

LOCAL DISTRICT

COMMUNITY CENTER

DEVELOPER OF BAITASI AREA

SERVICE PROVIDER

BAITASI REMADE PROJECT (BJDW)

VOLUNTEERS SPONSORS

18

WHAT ARE THE BENEFITS OF USING THE SERVICE?

The motivational matrix was used to analyse in deep the service, to better understand which were the motivations of several actors involved as well as what they will give to and/or receive from the other actors directly or indirectly.

As it is showed by the matrix, the service won't be the only beneficiary of the service, as a matter of fact institutions such as the Community Service and Lu Xun Musuem will have a **major number of users** and at the same time they will have at their disposal **more data**. The participation to the service allows the institutions to have a better communication between them and to have a overall overview about what is happening in the area.

Some of the captions are put into brackets because they are elements which are already existing and they are happening outside the contest of the service, however their change could compromise the regular operation of the service.

OBTAINS \ GIVES TO	TARGET GROUP	COMMUNITY CENTER	LUXUN MUSEUM	SERVICE PROVIDER	DEVELOPER OF BAITASI AREA	BAITASI LOCAL DISTRICT	BEIJING GOVERNMENT	REMADE PROJECT
TARGET GROUP	• Participate to activities • Create a network • Bring back a sense of community • Avoid the loss of traditions	• Lively environment • Documentation of the activities	• Lively environment • Documentation of the activities	• Users • Documentation regarding activities: receipts, traditions, etc • Suggestions about the activities	//	//	//	• Users • Data regarding the activities
COMMUNITY CENTER	• Space/ tools in order to be able to organise and host activities	• More users • More knowledge generated	• Info about hosted activities and events • Info about the users	• Space/ facilities • Tools • Promotion	//	• (Data regarding the use of the space)	//	//
LUXUN MUSEUM	• Space/ tools in order to be able to organise and host activities	• Info about hosted activities and events • Info about the users	• More users • More knowledge generated	• Space/ facilities • Tools • Promotion	//	• (Data regarding the use of the space) • (Data regarding visitors' needs)	//	//
SERVICE PROVIDER	• The possibility to create a network • Activities/ events • Updated schedules • Documentation of the knowledge gaigned from the activities	• Users • Data regarding the activities	• Users • Data regarding the activities	• Restore a lost sense of community through the organisation of activities and events • Be active in the community	• Data regarding the activities	• Data regarding the activities	• Data regarding the activities • Happier residents • Collection of local traditions • Activities • Development	• Data regarding the activities • Possible collabotion for events and activities
DEVELOPER OF BAITASI AREA	//	• Approval for the hosted activities	• Approval for the hosted activities	• Promotion • Approval for the activities and events	• Avoid depopulation • Regenerate a more connected community	• (Data regarding the area, how to improve the area, what is missing, etc)	• Promotion and feedback regarding the activities aiming to revaluate the area	• Approval for the organised activities or events
BAITASI LOCAL DISTRICT	//	• (Security)	• (Security) • (Museum mainteinance)	• Promotion	• (Money)	• Avoid depopulation • Better living environment	• Local control of the area	• Space
BEIJING GOVERNMENT	//	• (Money) • (Space) • (Facilities)	• (Money) • (Space) • (Facilities)	• Money	• (Money) • (Tools)	• (Money) • (Space) • (Permissions)	• Happier Residents • Requalification of the area • Lively environment	//
REMADE PROJECT	• Organisation of events • Tools for the activities	• Collaboration for the organisation of events • Experts • Tools	• Collaboration for the organisation of events • Experts • Tools	• Collaboration • Experts • Tools	//	//	• Activities • Requalification of the area • Development	• Requalification of the area

WHAT ARE THE CORE VALUES?

The value constellation shows the co-created values within the network of customers and service organisations. The different groups of users and the service organisations have been mapped with the values that they provide to each other.

Below is shown a value constellation from the target group's point of view when using the service platform. The orange colour highlights the four actors: the service provider, the target group and the two main institutions in Baitasi from where the service benefits from. The green colour is used to highlight the main value generated by the service according to the target group's point of view. From these core values, other values are generated which are not directly connect to the actors involved.

The tool not only is used to categorise the hopes and the values expressed by the dwellers. As a matter of fact, visually presenting the values helps the provider to prioritize things inside the service in a way that supports service success in a long run.

Value constellation from the
chosen Target group's point of view

Actors

Main values

Old Chinese traditions

Chinese cuisine

Baitasi traditions

Success rate

Learning

Local friends

BAITASI TASTE ESSENCE

Personal satisfaction

TARGET GROUP

Connections

Get to know the area

Quality of the service

Sense of community

Collaboration

Improvement of the quality of life

Sharing is caring

Availability

Collection of memories

Coordination of the activieties

LUXUN MUSEM

COMMUNITY CENTER
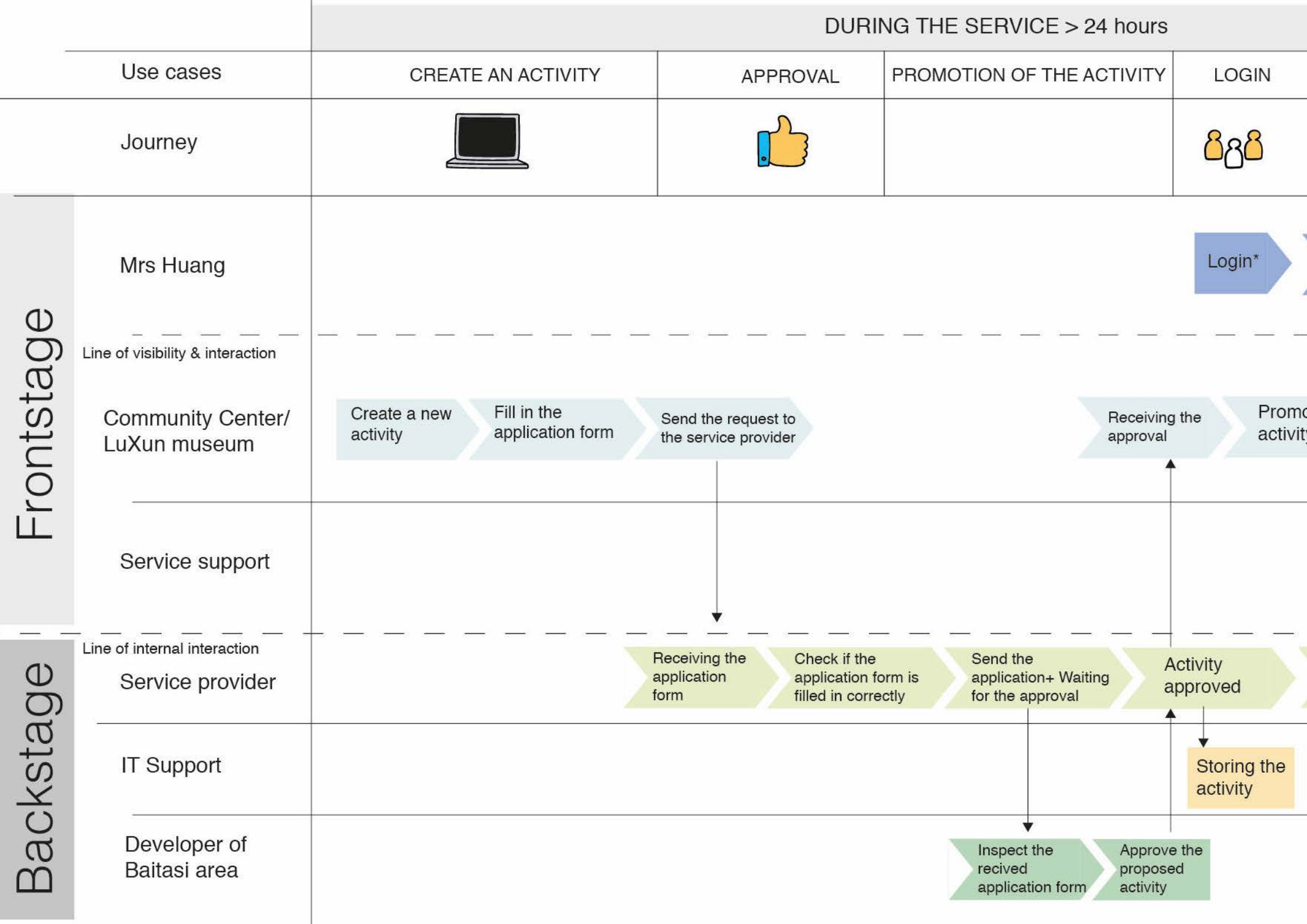
22
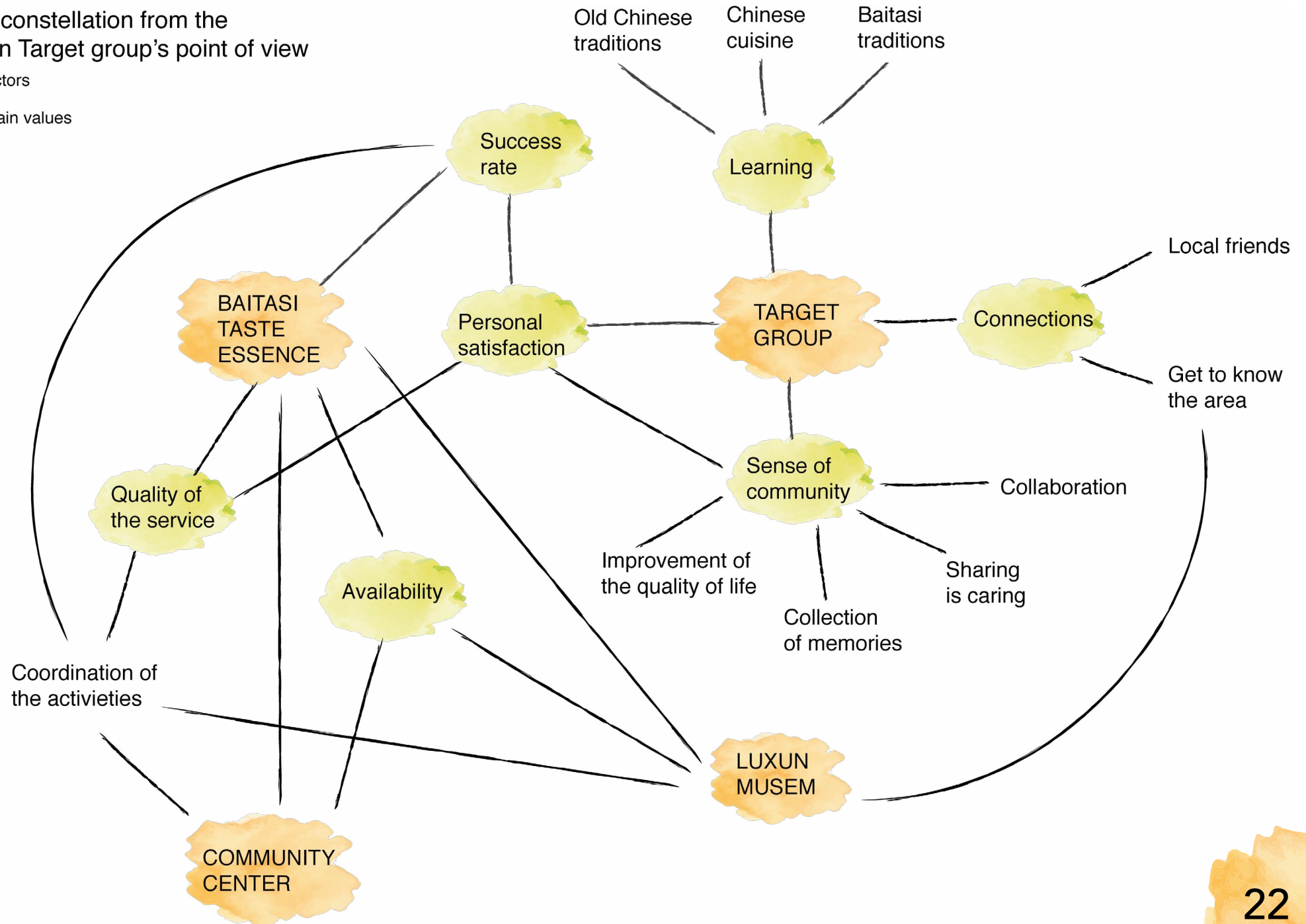
HOW TO ORGANIZE YOUR ACTIVITY

In order to unify a common perspective on how the service should work, which are the actions that are required and to better define the roles of the different actors involved, tools such as blueprint and customer journey were used. Be able to map all the key activities involved in the service and to specify the linkages between these activities could help, not only the designer but all the participants, to have a smoother vision of the service process.

BLUEPRINT

The blueprint is a technical tool, which can help the designer to better understand the sequences of the actions happening during the service.

Within the context of the service, one of the most delicate phase for the running of the service is represented by the **creation of an activity and its promotion on the service platform.** The following blueprint will analyse more in detail which are the actions and who are the stakeholders involved when an activity is proposed by an institution and a dweller decides to take part in it.

For the purpose of the explanation a time frame was chosen, which had the focus between the moment an institution proposes an activity on the service platform, until the day of the activity.

	DURING THE SERVICE > 24 hours			
Use cases	CREATE AN ACTIVITY	APPROVAL	PROMOTION OF THE ACTIVITY	LOGIN
Journey				

Frontstage

Mrs Huang
Login*

Line of visibility & interaction

Community Center/ LuXun museum
Create a new activity → Fill in the application form → Send the request to the service provider → Receiving the approval → Promo activity

Service support

Line of internal interaction

Backstage

Service provider
Receiving the application form → Check if the application form is filled in correctly → Send the application+ Waiting for the approval → Activity approved

IT Support
Storing the activity

Developer of Baitasi area
Inspect the recived application form → Approve the proposed activity

CHOSE AND JOIN AN ACTIVITY	CONFIRMATION	REMINDER NOTIFICATION	GET READY

PERFORMING THE ACTIVITY

Check the available activities → Join an activity → Payment of the small fee request**

Confirmation

Receving the reminder → Buy the required material***

oting the y

Receiving the notification → Preparing the necessary for the the activity

Promoting the activities

Notification about the participation

Informing → Store info and send auto update to the people signed in → Send notification about the number of participants
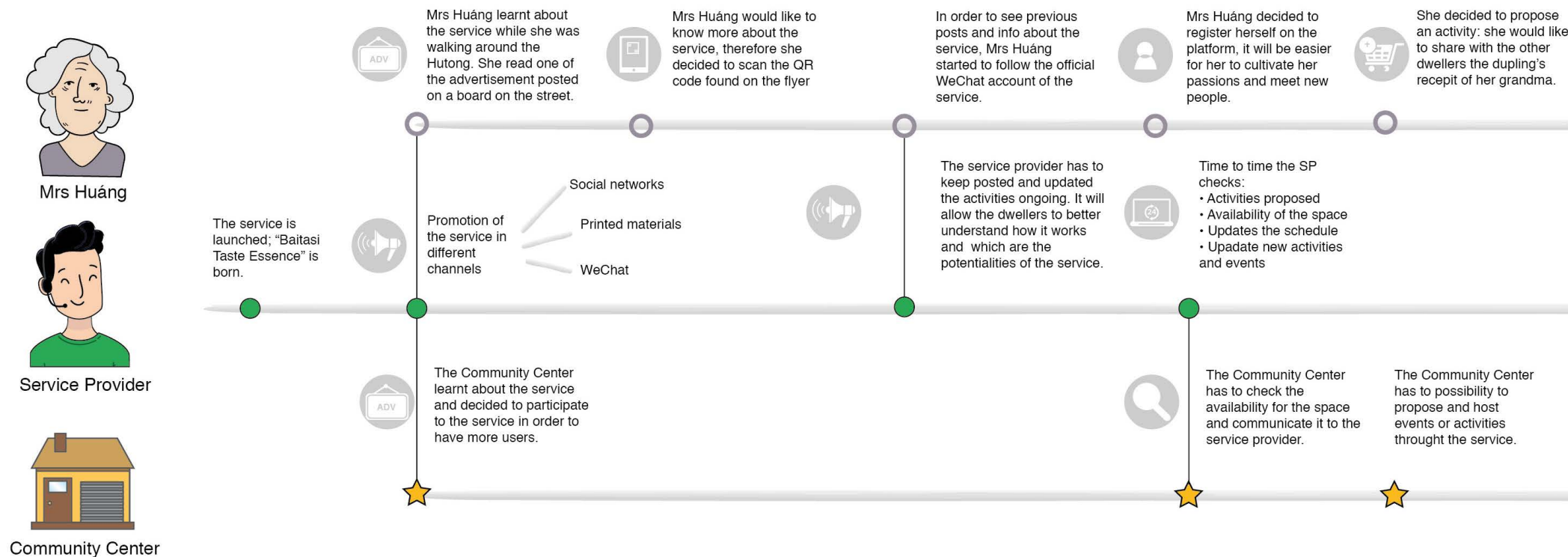
COSTUMER JOURNEY

Through the blueprint we were able to see how the organisations and the service can support the journey of the customer. Through a customer journey map, the designer describes the journey of a user highlighting the **touch-points** he/she will enter in touch with using the service.
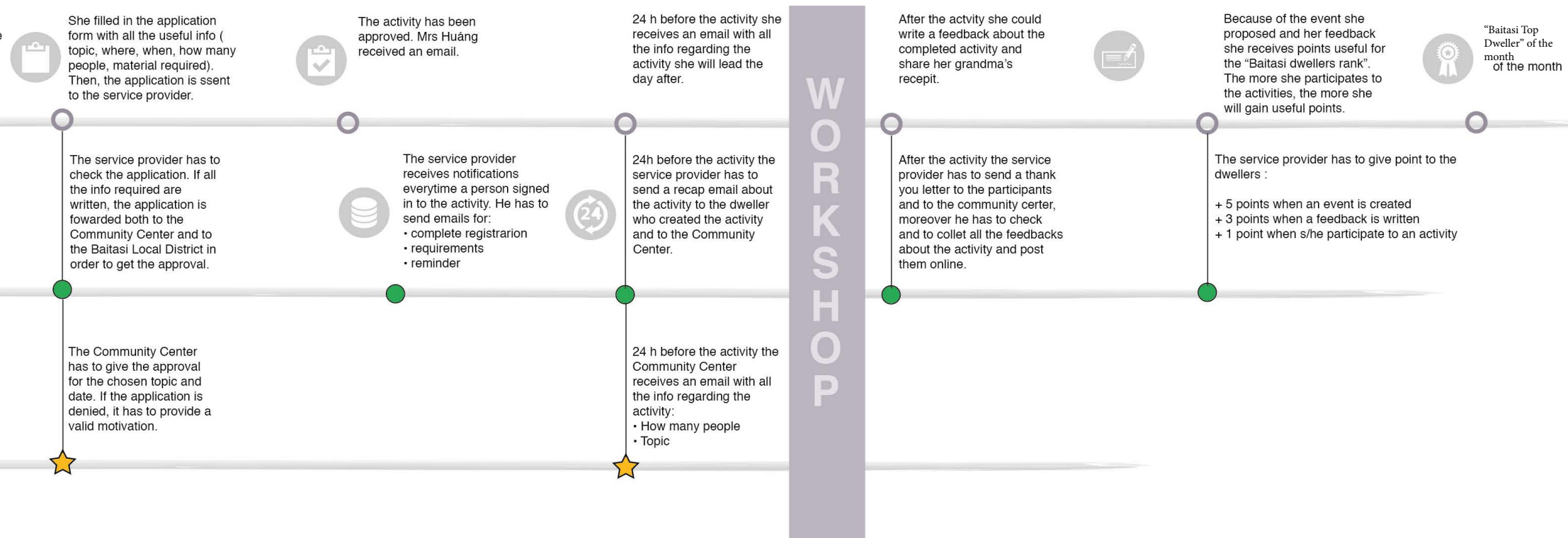
In this perfect case scenario, the Persona decides to create an activity at the Community Centre of the area. Once the standard application form has been filled in, it has to be sent to the service provider, who will be in charge to forward it both to the chosen institution and to the developer of Baitasi area. Once, the application will

Mrs Huáng

Service Provider

Community Center

Mrs Huáng learnt about the service while she was walking around the Hutong. She read one of the advertisement posted on a board on the street.

Mrs Huáng would like to know more about the service, therefore she decided to scan the QR code found on the flyer

In order to see previous posts and info about the service, Mrs Huáng started to follow the official WeChat account of the service.

Mrs Huáng decided to register herself on the platform, it will be easier for her to cultivate her passions and meet new people.

She decided to propose an activity: she would like to share with the other dwellers the dupling's receipt of her grandma.

Social networks

Printed materials

WeChat

The service is launched; "Baitasi Taste Essence" is born.

Promotion of the service in different channels

The service provider has to keep posted and updated the activities ongoing. It will allow the dwellers to better understand how it works and which are the potentialities of the service.

Time to time the SP checks:
• Activities proposed
• Availability of the space
• Updates the schedule
• Upadate new activities and events

The Community Center learnt about the service and decided to participate to the service in order to have more users.

The Community Center has to check the availability for the space and communicate it to the service provider.

The Community Center has to possibility to propose and host events or activities throught the service.

be approved from both authorities, it will be published on the service platform and the people will be free to join the activity until 24h before the start of it. At the end of the workshop, the person who created the event will be asked to write a feedback about the activity and to share the material she used to hold it.

It can be argued that the "feedback section" is another key point of the service. As a matter of fact, during this phase the user will be ask to write his/ her opinion about how the activity was, which were the lacking points and, on the contrary, which were the best part of it. In order to **improve and create higher expectations** about the service, it is extremely important to listen to the users' point of view. Moreover, one of the goal the service wants to achieve, it is to examine the construction of a shared knowledge about Chinese tradition, and more in detail about the tradition related to the history of Baitasi.

She filled in the application form with all the useful info (topic, where, when, how many people, material required). Then, the application is ssent to the service provider.

The activity has been approved. Mrs Huáng received an email.

24 h before the activity she receives an email with all the info regarding the activity she will lead the day after.

After the actvity she could write a feedback about the completed activity and share her grandma's recepit.

Because of the event she proposed and her feedback she receives points useful for the "Baitasi dwellers rank". The more she participates to the activities, the more she will gain useful points.

"Baitasi Top Dweller" of the month of the month

WORKSHOP

The service provider has to check the application. If all the info required are written, the application is fowarded both to the Community Center and to the Baitasi Local District in order to get the approval.

The service provider receives notifications everytime a person signed in to the activity. He has to send emails for:
• complete registrarion
• requirements
• reminder

24h before the activity the service provider has to send a recap email about the activity to the dweller who created the activity and to the Community Center.

After the activity the service provider has to send a thank you letter to the participants and to the community certer, moreover he has to check and to collet all the feedbacks about the activity and post them online.

The service provider has to give point to the dwellers :

+ 5 points when an event is created
+ 3 points when a feedback is written
+ 1 point when s/he participate to an activity

The Community Center has to give the approval for the chosen topic and date. If the application is denied, it has to provide a valid motivation.

24 h before the activity the Community Center receives an email with all the info regarding the activity:
• How many people
• Topic

BUSINESS MODEL CANVAS

A Business Model Canvas is an analytical tool divided in nine building blocks. It is manly used to show how a service is creating, delivering and capturing value (Osterwalder & Pigneur, 2010). The visual representation of the model helps the designer to better understand the logic of how the designed service intends to support itself. The model is centred on the case study of the chosen Persona. According to the scenario previously developed the two institutions which were taken into consideration are the Community Centre and the Lu Xun Museum, primarily due to their availability and thanks to the knowledge gained through the process.

Customer Segment

The customer segment that the service is to address is characterised by dwellers of Baitasi area, who are not native in the district but at the same time they are enjoying the slow environment where they are currently living. Therefore, they are looking for an opportunity to learn more about the local tradition and to integrate themselves into the existing community.

Value Proposition

The aim of the service is to recreate a sense of Community in the area, promoting the 'Slow Life' concept over the consumers' lifestyle typical of the today's Beijing. Through the promotion of activities and event, the service wish to intervene to prevent the district's most

critical challenges identify as its social and infrastructural disconnection from the city and, consequently, its rapid depopulation. Moreover, the direct engagement of the dwellers will create a communication channel between them and the institutions presented in the area. It could be seen as a starting point for a dialogue, where dwellers can participate to the improvement of the area giving suggestions according to their needs and the institutions will be able to listen and to operate in a more effective manner. In a long-term cooperation, this could be seen as an opportunity to improve the quality of the area and improve the well- being of the dwellers who are living in.

Channels

In order to promote and reach the chosen target group in the best way the service can, the value proposition will be communicated to the customer segment using a combination of offline and online channels. Offline channels consist of printed advertisements, which would hang on several bill boards presented in Baitasi area and flyers distributed by the local commercial activities. Moreover the offline channel includes the promotion through volunteer groups and organisations. The digital channels are composed of Chinese social media where the service will be promoted.

Cost Structure

The service will incur fixed and variable costs. The fixed

costs are the IT infrastructure, wages for the staff and the outsourcing of the IT staff. The variable costs come from the marketing activities.

Key Partners

The partners that will make possible the running of the service in Baitasi area are the Lu Xun Museum and the Community Service. Partners like Remade Project, groups of volunteers and sponsorships are fundamental for the service in order to get promote and to receive money or materials useful for the activities. The outsourced IT staff will be in charge to handling any technical issues on the website. As far as governmental issue is concerned, the developer of Baitasi area and the head of the District have to be informed of the several activities run in the area, especially if the number of people exceeds 10.

Key Activities

In order to meet/ fulfil the value proposition, the main responsibilities of the service provider will be to approve the activities which will be proposed both by the dwellers and by the institutions in the area. Once in a while, thanks to the involvement of groups like Remade Baitasi Project or Beijing Design Week, the service will organise events in collaboration with them. Another key-point of the service is to promote in the first place the service and weekly the several activities which are going on. The final result of an activity consists in a feedback provided by the participants; the role of the service provider will be to publish the feedbacks received. As last, the service provider is in charge to collect a series of tradition related to the Baitasi area, discovered through the activities, and to assign points to the participants of the service according to their attendance.

Key Resources

As mentioned before, Baitasi Taste Essence will take place in structures already presented in Baitasi area: the Community Center and the Lu Xun Museum. The first institution will be used for activities where it is required to cook or to use kitchen equipments, while the second institution will be used for more theoretical activities. Moreover, a website and a WeChat account have to be created in order to publish and promote the activities, to share the outcomes and to publish the "citizens ranking", among other actions. To support the system created around the service an IT infrastructure is required. Another important key resource is the staff, which will be at the customer segment's disposition.

Customer Relationships

The relationship with the customer will be independent, as a matter of fact the user has to manage his/her own profile, he/she is in charge to create and to join activities and has to write feedback about the activities he/she took part in. However, the customer segment will have customer service and technical support staff available, in case they need any help.

Revenue Streams

On the one hand, to realise the service and cover the mentioned costs, the service will be generating revenue from public funds, donations and sponsorships. On the other hand, the customer segment will generate a revenue stream by means of a monthly subscription.

The Business Model Canvas

Designed for: **Baitasi Taste Essence** Designed by: **Scotti Sara** Date: **2017.04.24** Version: *i*

Key Partners 🔗

Lu Xun Museum

Baitasi Community Center

Baitasi Remade Project

IT Staff

Volunteers and Sponsorship

(Developer of Baitasi Area*)

(Baitasi Local District*)

*Institutions who are in charge to give the permission to allow activities and events (especially when a large number of people is required).

Key Activities ✔

To approve activities proposed by Dwellers

To approve events and activities proposed by institutions

Marketing

Collaboration with organisations for events

To collect and publish feedback about the activities

To collect "Baitasi traditions"

"Baitasi dwellers rank"

Key Resources 🏭

Lu Xun Museum

Baitasi Community Center

Staff

IT Infrastructure

Value Propositions 🎁

Recreate a sense of Community in the Baitasi Hutong (Create a network)

Avoid depopulation of the area

Community development and engagement

Improve the quality of life (Well -being)

Customer Relationships ❤

Self service

Customer service/ Tech

Support

Channels 🚚

Chinese Social Networks

WeChat Official Account

Official Website

Word of mouth

Newletter

Printed Advertisement

Local Institutions

Customer Segments 👤

Baitasi Dwellers

Cost Structure 🏷

IT Structure

Marketing

Staff

Outsourcing of the IT Staff

Revenue Streams 💰

Public funds

Donations

Sponsorship

Customer segments

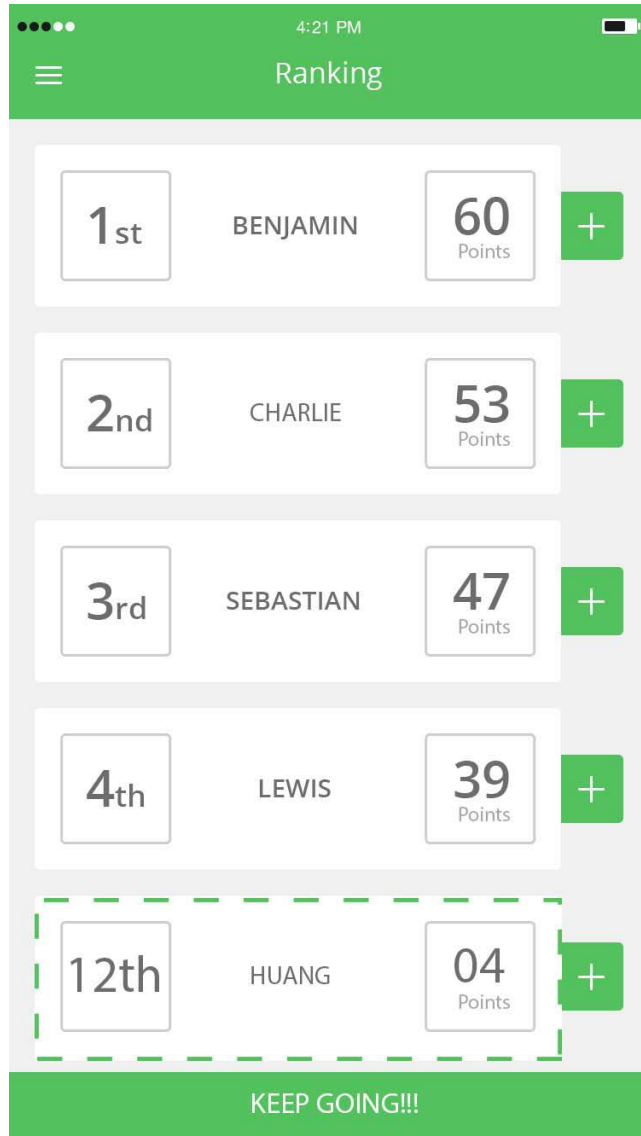Participants to the activities are required to bring their own materials

Subscription

Strategyzer
strategyzer.com

"THE CITIZENS RANKING" AND POINTS PARAMETER

As mentioned before, the aim of the service is to re-create a sense of community between the dwellers of Baitasi. Through the organisation of activities the service not only wants to bring people together, **get to know each other and share their knowledge**, but it is willing also to create a Baitasi identity.

In order to attract the largest number of people and keep them motivated to participate to the several activities, the service will be **configured as a competition.** Each user will collect points according to his attendance to the service:

• When a user decides to participate in an activity he/ she gains 1pt; the user who creates the activity will be in charge to check who are the people who are attending the event and to share this information with the service provider.
• When a user creates an activity, he gains 3pt; however the points will be assigned to the user only if the activity will take place with at least 3 people participating to the event.
• When a user writes a feedback about the activity he/she gains 2pt; the feedback should be at least composed of 100 words.
• If the person organises an activity related to the old traditions of Baitasi and share the content on the service platform he/she gains 4 pt.

On the service platform the user will be able to check his placement on the community rank. To give the possibility to everyone to achieve the first place and to avoid draw positions the winner will be announce **every three months**. Afterwards a new ranking will start. However on the service history page, it will be possible for the users to check the winners of the past editions.

