SERVICE DESIGN FOR CULINARY ENTREPRENEURS

Abstract

This study has two major purposes: (1) to investigate and demonstrate the application of service design process and methodology in a project with a culinary entrepreneur, and (2) to design (synthesize) a concept based on the culinary entrepreneur's request and process' investigation and analysis. The problem statement for this study is formulated as, "How might Service System Design shape a food experience that expresses culinary entrepreneur's values?" The empirical part of this study is conducted in the period between February 2015 to May 2015. Data for this study were obtained in Geneva, Switzerland, by the help of local participants, and the contributors from Aalborg University (AAU).

The thesis is divided in two sections: (1) a product report which presents a hypothesis which answers to the problem statement, (2) a process report which argues and supports the hypothesis in the product report by demonstrating a set of methods which spans from qualitative research to service prototyping.

On the basis of the results of this research, it can be concluded that to be able to design a sustainable business for entrepreneurs, it requires a strong collaboration between the client and the designers, as well the use of user-centred methodology in the design process.

FOREWORD

This thesis is written for our Master degree in Service Systems Design at Aalborg University in Copenhagen. The research was executed both in Geneva and in Copenhagen to contribute in to a project collaboration between a private client, Pascal Giordano, and us as the service designers. In this collaboration, we defined a problem statement, conducted methods to develop a concept for the client in order answer the problem statement. The thesis spans over four months, nonetheless, further development and implementation is in planning and we are looking forward to see our concept transforms to life in the coming months.

We would like to especially thank the following people who made this thesis possible: Our highest gratitude is to Pascal, the client, without his commitment and openness, the thesis wouldn't have such variety of content. Pascal's wife for her supportive role and her professional advices in the business part of the concept. Our supervisors at AAU, Nicola Morelli and Amalia De Goetzen for their advices, for their critical points and guidances through the process of writing the thesis. All other participants who contributed in this process with their participation and feedback. Our families and loved ones, for their support, for their effort in feeding us and believing in us.

Finally, we mutually are grateful for each other for the energetic and vibrant collaboration. The thesis wouldn't have the same outcome without each of our involvement in making the thesis as colourful and meaningful.

Copenhagen, May 2015,
Helen Phuong Nguyen & Fanny Barbara Giordano

INTRO DUCTION

"Service design is about arranging things so that people who need things done are connected to other people and equipment that get things done— on an as- and when-needed basis."
John Thackara (Thackara, 2005, p.19)

This Master Thesis is articulated around a demand of a culinary client, Pascal Giordano. That is also why the theme is "'Service design for culinary entrepreneurs', where the aim is to understand, investigate, observe this field, then design, define and develop a food concept for the client. This thesis will also show how the collaboration between service designers and an entrepreneur is, as well as how and what an entrepreneur can benefit from service designers in terms of shaping a concept.

The project is constructed by two master students of Service Systems Design at Aalborg University (AAU) in Copenhagen, Helen Phuong Nguyen and Fanny Barbara Giordano.The master thesis is divided in two parts; a process report which shows the progress of how project is formed, and a product report explaining the product which the students have designed.

EXPECTED LEARNING OBJECTIVES

The expected learning objectives for this Master Thesis are detailed in AAU's Service Systems Design Curriculum (appendix 14), they correspond to the outcomes of the thesis, which will be expected to be the identification and the analysis of opportunities and the specification of relevant service system design solutions; to be able to master a design work in a complex context.

EXPECTED DESIGN METHODS

Involvement of the methodologies of Design Thinking; field observation, interviews, co-design, early prototype and many more. Address and consider the opportunities and problems that arise during the design process. With the outcomes from the methodologies the service will both:
- provide alternative engaging food experience for customers
- be technically feasible and economically viable for our client

STUDY AND PERSONAL GOALS

Before starting this Master Thesis, we were encouraged by our supervisors to choose a theme which we are passionate about. It is a rare chance to explore an area of interest and then master the experience, which means that we could take this opportunity to choose a theme wisely. In the progress of choosing a theme, we had difficulties to choose something that is both professional and interesting. The themes were from services for elderly to services for fish awareness, none of these were really our passions. Based on our interests, where Fanny is fanatic about horses and Phuong

is crazy about astronomy, we share one thing in common - food. Not only eating it, but cooking it, growing it and sharing it.

Over the past two years in this Service Systems Design study program, we have learnt methodologies that usually were applied to big companies and corporates, and we were given examples on the how service design methodologies could be applied to the public sector. Our curiosity start to build up to know how service design can contribute to the small companies, ambitious entrepreneurs and private sectors. How different would the process be?

THE THEME

In the meantime, we were approached by a person who turned out to be our client for this project. Our client, Pascal Giordano, is a chef who has 30 years of working experience for private individuals in Switzerland, France and other places in the world. He wishes to open a new food concept, and we knew immediately that was the theme we were waiting for. The chosen theme is no doubt "Service design for culinary entrepreneurs".

PROJECT LIMITATIONS

The period of the Master Thesis stretched from the beginning of February to the end of May, the total of four months to design and develop a food concept is somehow unrealistic. Since we are involved in a practical project, meaning at some point the client will need to 'open' his food concept, we have to have everything ready. To do a complete concept and finish implementation would require

many more months. With this consideration, we have made an agreement with the client to invest more time after the master-thesis period, to implement concept; decorating the shop, setting up the website and other technical solutions, promotions etc. Therefore, this thesis will focus on how the process of designing the concept and planning its future aspects, and also how the collaboration and the co-design between the client and the designers.

The location of our project is in Geneva, and this also became a small limitation for the process. The time for observing, investing and testing reduces significantly because of the distance between the location of the project and our location.

OPERATIONAL PLATFORMS

Working in a group requires a strong communication. Our 'studio' is in a room at Aalborg University, where most of our communication, operation and magic creations happened. Besides this, we have had several other platforms where we used to plan, communicate and distribute our ideas and process.
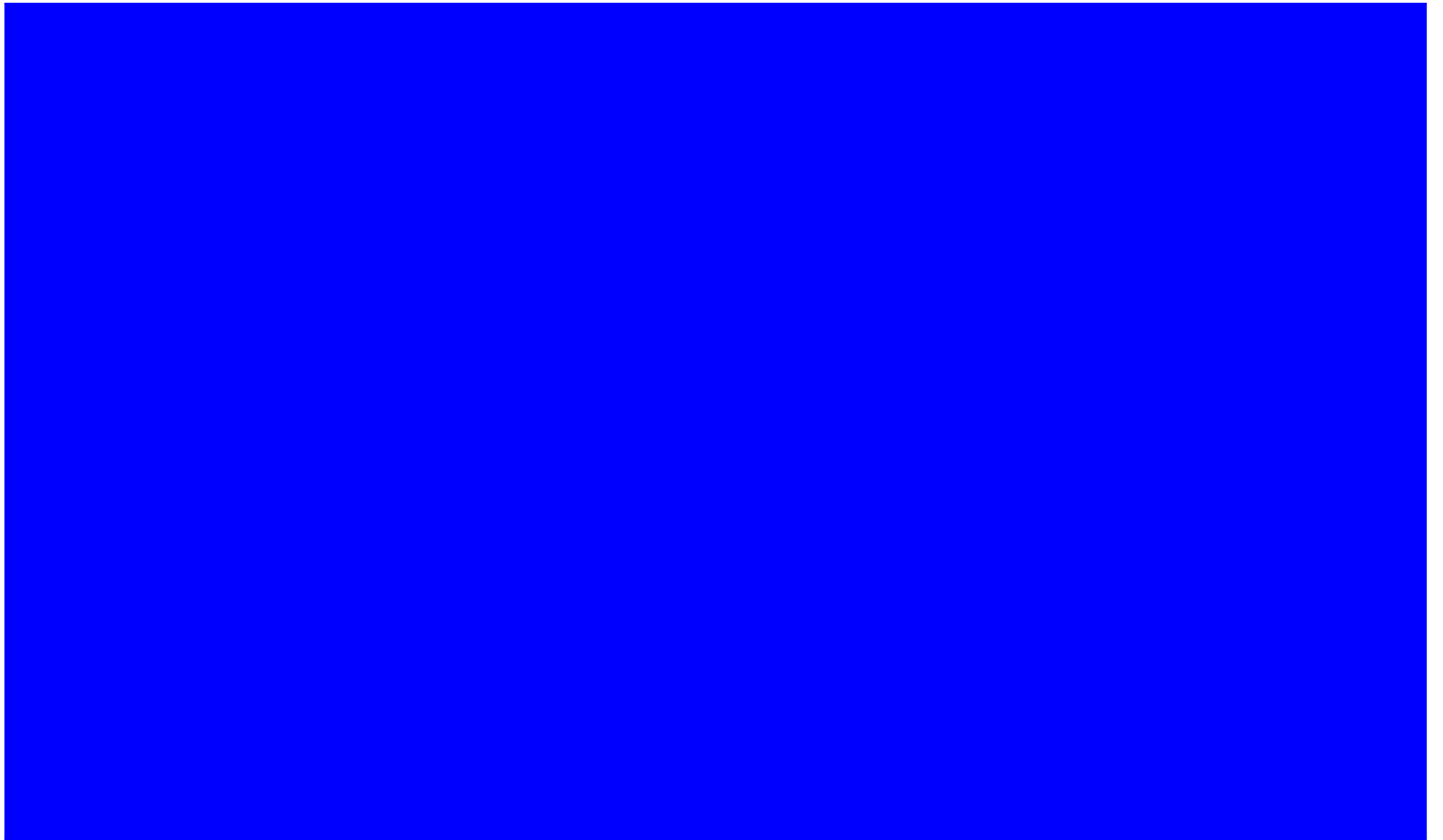
Tumblr: Communicating our process, concept and vision to the mass
Google Keep: Planning and structuring our to-dos
Google Drive: Shared documents for work and edit
Dropbox: Sharing, storing our files
iCloud: Shared album when uploading relevant photos