MOCK-UPS

Nowadays, in China, in order to be able to address a larger number of users more and more brands are developing **WeChat accounts**, each of them with a define QR code (Komarov, K., & Dorofeev, I. 2015). Therefore, the underneath development of the layout is based on the visualisation of the page through a hypothetical WeChat page owned by the service. When developing the layout the designer has to keep in mind who is his final target group. Since the target group are adults and tech savvy elderly generation in Baitasi area. The focus has been on the ability for the visitor to quickly obtain information on the service offerings and to implement different call-to-action approaches in order to generate leads.

The content is presented in a much simpler way so that the user does not get distracted of graphical elements that are not important.
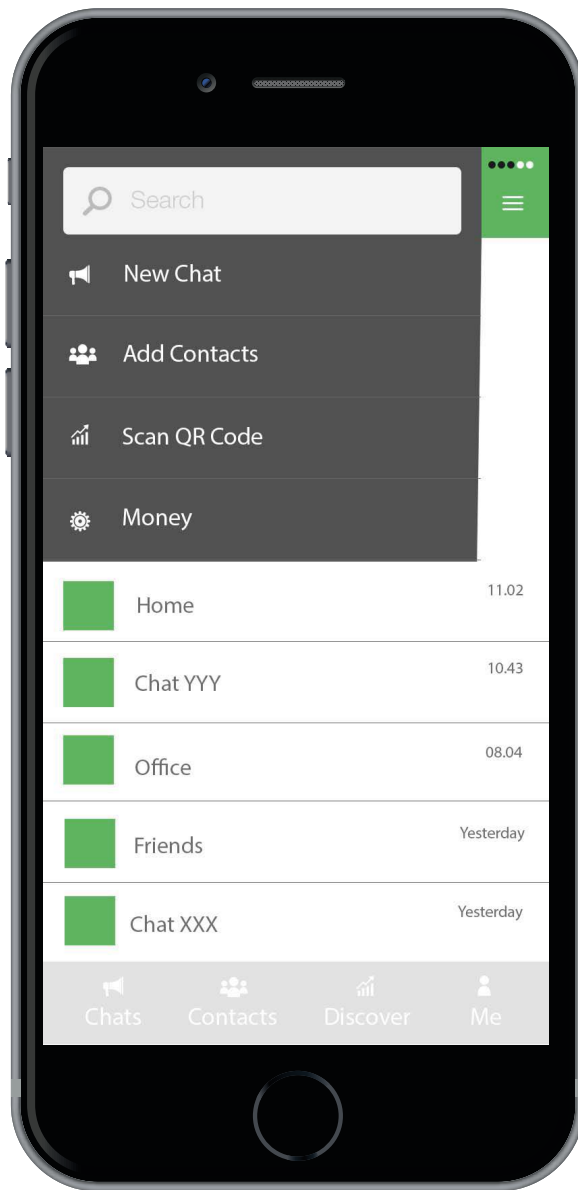
Fig. 1
1st Mockup, the dweller finds out about the service and he/she opens WeChat
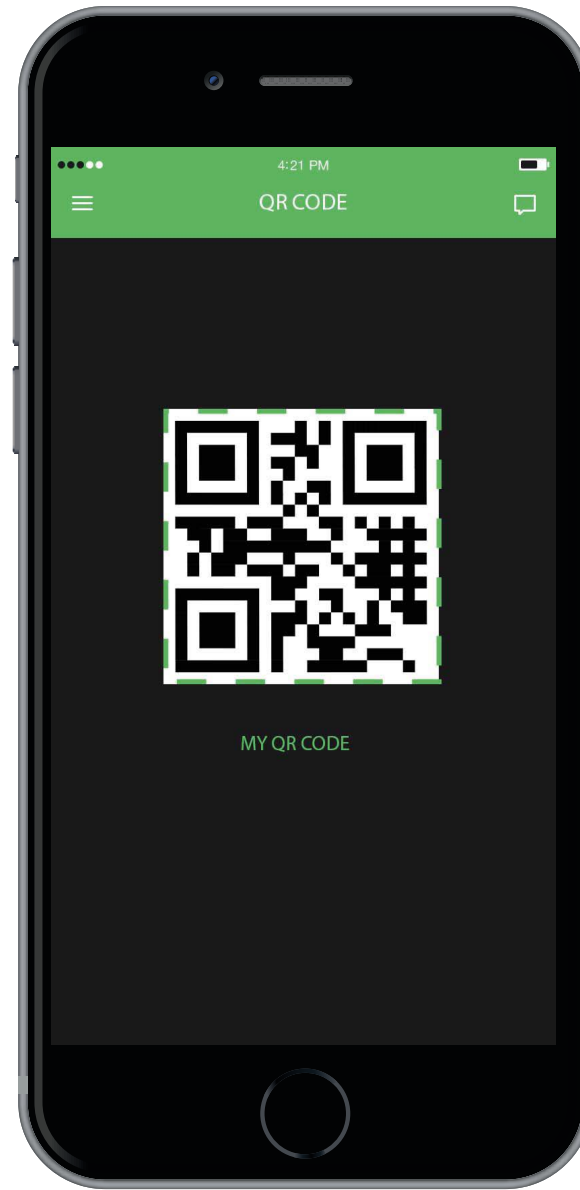
Fig. 2
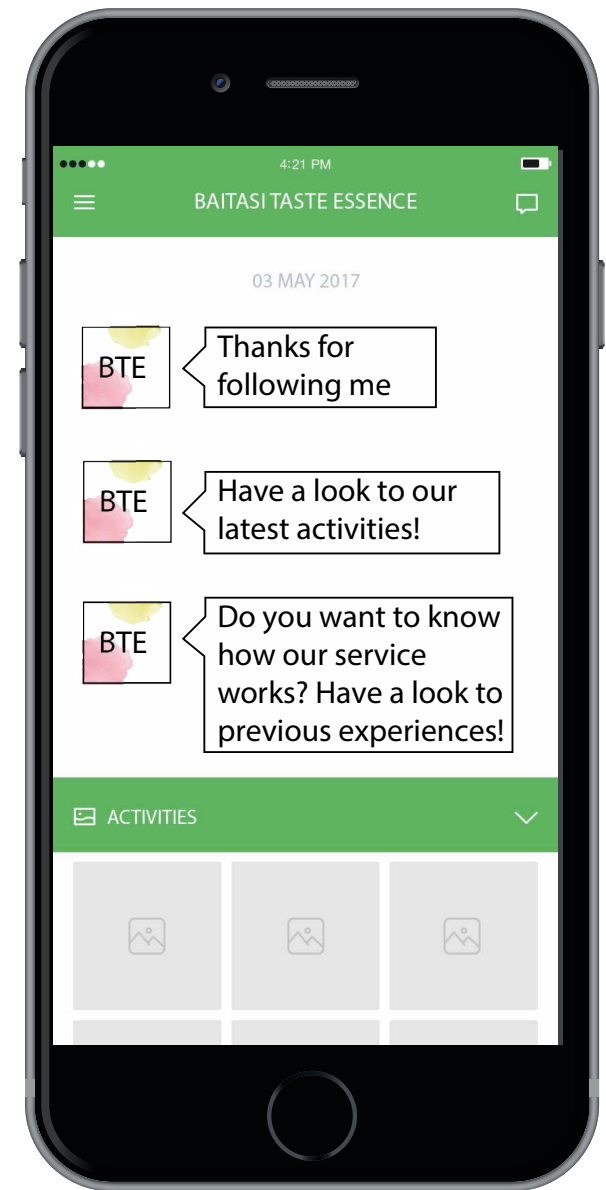2nd Mockup, the dweller scans the QR code on WeChat in order to open the page of the service

Fig. 3
3rd Mockup, the dweller follows the page in order to know more about "Baitasi Taste Essence"
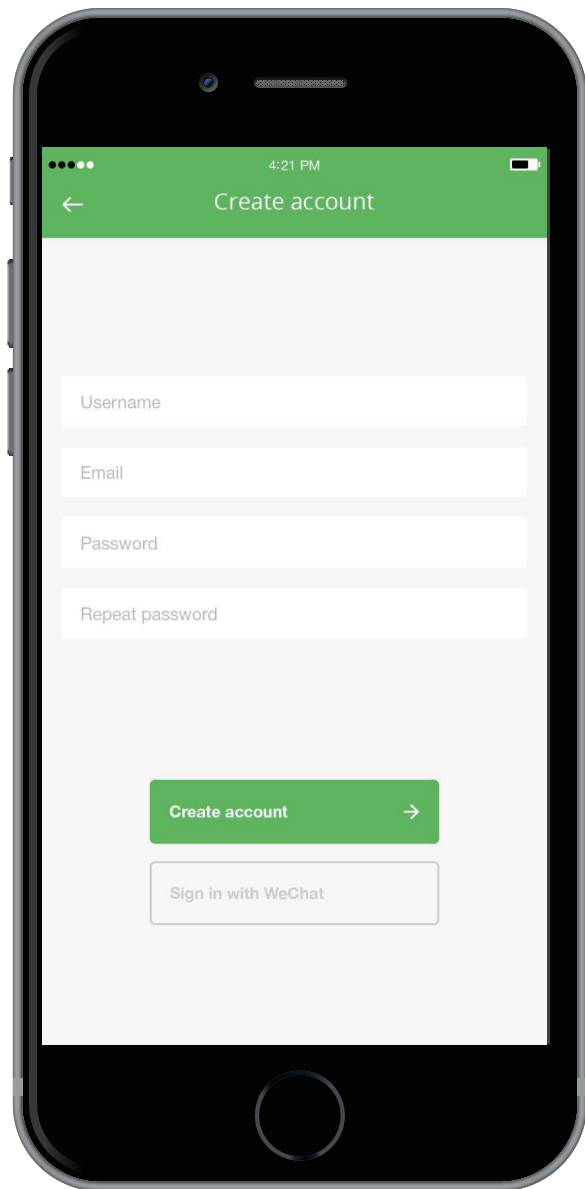
Fig. 4
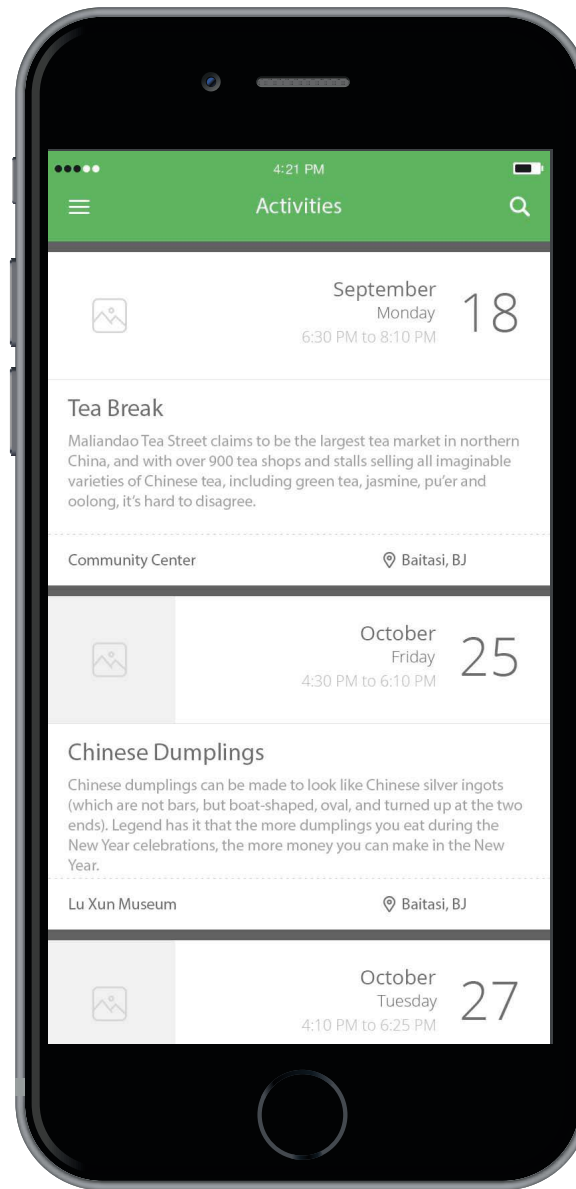4th Mockup, the dweller registers on the service platform

Fig. 5
5th Mockup, the dweller decides to have a look to the activities posted on newsletter's section
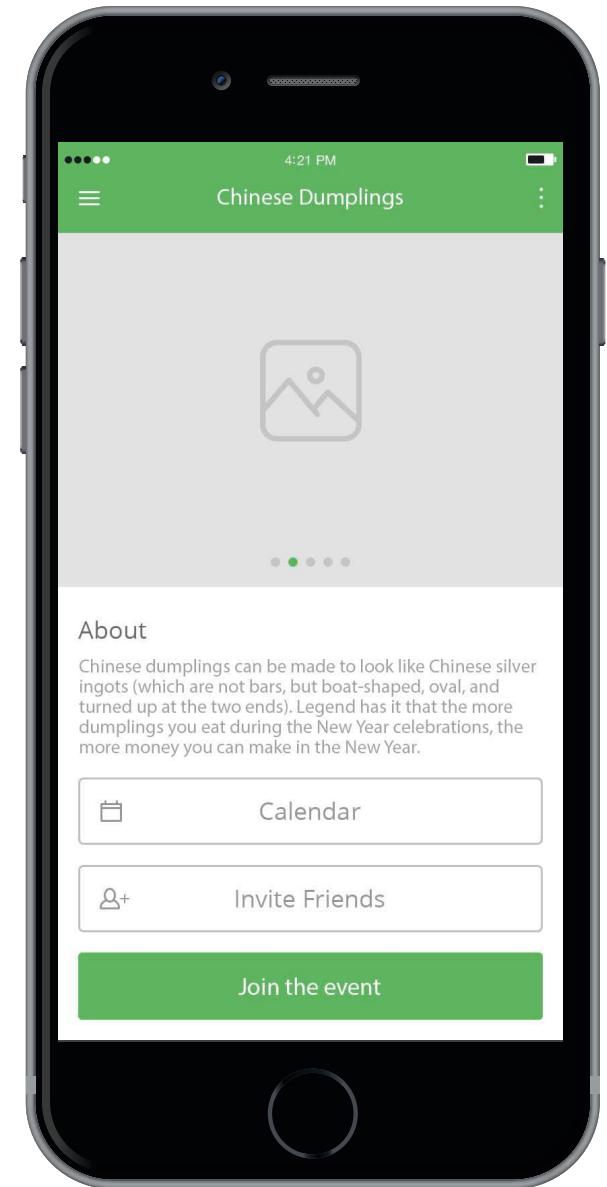
Fig. 6
6th Mockup, the dweller opens on of the activity where he/she finds all the details about the activity
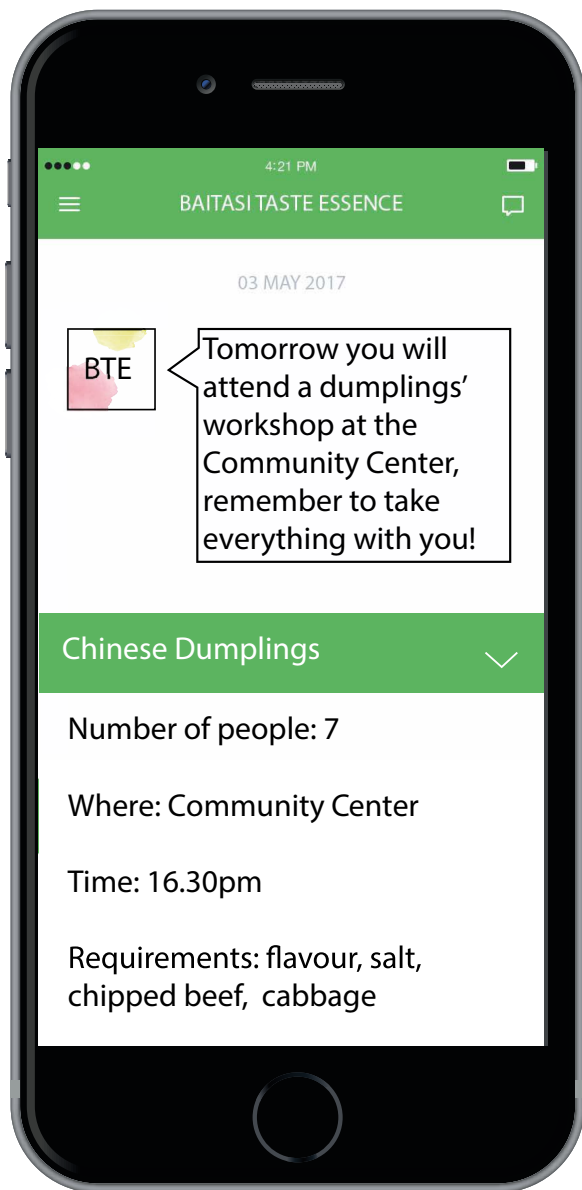
Fig. 7
7th Mockup, 24 hours before the activity the Service Support will send a reminder to the participants
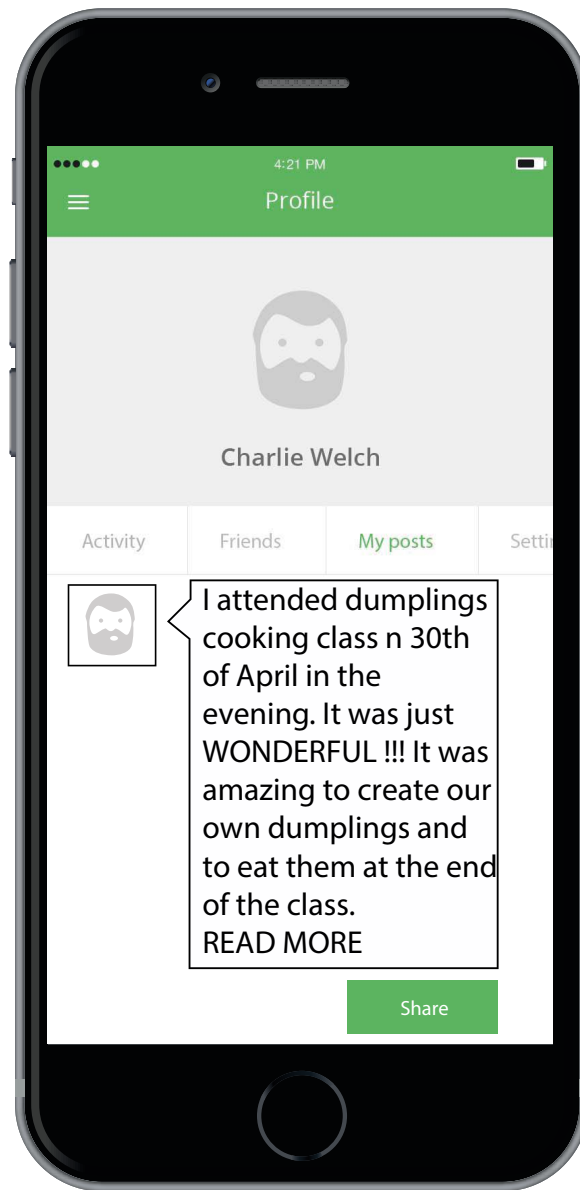
Fig. 8
8th Mockup, the dweller writes a feedback about the activity
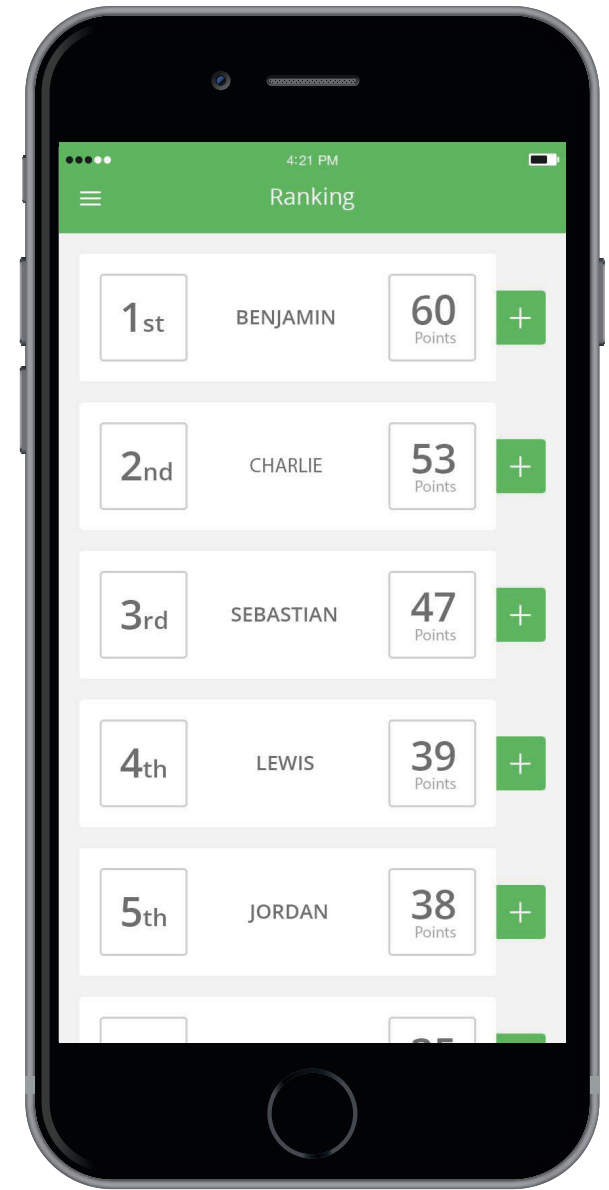
Fig. 9
9th Mockup, the dweller can check how many points he/she has on the ranking's section

THE VIDEO

Furthermore, another tool called Video Prototyping (Mackay, 1988) was used. In this case the video is used to illustrate how the user will interact with the new system. The goal is to refine a single system concept, making design choices that highlight and explore a particular design path. The character in the video prototype is represented as a persona drawn from interviews and observations gained before. The scenario describes relevant motivations and activities over time, **organised into a series of 'interaction points'** in which the users come in contact with the new service.
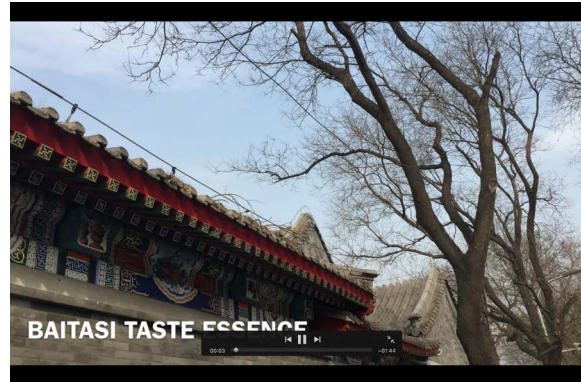
黄太太在白塔寺的一家咖啡馆，当她看到有关该服务的传单。

她很好奇，于是她决定扫描二维码。

烹饪课程的前一天她收到一个提醒

他们开始一起烹饪，每个人都有一个任务。这是一个教学和学习活动。

在在一天结束的时候，黄太太回到家并写下了关于这个活动的反馈。

CLOSURE

SUGGESTION FOR IMPLEMENTATION

Due to time constrains the service wasn't tested in Baitasi area. Therefore, one of the first step which has to be done in order to prove the validity of the service would be the organisation of an activity at the Community Center or at the LuXun museum involving the chosen target group. The test should be performed in a way where they have the ability to perform given tasks by the service as they wish. Since the idea of the service will be completely new, It should be up to the service provider or to the Community Center/ LuXun Museum to decide which will be the topic of the activity, when it will be hosted, etc. The whole experiment should be fully or partly observed by the service provider. Observing this, the provider should be able to understand which are the weak aspects of the service, if the people who are taking part in the activity are satisfied, etc. To be able to organize an activity involving the dwellers means not only to be able to get all the permissions and approvals from the authority but it also means to be able to emphasise with the final users and convince them to take part in the project even if it is a foreigner who is asking so. It could be argued that, cultural differences bring another seasoning to the service quality. Customer's expectations may vary a lot depending on the culture they live in. Also emotions and moods are feelings that influence customer's perceptions and evaluations of their experiences. Different cultures have different temperaments and ways to show their frustration or disappointment. In China you need to understand the concept of guanxi (a circle of trust), (Cyr, D. 2008).

First of all, a presentation about the project will be done in front of designers, who has already developed some projects in the area, and the curator of Baitasi area. The aim of the presentation will be to be able to receive a feedback about the work done during these months and to receive suggestions for improvements from an expert point of view. A point that it would be useful to understand is how an institution such as Beijing Design Week could help the service to grow? How is possible to start a collaboration with them? Which could be the possible advantages brought to the service and to the community itself? Another aspect that could be discussed is the organisation of events or activities in the area with an expert. Could it be done on a skill-based volunteering? In order to increase the level and the reliability of the service to meet future challenges, non-profits must access a variety of skills and expertise that may not be available within the service itself.
In order to be able to engage volunteers, the service has to be recognised from the government as an institution, and it has to approve the volunteer activity especially for a foreigner. As a matter of fact on the working permit has to be written if a person is doing volunteering.

Second of all, it could be thought to expand the target group. At the actual condition "Baitasi Taste Essence" had to narrow down to a very specific target group in order to meet the tasks that are possible to do in the Community Centre and in the Museum, it was also necessary due to time constrains. By expanding the target group to the

elderly people living in the Hutong means to elaborate alternative ways to make them sign up for activities and to publish activities promoted by them. Or by expanding the target group to the locals means to create a different ranking referring to how much they are learning from other cultures and are open to embrace new traditions.

A further step will help enlarge the service to first broad idea, involving all the institutions located in Baitasi. The involvement includes: the LuXun Museum, the Community Center, the White Pagoda and the Local District. Due to the multi- coloured being of the organisations it will be possible to organise more activities with different purposes but always with the aim to recreate a sense of community and identify a unique identity for the area of Baitasi. Being able to organise more activities, means to be able to involve more users, developing a more cohesive and blend community. The idea behind the project is to create a balance between Baitasi's residents and local and regional institutions. This heterogeneous and independent mix should help boost the neighborhood and its economy. What is also important is maintaining the traditional hutong way of life. When it comes to preservation, other cities in China are still facing the threat of demolition and unsustainable tourism development (Kashgar in Xinjiang is another famous example). Hypothetically, if the service will have a good validation inside the Hutong of Baitasi and between the people who are living there, the idea of the service could be extended to the remaining Hutongs in Beijing. In order to be effective also in the other Hutongs the service has to take into consideration who is the target group of the area and who are the stakeholders which can be possibly involved and which are willing to collaborate in order to prevent the depopulation or the demolition of the area.

As it could be seen, the best way to assess needs and assets is by using as many available sources of information as possible. Developing a service requires an incredible amount of time and a continuum collaboration with institutions, in order to be able to make the service grow more time and resources are needed.

CONCLUSIONS

One of the most important things learnt during these few months is that time is never enough. In order to develop a complete and substantial project we can go on until the infinite. Sometimes, it is necessary to put a dot and try to earn the best from what it was discovered. The aim of the thesis was to be able to give an answer to the possibility to restore a sense of community in an historical area of Beijing. Even if in scale manner, I hope this thesis could be a starting point to elaborate a larger service which will involve more institutions located in the area. Even if I was a foreigner, the dwellers were really helpful and willing to improve my project. In the future, I hope I will be able to give them back what they patiently taught to me.

In order to answer the research questions about how social innovation could bring an improvement in the quality of life of people and the empowerment of the existing community, I believe the thesis could be an interesting starting point which aims to reflect upon the importance and the potential of this idea. The project born between the lanes of the Baitasi, and is willing to reach the authorities to make them understand the willingness of the people to contribute to make their Hutongs, an attractive and enviable place to live. A place where the Chinese culture could express itself in a stronger manner, where people can enjoy the soft environment they were used to living in the past before the industrialisation and the construction of the massive business areas started.

"Stay Hungry, Stay Foolish" S.Jobs

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BAITASI ESSENCE

A TASTE OF SOCIAL INNOVATION IN THE HUTONG

MASTER THESIS BY SCOTTI SARA

PROCESS REPORT

TABLE OF CONTENTS

LEARNING GOALS

In this section, it will be reported the official learning goals for the thesis, as well as personal learning goals I wanted to achieve through the development of it.

STUDY GUIDE GOALS

According to the study guide the students have to obtain the following qualifications:

KNOWLEDGE

• Must have knowledge about the possibilities to apply appropriate methodological approaches to specific study areas.
• Must have knowledge about design theories and methods that focus on the design of advanced and complex product-service systems.

SKILLS

• Must be able to work independently, to identify major problem areas (analysis) and adequately address problems and opportunities (synthesis).
• Must demonstrate the capability of analysing, designing and presenting innovative solutions.
• Must demonstrate the ability to evaluate and address (synthesis) major organisational and business issues emerging in the design of a product-service system.

COMPETENCES

• Must be able to master design and development work in situations that are complex, unpredictable and require new solutions (synthesis).

• Must be able to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility (synthesis).
• Must have the capability to independently take responsibility for own professional development and specialisation (synthesis)." (Aalborg University, Faculty of engineering and science, Board of studies for Media technology, 2012) .

PERSONAL GOALS

In addition to the learning goals written by the study board, personal learning goals were formulated:

• To learn how social-innovation works in China;
• To learn how to approach users with a different culture and language;
• To present the concept of service design to public institution;
• To accomplish a whole design process individually.

INTRODUCTION

INTRODUCTION

Traditionally, service design has been about organising people and resources in a way that delivers the most valuable experience. As a matter of fact, service design can be treated as an overall strategic approach to assist both service providers, in the development of explicit and visible design solutions, and users (Mager & Sung, 2011). The involvement and the understanding of the user, can be translated into the development of opportunities for service interaction and mutual experience (Holmlid & Evenson, 2008). Nowadays, the purpose of service design is not only to create an integrated, delightful, and unforgettable experience for customers, but also to create a feasible, efficient, and effective solution for enterprises (Servicedesign.org, 2008). Furthermore, service design is not only **focused on designing solutions that respond to current problems**, but is used to create an environment to assist/empower stakeholders to continuously respond to environmental changes as well (Burn, Cottam, Vanstone, & Winhall, 2006).

The discipline of service design has gradually been applied to social issues and challenges and an increasing number of studies have discussed **the application of service design in public service innovation** in order to improve people's quality of life and to better organise the interaction between service providers and customers (Daniela Sangiorgi, Alison Prendiville, 2017). In recent years, thanks to the improved knowledge levels and the rapid circulation of information, the gap between the ideal social environment in people's minds and what can be satisfied in reality has been gradually expanding. The term "social innovation" has emerged and quickly spread around the world (Mulgan, Tucker, Ali, & Sanders, 2007). Despite many political, cultural, logistical, and operational complexities, Chinese partners are currently investing resources and money to explore social innovation approaches (Steve Davis, 2017).

The goal of this thesis is to investigate how service design, with a focus on the social innovation, could be applied to the Chinese society in order to create new possibilities and solve existing problems inherent to the existing Hutong society. As a discipline, social innovation in China is still in its infancy, and working with China comes with its own set of challenges. The research questions arise, which the thesis is aiming to give an answer to, are: **How is it possible to improve the quality life of a community through the delivery of a service? How is it possible to create social value by empowering dwellers?** In order to formulate answers and guidelines to those questions, tools coming from multidisciplinary fields are used and merged with the aim to deliver the best experience possible for end users.

THEORY AND METHODOLOGY

This section will manly focus on the theoretical approach which helped the development of the thesis project. In the first paragraph, it will be introduced the concept of social innovation and the key role played by the users during the development of the project. The paragraph will proceed to explain the reader how these processes are thought to be applied to the reality of Baitasi area. In the second paragraph, it will be explained the Double Diamond methodology, which was a fundamental tool used to articulate the different parts of the project.

USER PARTICIPATION AND SOCIAL INNOVATION

If in the past, government was believed to be pioneer of social innovation, nowadays the most important innovation are related to the public organisations: examples could be demonstrated by the internet (DARPA, www.darpa.mil) and the world wide web (CERN), (Mulgan, G. 2006). However, there are many structural features of government that inhibit risk taking and innovation. Most of the time conditions such as budget, teams, and processes force the user to choose standard solutions.