PRODUCT REPORT

CONTEXT

Have you ever eaten a lunch meal that is tasty and healthy, sustainable and affordable, beautiful and makes you feel full ? If you worked in Geneva and did not count your mom's delights, you have probably rarely experienced this before.

We have verified this fact with desk research, field research, design probes, interviews and food reviews: in Geneva, at lunch time, it is difficult to find food that is not compressed between two slices of bread or a sad salad or a vacuum dished warmed up in microwave. There are certainly great restaurants that exist in this city, but you would not dare to look at the price list. To give you an idea how the lunches cost in Geneva, the club sandwich has been elected in 2014 as the most expensive in the world. (Metronews, 2015) This news does not make feel anyone happier.

To conclude, lunches in Geneva lack of taste, lack of variety and they are very pricy. The pains related to food for Geneva don't not stop here. Throughout the process, we met dozens of people working and/or living in/close by Geneva. Some of them described about their daily life in informal qualitative interviews (appendix 6) while others participated in design probes, where they had to take two pictures per day of their lunch during one week and comment about location, price and emotional aspects (appendix 5). All of them communicated about their problems which got synthesised with our own observations, experiences and research, into the list below :

- Expensive lunch prices.
- Lack of good tasty food.
- Always the same choices available (pizza, sandwich, panini, salad, kebab, italian)
- Take-away is often unhealthy.
- Dish of the day in restaurant is usually too heavy and has too little vegetables.
- Restricted time for lunch.
- A lot of plastic and other waste surrounding a take-away lunch.
- Manager or director of small companies cannot afford a canteen or private catering services for their employees.
- Not many sustainable lunch choices.
- Stress and tiredness from work environment.

Approximately 150,000 people are working in Geneva more than 90% work in the service sector (République et Canton de Genève. Statistique Genève, 2014). An employee in this sector can have either 15 min, 30 min or maximum of one hour for lunch. Like everyone else, all of these people need to get a proper lunch to able to perform well at work (République et Canton de Genève. Département de la sécurité et de l'économie. Office cantonale de l'inspection et des relations du travail, 2015).

These factors lead to this statement : Geneva needs a new lunch solution for its hardworking citizens. Pascal, French experienced and creative chef, is ready to provide this solution and we are happy to support him in his journey.

THE CONCEPT

Our idea is to provide people (especially the working people) in Geneva lunches that are tasty <u>and</u> healthy, sustainable <u>and</u> affordable, beautiful <u>and</u> last, but not least, make them feel full.

To do so, we designed a fast-casual-restaurant concept with dine-in, take-away and delivery possibilities, where delicious food is being served in jars: *ça va le bocal ?*

'ça va ?' means how are you doing? It is a classic friendly question that everybody ask to start a conversation in France. It usually goes together with salut!

'le bocal' means the jar, a broad-mouthed container, usually cylindrical of glass. It can also mean in a colloquial language brain.

The full question 'ça va le bocal?' is an expression that means in a friendly way are you crazy? which people normally answer 'oui'.
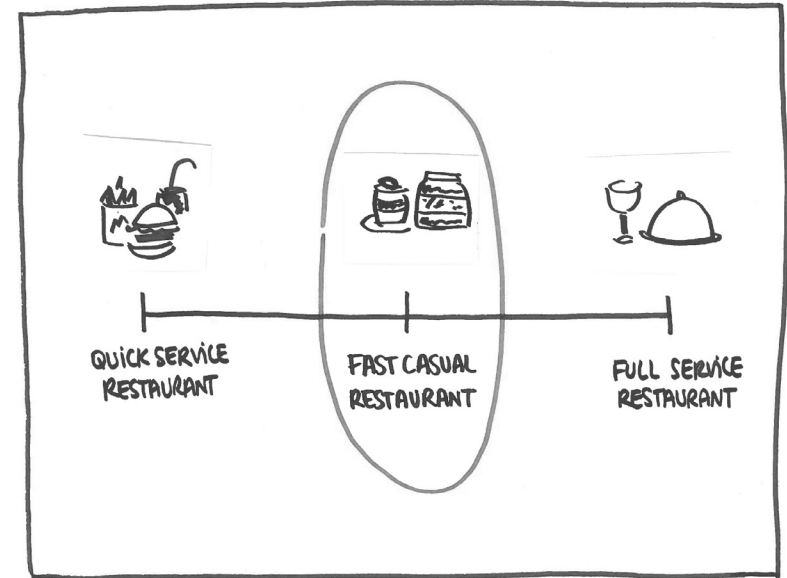
PRODUCT REPORT TABLE OF CONTENT