With the term **"Social innovations" are identified new solutions (products, services, models, markets, processes etc.) that simultaneously meet a social need (more effectively than existing solutions), that lead to new or improved capabilities and to a better use of assets and resources** (Caulier-Grice, J. Davies, A. Patrick, R. Norman, 2012). In other words, social innovations are both good for society and enhance society's capacity to

act. Starting from this theoretical consideration, it was thought how the social innovation applied to service design could bring an improvement into the reality of Baitasi area. Through a user participation, the thesis is aiming to find a more effective solution, which should create a measurable improvement in terms of outcomes, satisfaction, rates or a reduction in costs or higher level impacts such as improved wellbeing or social cohesion.

In order to gain more knowledge about the area and the people who are living there, one of the requirements is to connect and to understand how the small area works, what are the social needs and how to satisfy them. Some of the most effective methods for cultivating social innovation start from the presumption that people are competent interpreters of their own lives and competent solvers of their own problems Mulgan, G. (2006). Therefore, it was thought to use the participatory design methodology.

Participatory action research, as used in this project, emphasizes changing problems and current status through the actual participation of the stakeholders involved in order to get a deeper insight about the context and to understand the dwellers' mentality and behaviour Spinuzzi, C. (2005).

In conclusion, services are not tangible or standardized goods that can be stored away in an inventory. Instead, services are created through **interaction between a service provider and a customer**. It is thought that the process of social innovation enhances society's capacity to act by creating new roles and relationships, developing assets and capabilities. Social innovation is re-conceptualized in relation to systemic change, drawing upon a transitions perspective and emphasizing the important roles of: empowerment, transformative discourses and game- changing developments. The thesis is expecting to provide a broad conceptual framework, suitable for critically evaluating the hypothesis that **social innovation is able to propose a new forms of social interaction that empower people** to undertake strategies and actions even in a society where the decisions are still imposed from above.

Anelytical concept:
Social practice
CONCEPTS AND
UNDERSTANDING

Anelyse the
ambivalence of SI
ADDRESSED
SOCIETAL NEEDS AND
CHALLENGES

POTENTIAL
SCOPE IMPACT

TYPOLOGY
OF SOCIAL
INNOVATION

GOVERNANCE,
NETWORKS, ACTORS
Functions, roles and new
concepts

RESOURCES,
CAPABILITIES AND
CONSTRAINTS
Capacity building,
empowerment and
conflict

PROCESS DYNAMICS
Mechanisms of diffusion:
imitation, social learning;
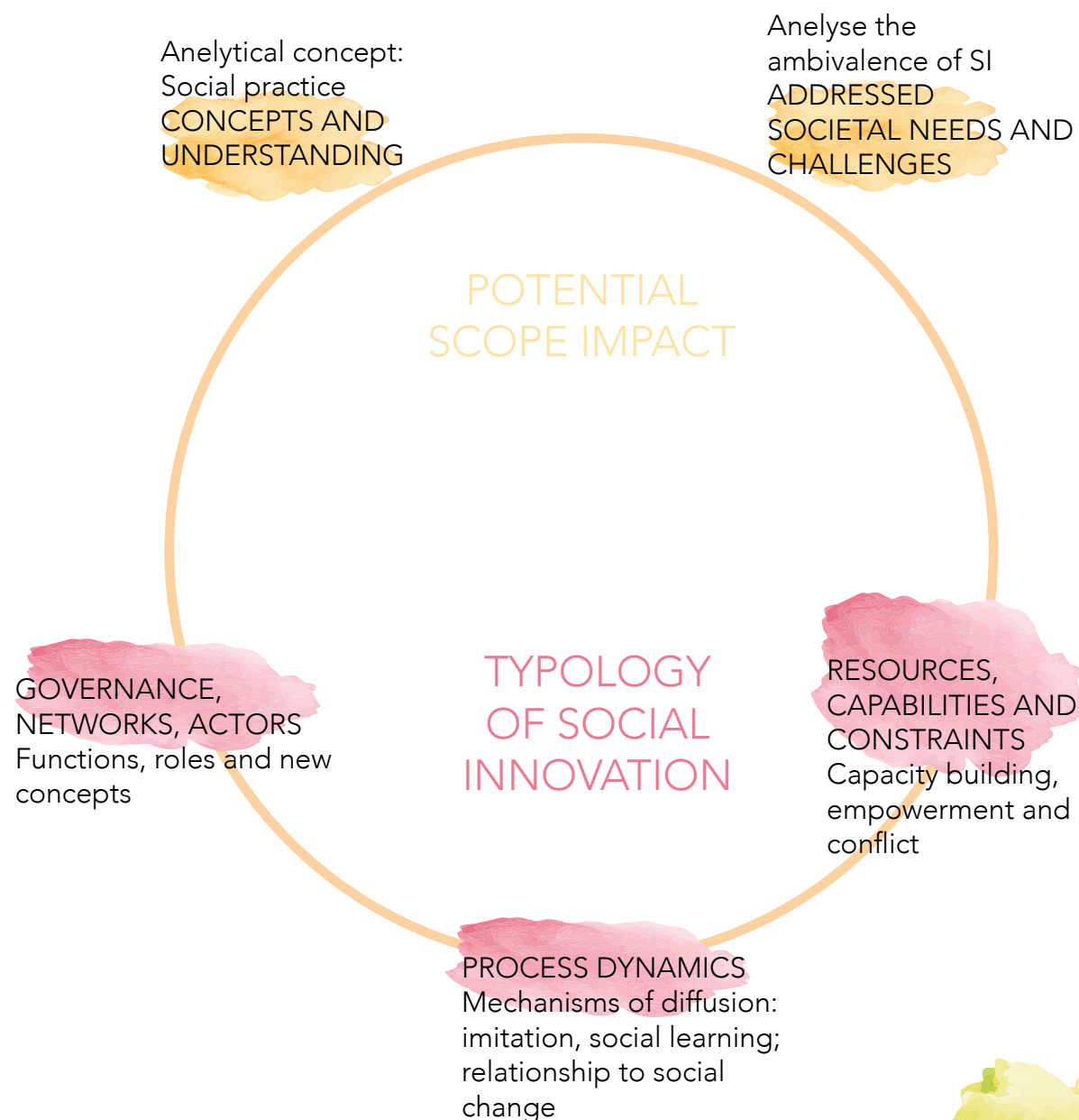relationship to social
change

Fig.1
Key dimensions of social innovation
EPRS| European Parliamentary Research Service

10

METHODOLOGY

The design process was mapped by the Double Diamond methodology (Design Council, 2007). The Double Diamond approach is divided into four distinct phases: Discover, Define, Develop and Deliver. These stages are made up of numerous activities and tools which help the designer to develop the project. The methodology marks out the divergent and convergent stages, facilitating the visualisation of the design process.

First of all, the Discover phase marks the start of the project. At this stage, thanks to interviews and insights, to desk research and field research, the designer has the possibility to discover and enlarge his knowledge about the chosen topic. The discover phase is useful in order to better understand who are the stakeholders involved, to be able to better understand the needs of the people you are designing the service for. Later on, brainstorming allows you to map and cluster the problems found out and to generate creative solutions.

Second of all, the define phase as the word itself suggests about the interpretation and alignment of findings to project objectives. This phase is used by the design to ask himself questions, and later on to narrow down his thoughts. Defining the process gave the ability to ideate and thereby design/create the specific service. Later on the development stage requires a multi disciplinary workforce to address the chosen problems. The last stage is characterised by the deliver stage, at this point the final concept is taken through the last stages of testing, production and approval.

DISCOVER DEFINE   DEVELOP DELIVER

Define Stategy   **Execute Solution**
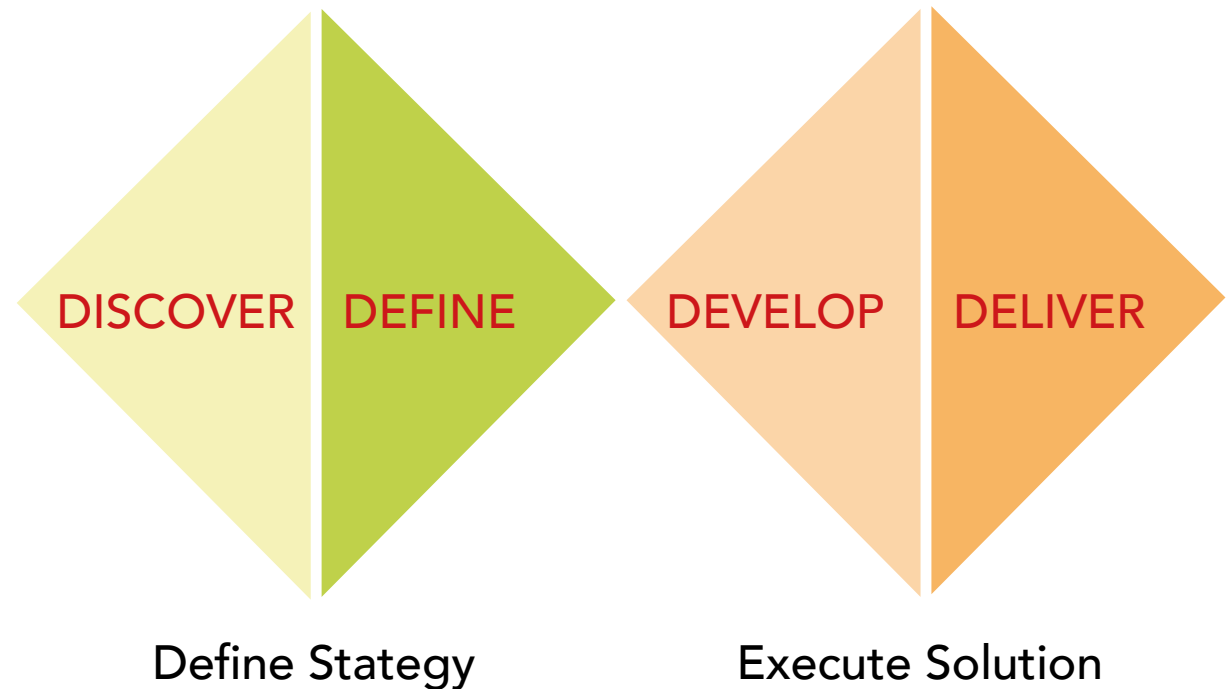
In sum, the process to answer to the research questions was not linear (Stickdorn & Schneider, 2011), but rather iterative and interactive. Iterative, because the design approach was implemented in a practical design experience and continuously developed, adjusted, and refined during the whole design process. This cycle is an essential part of good design. Interactive, because the process was characterized by a continuous collaboration among stakeholders.

Fig. 2
Double Diamond methodology

PRE-PROJECT PHASE

In the pre-project phase Arch. Marcella Campa and Arch. Stefano Avesani presented to me the possibility to open up a thesis discussion about the Hutong of Baitasi and introduced to me some of the projects designed by them and other designers in collaboration with the Beijing Design Week institution. Later on, a general research about what a Hutong is and its importance in the Chinese Culture was done. Once, the basic knowledge about the traditional Chinese housing and their way of living was achieved, a deeper investigation about the Baitasi Hutong revealed which were the fields and the problems which could be addressed in the thesis project.

INTRODUCTION ABOUT CHINESE HUTONGS

Starting from the economic reforms made by the Chinese government 25 years ago, China has faced an incredible success. According to the official statistics, economic growth has averaged 9.5% over the past two decades (Xu, C. 2011). This performance has progressively caused an improvement and changes in different sectors: starting with the agricultural sector and gradually extended to industry and large parts of the service sector (Richard Herd and Sean Dougherty, 2005).

As a response to the economic growth, and better employment opportunities in the main Chinese cities more and more people from the countryside decided to leave their homes. Especially, for **new-generation migrants**, economic motivation was the primary motivation behind their move. In 2009, there were 145 million rural-urban
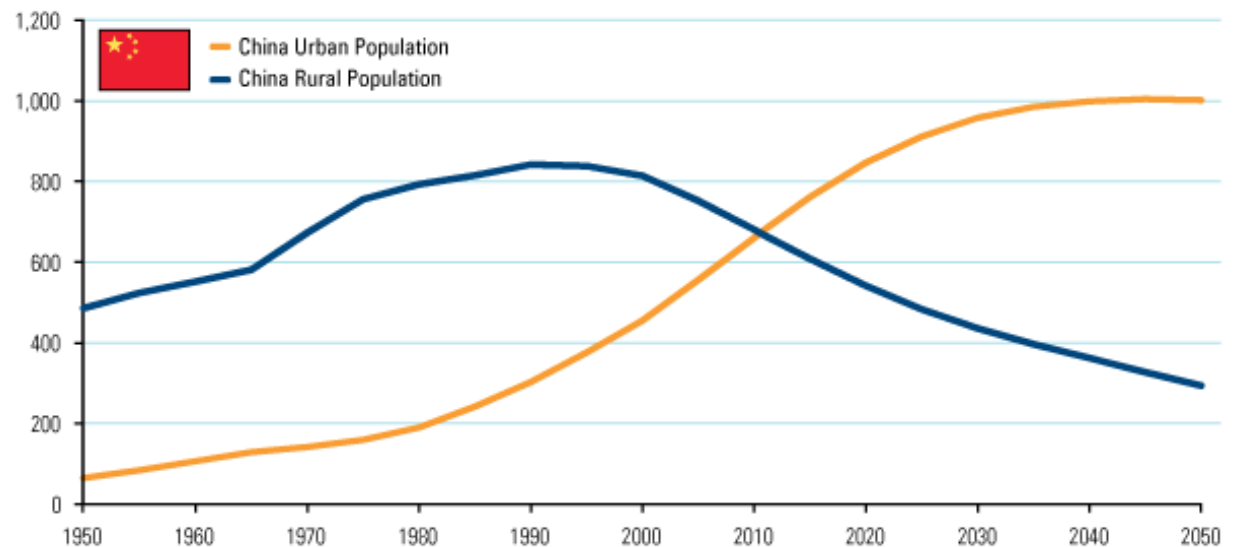
Fig. 3
China's Urban and Rural population   *Source: United Nations*

migrants in China, accounting for about 11 percent of the total population (Xiaochu Hu, 2012). As far as Beijing's population density is concerned, in the last fifty years it grew from almost 4 million to 21 million people (Beijing Population, 2017). In order to be able to host all the migrants and at the same time maximise the economic potential, it was necessary to demolish old buildings, to clear slums, to resettle the population and to erect new buildings. This meant in most of the cases, especially in Beijing, **to demolish the existing hutong**, the traditional lanes and quadrangle houses of the city, without heed for heritage controls or the social consequences for displaced residents. In other cases, **the private courtyard house owned by a family was gradually transferred to the local governments.** Later on, many nuclear working-class families were moving into the traditional courtyard houses. This transformed the originally single, extended-family courtyard houses (siheyuan) into multifamily compounds (dazayuan), (ZHANG, D. 2015).

In order to make the reader better understand what a hutong is and how it works, the following paragraph will give you a rough idea. The word hutong, came from the Mongolian language about 700 years ago. The Mongolian word means "water well" and wants to remark the idea that in order to live properly people need to live where the water is. Nowadays the word hutong indicates a small alleyway or lane (Wang, Y., 2016). A typical hutong is designed by lines of siheyuan, which is a compound made up of rooms around a courtyard, in which most Beijing residents used to live. Most of the hutongs in Beijing run east-west or north-south, doing so they are able to take in more sunshine and resist to the cold winds coming from the north. A typical hutong lane was 9-metre-wide, but it is possible to cross lanes 40 centimeters wide (Visser*, R. 2004).
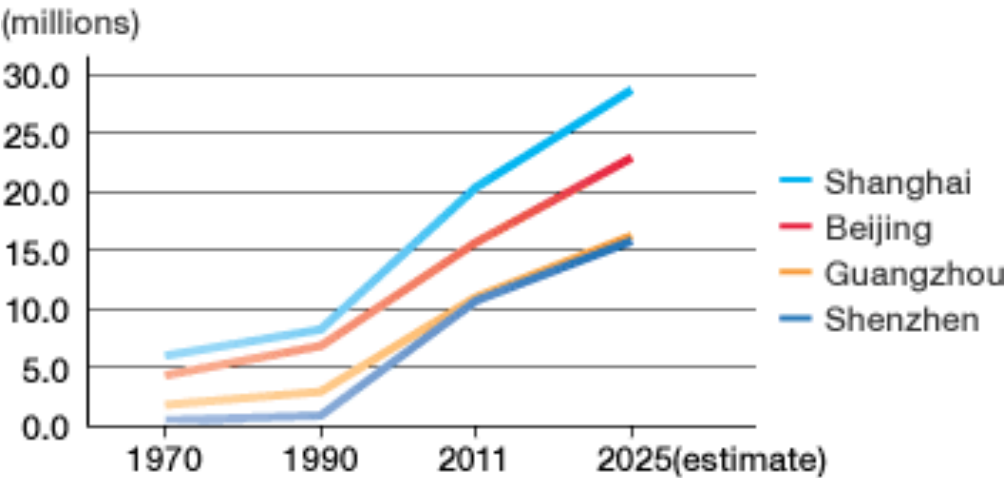
Year	Population	Growth Rate (%)	Growth
1950	1,671,000	0.00%	0
1955	2,365,000	41.50%	694,000
1960	3,900,000	64.90%	1,535,000
2000	10,162,000	22.40%	1,857,000
2005	12,813,000	26.10%	2,651,000
2010	16,190,000	26.40%	3,377,000
2015	20,384,000	25.90%	4,194,000
2017	22,063,000	8.20%	1,679,000

Fig. 4
Population of urban Cities in China, Source: United Nations

Fig. 5
Beijing Population Data (Urban Area)

However, the conservation of traditional courtyard houses only became a substantive practice after the mid-1990s and in 2002 the Conservation Plan of Historic and Cultural Beijing provided more detailed guidelines (Qian, Z. 2007). New regulations thus explicitly called for the conservation of the courtyard form and a traditional housing style, with the goal not only to maintain the practical value of traditional courtyard houses, but also to reflect the old grace of Beijing. In comparison to new district construction, historic district rehabilitation faces many construction obstacles and socioeconomics conflicts that require oversight or guidance by local authorities. Baitasi is a traditional hutong area on the second Ring Road, which lately has been taken into consideration in order to start a regeneration project. Every year, especially during the two weeks dedicated to the Beijing Design Weeks, projects regarding the maintenance and the re-qualification of the space are presented.

Fig. 6
Beijing, Cha'er Hutong
Children's Library and Art Centre

POSSIBILITIES TO OPEN THE THESIS

The aim of this project was to design a service which will **improve the user experience inside a Hutong, providing a better quality of life-style, avoiding one of the biggest problems faced by the area: the depopulation.** During the pre-design phase, studies were done to analyze the constraints, the opportunities of the proposed site and the budget. In the service design literature, there are a number of scholars who have captured the complexity of design in terms of the requisite data collection needs, specification of who should be involved in decision making, service definition issues and implementation challenges (Shostack, 1984).

Moreover, design always happens within certain constrains. One of the biggest limitation met since the beginning was the limited amount of **budget**. It has to be taken into consideration that monthly the district of Baitasi receives a small amount of money, which has to be divided between the public institutions and services available in the area. Only if the project will be evaluated as successful, they could hope for a support by the government. Another important aspect that has to be taken into consideration is **the true spirit of the area.** The service will address a situation in the core of the Chinese society, therefore we have to be aware not to alter or bring sudden changes in a reality extremely attached to the past conditions. Without a doubt, these aspects would have implications for the final development of a final concept as well as in the realisation of the project.

DISCOVER

DESK RESEARCH

In this first section, it will be presented to the reader the first steps undertook in order to explore and understand the overall context off the project. The amount of sources available online were limited due to censorship of Google in China, therefore books and magazine, which have been written by other researchers, provided with an English translation were used to better understand the context where the service will operate (Thompson, C. 2006). Moreover, case studies about already existing projects were analyzed to better understand which were the difficulties and the solutions adopted by other experts in this context. When documents are used alongside with primary methods of data collection, which will be introduced to the reader in the next paragraph, they allow the designer to paint a more accurate picture (Deacon et al., 2007).

BAITASI HUTONG

During the Ming Dynasty (early 15th century), Beijing was divided into a total of 36 fang: the center of the city was the Forbidden City, surrounded in concentric circles by the Inner City and Outer City. The west and the east parts, which surrounded the Forbidden City were assigned to aristocrats. Therefore the siheyuan, (where they were living) were pleasant to look at, lined by spacious homes and walled gardens. On the north and on the south of the Forbidden City were living merchants, craftsmen and workers. In this case their siheyuan were much smaller in scale and simpler in design and decoration, while the hutongs were narrower and less orderly (Aldrich, M. A. 2008).

The Hutong, which was taken into consideration in order to develop this project, is called **Baitasi** and it covers about 37 hectometer to square meter. The area is **considered one of the City's last treasured hutong districts imbued with traditional literati culture.** The "Baitasi Historical and Cultural Preservation Zone" can be traced back to the Yuan Dynasty and is preserved to this day through the Ming and Qing dynasties (菜单, 2016). It **is mostly a residential area**, rich with religious architecture and historic residences. It is located just across Beijing's Financial Street District on the West Second Ring of the Forbidden City. One of the most important cultural building located in this area is the Miaoying Temple (or White Pagoda Temple) built during the Yuan Dynasty, the Archive of Buddhist Texts, the Beijing Lu Xun Museum (built around the philosopher's former residence) and the Ci Yin Temple. Baitasi can be presented as a peaceful enclave among newly developed business areas.
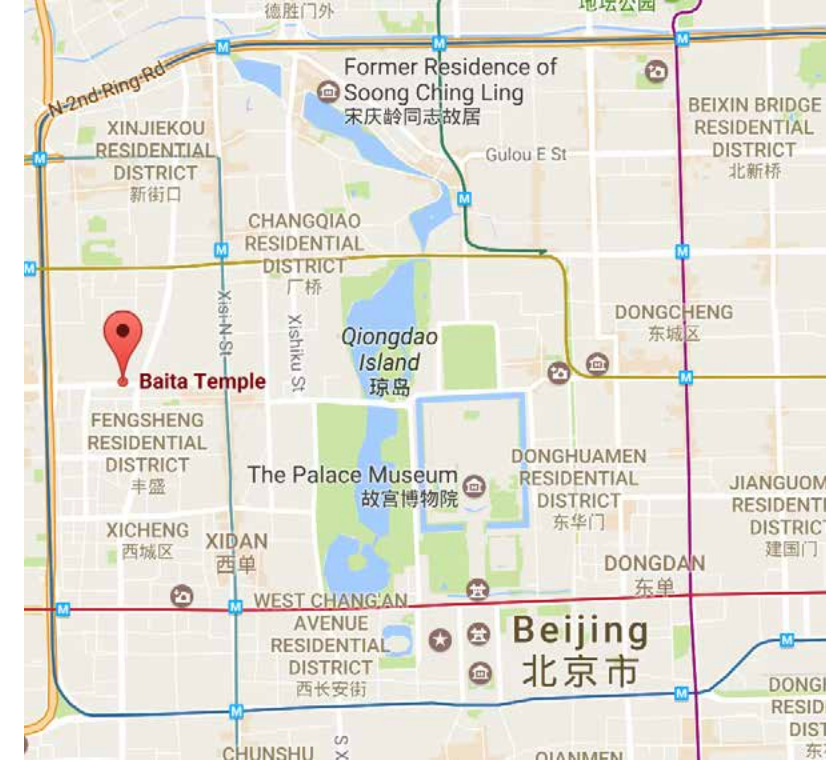
Nowadays, the area is plagued by problems like an **ageing built environment** in need of upgrading and preservation. The district's most critical challenges are its **social and infrastructural disconnection from the city and, consequently, its rapid depopulation** (Paul Makovsky, 2016). In order to prevent the demolition of the area and improve its quality of life, one of the institutions involved in the re-qualification of the area is Beijing Design Week (bjdw.org). The annual program brings together architects, designers, urban planners and financiers with the aim to reinterpret and reinvent new possibilities of development for the Beijing area. During the last Beijing Weeks, which took place in Baitasi area the first two weeks of October 2016, many projects coming from different parts of the world were presented. In one of the interview, the curator of the exhibition, Beatrice Leanza says **"The issue is how do we keep it alive as an area? How do you go about putting energies there to make**

it desirable for people to still go back and live in the hutongs? Services and infrastructures are lacking in Baitasi, but these are typical problems of any hutong area. The difference is that Dashilar has a community that is feeding itself [commercially]. Baitasi does not. Baitasi is an enclave." (Anya Lawrence, 2015)

The aim of the current project will be to investigate how is possible for a service designer to facilitate the revitalisation of the area while taking inspiration from it to serve more efficient, sustainable, and desirable living standards.

Fig. 7
Baitasi Hutong
by Andy Du | 领英

Fig. 8
Baitasi Hutong Location

17

BEIJING DESIGN WEEK AND REMADE PROJECT

As mentioned before, one of the institution in charge to re-qualify Baitasi historic hutong area is the Beijing Design Week. In 2015, it was for the first time presented to the public the "Baitasi Remade" program, which manly focused on **how is possible to use communal engagement, design thinking methods and cultural making in order to develop an urban renewal and infrastructural upgrading** (www.btsremade.org). The program proposed to the public several activities fostering dialogue between perspective and existing communities, as a prelude to a generative process of interactions among various professional stakeholders and local residents.

Under the creative direction of Beatrice Leanza, the aim of the Baitasi Remade Project is "to place unprecedented modes of **collectively rethinking the sustainability of life** in the city as products of networked systems for knowledge making-and-sharing inspired by the human-scaled dimension of traditional settlements like Beijing's hutong areas, to eventually shape new urban communities and social alliances" (BTS Remade, 2016). Transformations in the structural and demographic outlook of large metropolises like Beijing, present challenges as much as opportunities for such historically stratified neighborhoods and their constitutive values of communal reciprocity and social co-dependency to accommodate a distributed sense of place and belonging. Some of the questions which were mostly interesting and were able to create open discussions and brainstorming were: how can past and present forms of spatial thinking and social making together inform novel living standards and knowledge

Fig. 9,10
Baitasi Hutong Remade Project
Beijing Design Week

18

systems for contemporary urban residents? How can we mend the disruptions of urban conglomerations by way of rewiring connections among the desires, needs and expectations of fragmented social groups and interests? (BTS Remade, 2016).

A dense set of discursive programs, talks, roundtables, presentations, together with making-sessions and workshops were considered as an essential exercise that helps generating a novel 'narrative of participation', by harvesting material and intangible data such as product of field work and site-driven research. Through all these different methodologies, it was possible to generate new ideas for start-ups, social entrepreneurship and creative initiatives to be integrated in and bring positive value to the area. Last October during the Beijing Design Week was the occasion or the official launch of The Global School (TGS, 2016), an educational research center based in Baitasi focused on urban regeneration processes. The school will be located in the food market, which according to the designer Nicola Saladino: ''The food market has been closed for more than a year and the building transformed into informal storage spaces and improvised dormitories for migrant workers. Our intervention aims at recovering the original spatial features of the market, which are part of the collective memory of Baitasi, and transform its linear sequence of abandoned rooms and corridors into a vibrant system of interconnected functional clusters" (白塔寺再生计划,2016).

Fig. 11
Baitasi Hutong Remade Project,
Advertisement during Beijing Design Week

Fig. 12
Remade Project introduces "The Global School" project

In occasion of the Beijing Design Week, a large number of companies and designers presented their projects and proposal about how the Baitasi area could be improved. In order to have a better overview of the potential of the area and to better understand how professionals approached the given space, I got through all the presented projects. Some of the most interesting projects according to me are listed below:

I. The project of Data Alley, presented by LAVA Beijing, collected demographic, architectural, historical, culinary and literary data, to give a clear overview of the neighbourhood (Data Alley, 2015). On photos, picturing people and their daily lives, as well as various kinds of objects found in the hutongs of Baitasi, were put data in order to show the gathered information in an immediate comprehensible way. In this way, people could get to know the area, the streets, the shops as well as its inhabitants, their habits, their ways of living and behaviours.

II. Miguel Esteban Alonso developed a new system of design based on urban regenerations of Hutongs through the design of a flexible and intelligent multi-functional cell for living. The prototypes deal with important issues related to Baitasi hutong area such as use, public facilities, space occupancy, gentrification and urban regeneration (TGS展览, 2015).

III. The Baitasi Construction Shop is envisioned as a place where design innovation meets community engagement as a localised response to the evolution of the built environment of Baitasi. The key aim is the advancement of building knowledge as the foundation of design research, collecting also resources from the local design community. It is utilised to demonstrate new building methodologies and material uses to improve the quality of lifestyle in Baitasi (Damu Design, 2015).
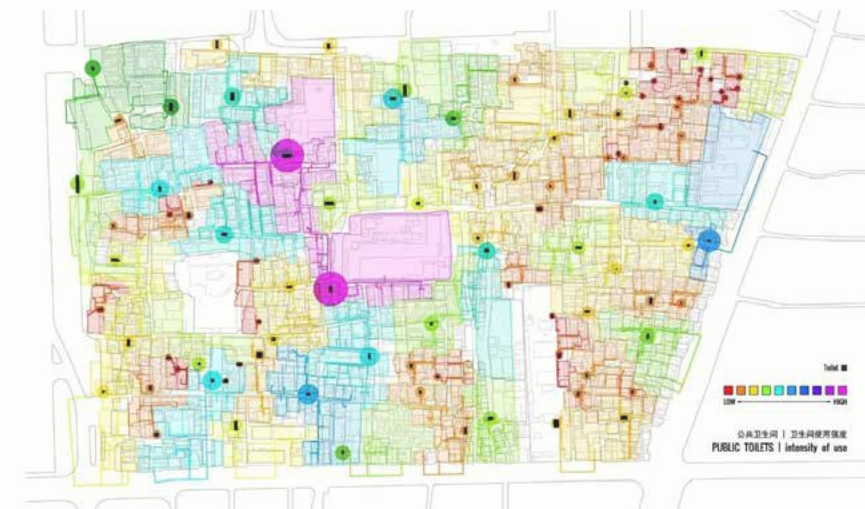

Fig. 13
Data Alley, presented by LAVA Beijing

Fig. 14
Baitasi in Layers, result of reMIX studio's research

Fig. 15
The Baitasi Construction Shop, Damu Design

KEY FINDINGS BASED OF THE CONDUCTED FIELD RESEARCH

In this second section a series of key-findings from the interviews conducted, are reported. In-depth interviews are a major source of data in qualitative research and a way of exploring informant perspectives and perceptions. A further reason for employing this method is that they allow the designer to gain cultural knowledge about the context trough the interaction with the others (Moisander and Valtonen, 2006).The interviews with the dwellers and with Lulu, a service designer who is collaborating with Beijing Design Week since ages, were done in Chinese. Therefore one of my colleagues joined me during the qualitative data collection. While I was listening to the Chinese interviews, I took advantage from the situation and I did some participants observation.

KEY FINDINGS_ INTERVIEWS IN BAITASI 19.02

In order to better understand the true spirit of the Baitasi Hutong, eight interviews and several observations were conducted. The majority of the Chinese people, especially the oldest (who mostly are the inhabitants of the Hutongs) can't speak English, therefore a Chinese friend of mine helped me to interact with the locals.

It has to be mentioned that once you enter the Hutong, a complete new world seems opening in front of you. The chaotic and international Beijing, which I am used to see everyday, seems far away from the small lanes which were opening in front of me. Entering a Hutong is more or less like **entering a maze**: small street, gray-tiled houses and alleys, no signals, no numbers. It is not a surprise that most of the tourists who want to experiment the core of the Chinese culture come to this area but most of the times they get lost. **The time stays still**, the people who are living inside the lanes move slowly, no one is in a rush, kids are playing on the streets, the old are chatting in small groups or playing mahjong in front of the main doors. People are curious, since they know you are coming from a different country and you can't speak their language but they are friendly, they try to communicate with you through gestures and every time they are looking at you they are smiling.