TASTY AND
HEALTHY
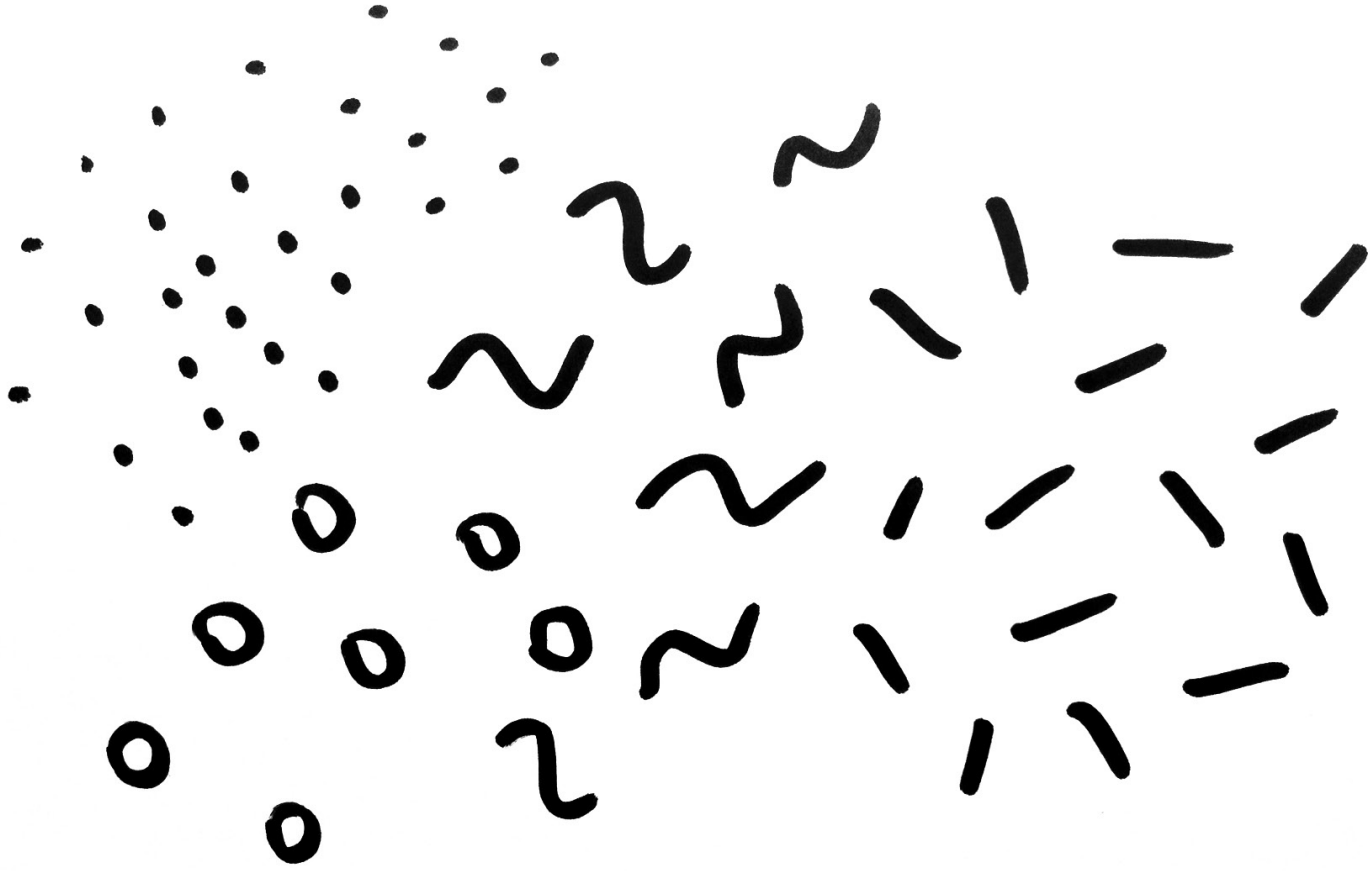
Delighting people's mouth is the primary aspect of this service. At *ça va le bocal?*, Pascal will cook as he loves to do it. With thousands of recipes in his mind, mainly coming from French culinary culture with strong Italian influences, he is inspired by the ingredients he drastically selects according to their quality and freshness. Finally, he let his creativity reveal the