After the **Cultural Revolution**, launched by Mao Zedong, the urban planning of the Hutong changed (Wu, L. 2011). As a matter of fact the government demanded that property owners handed over certain powers to the authorities so that they could "rent, distribute and hold right of use, renovate and manage in a collective way" (Gaubatz, P. 1999). The beautiful lines of siheyuan were transformed, the cement was used to fill the gaps

in the delicately carved partitions to turn them into walls and demolished the toilets to built more rooms to live in. The new structure is called by their inhabitants Dazayuan. More than one person mentioned that before the courtyard houses became overcrowded to the point when the courtyard itself disappeared and it was filled up with extensions to the original buildings. The hutongs offered to the residents marked better living conditions. As one resident said "Due to the small space each household has and the extensions built, the courtyard is changed and distorted beyond recognition. There was originally a screen wall in the courtyard, but it was removed long ago and re-placed with a kitchen. The courtyard designs were not flawed. Current problems are related to **overpopulation and living conditions**, not the architecture". Inadequate facilities, outside communal toilets, no insulation, shoddy construction, unsafe extensions and other problems affect the lives of real people in this area.

Most of the people who are living in the hutong, occupied this area for generations. The fortunate ones were able to maintain the same house since ages, others moved their home in different part of Baitasi district. One of the questions I was mostly curious to hear the answer was about the possibility to move in a more convenient apartment in Beijing. The majority of them prefer to live where they are right now. As a matter of fact, according to them inside the Baitasi hutong **they have everything they need within walking distance**: local vegetable markets, small shops where to buy what they need, spots to meet and interact with neighbors. Moreover, they mentioned the fact that even if they don't have the toilet inside their homes, the public sanitation and garbage collection is well operated by the government. Unfortunately, since the cost of life in Beijing is really expensive, **some small shops are closing**
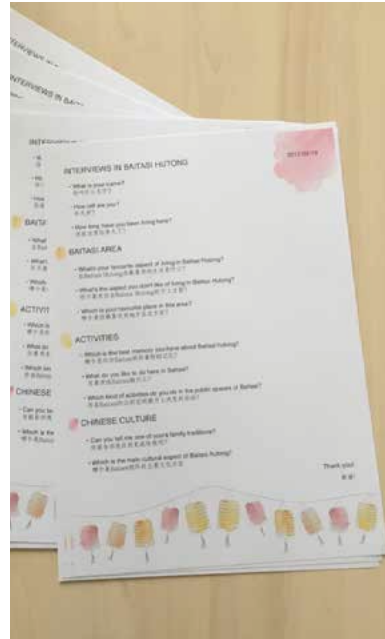

Fig. 16
Field Research in Baitasi Hutong

and some of their **relatives and neighbours are moving to the countryside.**

Even if in some interviews it was mentioned that the public sanitation and the garbage services provided by the government are satisfying, during the observations it was noticed that streets are usually very dusty and dirty, with bugs and abandoned items at the side of the lane. Even if there are many **public toilets** in the hutong and they are cleaned frequently, it is really unpleasant to walk around them. Moreover, despite the narrow width of the hutongs, cars have free access to them, resulting in traffic jams and illegal parking that makes the street much less pedestrian-friendly that it is meant to be.

To conclude, Hutong is the original urban public space that deals with the relationship between privacy and public and that represents the lifestyle of the city. Instead of squares, boulevards and parks as public spaces in western cities, **hutongs are Beijing's typical open spaces for social and commercial activities.**

KEY FINDINGS_ INTERVIEWS WITH LULU 22.02

As mentioned before, one of the institution which is taking care of the re- qualification of this area is the Beijing Design Week. Since a couple of years, during the first two weeks of October, several projects and events are presented to the public in Baitasi district. In order to enrich my knowledge about which kind of projects were already presented and the methodologies used to interact with the locals, I decide to meet Lulu Li.

Lulu Li is an artist and a designer. In 2009, she founded design studio Didelidi (didelidi.com) and in 2013 co-founded Moujiti – an Interactive Experience Design Studio, and established collaboration with the Forbidden City Palace Museum for numerous award winning projects. Further more she has led research project "The future of 798" focusing on "virtuality & digital strategies", and curated for BAITASI RE-MADE for 2015 Beijing Design Week.

Meanwhile she is also the co-founder of Interactive Beijing (moujiti.com), an innovation platform that runs series of

Fig. 17
Interview to the Artist/ Designer Lulu Li

programs aimed at fostering new talent and incubating innovative ideas that could bring positive changes to the society. In 2013, she led IB team to take on one of the most urgent problem in China: the bad quality of the air. Starting from this problem she directed a series of campaigns that led to realization of a pilot project: "Eco Air bubble".

One of the project I was the most curious about was the one called 'City As Museum'. The project was firstly proposed at the Beijing Design Week 2015, and later on presented at the Venezia Biennale (The Space Time Wrap of Memories, City Virtual Museum, 2016) . Among the small lanes of the Baitasi hutong visitors were invited to use their smartphones to scan code bars. Through location-based technology, this reveals where historical sites once existed, such as temples or the residences of famous literati. **The aim of the project was to be able to create a better and more efficient living standard for the area and its locals.**

In order to be able to collect enough material to analyse properly the area, desk researches and field researches were done. Furthermore workshops and interviews were conducted by the studio to find which were the problems, the challenges and the issues concerning contemporary **rehabilitation and renewal for the traditional community**. One of the things that surprised the artist the most was the amount of people who was willing to cooperate and suggest them new ideas.

One aspect, which was noticed both from the desk research and the field research, was the slow environment where the people are living in. According to Lulu's point of view, on the one hand the **slow energy** could be seen as a positive aspect, even if people are in the middle of

the City they can easily avoid the stress and the rush. On the other hand, it could be seen as a negative aspect because people are not willing to change and it is not so easy to develop an area attached so deeply to the old traditions.

In the end the project was a big success, because of the larger amount of people who were willing to cooperate. Unfortunately, one of the biggest frustrations was about the **lack of fundings**. Some of the fundings were provided by Beijing Design week, but most of the time they weren't enough. In order to decrease the expenditure, she had to negotiate a lot.

All in all, "City As Museum" is a project that attempts to re-think the expanded concept of "museum", the museum has been presented in the size of the Hutong, experimenting when geo-physical context and the historical (cultural) content together forming hybridized experience of the city.

Fig. 18
Project "City as Museum"
located in Baitasi

Later on, an interview with Beatrice Leanza, the curator of the Beijing Design Week in Baitasi area was required to better understand the dynamics inside the Hutong. The goal of the interview was to gain more knowledge about her experience and her thoughts regarding the chosen area, the people who are living there and have a more accurate overview about which could be the stakeholders involved and how is possible to involve and collaborate with them.

First of all, it has to be said that each Hutong differs from the others due to several aspects: from the people who are living in, to the economical activities running inside. As far as Baitasi area is concerned, the district is a residential area. One of the biggest problems, is that the area is facing **lack of communication between the old residents**, who are living inside the Hutong since decades and they have certain rituals, **the new generation and the newcomers are unable to comprehend.** Moreover, another important point, which have come to light during the interview, was the fact that an **increasing number of people are willing to come back to live in the Hutong** instead of living in the Third Ring Road far away from the City centre. Unfortunately, due to the lack of spaces and the bad quality of services they are not able to.

Second of all, some of the projects presented last year during Beijing Design Week were discussed. One of the most interesting project is the one presented by Shanzhai City (shanzhai.city). Its mission is to enable people to make a better world through global access to deeper insight. The company seeks to revolutionize

Fig. 18
Beatrice Leanza at Beijing Design Week 2015

2015北京國際設計周創意總監 Beatrice Leanza畢月女士

an inclusive economy that creates holistic impact to society and the environment, by empowering the developing world with data. They are developing a proprietary cloud-based technology to collect data from grassroots communities in underdeveloped areas, to provide automated social impact analysis and insights to social investors, stakeholders, and change makers. In the context of Baitasi Remade, a system consists of a network of field agents and socially innovative community engagement technologies for data collection and insight communication was created (Impact learning, 2016). Later on, the data collected has been analyzed and visualized through a publicly accessible dashboard available online and via public exhibition and video projection within the community. All the data collected were used to analyse which were the impacts of the Design Week on the area, how people reacted to the several exhibitions offered to the public and which were the most successful. Another interesting project developed during those two weeks is "I live in Baitasi". The project consists a series of special interviews initiated by Luminocity. Scholars of different backgrounds and related media were divided into small

groups to interview different categories of local residents. The interviews were centred on various topics, in order to lead a complete social investigation (I live in Baitasi, 2016).

The third part of the interview was focusing more on my initial service idea. According to Beatrice Leanza's opinion, it could be interesting to create a service which will provide activities to the local area. Of course, there are some challenges that have to be faced: **how is possible to create activities that will not last only few weeks? How is possible to inform the residences that these activities are designed for them? Most of the time, the dwellers have no idea about what the government is planning for the area where they are living, how can we make possible a functional communication about their needs between them and the authorities?**

As you may know, Beijing is one of the biggest cities in the world, therefore for each area the government assigned a local district and a developer, a person who is in charge to improve and maintain the area. Furthermore in the area is present a community centre, a public institution where dwellers tend to gather for group activities, social support and public information. As result from previous projects conducted by Beatrice Leanza and her team, there is a **lack of communication between the developer of the area and the community centre**. Other Stakeholders that could be taken into consideration while developing the service could be the institution of the White Pagoda, the institution of Lu Xun (the famous writer's museum) and Luminocity (department of the Tongji University).

To conclude, the residential area of Baitasi is inhabited by different generations. Some of the people lived there their entire lives, others are the second or the

Fig. 19
Beatrice Leanza introduced "The Global School" at Beijing Design Week

Fig. 20
Interview to Beatrice Leanza, curator of the Beijing Design Week in Baitasi

third generation who is living there without their family (who moved away to more comfortable and cheaper accommodation) and new comers, who came to Beijing looking for opportunities. Most of the time, people are not aware about what is happening around them. This could be caused by a lack of communication between some of the main institutions which are working in the area. In order to build a good service is important on the one hand to find a way to collaborate with the people, who are the experts of the area where they are living, on the other hand to understand clearly who are the stakeholders and how is possible to make them key-partners for the development of the service.

DEFINE

In the define phase all the information collected in the previous phase is categorised and analysed in order to build a path to follow in order to develop the project. At the end of this section the designer should have a clear idea about who are the stakeholders involved and which are their needs and expectations. Within the complex and uncertain situation of the Hutong area and due to limited amount of time available it is important to experiment a nonlinear dynamical systems, where rational or linear thought must be augmented by nonlinear thinking such as intuition, creativity, and feeling-based judgment

(Siggelkow and Rivkin, 2005).

THE PROBLEMS

Later on, it was time to combine together the information gained through the desk research and the field research. Using an Affinity Diagram it was possible to organise all the information and cluster them in categories within selected themes (Service Design Tools, 2009a). This tool helped in steering the possible directions from which services could be created.

Firstly, it was necessary to better understand which were the possible themes, which could be investigated by a service system designer. As a matter of fact, both from desk research and interviews it was clear that **there are some problems related to the architecture of the space where dwellers are living**. Mostly complained about the narrow spaces where they have to live, about the bad quality of the air, or the poor quantity of light coming inside their apartments. Above all the two main points that people don't like the most: the public toilets, especially the fact that you have to pay in order to use the showers, and the overcrowded spaces. However other themes were more suitable and allowed a deeper investigation. The main selected themes were: the recycle, the disappearance of the small grocery shops, the lost sense of community, the revitalisation of public spaces and the comparison of the Hutong's small lanes with a maze.

Secondly, a deeper insight was given to each theme and some ideas or possible solutions to address the problems listed below. The first theme was about recycle, the large amount of waste spread on the streets and in every empty corner of the Hutong could be an interesting point to develop recycling service or to show people how is possible to reuse certain materials. It is a common idea in China to think that the public spaces can be used by everyone to through objects or materials that won't be used by them anymore. Instead to through them away it could be nice to collect them in one place and give to the others the possibility to reinvent the object or to use part of that to design other objects. Another subject mentioned by a lot of people in the area was the disappearance of the small grocery shops. As a matter of fact the cost of life in Beijing is rather high, and the small shops suffer the competition of the big

	Recycle	Grocery shops	Community	Public spaces	Maze
	• Too much rubbish on the street	• Small shops are closing	• People are moving away	• Safe environmennt	• Easy to get lost
	• Plastic and cardboard	•Beijing is too expensive	• Lost sense of community	• Reinvent the spaces	• No artificial lights
	• The street is a common storage	• The supermarket is far away	• Incrising number of not natives	• Lack of facilities	• Where can I find easily what I need?
				•Knocked down in order to create new houses	• Familiar with the place
	• How to resue the packaging?	• Green stations	• Sharing	• Sport facilities	• Localisation map
	• Second-life for objects	• Delivery	• Food	• Oxygen provider	• Augmented Reality
		• Shopping cart	• Board games	• Activities	
			• Chinese traditions		
			• Private history		
			• Workshops		

supermarkets nearby. It will become more inconvenient for the Baitasi dwellers to reach those supermarkets. Furthermore, it was mentioned the lost sense of community. Due to several factors more and more people are abandoning the Hutong in order to live in cheaper and more convenient spaces, most of the time far away from the City centre of Beijing.

Further discussion followed in order to chose a final topic which will the main theme of the thesis project.

PROJECT DIRECTION

In the following section the reader will be introduced to the main topic addressed by the project: the loss sense of Community. In the first paragraph the motivations which lead to the chosen topic will be explained, later on an initial problem statement will be formulated. In the second part of the section some case studies about the community empowerment will be taken into account in order to see which the problems were and how experts addressed the situations. Case studies allow a researcher to achieve high levels of conceptual validity, or to identify and measure the indicators that best represent the theoretical concepts the researcher intends to measure (Barzun and Graff's Modern Researcher, 1977).

THE CHOSEN TOPIC

As mentioned before, Baitasi is a hutong neighborhood near the West Second Ring named after its oldest landmark, a Yuan Dynasty Buddhist temple. Baitasi hutong is considered one of the oldest Hutong in Beijing, this is the main reason why in the last years the government decided to preserve the area and involve designers and architects to revitalised the area. As a service designer I wanted to offer my skills and challenge myself in order to see what could be possibly done in order to improve the quality of life inside the Hutong.

Starting from the collection of information coming from both the desk research and the field research, it was possible to cluster them in different topics as illustrated before. In order to choose the topic to further discuss in the thesis project, a series of considerations and set of problems were analysed. First of all, the geographical location of the area is not a "natural" touristic place, as could be identify by the Hutong of Dashilar place a the bottom of the Forbidden City. Therefore, tourists are coming to the Hutong only if they have previously searched about it on the web or if they are staying longer in Beijing and they have time to look for less touristic places. Second of all, as mentioned more than once in the interviews collected, Baitasi area is considered mostly a residential area. Hence, it could be more interesting at the present moment to analyse deeper their needs looking for innovative answers.

Some of the problems highlighted in the area are connected with the new set of rules ordered by the government. This kind of legislation is not active only in Baitasi district but it is taking place all over Beijing. Which are the repercussions on the area the

thesis is focusing in? Inside the Hutong, most of the small restaurants and the grocery shops are not legally allowed. Some of them do not respect the hygiene rules, others do not have a permission to run a commercial activity. Even if the commercial aspect of the area could be seen as an interesting point, since a lot of things are **daily changing** the project won't focus on this aspect. Another interesting point, which could be related to the already existing project to revitalise the area is the idea of community. According with the outcomes of the first part of the research, what is missing in the area is an element which could bring together the dwellers. Nowadays, in the area there are several stakeholders, each of them important for Baitasi's identity and the Chinese Culture. Unfortunately, the lack of communication between them can't bring any advantage to the people living nearby. Moreover, the departure of the youngest and some the oldest generations from the Hutong in order to look for better living conditions and cheaper accommodation outside the City Centre, provoke a **wave of depopulation** and give the possibility to newcomers to inhabit the

area. Most of the **newcomers** are coming from outside Beijing, mostly from the west part of China, looking for opportunities and business reasons. As a result the people who are currently living in Baitasi have different background, and different traditions according to the area where they are coming from.

In the end, an opportunity to further develop the project was offered by the "Community" topic. A series of question started to rise: **How is it possible to restore a sense of Community? Which are the elements useful to motivate and bring people together? Who are the stakeholders that could be addressed to in order to build a service in the area?** Through social innovation, "the lost sense of Community" is an occasion to create a more participative environment where people are empowered to look for ways to meet their own needs and to create a Hutong with a unique image. Although, I can't speak Chinese thanks to friends and collaborators it will be possible for me to interact with the dwellers and receive from them feedbacks and thoughts.

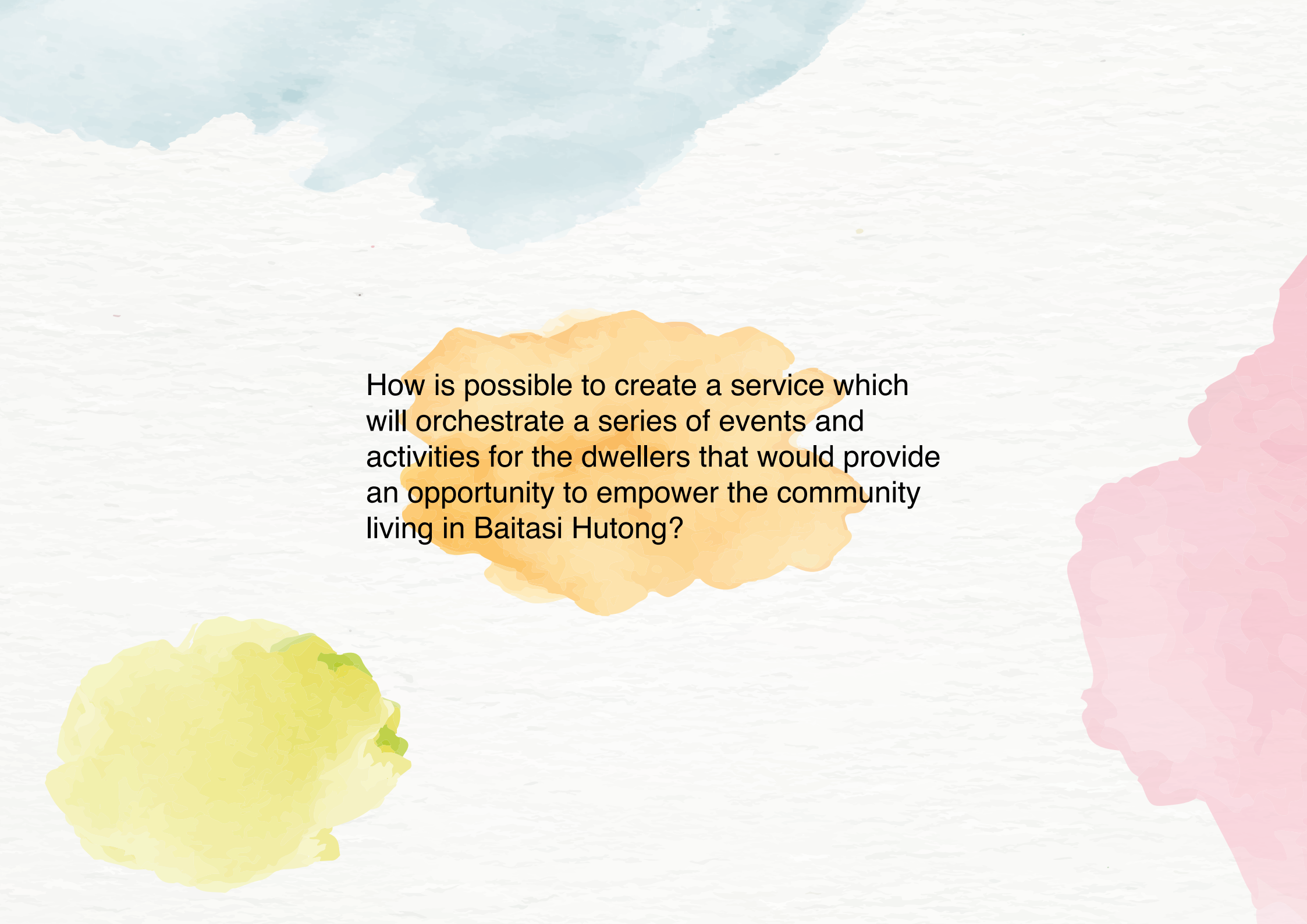## INITIAL PROBLEM STATEMENT

To sum up, Baitasi is mostly a residential area, inside the Hutong there are small shops which are closing due to the competition with big supermarkets nearby and to the legal orders gave by the police of the district. The majority of the dwellers are characterised by adults and elderly. Some of them have been living in this area all their lives, others just arrived or moved here few years ago. One of the biggest lack, which was pointed out in comparison with the past, was **the loss of the sense of community**. If in the past people were used to know all their neighbourhood, share meals, activities and memories all together, nowadays

people are more introvert. It has to be taken into account also the fact that critical challenges are spotted from its **social and infrastructural disconnection from the city and, consequently, its rapid depopulation.** Baitasi area is characterised by a **"Slow life" concept**, the life inside the Hutong is quiet and peaceful, which is an attitude complete in contrast with the Beijing life style.

At this stage in the process, the following initial problem statement has been formulated, in order to steer the direction that should be taken from here on.

How is possible to create a service which will orchestrate a series of events and activities for the dwellers that would provide an opportunity to empower the community living in Baitasi Hutong?

CASE STUDIES ABOUT COMMUNITY EMPOWERMENT

Few years ago, community design was mostly practiced in the context of empowering disenfranchised communities. In this context the term **"empowerment" refers to the process by which people gain control over the factors and decisions that shape their lives** (Laverack, 2008). In recent years, factors such as the environmental learning and the connection between people and places became an important realm of community design practice.

Changes in community and public life are forcing a rethinking of more traditional design activity. Through a participatory approach to the community, the designer is willing to encourage discussion and debate increasing the knowledge, the awareness of the dwellers and to help them to reach a higher level of critical thinking.

Through examples and case studies it will analyze how successful partnerships with communities can be forged.

1- The first example is about the "Blantyre Miners Welfare Charitable Society", regeneration area located in South Lanarkshire, Scotland. The Blantyre Miners Welfare Charitable Society is working to improve life for the people who live there, through the regeneration of activities. In August 2008, the society was able to open the new Blantyre Miners Community Resource Centre, which was established through partnership working between the society and several institutions.
In responding to the needs of the local community, the centre provides a range of services and activities for local people including education and learning resources, conference and sports facilities (Blantyre Miners Welfare Charitable Society, 2008).

2- A second example could the study of participatory district budgeting in Brazil.
Porto Alegre is one of the most populated cities in South Brazil. Through the participatory budgeting, the citizens could present their demands and priorities for civic improvement, and influence through discussions and negotiations the budget allocations made by their municipalities. For instance, sewer and water connections went up from 75 percent of total households in 1988 to 98 percent in 1997. The number of participants in the participatory budgeting process in Porto Alegre reached 40,000

per year in less than a decade, indicating PB's ability to encourage increasing citizen involvement (Brian Wampler, 2007).

3- Another case study about how the service design can facilitate the building of community empowerment could be seen in the Wen-Ling community in West Central District in Tainan, Taiwan. According to the authors is possible to encourage a sense of awareness and empowerment of the dwellers, by identifying the gap in the community, recognizing the knowledge and skills in the community, building the local involvement based on shared experience and co-working (Chia-Han Yang and Shun-Nung Huang, 2015).

4- One last example, can show to the reader how the architecture combined with the service design can help the improvement of community design. In the summer of 2003, in a remote fishing village on the island of Matzu (China), professional planners and designer were asked to design the temple plaza and a new entrance gate to it. The proposal was too large, out of scale with the neighbouring buildings, and inappropriate in form and material. The case study shows how, in the process of making plans and designs, the community has to be taken into consideration in order to respect the local identity (John K-C. Liu, 2005).

Fig. 21
Better Budget Day Briefing
Participatory Budgeting
Case study n.2

Fig. 22
The EDB brought the factories together with local communities to form a strategic alliance.
Case study n.3

THE TARGET GROUP

Another important aspect that has to be taken into consideration in other to develop a project is the focus on a precise target group in order to provide a customised outcome, which could be enjoyable by the final user. From the research on site previously done a large number of actors that are participating to the reality of Baitasi were noticed. However, after the consideration of pros and cons about different the target groups which could

be addressed, a final decision was taken simultaneously with the topic. It was decided to address the dwellers of Baitasi area, in order to have a deeper insight about the understanding of the people who are living in the area a 4 stagioni diagram was used (Jonas, Morelli, Munch, 2009). The methods, based on two axis, identifies four different personas and scenarios.

PROS AND CONS ABOUT THE TARGET GROUP

POSITIVE ASPECTS	NEGATIVE ASPECTS	
• Easy target to reach • English speakers • I could be one of the possible users	• Baitasi is not really a touristic area • Dwellers prefer to avoid to attract tourists • The service won't be useful for the community	TOURISTS
• To take into consideration the project "Global School" • English speakers-International students • Technologically friendly • More open to new solutions	• Future scenarios • Where I can find design students? Chinese and international • The service will be slightly different depending on the nationality of the students	STUDENTS
• Baitasi is a Residential area • Actual situation • From the interviews people seems to collaborate, friendly	• Chinese speakers • Dwellers are mostly adults and elderly • Less open to new and innovative solutions	RESIDENTS

At the same time, while it was discussed which could be the right direction the project has to follow, it was time to decide which was the target group to investigate and to gain more knowledge about. Thanks to the desk research and the field research conducted in the area several targets group were found out: the youngest dwellers, the adult dwellers, the elderly, the tourist, the shops' owners and the students. A primary selection of the target was done, taking into consideration facts and probes collected on site: for example **the group of youngest people in Baitasi area is really limited**, more and more people are moving away with their children looking for better living conditions. Moreover, the target group of **shop owners was impossible to address due to the delicate situation** which is going on in the Baitasi Hutong. Daily, new rules and commitments are pointed out by the government, building a service on an unstable situation wasn't advantageous for the thesis. In the end three different target groups were taken into account: the tourists, the students and the residents. A table with pros and cons for each group was designed in order to open up a discussion and later on to facilitate a final decision.

As mentioned before **Baitasi is mostly a residential area,** even if the people who are living in this area are polite and open to collaborate, they don't really appreciate the presence of tourists. Moreover this Hutong is not considered to be one of the most eye-catching in Beijing, as a final result the target group of tourist was deleted from the list. A second group, which could be taken into consideration was the one identified by the students. The idea was taken into consideration after the analysis of the project called "Global School" presented by the Beijing Design Week. At the beginning the project was really interesting, unfortunately due to a short amount of time it wouldn't be possible to reach the chosen target group on time.

The third group that could be addressed by the service, and in the end was decided to be the chosen target group, was the one represented by the **inhabitants of the Baitasi Hutong**. Even if the majority of the people who are living in this area are elderly and adults who can only speak Chinese, thanks to some of my colleague it will be possible to communicate and interact with them during the several stages of the project. Being able to address this target group means to be able to understand and propose a solution to an existing reality which it is not working properly.

Once the chosen target group was decided, a deeper insight was useful to define different kind of people who are living in Baitasi Hutong. For this reason, it was decided to use a 4 stagioni diagram. In order to be able to use this tool, two main axis have to be defined. From the desk research and the field research, previously done, it was clear that the population living in Baitasi is split in two parts: the **native and the not native**. In order to better connect, for the entire community was thought to

BAITASI NATIVE

SLOW ENVIRONMENT

FAST ENVIRONMENT

BAITASI NOT NATIVE

Fig. 24
4 stagioni diagram
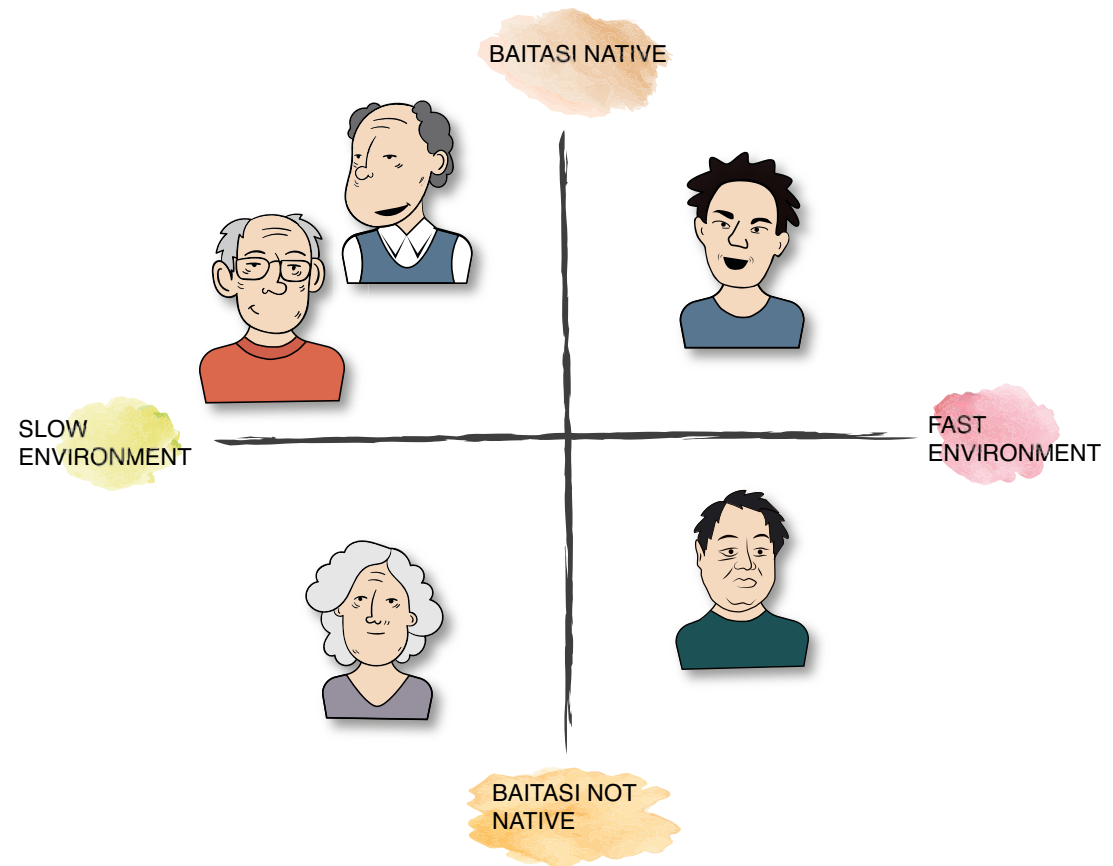
be useful to understand who are the actors and which are the main differences between the two of them. A second parameter used to define the community the service is going to address was linked to **the lifestyle of the dwellers.** As a matter of fact there are people who are enjoying the slow environment offered by the Hutong, therefore they prefer to have all the necessities to live nearby (example hospital, grocery shops, etc). However, there are other dwellers, who for working reasons or because they prefer enjoying more the International Beijiner lifestyle, spend most of their time outside the Hutong. In the end it was possible to identify four main clusters based on the fast/slow lifestyle and on where the person was born.

36

IDEATING WITH STAKEHOLDERS

KEY FINDINGS_ THE DESIGN GAME 18.03

Initially, it was thought to design a workshop, where dwellers, designers and some of the main actors involved in the area could participate with the aim to collect ideas about how the service could be developed. However, after the interview had with Beatrice Leanza, based on her experience, it was clear that this idea was difficult to organise and coordinate: first of all it is difficult to arrange a time schedule suitable for all, second of all there is a lack of communication between the main actors presented in Baitasi. Therefore, it was thought to elaborate a **design game**, where people could interact with the board individually.

The design game was divided in two parts. The first part was characterised by a map of Baitasi area where the main institutions located in the area were highlighted. Moreover a number of cards where designed, the cards where divided in six topics, it was possible to differentiate them because of the colors:
• the light blue cards were about the possible actions which could have taken place in the area;
• the green cards where about the activities mostly practised by Chinese people;
• the orange cards where about the ways the activities could be practised;
• the red cards were about where the activities could have taken place;
• the purple cards were about the stakeholder involved;
• the last group of cards illustrated the personas identified in the area.

It was asked to played with the design game to 5 people: two of them were part of the staff of the LuXun museum, one was the men in charge of the Community Center and two dwellers of the area, one of them native in the area and the other coming from Kumming a south region of China. The users were asked to combine the cards from different topics together in order to create scenarios that could be taken place in

Fig. 25
The design game designed to interact with the stakeholders
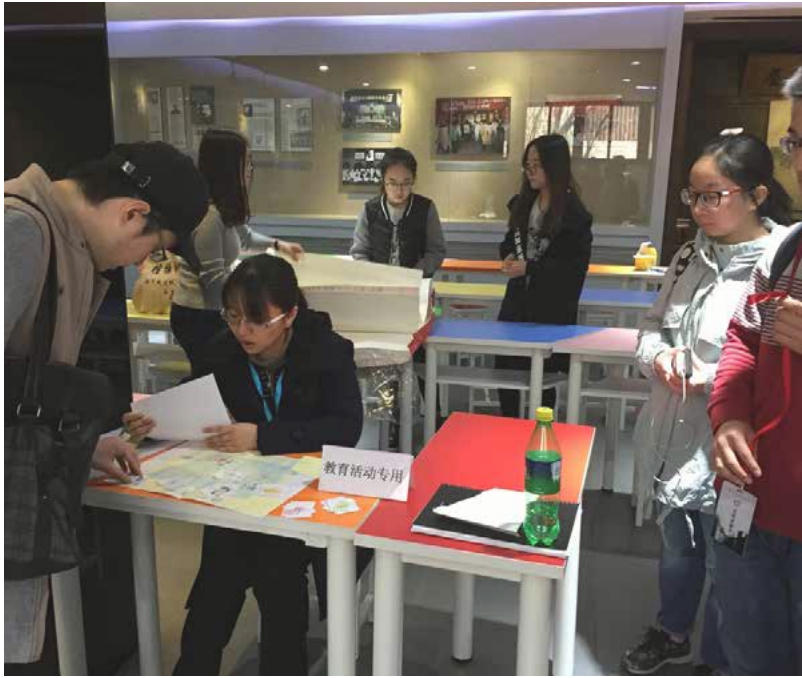
Fig. 26
*Interaction of the stakeholders
with the design game*

the area according to their needs and their interests. The interaction with the user, who is an expert about the area, helps the designer **to better understand which are the areas where is possible to intervene and which could be the more suitable activities for the target group.** The second part of the game was characterised by open questions regarding the idea of community and some habits related to the Chinese culture. The main goal was to encourage a discussion with the final user regarding these topics to allow the designer to have a deeper knowledge about the topic.

The design game around the Hutong was arrange on Saturday morning around 10am, as a matter of fact during the weekend days usually people are less busy and there are more people on the streets. In order to develop a satisfying service idea, it was important not only to interact with the locals, but also to understand the

point of view of the main actors in the area. Above all, the Lu Xun museum and the Community Centre showed an interest in the topic and helped the designer to reflect of several points which came out during the game. One of the main differences which was noticed while the game was taken place, was the fact that both the institutions and the dwellers understood how the first part of the game worked. However the **dwellers were struggling with the second part of the game,** where they had to express their point of view. This obstacle could be related to the language barrier or to a cultural issue related to how people were taught to think at school.

The workshop was useful to develop several ideas and to think about relevant aspects already existing in Baitasi area. When it was asked where the activities could take place, most of the dwellers refused to invite strangers in their small apartments. Most of them suggested to run

the activities in the outdoor or asked to re-qualify public areas half destroyed. As mentioned before, the **Lu Xun museum and the Community Center were interested in the cooperation**, during the game they proposed to host some activities which could be relevant with their main activity.

Later on, the co-created ideas were collected and grouped according to similarity.

I. The first interesting idea was to develop a service where whoever was walking around the Hutong would be able to post on a service platform a photo warning about broken objects or garbage laying on the street. A volunteer group or professionals would be able to pick up the object and re-create a nice environment. The idea of

community was related to the fact that, in order **to create a liveable environment** each dweller was in charge to respect and take care of the lanes inside the Hutong.

II. The second idea which was developed during the game, involved a series of activities run with the collaboration of different institutions presented in the area. Each dweller could be able to post an activity and other people interested in the activity could be able to participate. Another important aspect related to this idea was the **possibility to create activities related to the traditions of Baitasi area**, avoiding them to get lost. In order to re-create a sense of community, people are asked to share their interests, to share moments together and to bring back to life the almost lost spirit of the Hutong area.
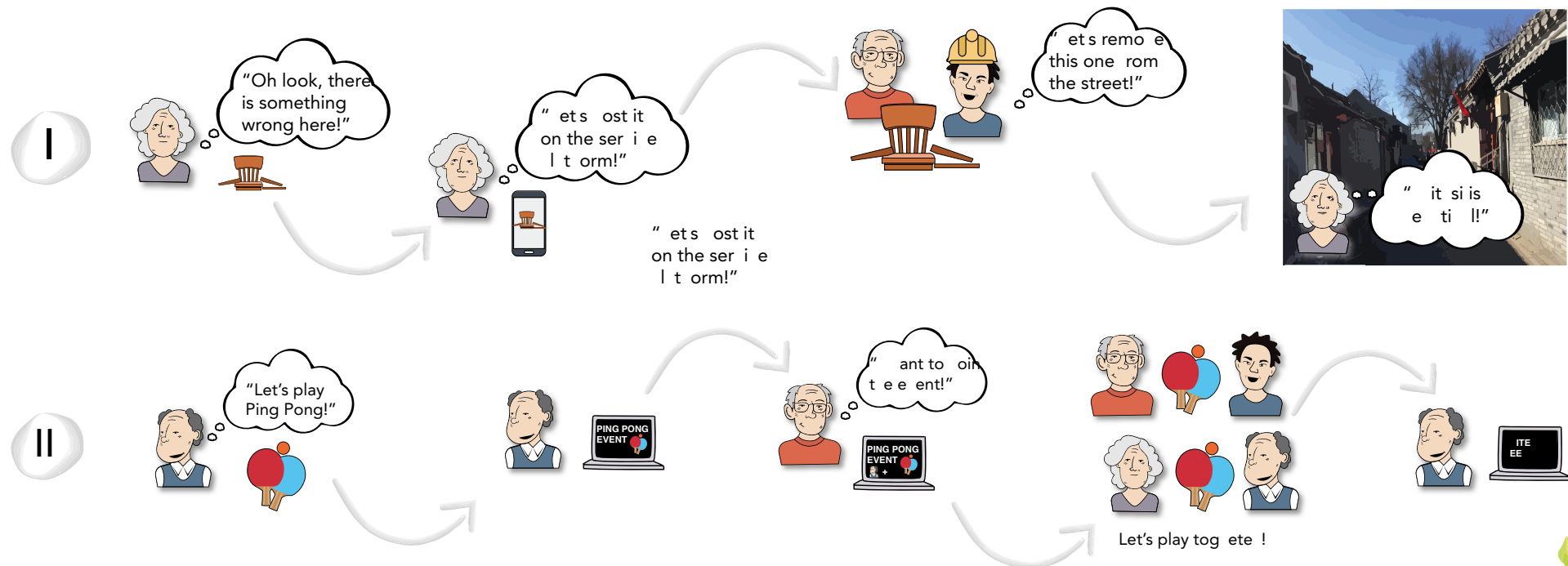
III. The third idea took inspiration from the experience the dwellers did during the Design Week last year. It was asked to create a service where people were able to create an event in order to discuss about set of problems related to the area. In order to be listen, it would be interesting to **ask to professional to join the meetings**: for examples the developer of the area, designers, etc.The idea was to create a sort of re-dimension " condominium meeting".

To conclude, the design game was used by the designer to have a deep insight about the area and to reflect with the users about some key points which will be useful to develop the service idea. The sense of community, which is the value the service wants to address, was noticed to be already secretly presented in their way of living. Therefore the goal is to find a way to allow this value to get the better of Baitasi community.
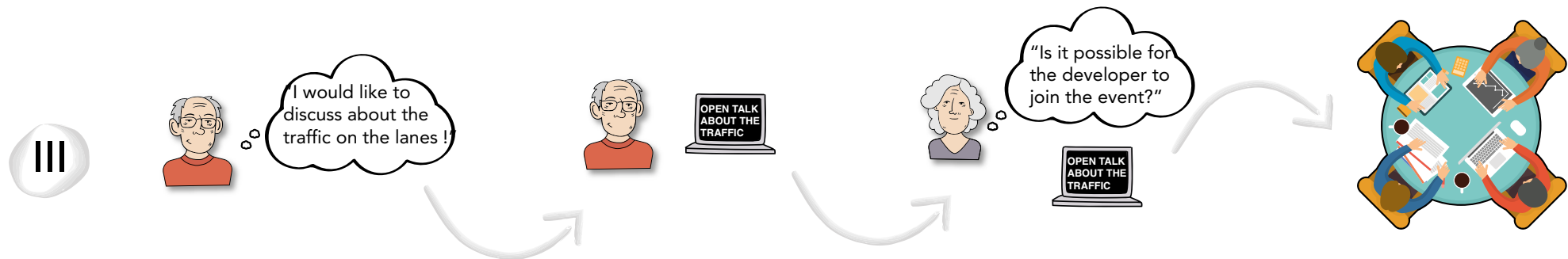
THE SERVICE IDEA

"Baitasi essence" is a service which will c**oordinate a series of activities in Baitasi area with the aim to restore a sense of community and re-evaluate the traditions related to the local environment.** In a perfect scenario, the four main institutions present in the area will participate to the service (LuXun museum, Community Center, White Pagoda and the Baitaisi local district), each of them will host and organise activities related to their goals and their nature. For example The White Pagoda is characterised by a quite environment, inside the temple area there are some green spots, where people could easily practise yoga without ruin the spiritual atmosphere.

The user will be able to organise or participate to activities set by other users or by the service itself. Once the activity will be over, people will be asked to write a review or a feedback about the experience. In order to encourage people to give an opinion about the past experience, points will be assigned. The more the dweller will take part to the social life of Baitasi, the more he/she will be able to collect points and be recognised as the "top citizen of Baitasi Hutong".

Who? Dwellers in Baitasi

The newcomers

The elderly

The second/ third generation

How is possible to regenerate a sense of community between the residents of the Baitasi Hutong in order to prevent the depopulation of the area?

How?

Baitasi Essence

The service will introduce a series of activities in the area, which will be guarantee thanks to the cooperation and the coordination between different actors, who are currently situated in Baitasi Hutong.

Where?

Which kind of activities?

Storytelling

Handicrafts

Calligraphy

Open discussions about Baitasi issue

Tea break

Lu Xun Museum

Chinese cuisine

Spaces available in Baitasi

Play Mahjong

Community Center

Public Spaces

Walk the bird

The White Pagoda

Badminton

Yoga

Why?

Play music

Tai Chi

- Re-qualification of the area
- Community engagement
- Avoid depopulation
- Create a network
- Improving the well-being inside the Hutong area

Stakeholders involved?

Could this system generate an open source?

How people stay update?

Workshops Events Competition

Design different schedules according to the final user

Who is going to pay for this?

UNDERSTANDING THE STAKEHOLDERS

The purpose of this paragraph is to understand how the different stakeholders and their different perspectives are interacting with each other in the given context. It can be argued that a failure to identify different stakeholders and their views can cause problems for the development of the project and, conversely, that analysis of stakeholder perspectives can make initiatives more effective (Saebo, Flak, & Sein, 2011). Tools such as Personas and Scenarios helped the designer not only to have the situation under control and to better define single details, but at the same time it helped to compare if the reality understood by him was the same as the one explained and experienced by the stakeholders involved.

GENERAL STAKEHOLDERS MAP

A general stakeholders map was design and used to better understand the roles and the relationships that the service could have with such a wider community of stakeholders (Stickdorn, Schneider, Andrews & Lawrence, 2011). The map identifies two flows: one explains the money flow, while the other explains the info flow. The centre of the diagram is characterised by the dwellers, who are the target group addressed by the service. The facilitators are represented by the service provider and those institutions located in Baitasi area who are open to collaborate and host activities provided by the service. These stakeholders have a key role to play in informing the dwellers about the proposed activities and promoting the service. The money flow is manly controlled by the government and the local district in the Hutong area. Due to the limited amount of money disposed to run initiative in the area, sponsorships and volunteers activities were taken into account with the aim to cover the cost of the service as already done by the Lu Xun museum.

Fig. 29
General Stakeholders map

43
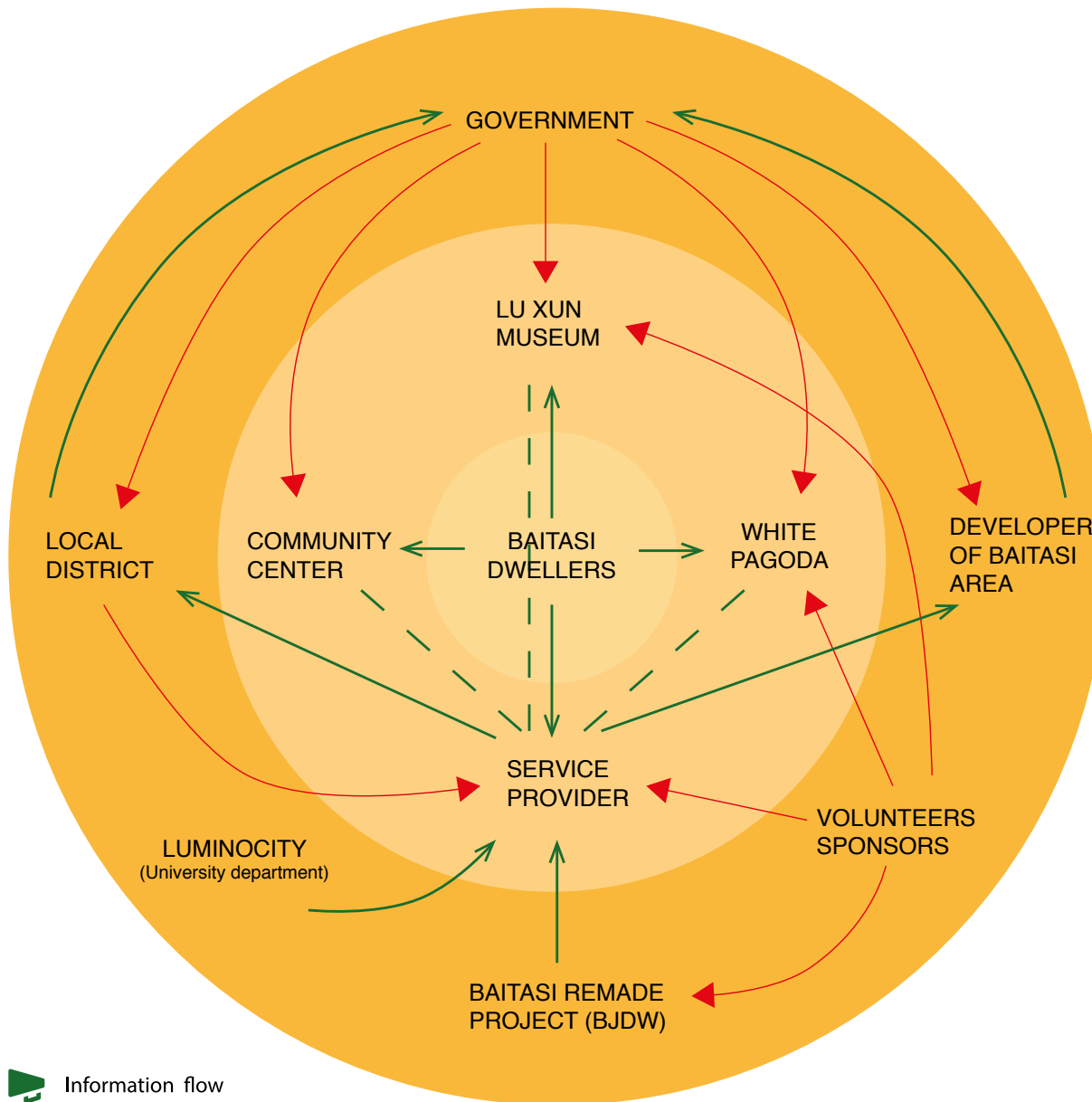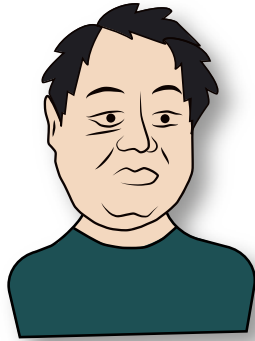
Name: Mr Shī

Age: 42

Years spent in Baitasi area: 3

Posivite aspects of the Hutong:

Convinient and not so expensive as Beijing Central area

Interests:

I love playing the erhu (typical Chinese musical stringed instrument)

Personality:

Polite, conscientious and reserved

Devises used:

Computer, We Chat, Smartphone

Negative aspects of the Hutong:

Most of the people who are living here are elderly. There aren't activities for me.

Needs:

Meet new people, be able to know better the traditions of the neighbourhood.

Values:

Collectivism   Individualism
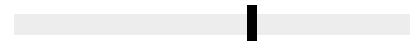
Traditional   Modern
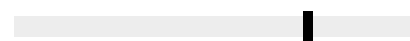
Slow   Fast
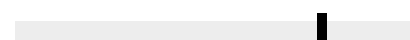
PERSONAS

A persona is a representation of a user, mostly based on user research and incorporating user goals, needs and interests (Ilama, 2015). The following personas focus on user goals and their current behavior. Personas are based on field research and real people. **Personas helps everyone involved in designing and building a service understand, relate to, and remember the end user throughout the entire process.** Design personas are good for communicating research insights and user goals, understanding and focusing on certain types of users, defining a product or service and avoiding the elastic user and self – referential design (Ilama, 2015).

Thanks to the quattro stagioni diagram it was possible to design five different personas, each of them with different characteristics and peculiarities related to Baitasi area. As it was discovered by the desk and the field research, the majority of people living there is identify by adults and elderly Chinese people. While the adults prefer to enjoy the faster environment, the elderly prefer to avoid going out from the Hutong. Another main difference between them is the technology: while the adult generation is more technologically advanced and read the news online, the older generation prefers to chat with others.

Name: Mr Yàng

Age: 83

Years spent in Baitasi area: 83

👍 Posivite aspects of the Hutong:

Quite and safe environment

👎 Negative aspects of the Hutong:

Public spaces are fewer and fewer

🔍 Interests:

Walk around the Hutong,
Enjoy the sunshine,
Sit on a chair starring at the Hutong's life.

🛍️ Needs:

Spend more time with friends

🙂 Personality:

Quite and wisdom

❤️ Values:

Collectivism — Individualism

Traditional — Modern

Slow — Fast

📱 Devises used:

Word of mouth
Newspaper

Name: Mr Jīn lì Xíang

Age: 61

Years spent in Baitasi area: All his life

👍 Posivite aspects of the Hutong:

To live in an hutong is convinent, everything you need is nearby

👎 Negative aspects of the Hutong:

More and more people are moving away

🔍 Interests:

Walk the bird around the Hutong, chat with friends, play mahjon.

🛍️ Needs:

Missing the Baitasi old environment

🙂 Personality:

Friendly and cheerful,
He loves spending time with his friends

❤️ Values:

Collectivism — Individualism

Traditional — Modern

Slow — Fast

📱 Devises used:

Word of mouth
Newspaper, Posters

Name: Ms Huáng

Age: 60

Years spent in Baitasi area: 20-30

👍 Posivite aspects of the Hutong:

Affordable life style, life in the Hutong is not so expensive

👎 Negative aspects of the Hutong:

Some of her friends left, sometimes she feels alone.

🔍 Interests:

Walk around the Hutong, play mahjong, cook for her family

🛍 Needs:

In the past she was used to cook for her neighbours, they enjoyed to share food and moments together.

🙂 Personality:

Sensible, well-advised and caring

❤️ Values:

Collectivism — Individualism

Traditional — Modern

📱 Devises used:

Word of mouth We Chat, Smartphone

Slow — Fast

Name: Mr Guō

Age: 47

Years spent in Baitasi area: 47

👍 Posivite aspects of the Hutong:

He likes the Hutong's life-style, the time seems stuck. It's easy to connect with the others.

👎 Negative aspects of the Hutong:

Public toilet aren't convinient and part of my family left to go to the countryside.

🔍 Interests:

History and art.

🛍 Needs:

Some activities to meet new people and collect with them new memories.

🙂 Personality:

Extroverted and creative

❤️ Values:

Collectivism — Individualism

Traditional — Modern

📱 Devises used:

Word of mouth, Smatphone, We Chat.

Slow — Fast

SCENARIOS

In this paragraph, it will be visualized three different scenarios. This methodology helps to model situations which are happening in the reality, to schematize how people act, in what order things happen, etc. **Story-boards are created as a narration, to describe the activities of a persona in the process.** In the generative stages of the design process, enabling users to illustrate, narrate and choreograph their scenario, highlights problems and needs can often leads to service innovation. When expressing their ideal scenario in this way, people embed the value they want from a service, at the same time they express how it will fit into their activities, lifestyle, and fulfil their goals.

The first scenario, with the main character a person not native in Baitasi who enjoys living in a slow environment, will introduce to the reader the problem of the closure of the small shops in the area and how people are dealing with this kind of situation. The second scenario, (who has a main character) is of an adult who grew up in the Hutongs but he is currently working outside the area, will show to the reader the problem of the depopulation. The last scenario is the visualisation of a typical day inside the Hutong area for an elderly who was used to living in Baitasi his all life.

Each scenario is represented by a storyboard. At the bottom of each scene some notes are written, in order to let the reader better understand the problems and expectations found out by the user in his/her daily life. It has to be said that this kind of visualisation was really useful, especially to better understand how the service could improved the area and who could be the possible final user.

Ms Huáng has moved to Baitasi Hutong 20 years ago, when her husband and she found a small apartment not too expensive in the area.

Ms Huáng isn't a Baitasi native

When she arrived in the area, she immediately met a lot of people and she became friend with most of them. They were used to live like a big family, with them she collected a lot of memories.

Friendly people, family environment

Few years ago she decided to open a small vegetable shop in one of the largest lane of the hutong. Unfortunately, in the last months she had to close the shop due to the new regulations decided by the government.

Small shops are forced to close

Nowadays, she spends most of her time at home. She is a smart person and she likes reading books to enrich her knowledge. Sometimes, she meets some of her friends in a small improvised square near her house.

Most of the time, the group of the young elderly likes to speak about the past: according to them the life was easier and qualitative better. Sometimes they are sad, especially when they have to remember the people who moved out from Baitasi.

More and more residents are moving away looking for better solutions

Ms Huáng is wondering if there are some activities, which her friends and she can attend in their spare time during the week. It would be nice to bring back their tradition to cook all together and share their receipts with the others..

Looking for cooking activities

Mr Guō has been living in Baitasi Hutong since he was a kid. In the past, he was used to play and run with his friends all around the small lanes.

Mr Guō is a native from the second generation

When he was a child, Mr Guō lived in a small apartment with his parents and his grandparents. His favorite time of the year was the Spring Festival, in February. During the holidays he enjoyed to celebrate the Chinese traditions.
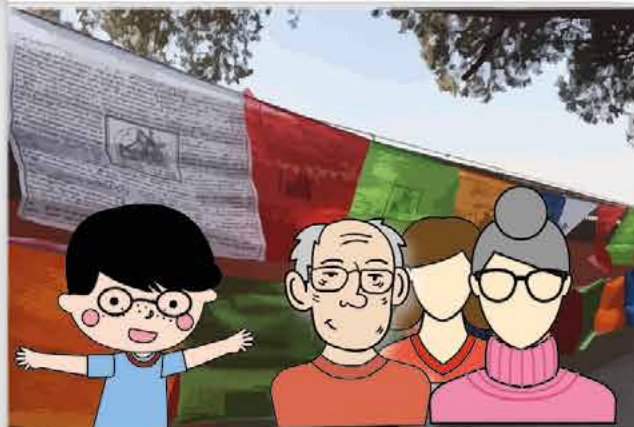
Family time, typical Chinese tradition

Time flies and few years later his grandparents and some of his friends moved out from the Hutong. Some of them went to the countryside, others decided to move far away from the city center.

More and more residents are moving away looking for better solutions

Nowadays, Mr Guō is working for a media company. Even if he can afford to live with his wife in a bigger apartment he finds convenient to live in Baitasi because he can go to his office by bike.
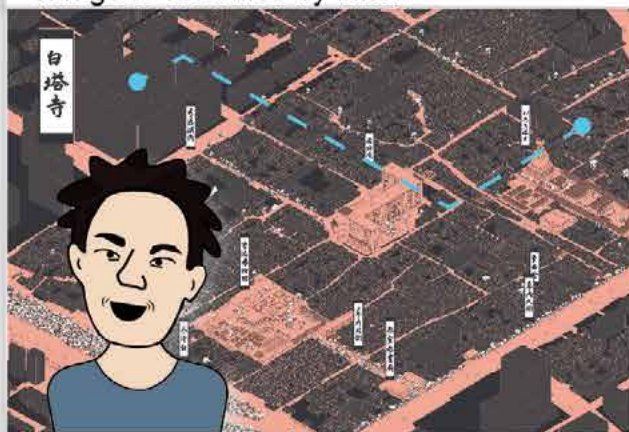
When he was a kid he enjoyed the holidays very much, nowadays he doesn't like to celebrate them anymore. As a matter of fact, his family moved to the countryside and his wife and he are alone during the Chinese holidays.

Loneliness

Mr Guō is wondering if it is possible to partecipate to events organised by the community where the Chinese tradition can be highlighted and where he can meet new people around his age.

Looking for social activities related to the Chinese culture

Mr Yàng is one of the oldest person in the Hutong. He is living in Baitasi area since he was a kid. Therefore he has many knowledge about the history of the area and about the Beijing's traditions.

Mr Yàng is a Baitasi native

His family was used to live in one siheyuan, after the Chinese Communist Revolution other three families came to live in the same courtyard. Since the space was really limited his son decided to look for an apartment far away from the City center.
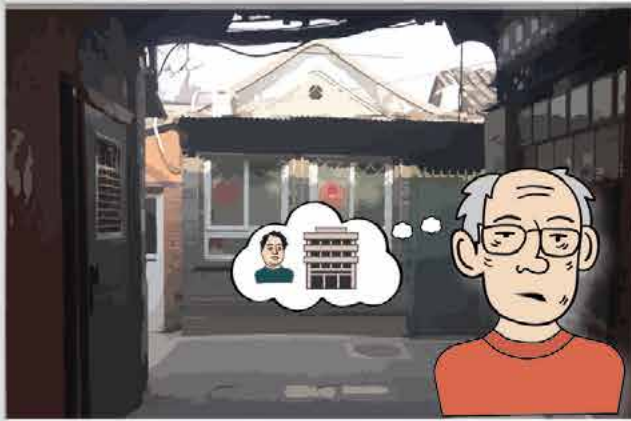
Lack of space, people are moving away

Nowadays he is retired and he lives with his wife in a tiny room. Usually, when it is sunny weather, he likes to spend some hours sitting in front of his house and looking at the Hutong's daily life.

Slow environment

Once in a while he decides to take a walk with his bird through the lanes (a common habit in the Chinese culture), or he meets some friends to play mahjong with.

Play mahjong, walk the bird

Most of the time these kind of appointments are randomly. If he doesn't meet anyone of his friends during the day, he is used to spent the day alone.

Mr Yàng is wondering if there are some scheduled activities which he can join once in a while. He would be nice to meet new people and spend some of his spare time with the other dwellers.

Looking for social activities

BAITASI TASTE ESSENCE

Due to time constraints, it was not possible to coordinate the four institutions where the activities could have taken place, as per the first definition of the service idea. Therefore, during the midterm presentation, it was suggested by the supervisors to **focus on one specific case scenario.** The focus on one specific scenario brings the designer to concentrate the development of the project on **one persona** and to a **limited number of stakeholders**, investigating in a deeper manner the relationships between the actors and the service itself. The specific user case scenario, the service will concentrate on, the target group of people who are not native in Baitasi area but who are enjoying the slow environment offered by the surroundings (more detail could be found in the paragraph "Case study target group").

The **culture of food** is considered one of the most important aspects of the Chinese culture. As many of you may know, China is one of the biggest countries in the world and depending on where the people are coming from they are used to have certain traditions and certain way of living. For example a person who is coming from the Sichuan province is used to eat spicy food, while a person who is coming from Shanghai area is used to eat sweeter flavours. Therefore, it was thought that the "taste" activity could attract more people willing to share and learn from each other's traditions.

Once the topic was chosen, it was time to decide which institutions could be helpful for the organisation of the service. First of all, it was thought to take into consideration the **community service**, not only because it showed since the beginning a true interest in collaborating and giving suggestions to build "Baitasi taste essence", but also because it is equipped with useful tools which can help the development of the activities (kitchen equipments, large tables). Second of all, it was thought to take into consideration the **Lu Xun Museum**. Inside the museum there are some rooms which are used to host activities related to the write's history. The museum will be able to host activities related to a cultural aspect of the food.

As mentioned before, the user as well as the institutions will be able to create or to participate to existing activities. Once the workshop or the lecture will be done, the user will be asked to write a feedback about the past experience. If the resulted outcomes will be found relevant for the Chinese tradition and most of all for the Baitasi cultural aspect, the person who organised the event will be asked to provide the discussed material. For example if Mrs Huang organises a workshop about her grandma's dumpling recipe, she will be asked to share the recipe on the "Baitasi Taste Essence" website. This kind of documentation would create open data by means of generating a knowledge bank, which will be available not only for the local community but to everyone. Later on, in order to encourage the dwellers to write feedbacks about the activities a point scheme will be studied.

"Baitasi Taste Essence"

Who?

Ms Huáng:
• Not Native
• Slow environment

How?

How is possible to regenerate a sense of community between the residents of the Baitasi Hutong in order to prevent the depopulation of the area?

Baitasi Taste Essence

The service will introduce a series of activities in the area, regarding the "taste" experience.

Where?

Community Center

• Tea break

• Chinese cuisine workshop

Lu Xun Museum

• The symbolism of Chinese food

• Food & traditions

Which kind of activities?

Create/participate to an activity

When the activity is posted, it has to be decided:

• How many people
• Date
• Location
• Material required
• Topic

Participation to the activity

Outcomes

Write a feedback about the experienced activity

Create/ participate to a new activity

Collection of Baitasi most iconic traditions

Acknowledgement as "True Baitasi Dweller"

Open Source

FOCUS ON ONE CASE SCENARIO

The deeper insight on one case scenario was guarantee by the use of the empathy map. The tool used to gain a deeper understanding of the addressed targeted persona (Ferreira, B., Silva, W., Oliveira Jr, E. A., & Conte, T. 2015). In the process, the exercise helped the designer to investigate and identify more details about the user, to better understand how she acts, how she thinks etc. In order to be able to fill in those gaps, new researches and observations were conducted both online and in the Hutong of Baitasi.

Firstly, the canvas is divided in four quadrant layout. The aim of using this tool is to be able to organise all the info gained through the desk research and the field research. In the "think and feel" cluster the feelings of the chosen target group were collected. Mostly there are feelings of loneliness due to the depopulation of the area, nostalgia about the past and the concern in looking for activities which will catch their attention. In the "hear" cluster there are collected some of the characteristics which an hypothetical user could have in order to be motivated and keen to participate into the service. In the third cluster called "Say and do" are listed some of the activities which were seen during the different inspections in Baitasi and that they are somehow related to the Persona's scenario. Moreover, the last cluster is about the things that the user is able to see and interact with in Baitasi area: the public spaces mostly destroyed the White Pagoda symbol of the area, etc. Secondly, starting from the scenario designed before, the cluster of "Pain" and "Gain" were filled in. On the one hand the problems related to the area are about the bad living conditions, the public spaces which are not well-finished and the lack of activities. On the other hand, a list of wishes was collected related to the possible outcomes of the service.