taste of each of them. His cuisine is simple, unfussy and delicious. Not light, not heavy either, but balanced. Pascal believes there is no better diet rule than eating everything but reasonably. That is why, the menu at *ça va le bocal?* will be composed of a limited choices of meals that changes on a daily basis.
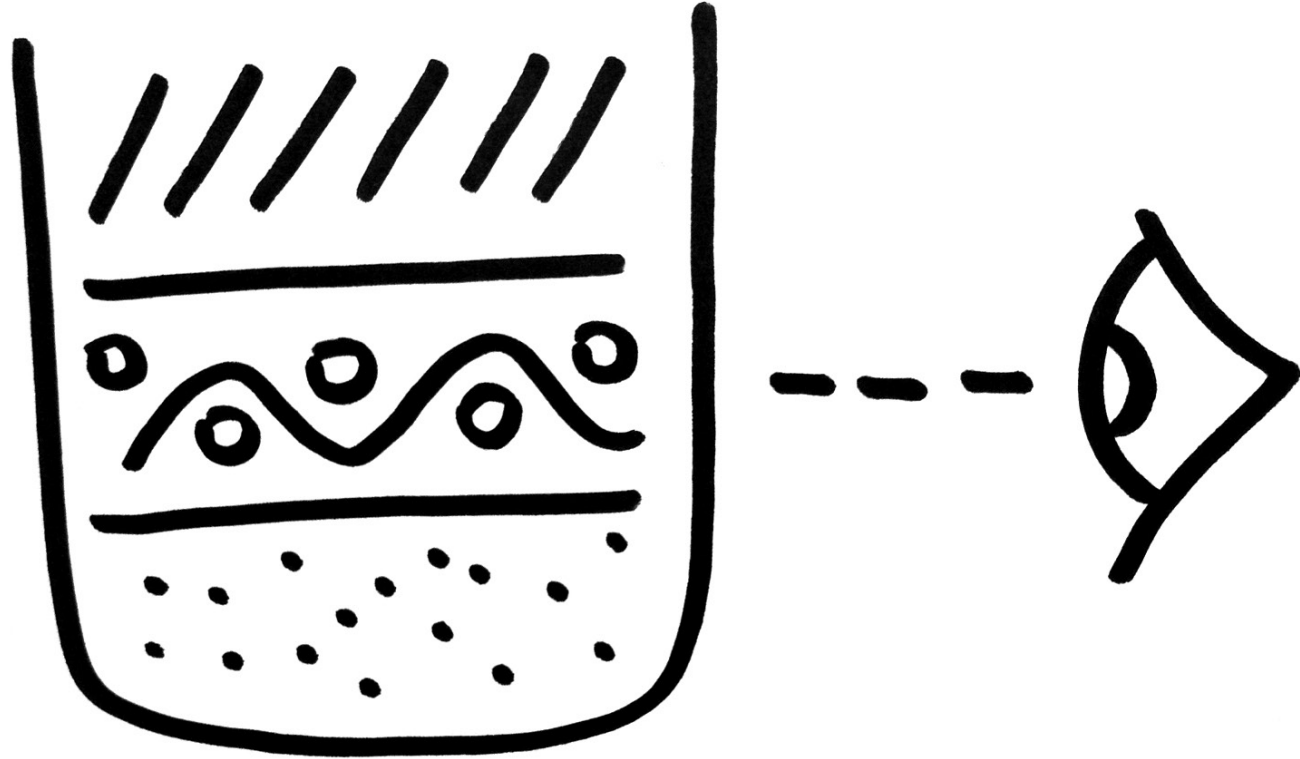
Bernard Loiseau, a renowned French Chef (three Michelin stars in 1981) said :

'La Table, c'est l'endroit de détente et de convivialité par excellence... C'est pourquoi, il faut également utiliser son imagination pour venir compléter les efforts de la cuisine.'

(The Table, it is the place of choice for relaxation and conviviality... Therefore, it is also a must to use imagination to complete the efforts of cooking.)
(Bernard Loiseau, n.d.)

Pascal likes to experiment with other presentation methods than only using plates; in casserole dish, in glasses, even using a whole parmesan as a presentable item (for the risotto) - and of course, in jars!

The first image that comes to mind when talking about food in jars might be an unctrolled mixed mashed mixture, but in reality, it can be very beautiful.

There are several reasons for the jars to be transparent :
- The colors and compositions of the food create an appealing visual effect that can be used as an element of decoration and attract any person pa ssing by the shop.
- Placed on an eye level, customers can judge the freshness of the meals.
- They can also choose easily without spending too long time reading the menu as they have a direct view on the food.

Thanks to the service prototyping with potential users, we realized that the visual aspect influences as well the perception of the quantity of food. It can be difficult to evaluate the amount of food in a jar compared to a plate. According to our observations, people tend to underevaluate the quantity. For this reason, the selection of the jar's size, how the chef fills in jars, and the way we communicate about it are crucial factors because they might influence customer's purchase decision.

Quantity of food should also be determined by the type of people we are serving to. Since our customers are usually working people, after their lunch break, they still have hours of work left to do. This is why they need to receive enough calories so they can complete their job, but they shouldn't feel 'heavier' or sleepy because they had too much to eat. Testings and advices from a dietician should help defining the right balance for the general people, however, for those who have bigger stomachs than others, the solution can be fresh baked bread and dessert.

SUSTAINABLE
AND
AFFORDABLE
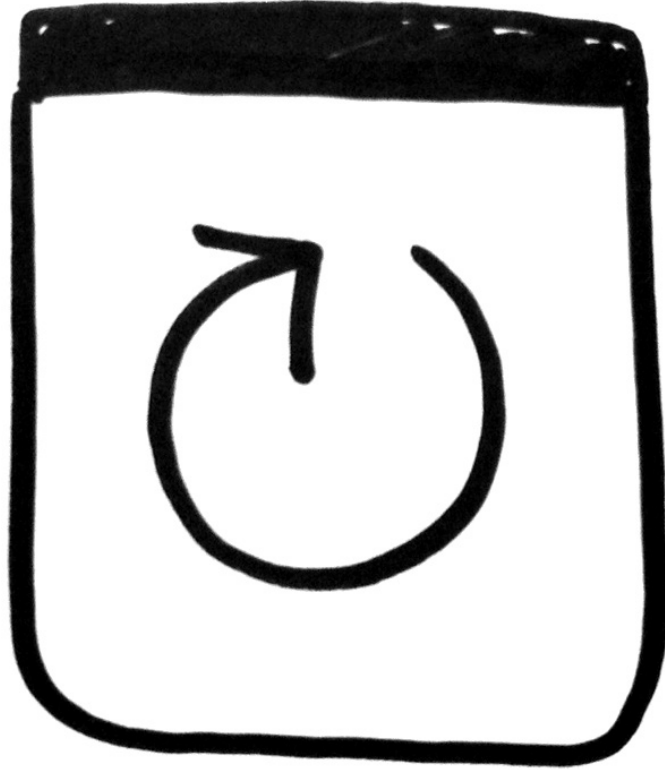
When designing this concept, we always tried to find a right balance between social ethic, environmental responsibility and economical efficiency. The goal is to create a food service as much sustainable as possible.

SOCIALLY : QUALITY OF LIFE FOR PASCAL

When Pascal worked as a private chef, he had to be available approximately fourteen hours a day to serve his clients, most of those times were when everybody else enjoyed their holidays. This is why he would like to slow down the work load and have more quality time with his beloved wife. That is partly why *ça va le bocal ?* is focusing on lunch time on weekdays and not dinner time or weekend's brunch so Pascal can have the weekends off and only have a decent number of working hours. This will require a minimum of one assistant in the shop to help him out. This is also a way for Pascal to give the chance to give an apprentice cook professional experience.

ENVIRONMENTALLY : REDUCE, REUSE, RECYCLE

The 3-R rule is coming from a philosophy called zero waste. "Zero waste is the vision to build a society that enjoys a sustainable rubbish-free lifestyle, with no need for incineration or landfill. […] The science of waste management must be based on everyday life." (World economic forum, 2015, para 3). Since we create a new thing in this world, a +1, in that sense, we can not claim to be zero waste. Resources have already been consumed during these four months of process, especially transportation to go back and forth from Copenhagen to Geneva. Nonetheless, we can aim for this service to be more responsible in terms of waste and think of what could be the mechanisms and solutions to reduce its footprint once it is implemented.

There are two aspects that demand the most attention:

The food

According to the European commission (2015), "over 100 million tonnes of food are wasted annually in the EU. If nothing is done, food waste is expected to rise to about 126 million tonnes by 2020" (para. 1). Pascal being the retailer, he as his own responsibility towards his food waste. We imagine that he can have a series of solutions to prevent from throwing out edible food. To do so, a strategy has to be in order, the following is a list of how to manage the waste in Pascal's shop:

1. Selecting locally grown / seasonal / organic / unsold / no perfect beauty ingredients.
2. Efficient management of the kitchen and stock.
3. Few choices in the menu
4. Promoting company subscriptions as they inform in advance which days they want the food.
5. Doggy jar. A customer who could not finish his meal can decide to bring the leftovers with him in exchange of a deposit for the jar.
6. Yesterday's jar. Leftovers from the previous day should be sold the next day and highlighted with a lower price and a friendly communication.
7. Connecting with platforms like Optimiam.
8. Donation to charity organisation, animals or relatives.
9. Composting.