The canvas' spaces are designed to visually map the persona. The designer needs to put himself/ herself in the shoes of the person he/she is analyzing and come up with interpretations about how they feel, what they see, what they hear, in the daily life.

THINK & FEEL

Sadness, due to the closure of her small grocery shop

Loneliness, some of her closest friends moved away from the hutong

Looking foward to meet new people and socialise more

Possibility to meet people in public spaces

Bored, she is spending a lot of time alone at home

Looking for activities in order to stay active and avoid depression

Sometimes she prays at the White Pagoda

Easy-going

Sensible

Caring

Sociable

She loves chatting with people on the street

She doen't like to move out from the hutong, she likes the slow environment

Talkative

Smart

Curios

Well- advised

SEE

She knows the community center but she is never been there

LuXum museum often used as a meeting point

Remembering memories about the past

Meeting one of her best friends still living in Baitasi

Walking around the hutong

Reading

HEAR

SAY & DO

The public spaces are not well equiped

She is living in a really tiny room, she doesn't like to stay at home

Enrich her knowledge

Cooking activities

Less people to talk with and collect memories

Meet new people

Share food recepits

PAIN

GAIN

54

CASE STUDY TARGET GROUP

Because of my stay in China I decided to focus my thesis on traditional Chinese aspects. As discussed before it was possible for me to concentrate on different targets, but in the end the choice felt on the dwellers of the Hutong of Baitasi. Thanks to interviews and the desk research first, and a four season diagram later, it was possible to categorised four different types of people based on two parameters: where the person was native and the slow-fast dynamics of their lifestyle.

One step forward has to be done in order to scale up the main service idea. Which could be the best target to address in order to gain more advantage from the service idea? One of the goals of the service is to re-qualify the area, making the Hutong more liveable and increasing people's eagerness. Therefore it was thought to firstly focus on the left side of the four seasons diagrams, to be clear to the people who are enjoying the slow environment. As learnt from the interviews done, the people who are enjoying the slow environment prefers to have all they need reachable in a walking distance.

Moreover, the service was designed in order to bring back a sense of community in Baitasi Hutong. The native inside the area have already a stronger sense of community, because they belong to those lanes. On the contrary, the new comers are lacking in self-confidence, identifying themselves as foreigners. In order to facilitate this integration and to create a network inside the Hutong, the narrowed down service will address the people how are not native in Baitasi area.

In the end the chosen target group is characterised by **people who are enjoying the slow environment of the Hutong even if they are not native in the area.** This category is willing on the one hand to enlarge their knowledge about the Baitasi culture, and on the other hand is looking forward to meet new people.

DEVELOPMENT

In this section, it will be described how the service concept was developed. Taken for granted the knowledge learnt before, it is now time to develop the main idea by using several service design tools which will help to reflect on the concept. The final part will be to focus on the prototyping of the service; which was done with the help of scenario-building and role-playing in a real-life environment.

FROM MOTIVATIONS TO VALUES

In order to better understand who are the stakeholders involved and which are the relationships with them, an actor's map adapted to the case scenario of the project was done. In order to be able to explain and illustrate why an institution should take part to the service and which could be his role a motivational matrix was design. Since the communication with the involved stakeholders is already difficult due to the barrier of the language and from the innovation brought from the topic, diagrams and illustrations are fundamental to facilitate the communication. At last the value constellation is used to collect and schematise all the value discovered and discussed with the chosen target group.

THE ACTORS MAP

Actors map is a tool used to represent the **relationship between the various groups of actors** (Stickdorn & Schneider, 2013). The map created for "Baitasi Taste Essence" is divided into three circles that represent the target group, the facilitators and the institutions involved into the service. The internal actors are the target group and the facilitators, while the external actors are the institutions. In order to visualise the relationships, a distinction has been made using different arrows: the circle receives while the triangle gives. By choosing to follow this approach, this will show a two way relation.

First of all, in the circle of the institutions, five different actors were placed. The Beijing government is the one who gives money to the different institutions located in the area, in our case scenario to the developer of Baitasi area and to the local district. As far as the Lu Xun museum

and the Community Center is concerned, they don't receive only money but also facilities. Volunteer groups and organisations are important partners for reaching out to the target group, based on their connection to the dwellers.

Secondly, the Community Center and the Lu Xun Museum will receive users and data, which will have a referral from the service provider, in exchange of promoting the service. The Community Center and the Lu Xun Museum are in charge of the physical premises where the activities will take place thanks to the facilities already presented in their place. Additionally, they will be able, together with the target group, to propose activities and events which the service will promote and invite dwellers to join. In the end, the dweller has to upload documentation about the activity and the possible implementation. The data will

Fig. 30
Stakeholders map

GOVERNMENT

LU XUN MUSEUM

TARGET GROUP:
• Not native
• Slow environment

LOCAL DISTRICT

COMMUNITY CENTER

DEVELOPER OF BAITASI AREA

SERVICE PROVIDER

BAITASI REMADE PROJECT (BJDW)

VOLUNTEERS SPONSORS

Money

Facilities

Data

Promotion

Users

Approval

Activities provider

Target group

Facilitators

Institutions

be sent further to the service provider, who is in charge to send the results and the statistics to the several actors involved into the service in order to prove the validity of the service and to generate useful data.

To sum up, the actors map was used during the development project with the aim to provide a clear overview about the stakeholders involved. Being able to understand the relationships between the actors help the designer to understand who can provided what is needed by the service and which are the data produced by it. This tool was mostly used to communicate with the staff of the Community Centre and of the Lu Xun Museum, not only to make them understand the importance of the service and which could be their role inside the service, but it was also important to understand where the money are coming from and how is possible to benefit from public funding.

58

MOTIVATIONAL MATRIX

Service Design Tools defines the motivation matrix as a tool whose aim "is the understanding of the connexions between the different actors of the system" (Service Design Tools, 2009b). During the development process, the matrix was used to analyse in deep the service, to better understand **which were the motivations of several actors involved as well as what they will give to and/or receive from the other actors directly or indirectly.**

In this case, the motivational matrix helped the designer to take individually each actor participating to the service and analyse in depth which could be the reasons why it has to take part to the service. Especially when the development of the service will be over, the motivational matrix will be an important tool which will be used to explain to the developer of Baitasi area, why the running of this service could be useful for the renaissance of the Hutong. As it is showed by the matrix, the service won't be the only beneficiary of the service, as a matter of fact institution such as the Community Service and Lu Xun Musuem will have a **major number of users** and at the same time they will **have at their disposal more data**. The participation to the service allows the institution to have a better communication between them and to have a overall overview about what is happening in the area.

Some of the captions are put into brackets because they are elements which are already existing and they are happening outside the contest of the service, however their change could compromise the regular operation of the service.

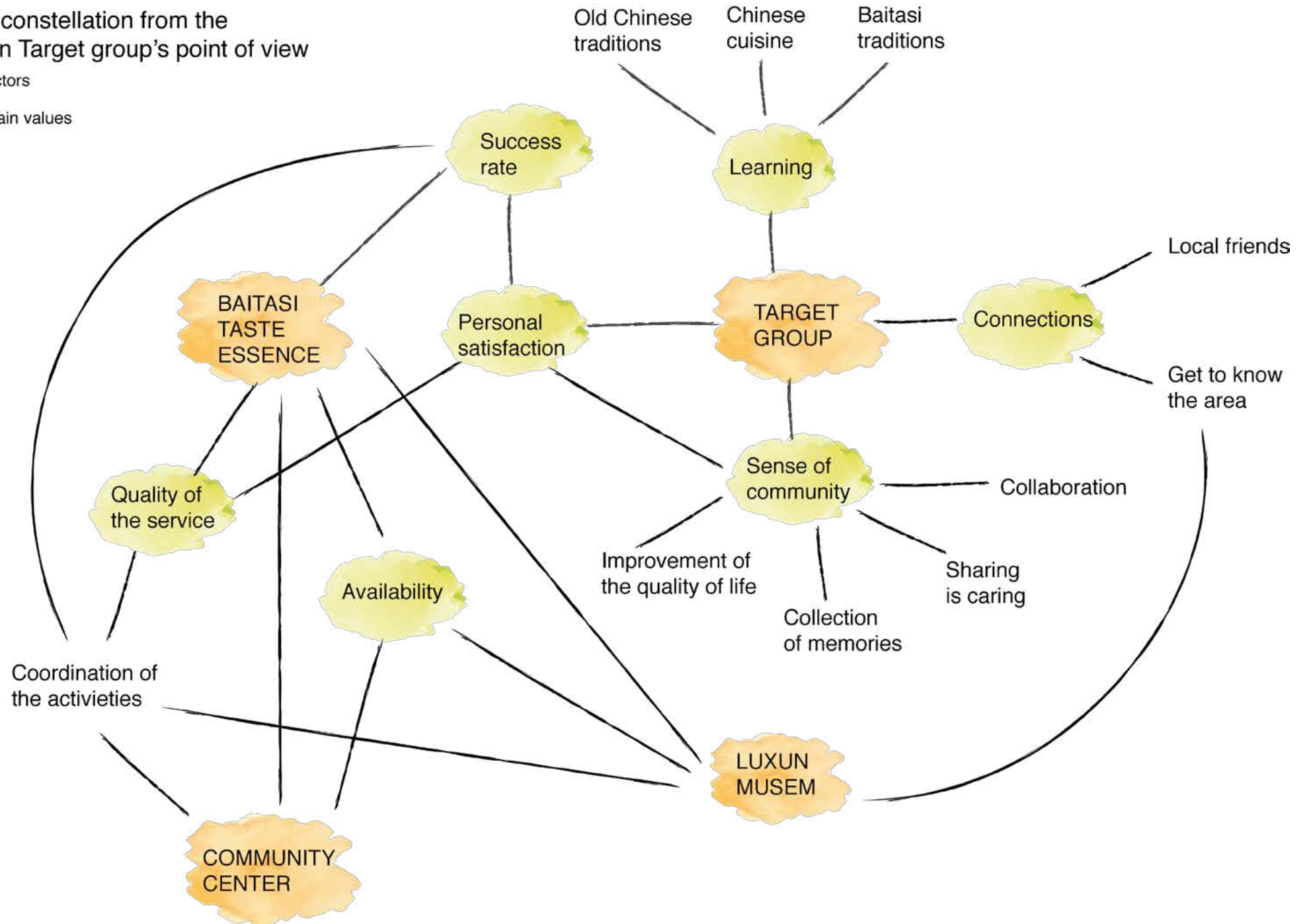| OBTAINS \ GIVES TO	TARGET GROUP	COMMUNITY CENTER	LUXUN MUSEUM	SERVICE PROVIDER	DEVELOPER OF BAITASI AREA	BAITASI LOCAL DISTRICT	BEIJING GOVERNMENT	REMADE PROJECT
TARGET GROUP	• Participate to activities • Create a network • Bring back a sense of community • Avoid the loss of traditions	• Lively environment • Documentation of the activities	• Lively environment • Documentation of the activities	• Users • Documentation regarding activities: recepits, traditions, etc • Suggestions about the activities	//	//	//	• Users • Data regarding the activities
COMMUNITY CENTER	• Space/ tools in order to be able to organise and host activities	• More users • More knowledge generated	• Info about hosted activities and events • Info about the users	• Space/ facilities • Tools • Promotion	//	• (Data regarding the use of the space)	//	//
LUXUN MUSEUM	• Space/ tools in order to be able to organise and host activities	• Info about hosted activities and events • Info about the users	• More users • More knowledge generated	• Space/ facilities • Tools • Promotion	//	• (Data regarding the use of the space) • (Data regarding visitors' needs)	//	//
SERVICE PROVIDER	• The possibility to create a network • Activities/ events • Updated schedules • Documentation of the knowledge gaigned from the activities	• Users • Data regarding the activities	• Users • Data regarding the activities	• Restore a lost sense of community through the organisation of activities and events • Be active in the community	• Data regarding the activities	• Data regarding the activities	• Data regarding the activities • Happier residents • Collection of local traditions • Activities • Development	• Data regarding the activities • Possible collabotion for events and activities
DEVELOPER OF BAITASI AREA	//	• Approval for the hosted activities	• Approval for the hosted activities	• Promotion • Approval for the activities and events	• Avoid depopulation • Regenerate a more connected community	• (Data regarding the area, how to improve the area, what is missing, etc)	• Promotion and feedback regarding the activities aiming to revaluate the area	• Approval for the organised activities or events
BAITASI LOCAL DISTRICT	//	• (Security)	• (Security) • (Museum mainteinance)	• Promotion	• (Money)	• Avoid depopulation • Better living environment	• Local control of the area	• Space
BEIJING GOVERNMENT	//	• (Money) • (Space) • (Facilities)	• (Money) • (Space) • (Facilities)	• Money	• (Money) • (Tools)	• (Money) • (Space) • (Permissions)	• Happier Residents • Requalification of the area • Lively environment	//
REMADE PROJECT	• Organisation of events • Tools for the activities	• Collaboration for the organisation of events • Experts • Tools	• Collaboration for the organisation of events • Experts • Tools	• Collaboration • Experts • Tools	//	//	• Activities • Requalification of the area • Development	• Requalification of the area

VALUE CONSTELLATION

The value constellation shows the co-created values within the network of customers and service organisations. The different groups of users and the service organisations have been mapped with the values that they provide to each other. This tool helped the designer to prioritise things inside the service according to the user's needs and requirements.Furthermore; it helps to define the importance of each actor not only by their resources, according to the Actors Map, but also by their values brought to the target group.

Below is shown a **value constellation from the target group's point of view** when using the service platform. The orange colour highlights the four actors: the service provider, the target group and the two main institutions in Baitasi from where the service benefits from. The green colour is used to highlight the main value generated by the service according to the target group's point of view. Some values such as "Quality of the service" or "Availability" are related to the practical realisation of the service, while values such as " Learning" or "Connections" are related to the outcomes brought by the use of the service. From these core values, other values are generated which are not directly connect to the actors involved. For example the "sense of community" value is aiming, in a indirect way, to improve the quality of life inside the Hutong, create a network and have shared memories between the dwellers who are currently living in the area.

The value constellation was used in order to develop the service in two ways. First of all, **it was used in order to categorise the hopes and the values expressed by the dwellers during the discussion had with them.** The diagram helps the designer to have a more clarify and analytic point of view according to the elaborated scenario. Second of all, it helped the designer to **focus on the future development of the service.** As a matter of fact, having in mind which are the outcomes the service has to provide to the dwellers, give to the designer a more precise direction to undertake.

Value constellation from the chosen Target group's point of view

Actors

Main values

Old Chinese traditions

Chinese cuisine

Baitasi traditions

Success rate

Learning

BAITASI TASTE ESSENCE

Personal satisfaction

TARGET GROUP

Connections

Local friends

Get to know the area

Quality of the service

Sense of community

Collaboration

Availability

Improvement of the quality of life

Sharing is caring

Collection of memories

Coordination of the activieties

LUXUN MUSEM

COMMUNITY CENTER

SORTING THE SERVICE OUT

In order to unify a common perspective on how the service should work, which are the actions that are required and to better define the roles of the different actors involved, tools such as blueprint and customer journey were used. Be able to map all the key activities involved in the service and to specify the linkages between these activities could help, not only the designer but all the participants, to have a smoother vision of the service process. While the blueprint was used to show how an institution can apply for host an activity at their location, in the user journey is the user who decides to create an activity. Both tools provide a simple and schematic view on the service.
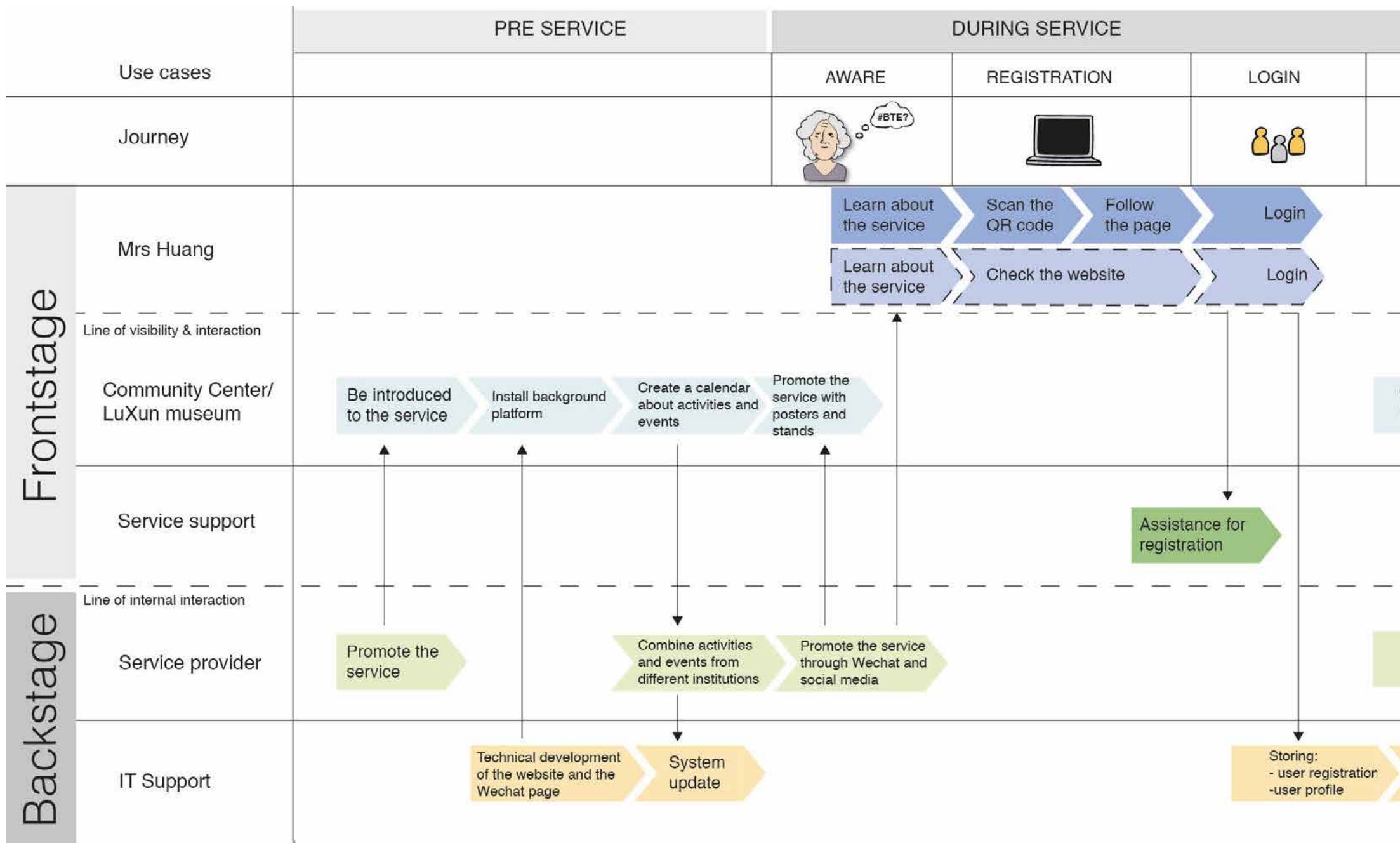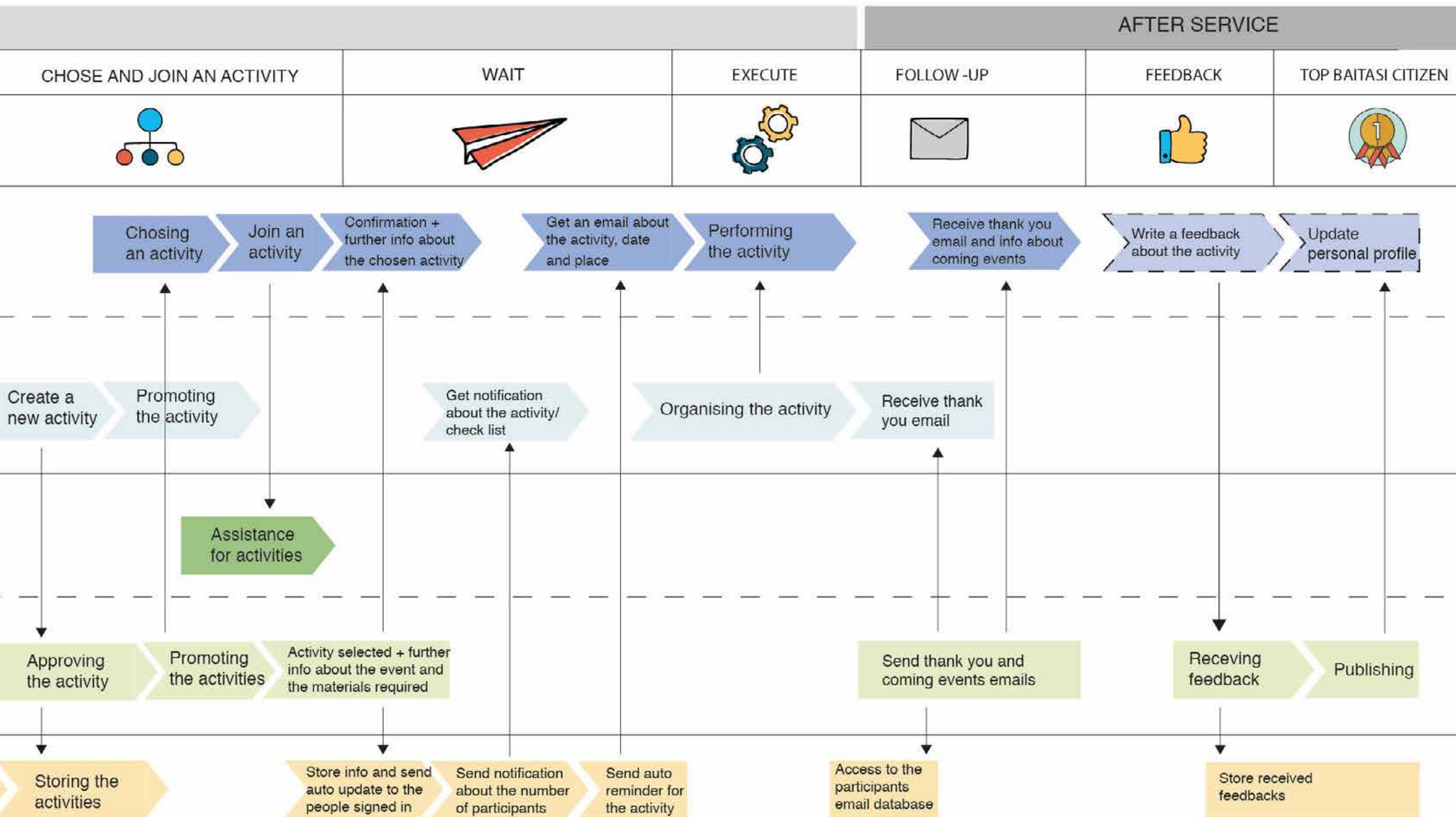
BLUEPRINT

In order to have a better understanding of the service and the relationship between the different actors, a tool called service blueprint was used. Service blueprints are simple clear diagrammatic representations of the service as a whole. Therefore, it is created a visual schematic with the perspectives of both the user, the service provider and other relative institutions that can be involved. Doing so, each individual aspect of a service can be identified and analysed by the designers, who are building the service (Stickdorn & Schneider, 2013).

The type of blueprint used to design "Baitasi Taste Essence" was inspired by Brandon Schauer (Stickdorn, M., Schneider, J., Andrews, K., & Lawrence, A. 2011). It is called Adaptive Path, in this way the main actors are divided between the "line of interaction", which represents the touch points between the user and the service provider and the "line of visibility" represents the distinction between visible front-office staff, and the back-office processes.

Within the context of the service, the blueprint aims to provide a visual explanation of the different steps that are taken by a dweller of Baitasi area when she decides to join an activity already posted in the service platform. For the purpose of the explanation a time frame was chosen, which had the focus between the moment the dweller get to know the service until the moment she completes the first activity and write a feedback about it, gaining points for the local citizens ranking.

The flow of information between the IT Support, the service and the involved institutions should be synchronised. On the one hand this factor can guarantee a better communication between the local institutions, avoiding the overlap of schedules and activities. On the other hand the availability of the user's information could be used to create a local identity and to gain more knowledge about the dwellers' needs.

		PRE SERVICE		DURING SERVICE		
Use cases				AWARE	REGISTRATION	LOGIN
Journey				#BTE?		

Frontstage

Mrs Huang

Learn about the service → Scan the QR code → Follow the page → Login

Learn about the service → Check the website → Login

Line of visibility & interaction

Community Center/ LuXun museum

Be introduced to the service → Install background platform → Create a calendar about activities and events → Promote the service with posters and stands

Service support

Assistance for registration

Line of internal interaction

Backstage

Service provider

Promote the service → Combine activities and events from different institutions → Promote the service through Wechat and social media

IT Support

Technical development of the website and the Wechat page → System update

Storing:
- user registration
- user profile

				AFTER SERVICE		
CHOSE AND JOIN AN ACTIVITY	WAIT	EXECUTE	FOLLOW-UP	FEEDBACK	TOP BAITASI CITIZEN

Customer layer

- Chosing an activity → Join an activity → Confirmation + further info about the chosen activity
- Get an email about the activity, date and place → Performing the activity
- Receive thank you email and info about coming events
- Write a feedback about the activity → Update personal profile

Frontstage layer

- Create a new activity → Promoting the activity
- Get notification about the activity/ check list
- Organising the activity → Receive thank you email
- Assistance for activities

Support layer

- Approving the activity → Promoting the activities → Activity selected + further info about the event and the materials required
- Send thank you and coming events emails
- Receving feedback → Publishing

Backstage layer

- Storing the activities
- Store info and send auto update to the people signed in → Send notification about the number of participants → Send auto reminder for the activity
- Access to the participants email database
- Store received feedbacks

The blueprint is a technical tool, which can help the designer to better understand the sequences of the actions happening during the service. **A key moment for the running of the service is the creation of an activity and its promotion on the service platform.** The following blueprint will analyse more in detail which are the actions and who are the stakeholders involved when an activity is proposed by an institution and a dweller decides to take part in it.


DURING THE SERVICE > 2

Use cases	CREATE AN ACTIVITY	APPROVAL	PROMOTION OF THE AC
Journey			

Frontstage

Mrs Huang

Line of visibility & interaction

Community Center/ LuXun museum
- Create a new activity
- Fill in the application form
- Send the request to the service provider

Service support

Backstage

Line of internal interaction

Service provider
- Receiving the application form
- Check if the application form is filled in correctly
- Send the application+ Waitin for the approval

IT Support

Developer of Baitasi area
- Inspect the recived application form

	LOGIN	CHOSE AND JOIN AN ACTIVITY	CONFIRMATION	REMINDER NOTIFICATION	GET READY

PERFORMING THE ACTIVITY

Login* → Check the available activities → Join an activity → Payment of the small fee request** → Confirmation

Receiving the reminder → Buy the required material***

Receiving the approval → Promoting the activity

Receiving the notification → Preparing the necessary for the the activity

...ng → Activity approved → Promoting the activities

Notification about the participation

Storing the activity

Informing → Store info and send auto update to the people signed in → Send notification about the number of participants

Approve the proposed activity

COSTUMER JOURNEY

Through the blueprint we were able to see how the organisations and the service can support the journey of the customer. Through a customer journey map, the designer describes the journey of a user highlighting the touch-points he/she will enter in touch with using the service. Touchpoints occur whenever a customer interacts with the service provider across multiple channels and, therefore, are similar to service encounters (Bitner, Ostrom, and Meuter 2000). This tool makes intangible interactions visible and facilitates the designer to have a better understanding of an overall experience.

In this perfect case scenario, **the Persona decides to create an activity at the Community Centre of the area**. Once the standard application form has been filled in, it has to be sent to the service provider, who will be in charge to forward it both to the chosen institution and to the developer of Baitasi area. Once, the application will
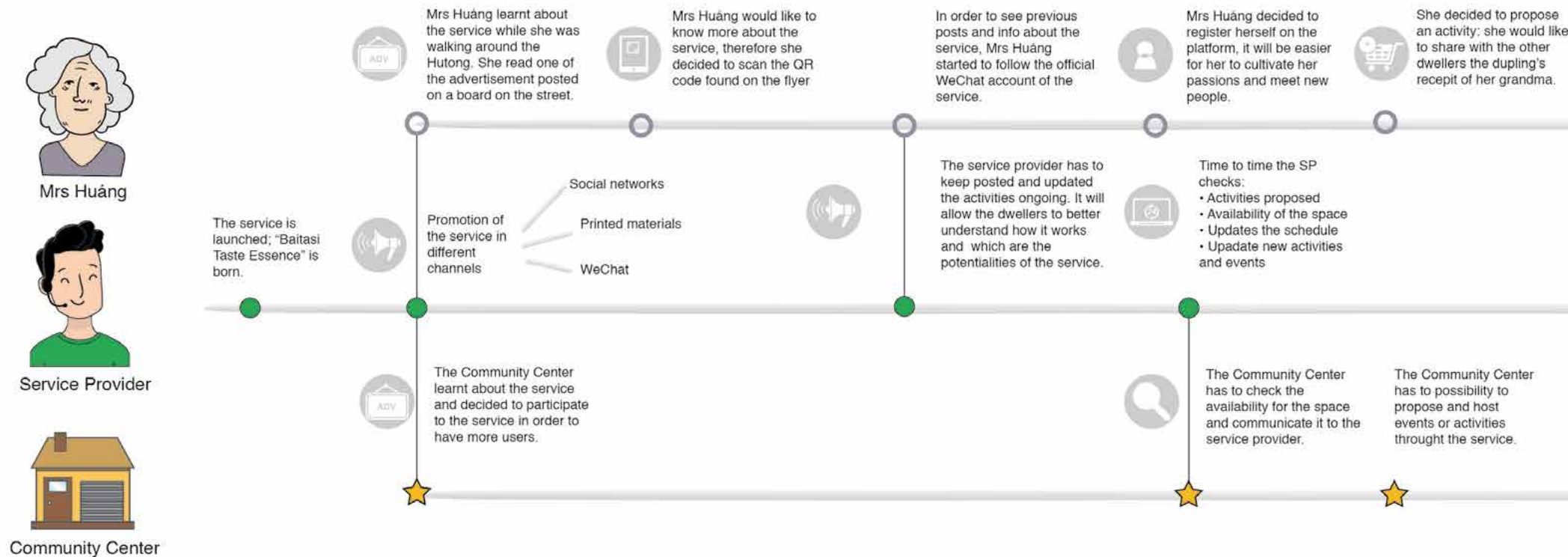
be approved from both authorities, it will be published on the service platform and the people will be free to join the activity until 24h before the start of it. Once the workshop will be over the person who created the event will be asked to write a feedback about the activity and to share the material she used to hold it. For example, in this case scenario the Persona decides to create a dumplings workshop using her grandma's receipt. At the end of the activity the service provider will invite her to share it, if she does so she will gain more points which will be added to the citizens' ranking.

It can be argued that the **"feedback section"** is another key point of the service. As a matter of fact, during this phase the user will be ask to write his/ her opinion about how the activity was, which were the lacking points and, on the contrary, which were the best part of it. In order to improve and create higher expectations about the service, it is extremely important to listen to the users' point of view. Moreover, one of the goal the service wants to achieve, it is to examine the construction of a shared knowledge about Chinese tradition, and more in detail about the tradition related to the history of Baitasi. To accomplish this aim, the user will be asked to share on the service platform the primary resources used to run the activity. This provides multiple opportunities for dwellers **to contribute to the construction of the new piece of shared knowledge**.

She filled in the application form with all the useful info (topic, where, when, how many people, material required). Then, the application is ssent to the service provider.