"It does not require a complete revolution in the way we treat food. It's just tweaking it slightly and usually in delicious ways." (Foodwastemovie, 2014, para. 5)

JAR'S LOOP

FILLED WITH FOOD

DISPLAYED

ADD LID

TRANSPORTED

STORED

EMPTIED

EMPTIED

CLEANED

RETURNED

TRANSPORTED BACK

BACK-OFFICE

FRONT-OFFICE

UNKNOWN LOCATION
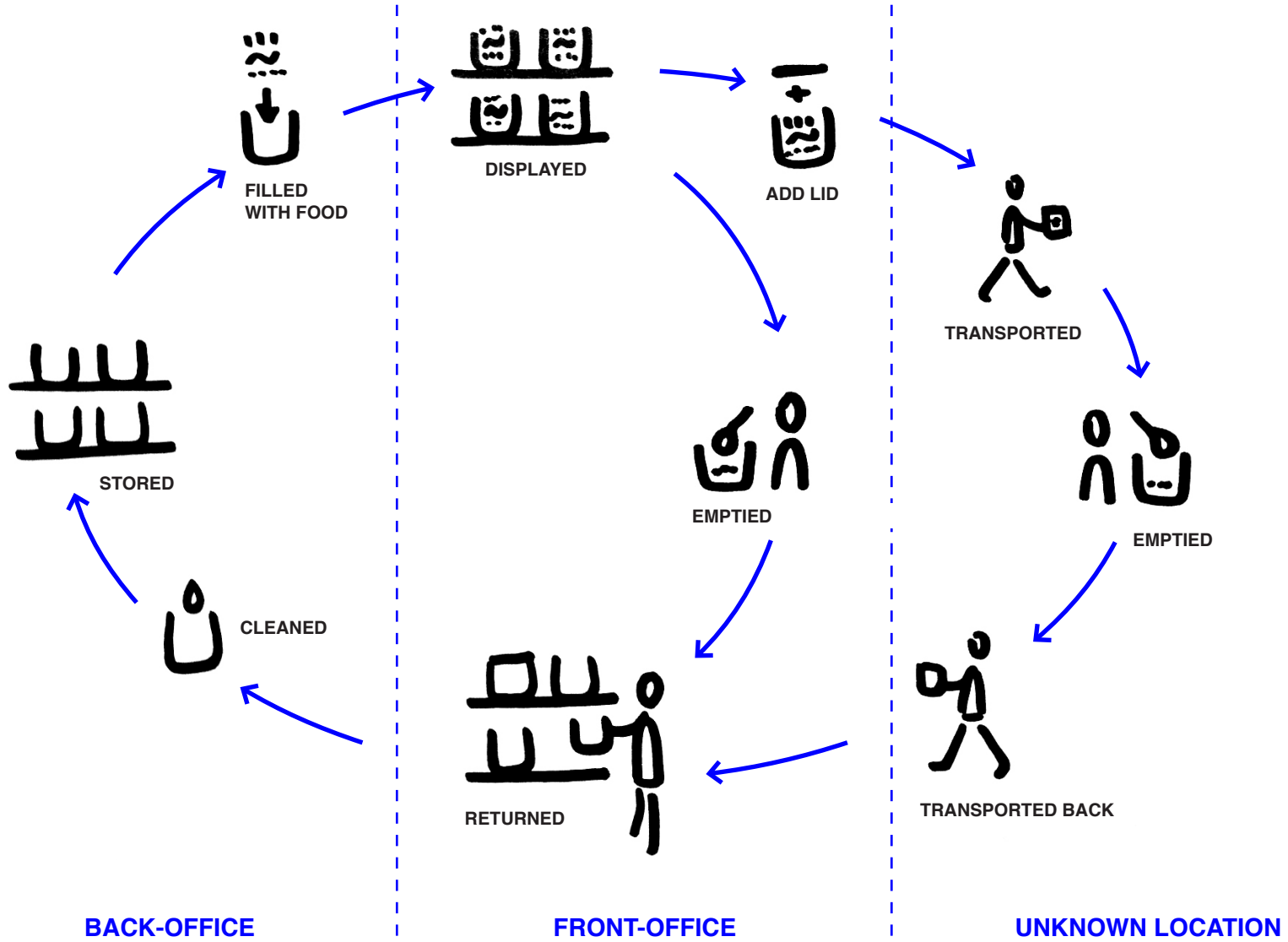
The packaging

"A product-service system provides me with access to the products, tools, opportunities, and capabilities I need to get the job done—namely, power tools for me to use, but not own." (Thackara, 2005, p.19).