The activity has been approved. Mrs Huáng received an email.

24 h before the activity she receives an email with all the info regarding the activity she will lead the day after.

After the actvity she could write a feedback about the completed activity and share her grandma's recepit.

Because of the event she proposed and her feedback she receives points useful for the "Baitasi dwellers rank". The more she participates to the activities, the more she will gain useful points.

"Baitasi Top Dweller" of the month

The service provider has to check the application. If all the info required are written, the application is fowarded both to the Community Center and to the Baitasi Local District in order to get the approval.

The service provider receives notifications everytime a person signed in to the activity. He has to send emails for:
· complete registrarion
· requirements
· reminder

24h before the activity the service provider has to send a recap email about the activity to the dweller who created the activity and to the Community Center.

After the activity the service provider has to send a thank you letter to the participants and to the community certer, moreover he has to check and to collet all the feedbacks about the activity and post them online.

The service provider has to give point to the dwellers :

+ 5 points when an event is created
+ 3 points when a feedback is written
+ 1 point when s/he participate to an activity

WORKSHOP

The Community Center has to give the approval for the chosen topic and date. If the application is denied, it has to provide a valid motivation.

24 h before the activity the Community Center receives an email with all the info regarding the activity:
· How many people
· Topic

BUSINESS MODEL CANVAS

A Business Model Canvas is an analytical tool divided in nine building blocks. It is manly used to show how a service is creating, delivering and capturing value (Osterwalder & Pigneur, 2010). The visual representation of the model helps the designer to better understand the logic of how the designed service intends to support itself. The model is centred on the case study of the chosen Persona. According to the scenario previously developed the two institutions which were taken into consideration are the Community Centre and the Lu Xun Museum, primarily due to their availability and thanks to the knowledge gained through the process.

Customer Segment

The customer segment that the service is to address is characterised by dwellers of Baitasi area, who are not native in the district but at the same time they are enjoying the slow environment where they are currently living. Therefore, they are looking for an opportunity to learn more about the local tradition and to integrate themselves into the existing community.

Value Proposition

The aim of the service is to recreate a sense of Community in the area, promoting the 'Slow Life' concept over the consumers' lifestyle typical of the today's Beijing. Through the promotion of activities and event, the service wish to intervene to prevent the district's most

critical challenges identify as its social and infrastructural disconnection from the city and, consequently, its rapid depopulation. Moreover, the direct engagement of the dwellers will create a communication channel between them and the institutions presented in the area. It could be seen as a starting point for a dialogue, where dwellers can participate to the improvement of the area giving suggestions according to their needs and the institutions will be able to listen and to operate in a more effective manner. In a long-term cooperation, this could be seen as an opportunity to improve the quality of the area and improve the well-being of the dwellers who are living in.

Channels

In order to promote and reach the chosen target group in the best way the service can, the value proposition will be communicated to the customer segment using a combination of offline and online channels. Offline channels consist of printed advertisements, which would hang on several bill boards presented in Baitasi area and flyers distributed by the local commercial activities. Moreover the offline channel includes the promotion through volunteer groups and organisations. The digital channels are composed of Chinese social media where the service will be promoted. The service will hold a web page and a WeChat page, thanks to these channels the users will be able to stay update, to create activities, write feedbacks and where the citizen's rank will be update.

The Business Model Canvas

Designed for: **Baitasi Taste Essence** Designed by: **Scotti Sara** Date: **2017.04.24** Version: *I*

Key Partners 🔗

Lu Xun Museum

Baitasi Community Center

Baitasi Remade Project

IT Staff

Volunteers and Sponsorship

(Developer of Baitasi Area*)

(Baitasi Local District*)

*Institutions who are in charge to give the permission to allow activities and events (especially when a large number of people is required).

Key Activities ✔

To approve activities proposed by Dwellers

To approve events and activities proposed by institutions

Marketing

Collaboration with organisations for events

To collect and publish feedback about the activities

To collect "Baitasi traditions"

"Baitasi dwellers rank"

Key Resources 🧑‍🏭

Lu Xun Museum

Baitasi Community Center

Staff

IT Infrastructure

Value Propositions 🎁

Recreate a sense of Community in the Baitasi Hutong (Create a network)

Avoid depopulation of the area

Community development and engagement

Improve the quality of life (Well -being)

Customer Relationships ❤

Self service

Customer service/ Tech

Support

Channels 🚚

Chinese Social Networks

WeChat Official Account

Official Website

Word of mouth

Newletter

Printed Advertisement

Local Institutions

Customer Segments 👤

Baitasi Dwellers

Cost Structure 🏷

IT Structure

Marketing

Staff

Outsourcing of the IT Staff

Revenue Streams 💰

Public funds

Donations

Sponsorship

Customer segments

Participants to the activities are required to bring their own materials

Subscription

Ⓢ Strategyzer

strategyzer.com

Cost Structure

The service will incur fixed and variable costs. The fixed costs are the IT infrastructure, wages for the staff and the outsourcing of the IT staff. The variable costs come from the marketing activities.

Key Partners

The partners that will make possible the running of the service in Baitasi area are the Lu Xun Museum and the Community Service. Partners like Remade Project, groups of volunteers and sponsorships are fundamental for the service in order to get promote and to receive money or materials useful for the activities. The outsourced IT staff will be in charge to handling any technical issues on the website. As far as governmental issue is concerned, the developer of Baitasi area and the head of the District have to be informed of the several activities run in the area, especially if the number of people exceeds 10.

Key Activities

In order to meet/ fulfil the value proposition, the main responsibilities of the service provider will be to approve the activities which will be proposed both by the dwellers and by the institutions in the area. Once in a while, thanks to the involvement of groups like Remade Baitasi Project or Beijing Design Week, the service will organise events in collaboration with them. Another key-point of the service is to promote in the first place the service and weekly the several activities which are going on. The final result of an activity consists in a feedback provided by the participants; the role of the service provider will be to publish the feedbacks received. As last, the service provider is in charge to collect a series of tradition related to the Baitasi area, discovered through the activities, and to assign points to the participants of the service according to their attendance.

Key Resources

As mentioned before, Baitasi Taste Essence will take place in structures already presented in Baitasi area: the Community Center and the Lu Xun Museum. The first institution will be used for activities where it is required to cook or to use kitchen equipments, while the second institution will be used for more theoretical activities. Moreover, a website and a WeChat account have to be created in order to publish and promote the activities, to share the outcomes and to publish the "citizens ranking", among other actions. To support the system created around the service an IT infrastructure is required. Another important key resource is the staff, which will be at the customer segment's disposition.

Customer Relationships

The relationship with the customer will be independent, as a matter of fact the user has to manage his/her own profile, he/she is in charge to create and to join activities and has to write feedback about the activities he/she took part in. However, the customer segment will have customer service and technical support staff available, in case they need any help.

Revenue Streams

On the one hand, to realise the service and cover the mentioned costs, the service will be generating revenue from public funds, donations and sponsorships. On

the other hand, the customer segment will generate a revenue stream by means of a monthly subscription. Once the user will register to the service and he/ she will be able to participate to three activities for free, later on he/ she will be free to decide if to pay each activity he/she will attend or if to pay a monthly subscription. Moreover, in case of cooking activities, the institution will be able to provide the equipment but it is up to the participant to bring his own material to prepare the chosen dish.

WHO OWNS THE SERVICE?

In order to be able to answer this question, it was asked to the two institutions taken into account and to the curator of Baitasi Remade project who is economically supporting them. As far as the Lu Xun Musueum and the Community Centre is concerned, they are both public institutions; therefore they are receiving money from the government. Moreover, an interesting point was suggested by the Lu Xun museum, according to them even if they are a public institution they can accept donations and they can have sponsorships in order to promote the museum. Remade project is run thanks to public funds, donations and private investors. Nowadays, Beatrice Leanza is organising workshops and public events worldwide in order to reach a larger visibility.

In light of these facts, once the service will be realized, it has to belong to someone.

This someone will be responsible for the service operations, maintenance and development, as well as deciding from where the funding comes into the service and for being held accountable for said funds. If the service will be approved by the Developer of Baitasi Area, it will be considered a public service. Therefore, it has to follow legislations and visions of the government. If not, it won't be able to organise activities in the area.

"THE CITIZENS RANKING" AND POINTS PARAMETER
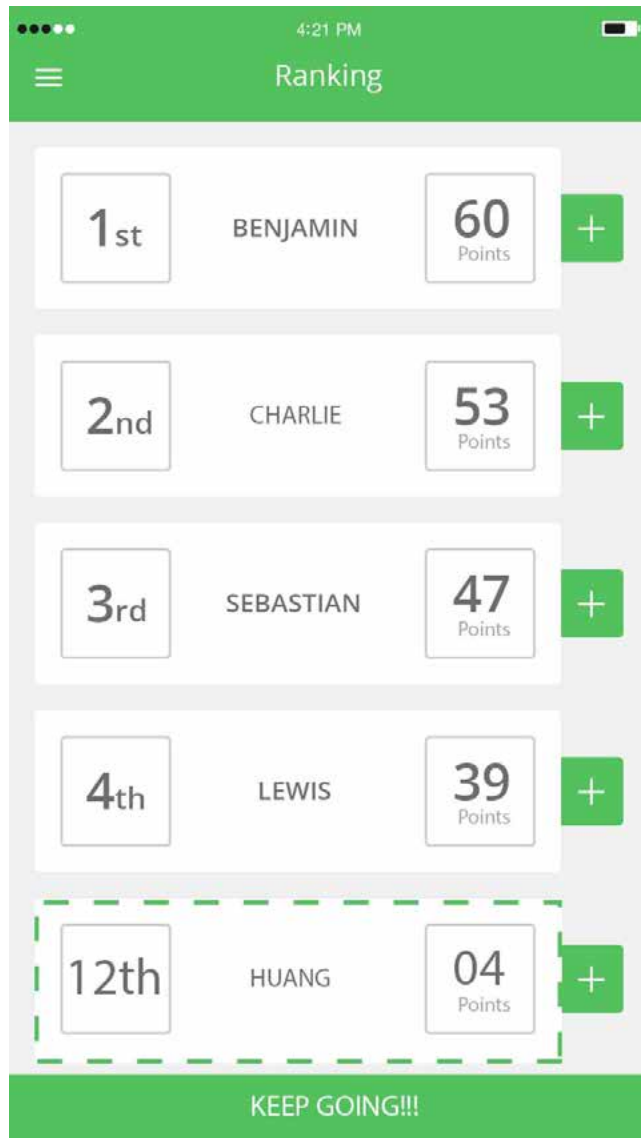
As mentioned before, the aim of the service is to re-create a sense of community between the dwellers of Baitasi. From the interviews and the observations conducted in the area, it was clear that only a low percentage of the people still living there are native in the area. Through the organisation of activities the service not only wants to bring people together, get to know each other and share their knowledge, but it is willing also **to create a Baitasi identity.**

In order to attract the largest number of people and keep them motivated to participate to the several activities, **the service will be configured as a competition**. Each user will collect points according to his attendance to the service:
• When a user decides to participate in an activity he/ she gains 1pt; the user who creates the activity will be in charge to check who are the people who are attending the event and to share this information with the service provider.
• When a user creates an activity, he gains 3pt; however the points will be assigned to the user only if the activity will take place with at least 3 people participating to the event.
• When a user writes a feedback about the activity he/she gains 2pt; the feedback should be at least composed of 100 words.
• If the person organises an activity related to the old traditions of Baitasi and share the content on the service platform he/she gains 4 pt.

On the service platform the user will be able to check his placement on the community rank. To give the possibility to everyone to achieve the first place and to avoid draw positions the winner will be announce every three months. Afterwards a new ranking will start. However on the service history page, it will be possible for the users to check the winners of the past editions.

Fig. 31
Citizens ranking Mockup

74

PROTOTYPE

In the following paragraph the final phase of prototyping will be to explain to the reader. Through the definition of service prototype, a clear idea is given of what is happening next: "Service prototyping is a tool for testing the service by observing the interaction of the user with a prototype of the service put in the place, situation and condition where the service will actually exist." (Service design tools, 2009) . It can be argued that the prototype phase it is also one of the most interesting part of the process for both the user, because finally he can visualise why his participation was so important during the all process, and for the designer, who can evaluate the potential of the concept developed.

TEST

To evaluate the potential of the service and to better understand which parts of the project could be elaborated further a test with the user is required. In the best case scenario, the test should be conducted with the chosen target group addressed by the service. Therefore, on the second week of May an email was sent to the Community Center in order to ask them for collaboration. Unfortunately, due to time constraints and authority issues, it was not possible to run the test in Baitasi area. Another aspect, which at the beginning was wrongly thought, was concerning the language. Even if, every time I was interacting with the users or with the stakeholders a Chinese collaborators was by my side, sometimes it was really annoying and frustrating not be able to immediately communicate with the users. Moreover, it is worth to be mentioned that through the translation between languages some relevant or irrelevant aspects of the interaction are lost.

Therefore, in order to be able to personally interact during the testing phase, a different scenario was created. First of all, a series of interfaces were designing simulating the moment when the user get to know the service for the first time and after looking for activities she decides to attend a dumplings' workshop. The scenario was played by an international worker in Beijing, who found the designed interface really functional and simple. As a matter of fact, since the mock-ups were inspired by the WeChat page, the user knows already how to interact with the platform. Few days later, a dumplings workshop was organised. Thanks to the Hutong School, where I am currently studying Chinese it was possible to host the event at one of the school's apartment. Some of the students enrolled in the school decided to participate and a Chinese teacher offered herself to show us how people are used to prepare hand-made dumplings in China. It was a teach and learn activity, and in the end

the team had fun and got to know new people. While the cuisine workshop was taking place, some video regarding the activity were recorded. Later on, it was asked to the first user, who interacted with the service, to simulate the writing of a feedback.

Once the simulation of the activity was over, a videoclip was made. While an English voice was narrating the different actions played by the actor, Chinese subtitle were passing through the scenes. Later on, a Chinese collaborator and me moved to Baitasi and kindly asked to the dwellers not native in Baitasi who are living in the area to watch the video and give us a feedback. In total, we showed the video to five people. Overall, the people seemed enthusiastic about the service idea. One of the answers made me smile the most was given by a woman. At the end of the video she started to speak asking more details about the service and she wanted to know when the activities will start. Other feedbacks were more productive, the biggest concern was about the age of people. Maybe because from the video it wasn't clear, but three of the five people interviewed highlighted the fact that only young elderly can use a mobile phone. If I want to reach the elderly people of the area I have to find a different way to communicate with them. Another important reflection was pointed out by a woman who used to live in the Hutong for 30 years. In the past years the identity of Baitasi was really strong; nowadays a lot of the native died or went away from the area. According to her it is okay to publish on the platform, traditions related to Baitasi, but at the same time it is not fair for the people who are coming from a different part of China. It could be nice, to have a section on the platform where all the traditions are clustered per region.

To sum up, the test users is an effective tool which allows the designer to receive an immediate feedback. The users are not only asked to evaluate the service, identify critical aspects, but also to propose potential alternatives and improvements. In the end, I can be satisfied about the outcomes received from both the simulation and the test phase.

"How do you prototype a service? You can't really. Services are about relationships, and relationships take time to develop – compare that with a consumer product where the process is test-refine-test – it's much harder to do a sticks and sellotape version of services." – Design student (Parker, 2009; p. 17).
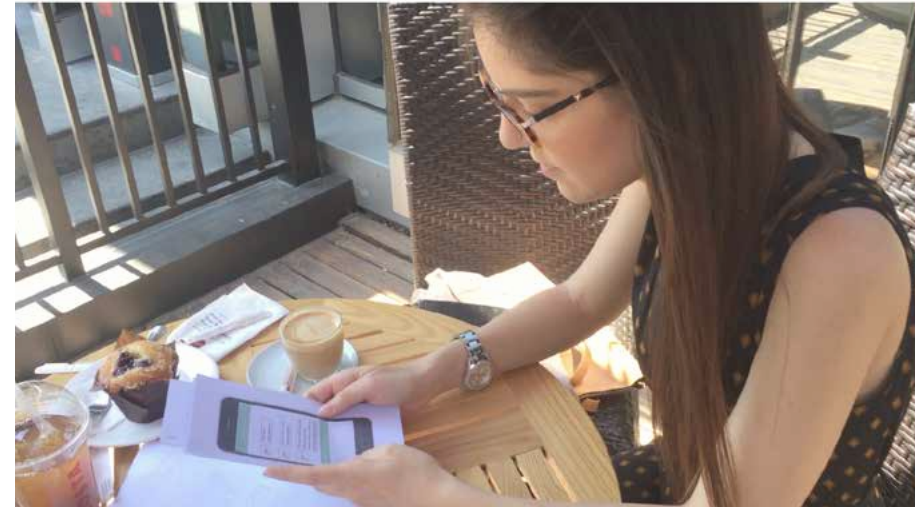
MOCK-UPS AND THE REALISATION OF THE VIDEO

As designers, sooner or later, we have to present the project idea to the client. In order to facilitate this interaction, visual tools like mock-ups are used. The reason of design the key interfaces of the application is to be more impressive and to be able to better communicate the final result to the client without actual development. Moreover, the mock-ups help to further identify issues with the developing idea.

Nowadays, in China, in order to be able to address a larger number of users more and more brands are developing WeChat accounts, each of them with a define QR code (Komarov, K., & Dorofeev, I. 2015). Therefore, the underneath development of the layout is based on the visualisation of the page through a hypothetical WeChat page owned by the service. When developing the layout the designer has to keep in mind who is his final target group. Since the target group are adults and tech savvy elderly generation in Baitasi area. The focus has been on the ability for the visitor to quickly obtain information on the service offerings and to implement different call-to-action approaches in order to generate leads.
The content is presented in a much simpler way so that the user does not get distracted of graphical elements that are not important.

Furthermore, another tool called Video Prototyping (Mackay, 1988) was used. In this case the video is used to illustrate how the user will interact with the new system. The goal is to refine a single system concept, making design choices that highlight and explore a particular design path. The character in the video prototype is represented as a persona drawn from interviews and observations gained before. The scenario describes relevant motivations and activities over time, organised into a series of 'interaction points' in which the users come in contact with the new service.
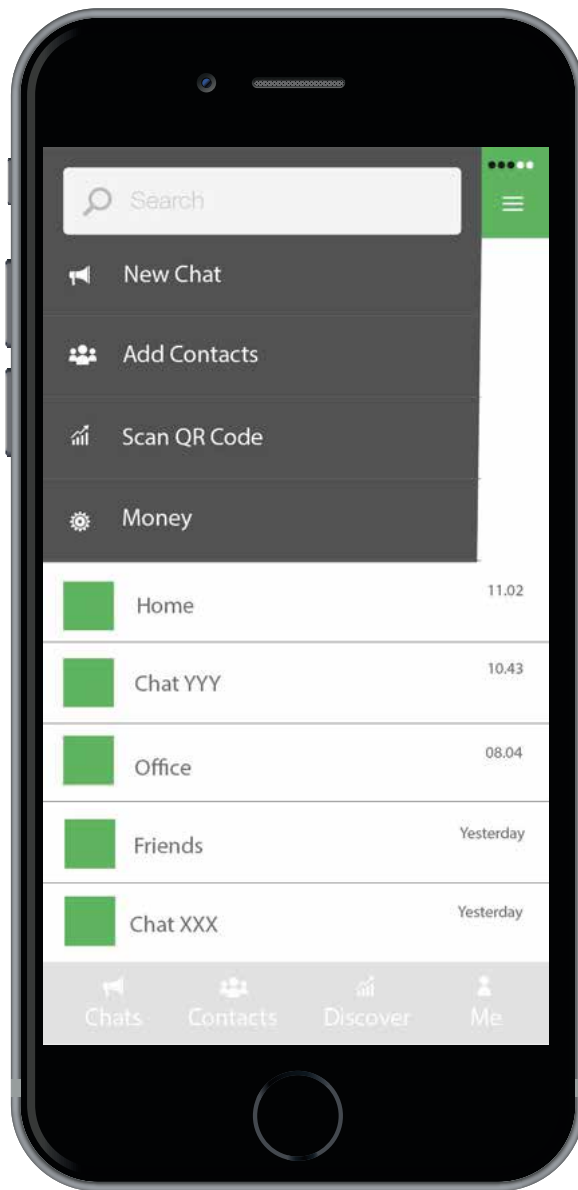
Fig. 32
1st Mockup, the dweller finds out about the service and opens WeChat

Fig. 33
2nd Mockup, the dweller scans the QR code on WeChat in order to open the page of the service
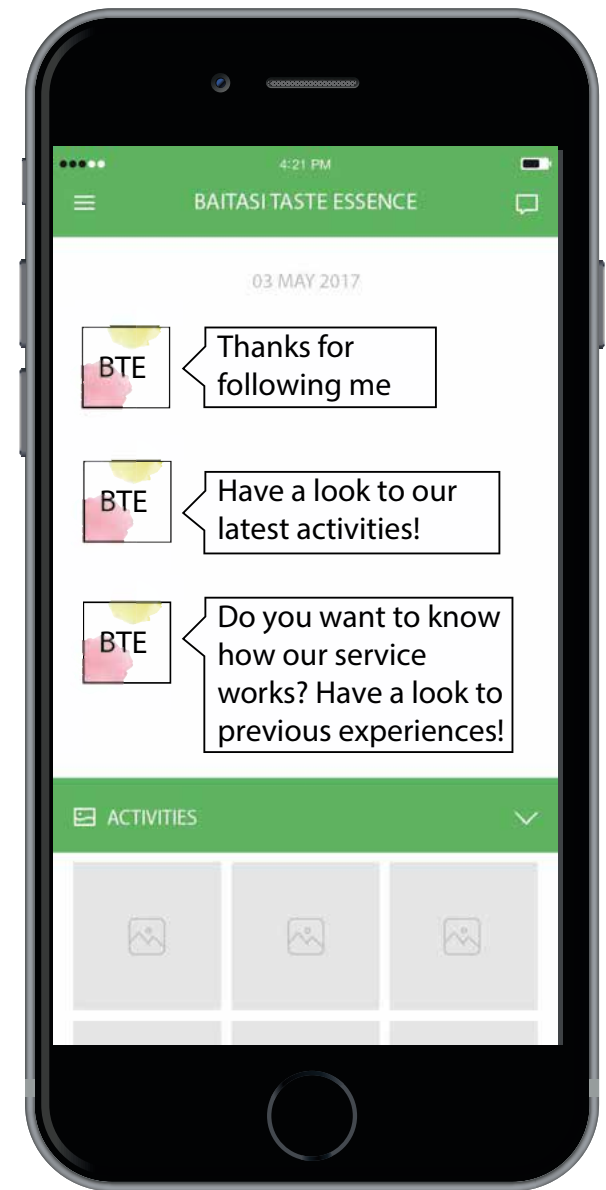
Fig. 34
3rd Mockup, the dweller follows the page in order to know more about "Baitasi Taste Essence"
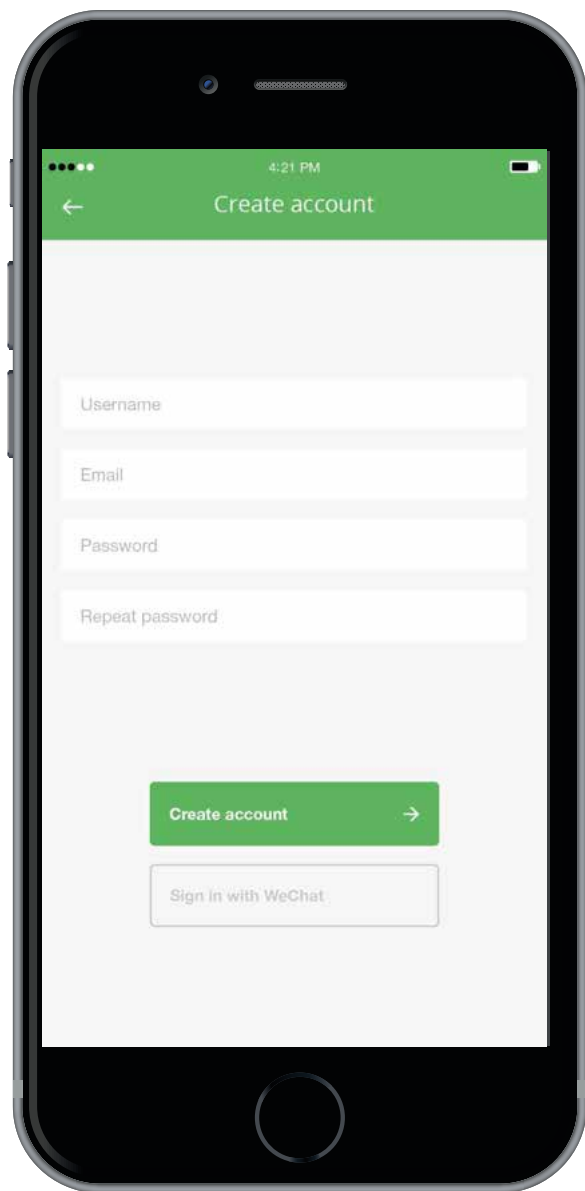
Fig. 35
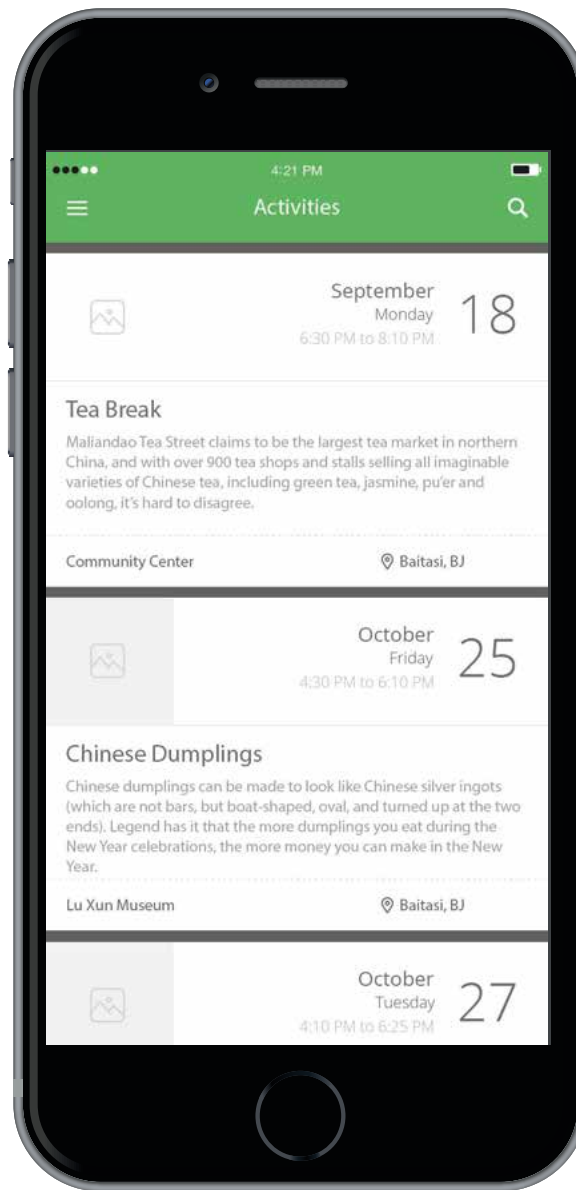*4th Mockup, the dweller registers on the service platform*

Fig. 36
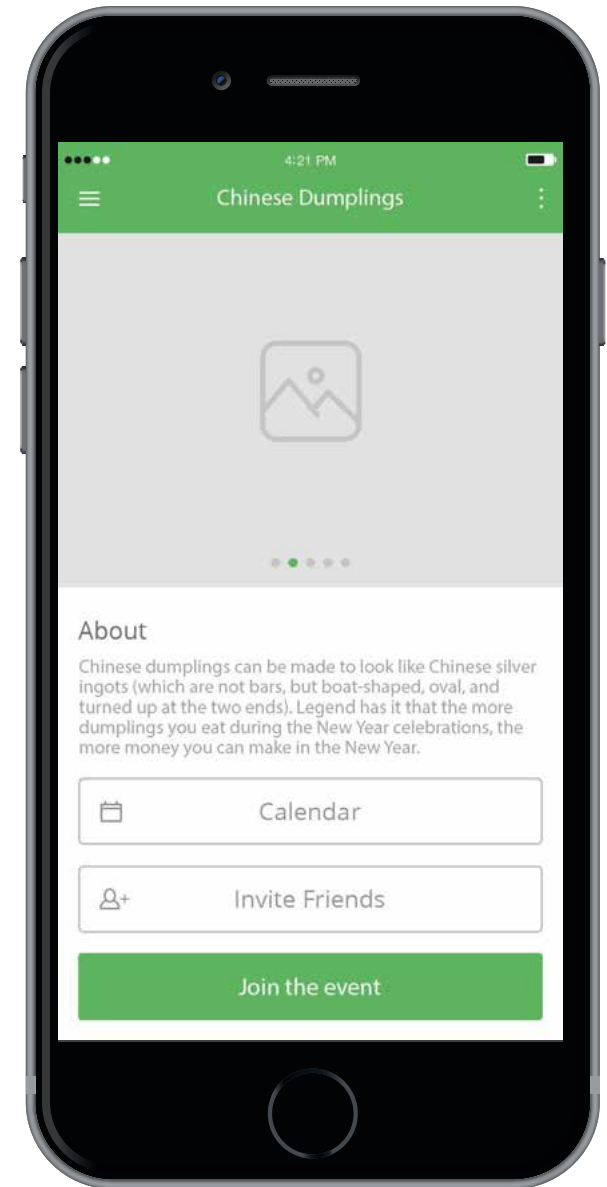*5th Mockup, the dweller decides to have a look to the activities posted on newsletter's section*

Fig. 37
6th Mockup, the dweller opens on of the activity where he/she finds all the details about the activity
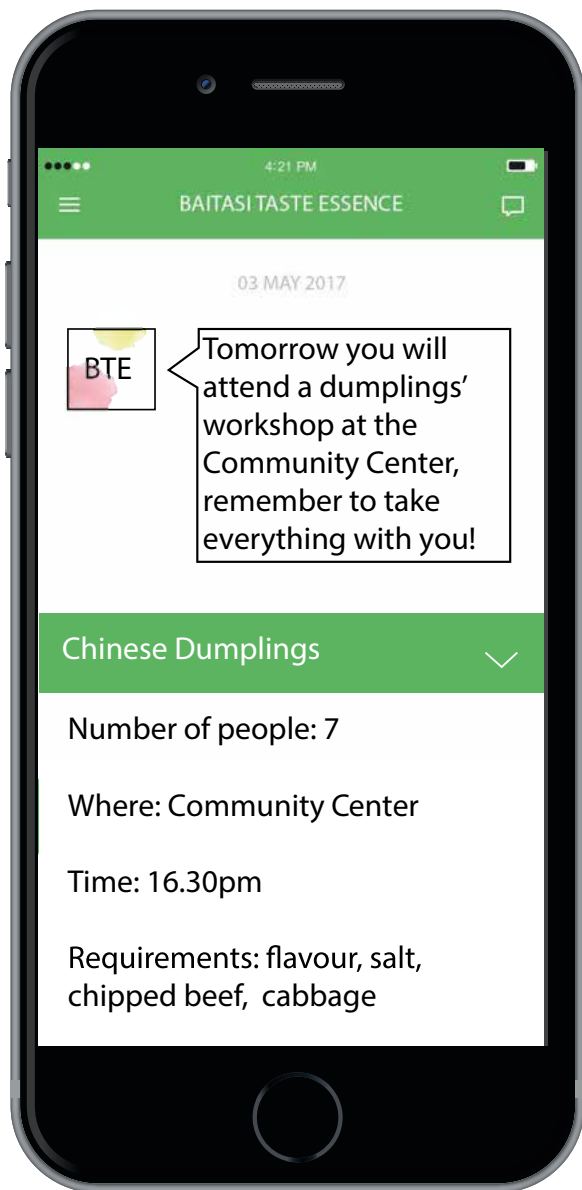
Fig. 38
7th Mockup, 24 hours before the activity the Service Support will send a reminder to the participants

Fig. 39
8th Mockup, the dweller writes a feedback about the activity
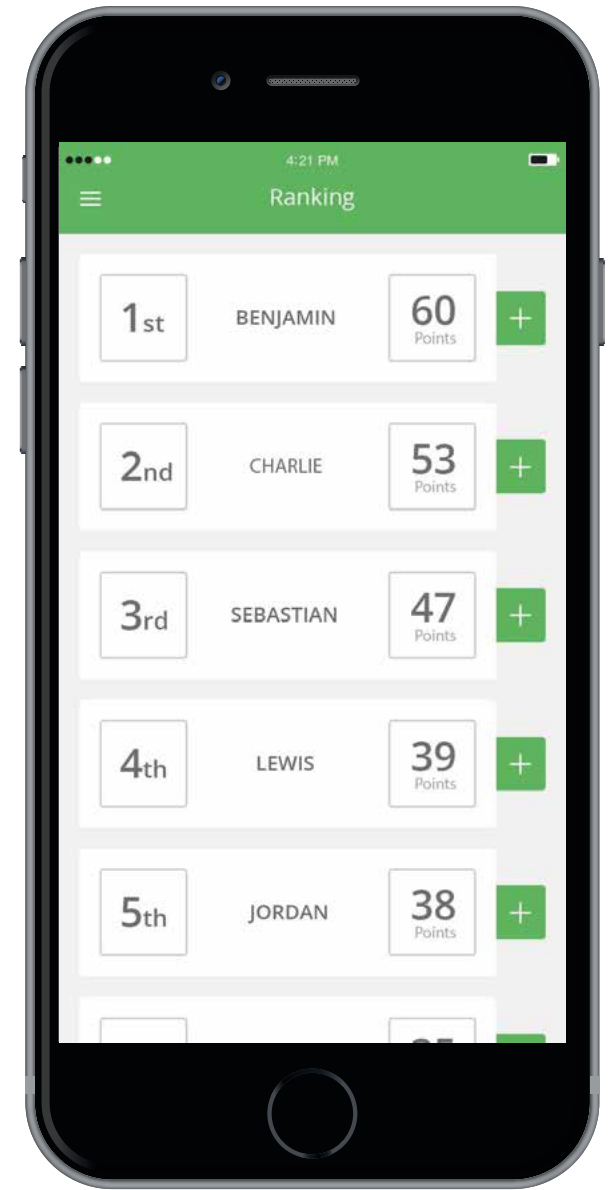
Fig. 40
9th Mockup, the dweller can check how many points he/she has on the ranking's section

DELIVER

This section will focus on the further steps which were taken in order to deliver the project. The delivery of the service addresses the question of "how" the service concept is delivered to target customers and who were the recipients of the final project.

The Delivery stage of the double diamond design process is where the final concept is taken through final testing, signed-off, produced and launched. A service will result successful if it will be able to address the problem identified during the Discover stage. Moreover, this last phase of the project has to include future projects, including methods, ways of working and relevant information (Design Council, 2007).

DELIVERABLES

This short section will clarify what was delivered at the end of the project and who received the material:

• Process Report: at the end of May a Process Report was submitted to the AAU University, with the aim to explain the itinerary which brought to the realisation on this project,

• Product Report: at the end of May a Product Report was also submitted to the AAU University. Later on when the Chinese translation will be completed, it will be delivered to the Developer of Baitasi area and submitted to the REMADE platform in order to take part to the contest and if it will be evaluated as a good project it will be showed during the BJDW 2017 in October,

• Video: the video, previously realised, was intended as an explanatory deliverable (Olofsson & Sjölén, 2007) so it was easier for the target user and the stakeholders to better understand the aim of the service.

SUGGESTION FOR IMPLEMENTATION

Due to time constrains the service wasn't tested in Baitasi area. Therefore, one of the first step which has to be done in order to prove the validity of the service would be the organisation of an activity at the Community Center or at the LuXun museum involving the chosen target group. The test should be performed in a way where they have the ability to perform given tasks by the service as they wish. Since the idea of the service will be completely new, It should be up to the service provider or to the Community Center/ LuXun Museum to decide which will be the topic of the activity, when it will be hosted, etc. The whole experiment should be fully or partly observed by the service provider. Observing this, the provider should be able to understand which are the weak aspects of the service, if the people who are taking part in the activity are satisfied, etc. To be able to organize an activity involving the dwellers means not only to be able to get all the permissions and approvals from the authority but it also means to be able to emphasise with the final users and convince them to take part in the project even if it is a foreigner who is asking so. It could be argued that, cultural differences bring another seasoning to the service quality. Customer's expectations may vary a lot depending on the culture they live in. Also emotions and moods are feelings that influence customer's perceptions and evaluations of their experiences. Different cultures have different temperaments and ways to show their frustration or disappointment. In China you need to understand the concept of guanxi (a circle of trust), (Cyr, D. 2008).

First of all, a presentation about the project will be done in front of designers, who has already developed some projects in the area, and the curator of Baitasi area. The aim of the presentation will be to be able to receive a feedback about the work done during these months and to receive suggestions for improvements from an expert point of view. A point that it would be useful to understand is how an institution such as Beijing Design Week could help the service to grow? How is possible to start a collaboration with them? Which could be the possible advantages brought to the service and to the community itself? Another aspect that could be discussed is the organisation of events or activities in the area with an expert. Could it be done on a skill-based volunteering? In order to increase the level and the reliability of the service to meet future challenges, non-profits must access a variety of skills and expertise that may not be available within the service itself.
In order to be able to engage volunteers, the service has to be recognised from the government as an institution, and it has to approve the volunteer activity especially for a foreigner. As a matter of fact on the working permit has to be written if a person is doing volunteering.

Second of all, it could be thought to expand the target group. At the actual condition "Baitasi Taste Essence" had to narrow down to a very specific target group in order to meet the tasks that are possible to do in the Community Centre and in the Museum, it was also necessary due to time constrains. By expanding the target group to the

elderly people living in the Hutong means to elaborate alternative ways to make them sign up for activities and to publish activities promoted by them. Or by expanding the target group to the locals means to create a different ranking referring to how much they are learning from other cultures and are open to embrace new traditions.

A further step will help enlarge the service to first broad idea, involving all the institutions located in Baitasi. The involvement includes: the LuXun Museum, the Community Center, the White Pagoda and the Local District. Due to the multi- coloured being of the organisations it will be possible to organise more activities with different purposes but always with the aim to recreate a sense of community and identify a unique identity for the area of Baitasi. Being able to organise more activities, means to be able to involve more users, developing a more cohesive and blend community. The idea behind the project is to create a balance between Baitasi's residents and local and regional institutions. This heterogeneous and independent mix should help boost the neighborhood and its economy. What is also important is maintaining the traditional hutong way of life. When it comes to preservation, other cities in China are still facing the threat of demolition and unsustainable tourism development (Kashgar in Xinjiang is another famous example). Hypothetically, if the service will have a good validation inside the Hutong of Baitasi and between the people who are living there, the idea of the service could be extended to the remaining Hutongs in Beijing. In order to be effective also in the other Hutongs the service has to take into consideration who is the target group of the area and who are the stakeholders which can be possibly involved and which are willing to collaborate in order to prevent the depopulation or the demolition of the area.

As it could be seen, the best way to assess needs and assets is by using as many available sources of information as possible. Developing a service requires an incredible amount of time and a continuum collaboration with institutions, in order to be able to make the service grow more time and resources are needed.

REFLECTIONS

This paragraph will be mostly divided in two parts: at first the reflections will be about the theoretical approach to the project, while the second part will reflect on the practical aspects of the project. The Chinese reality is really different from the Danish one, therefore after an explanation about how social innovation was used in the development of the project in a Chinese environment, a comparison between the two countries will be done highlighting the main differences. On the second part the reflections will have a deeper insight about the journey and the difficulties met while realising the project.

SOCIAL INNOVATION APPLIED TO THE CHINESE REALITY

One of the last lessons I attended last year in Denmark was about social innovation. Anna Serravalli was the guest speaker and in order to define what social innovation is, a shared definition was used: "Social innovation is about new ideas that work to address pressing unmet needs. We simply describe it as innovations that are both social in their ends and in their means. Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations". It is not only about finding a new solution to solve a problem, but it is also a way to redefine problems, to see them from a different perspective. According to the interviews done during the discovery phase, it was clear that most of the time the dwellers are not taking into consideration in the decision process to improve the Hutong. It is the governments and its representatives who decide and impose from above what should be done or what should change. Looking to the present condition which affects the Hutong it is arguable the fact that these kind of decisions are not efficient. Starting from these premises, in order to assist and empower the dwellers we focused more on their needs, trying to emphasise with them. The first interaction with the inhabitants was fundamental to understand which the weak aspects of the area were. It was mainly noticed a lack of communication: not only between the institution and the dwellers but also between the dwellers itself and between the local institutions. The involvement of the user through the design process of the service, not only helped the designer to build a service customised on their needs and attitudes but also to let them understand the importance of their role into the community. To be part of a community it is not just to live in a certain area, but means to actively participate

in the improvements and to the changes that might affect the area. The dwellers are the main actors of this reality, they have to understand that these activities are designed for them, and it is for this reason that we asked them which were the activities they would prefer to do and why. While participating in the service, the dwellers are the one in charge to propose the activities, later on the activity before being published has to be approved by the authorities, in this way we would like to guarantee a better communication between all the stakeholders involved. At the same time creating a networks which allowed a direct communications between institutions it is a way to stay updated and to share important information with each other. Overall, it can be discussed that the service tried to create new roles and new relationships in the community. By empowering dwellers and giving them a stronger unified image we were also trying to keep alive the area, making the area desirable for people to still go back and live in the Hutongs. It was mentioned that the energy in Baitasi is really different from the City Centre, instead to unify these two realities, the service wants to highlight the main differences of the two life-styles and promote a more traditional and slow environment where people can interact with each other and participate in the local improvement and can be proud of the reality they are contributing to build.

As I mentioned before that some differences between the Chinese reality and the Danish one are quite prevalent. Obviously, we are referring to two different cultures with completely different way of thinking. Social Innovation is still a newborn concept in China, and sometimes it is difficult to explain to people the importance of their own opinions and actions. In the Chinese society, it is considered impolite to disagree with someone in front of others, especially if the person is in a higher position than

you, asks you to do an action, you have to do it without giving your own opinion. The Chinese government has to control all the information circulating in the society, inconvenience incidents are kept under the wraps.

"…Chinese leaders will need to confront a fundamental question: How much are they willing to ease control, let markets operate more freely and encourage curiosity-based innovation? The more they pull back, the more they may reduce their ability to control society. The more they continue to dominate, the less they spur the kind of innovation that can create new technologies and industries."
Bob Davis, Senior Editor at The Wall Street Journal

Social innovation doesn't always happen easily, even though people are naturally inventive and curious. In some societies social innovations are strangled at birth, particularly societies where power is tightly monopolised, where free communication is inhibited, or where there are no independent sources of money. Therefore when we are talking about social innovation and the importance of open data, we are doing it with a lot of limitations which are not presented in the Danish society.

LIMITATIONS AND REFLECTIONS ON THE JOURNEY

Developing a project, whatever its nature is, is always a challenge not only with yourself but also with the environment surrounding you. The situation is even harder when you do not even speak the same language with the target group you are addressing.

"The limits of our language" means the limits of our world. -Wittgenstein, 1922

Since the beginning, the language barrier was a big deal, especially when you are trying to emphasize as much as you can with your interlocutors. Language is the key to a person's self-identity. It enables the person to express emotions, share feelings, tell stories, and convey complex messages and knowledge. Language is our greatest mediator that allows us to relate and understand each other (Imberti, 2007). However, thanks to collaborators and friends I was able to interact and engage the different stakeholders, who helped me to come up with this project. Moreover, another element that has effects on the final outcomes of the project is the cultural gap existing between the European culture and the Chinese one. Sometimes it was really hard for me to put myself in "their shoes", trying to understand how could they feel and how could they think.

Limitations were not given only from a different cultural aspect. Nowadays, in order to improve the quality life of the people living in the Hutongs and also in order to give Beijing a better image, the government is releasing a set of rules which are constantly changing. More than once a month the authorities decide to turn down a part of the Hutong in order to build new infrastructure, evicting commercial activities or dwellers. New regulations and the applications for authorisations and appointments might sometimes make the project delay. One of the most important notion I got from last year at Aalborg University was a thought expressed by Poul Kystgaard Hansen during his Distributed Systems lecture:

"Information is not immediately available. The process of retrieving information often takes long time. The retrieval of information often requires a lot of creativity and I think that's a critical one because in many cases we have a tendency to assume that information is available. That's not the case. It would be extremely rare that the information that is needed in a particular task would be available. So you should also kind of steer your mind in the direction as that you actually need to be very creative in generating the information, in getting the best out of what's available".

The journey was not easy either; as a matter of fact the use of social innovation implicates many challenges in practice due to the complexity of stakeholders and ecological systems. First of all, social innovation needs long-term stakeholder involvement and continuous improvement in order to achieve the purpose of involvement and diffusion. Secondly, one of the difficulties occurred during the value co-creation process, at the beginning from where large amount of information was obtained during the field research, from the several stakeholders involved, I had to scale down to a single topic and later on with the design game. Due to the large amount of stakeholders involved, it was difficult to combine their different view points and backgrounds. Two of the most

effective tools, which helped to enhance cooperation, communication and the ideation process, were the affinity diagram and the storyboards. Secondly, it has to be taken into consideration the fact that along the way, due to unexpected changes or to new knowledge, the idea of the project moved back and forth. On one hand it means, that it was necessary to revisit the main idea and the tools used to develop the concept. On the other hand, this creates constant reflections and draws a clearer vision of the design process as a dynamic method of evolving solutions.

When it comes to service design - it can help to remember that "A design isn't finished until somebody is using it." Brenda Laurel, designer at MIT.

One of the main key learning that I got from the experience I had in these past few months is that there are many ways which can bring to the empowerment of a community; of course mostly it depends from the community and the people living in it. One of the first notions I learnt is the difference between a neighbourhood and a community. A neighbourhood is a geographic area that people have in common while a community is a group of people who identify with and support one another. As happened to the neighbourhood of Baitasi, due to the depopulation of the area and the arrival of newcomers who are not well integrated, there is a lack of a strong sense of community. A community can be defined by a common culture, language, etc. The key to community organisation is to start where the people are at. It is important to listen to them, to understand their needs and emphasise with them. The more local the activity is, the higher is the percentage of people who will get involved. People get involved to the extent that they can have an impact on the things they care about. It is necessary that the government learns to see the area not only as an historical place, which is falling apart, but as a community which can make the change and revitalise the area starting from them. As was mentioned by the man in charge as responsible of the Community Center in Baitasi: 'It's more about the social fabric', 'Neighbours who know each other, playing mahjongg on the streets. It's about the people and it's about the atmosphere.'
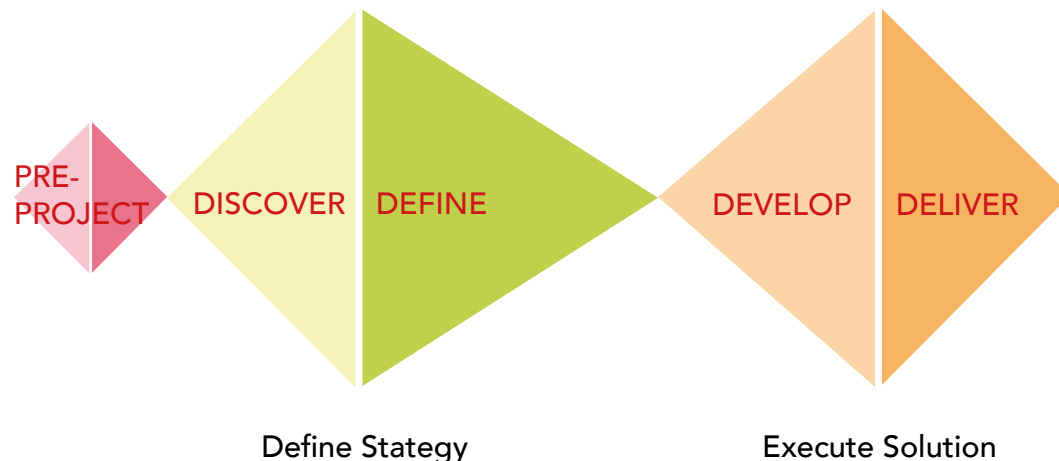
PRE-PROJECT | DISCOVER | DEFINE | DEVELOP | DELIVER

Define Stategy   Execute Solution

Figure 41. Double Diamond representing the actual project timeline

CONCLUSIONS

One of the most important things learnt during these few months is that time is never enough. In order to develop a complete and substantial project we can go on until the infinite. Sometimes, it is necessary to put a dot and try to earn the best from what it was discovered. The aim of the thesis was to be able to give an answer to the possibility to restore a sense of community in an historical area of Beijing. Even if in scale manner, I hope this thesis could be a starting point to elaborate a larger service which will involve more institutions located in the area. Even if I was a foreigner, the dwellers were really helpful and willing to improve my project. In the future, I hope I will be able to give them back what they patiently taught to me.

In order to answer the research questions about how social innovation could bring an improvement in the quality of life of people and the empowerment of the existing community, I believe the thesis could be an interesting starting point which aims to reflect upon the importance and the potential of this idea. The project born between the lanes of the Baitasi, and is willing to reach the authorities to make them understand the willingness of the people to contribute to make their Hutongs, an attractive and enviable place to live. A place where the Chinese culture could express itself in a stronger manner, where people can enjoy the soft environment they were used to living in the past before the industrialisation and the construction of the massive business areas started.

Overall, I can consider myself satisfied about the final project developed. It was not only a challenge with myself, to fly on the other side of the world and but also, interacting with a complete different culture and way of thinking. It was an important occasion which allowed me to enlarge my horizons and improve my knowledge. One of the most important achievements accomplished with the thesis was the possibility to meet amazing people, who helped me and supported me along my journey.

"Stay Hungry, Stay Foolish" S.Jobs

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APPENDIX

APPENDIX 1

THESIS CONTRACT

Application for Thesis Contract

AALBORG UNIVERSITY
15/02/2017

Type of thesis
Master's Thesis (kandidatspeciale / afgangsprojekt)

Student(s)
Name | CPR no. | Email

Sara Scotti | 100793-3858 | sscotti15@student.aau.dk

Sara Scotti
Signature

School and Study Board
School of Information and Communication Technology (SICT)
Studienævn for Mediateknologi

Programme
Service Systems Design

Project Supervisor(s)
Amalia De Goetzen <ago@create.aau.dk>

Amalia de Getzen
Signature

Project Title
Baitasi Essence

Starting 09/02 | **Deadline** 31/05/2017 | **ECTS Credits** 30

Project Description
Baitasi is an important neighbourhood of Beijing. Like many other historic areas, its original urban structure has been radically transformed in the last fifty years. Today, this Hutong (word used to identify the traditional Chinese courtyard-and-alley system of urban dwelling) is mostly a residential area. Its current conditions clash with the economic wealth of the adjacent Financial District and shopping areas of Xisi and Xidan.

For the first time in 2015 during Beijing Design Week, the ?Baitasi Remade? was launched. The project strives to configure new process of dialogue among clusters of knowledge and expertise to generate new ideas to be integrated in and bring positive value to the area. During the last Beijing Design Week the Global School was introduced to the public, an educational research centre based in Baitasi focused on urban regeneration processes.
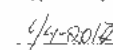
The aim of the thesis will be to design a service which will facilitate an integration between the future design students who will live and study in this area with the existent Chinese community. The project wants to be a supportive tool for the future inhabitants of the Baitasi area towards the improvement of the life quality inside the Hutong.

Plan for Thesis Supervision and Lab Work
Ideally, the thesis supervisor will have a Skype meeting and will receive material to review from the student every two weeks.

Weeks 7-8 DISCOVERY PHASE
Weeks 9-11 DEFINE PHASE
Week 12 Mid term presentation
Weeks 13-16 DEVELOPMENT PHASE
Weeks 17-19 DELIVERY PHASE
Weeks 20-21 Final writing project
29th/30th May Final Check and Upload of the Thesis

Week 23 Design of the Oral presentation

Approved by Head of Studies

_4/4-2017_
Date

Signature

APPENDIX 2

INTERVIEW QUESTIONNAIRE LAYOUT

INTERVIEWS IN BAITASI HUTONG   2017-02-19

- What is your name?
  你叫什么名字?

- How old are you?
  你几岁?

- How long have you been living here?
  你在这里住多久了?

BAITASI AREA

- What's your favourite aspect of living in Baitasi Hutong?
  在Baitasi Hutong你最喜欢的生活是什么?

- What's the aspect you don't like of living in Baitasi Hutong?
  你不喜欢住在Baitasi Hutong的什么方面?

- Which is your favourite place in this area?
  哪个是你最喜欢的地方在这方面?

ACTIVITIES

- Which is the best memory you have about Baitasi hutong?
  哪个是你对Baitasi胡同最好的记忆?

- What do you like to do here in Baitasi?
  你喜欢在Baitasi做什么?

- Which kind of activities do you do in the public spaces of Baitasi?
  你在Baitasi的公共空间做什么类型的活动?

CHINESE CULTURE

- Can you tell me one of yours family traditions?
  你能告诉我你的家庭传统吗?

- Which is the main cultural aspect of Baitasi hutong?
  哪个是Baitasi胡同的主要文化方面

Thank you!
谢谢!
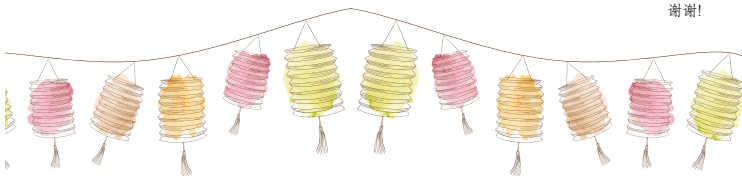
APPENDIX 3

DESIGN GAME LAYOUT

DEFINE THE SERVICE IDEA

WHICH FACTORS, IN YOUR OPINION,
CAN DEFINE THE SENSE OF COMMUNITY IN A SOCIETY?

HOW IS POSSIBLE TO CREATE A SERVICE WHICH WILL HELP PEOPLE TO
INTERACT MORE WITH EACH OTHER, IN ORDER TO BRING BACK A SENSE OF
COMMUNITY IN BAITASI AREA ?

HOW IS POSSIBLE TO MODERNISED THE AREA WITHOUT DESTROYING ITS SLOW
LIFE CONCEPT?

Baitasi地区的开发商 Developer of Baitasi area	中国菜 Chinese cuisine	太极 Tai Chi	分享 To share		私人住宅 Private home	公开讨论 open discussions
居民 Residents	走鸟 Walk the bird	书法 Calligraphy	合作 To collaborate		公共空间 Public spaces	组织活动 organise activities
北京政府 Beijing government	玩麻将 Play Mahjong	乒乓 Ping Pong	支持 To support		Baitasi白色塔 Baitasi White Pagoda	讲故事 Telling stories
BAITASI ReMade Project	聊天 Chat	羽毛球 Badminton	关心 To care		社区服务 Community service	教学与学习 Teaching and learning
社区服务 Community service	播放音乐 Play music	工艺品 Handicrafts	邀请 To invite		Fusuijing建筑 Fusuijing building	作坊 Workshop
Fusuijing建筑 Fusuijing building	下午茶 Tea break		欢迎 To welcome	PERSONAS	鲁迅博物馆 Lu Xun Museum	

APPENDIX 3

DESIGN GAME LAYOUT

Figure 1. Lu Xun Museum located in Baitasi Hutong, Beijing

Figure 2 Interation at the Lu Xun Museum

Figure 3 One of the outcomes achieved with the staff of the Museum

Figure 4 Interaction with one of the volunteer at the Community Center

Figure 5 Community Center, Baitasi Hutong
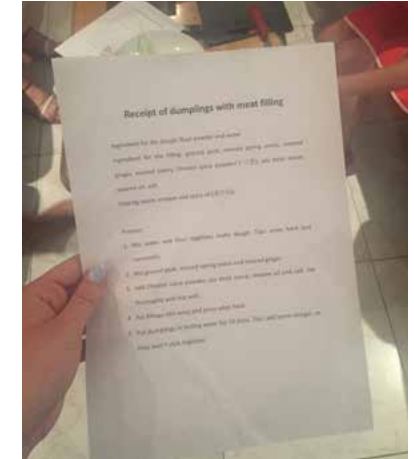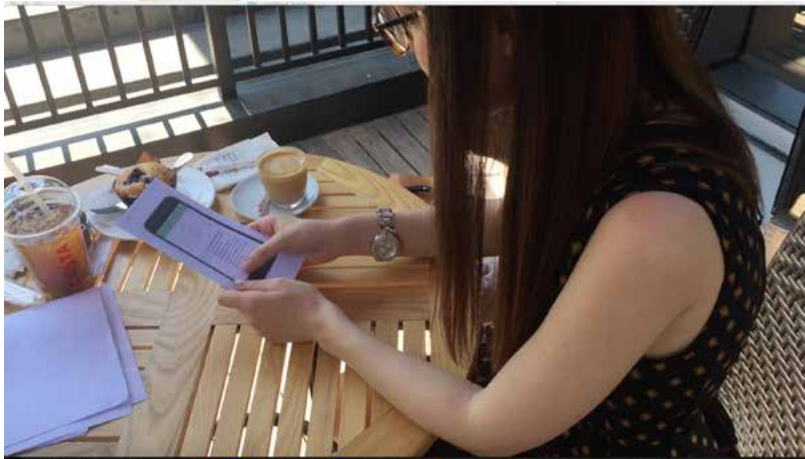
APPENDIX 4

SIMULATION OF THE SERVICE

Figure 1-2. The discovery of the service and the registration to one of the activity

Figure 3-6. Simulation of the dumplings' workshop

APPENDIX 5

TEST OF THE VIDEO RECORDED

The video designed and recorded was showed to the target group in Baitasi and we asked them what they thought about the service idea.

APPENDIX 6

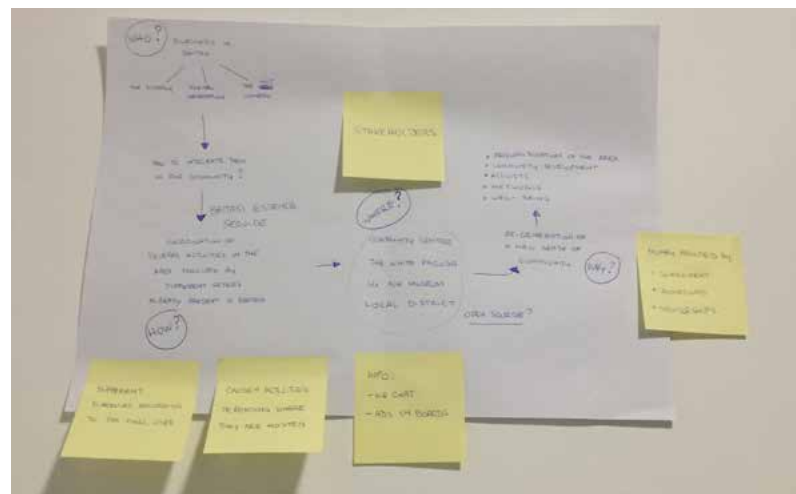YOU ARE NOT A REAL SERVICE DESIGNER IF YOU ARE NOT USING POST-IT

Fig2. First service idea

Fig4. Emphaty Map

Fig3. Stakeholders involved
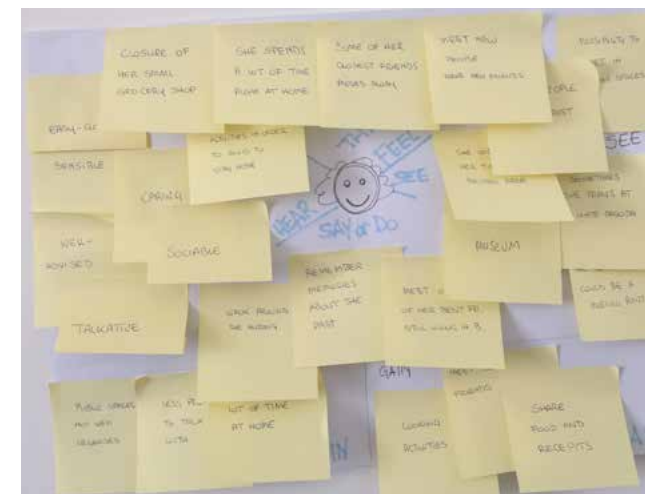
Fig5. Latest service idea

Fig1. Interviews outcomes

APPENDIX 6

SERVICE DESIGN TOOLS

Fig1. Actors map

Fig2. Motivational Matrix

Fig3. Focused Blueprint

Fig4. Mockups
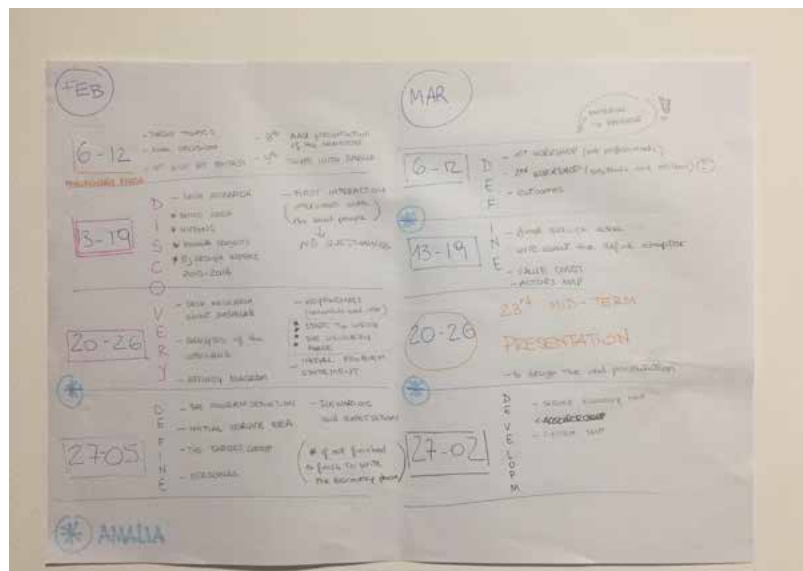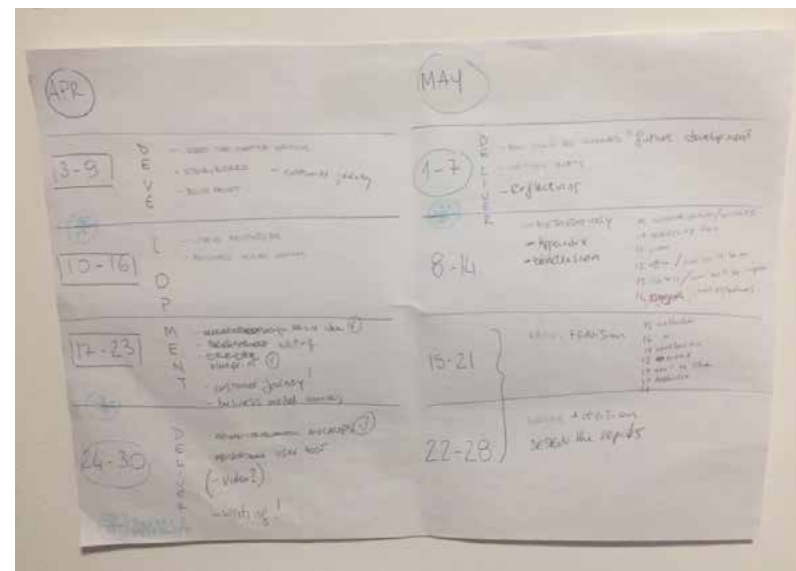
APPENDIX 7

TIME SCHEDULE

Figure 1.Time Schedule February - March

Figure 1.Time Schedule April- May