Through this system, our goal is to suggest a different behavior towards manufactured products than the current dominating one: *I buy, I possess, I throw.* Instead we want to encourage: *I pay, I use, I re-use, I re-use, (somebody else re-uses it when I don't use it anymore)...*

The jar's loop goal is to optimise the resources by giving access to a physical resource; the jar's function is to contain and transport a meal through a simple system of deposit. The jar is transferred indirectly from user to user in an ongoing loop. *ça va le bocal?* owns the jars and is the one caring about its condition (cleaning it). In this way, the waste is drastically reduced and people in contact with the service are given an opportunity to make a change in their daily life behavior towards sustainability.

According to the official website of the Swiss Confederation (2012), customers in Switzerland has many years sort more than 90% of the packaging made of glass, which equals one third locally refound into glass. Therefore, in the case of the jars are not returned or broken, they have great chance to be recycled into glass again.

ECONOMICALLY : LONG TERM INVESTMENT AND SUBSCRIPTION SYSTEM

Long term investment

According to the chosen jar, buying the glass jars might be a higher starting cost than if we had chosen classic plastic packaging. However, on a longer term perspective, jars will be used and re-used in a closed loop, while disposable plastic containers will be required to be refill all the time. Our assumption is that the jar's loop will economically be more viable than plastic packaging. A precise financial and footprint analysis needs to be done and will be done in the near future.

KEY PARTNERS

Producers

Jar provider

Food coop

Camille

See *Stakeholder map* and *Motivation matrix*

KEY ACTIVITIES

Crowndfunding to start
Cooking food
Communicating
Online menu management
Company subscription management
Delivering and picking up
Organising events (Spoon & others)

KEY RESSOURCES

Expertise of a creative chef
Space (Kitchen and dine-in room)
Water / Utilities
Salaries (chef, assitants)
Kitchen & equipments (oven, hot plates, cooler display, cold room, pans, dishwasher...)
Jars, trays, napkins
Ingredients
Cash machine
Shop decoration (seats, tables, lighting)
Subscription platform (website, domain name, programmer, digital device(s), wifi).
Delivery (transportaion, big trays, delivery man)
Brand registered

VALUE PROPOSITION

Offering tasty, healthy, consistent lunch meals.

Variety along the week and according to the seasons.

Inspire to eat better and according to the seasons.

Practical and sustainable take-away solution.

See *Value proposition map*

CUSTOMER RELATIONSHIP

Loyal relationship
Dedicated personal 'assistance' (cooking food everyday)
Communication in shop and online.
Involvement in the decision making by voting for the favorite jar to be on the menu.

CHANNELS

Evaluate TripAdvisor, observation, survey, in store.
Purchase Shop (selling the jar), online (subscription)
Delivery Message under jar, website, in shop.
After Sales Support Communication through phone, in shop, (online).

Create awareness See next page

SEGMENT

People who work in Geneva.
≈150 000 people.

93,6% of the job offers are in the service sector.

The city of Geneva gathers 50% of the job offers of the Canton which means that most of the people working in Geneva come from outsite the city ; other Canton or France (27%).

See *Personas*

COST STRUCTURE

Value driven business
One-time costs: (60 000.-) kitchen equipment, the store/location/decoration.
Fixed costs: salaries, rent, utilities, domain name.
Variable costs: ingredients, drinks, jars, website maintenance.
Marketing costs (communication): P-rint, Window display...

REVENUE STREAM

Revenue Streams
The food (jar content, dessert, drinks)
Company subscription
Deposit (jar)
How do they pay?
Cash
Card
Automatic payment (subscription)

Willing to pay for
Quality food
Comfortable place, terrasse (summer)
Delivery and pick-up

The subscription for companies.

One of the significant customer segment this concept has is targeting micro and small size companies. These small companies usually don't afford to have their own canteen service or a fully equipped-kitchen, and that is why we have designed a subscription system especially for them. The idea consists of a website where users can order easily an amount of jars per week according to the number of employees. They decide which days they wish to get the jars and pay in advance on a monthly basis. This way, they can plan their expenses ahead, which Republic and Canton of Geneva states that they can get their taxes advantages by providing such services for their employees. (République et canton de Genève, n.d.). A delivery and pickup system can be considered from a certain amount of jars purchased, or according to the location of the company, else they can simply pick up and return the jars to the shop (appendix 15). This subscription model can have a positive impact on Pascal's side as he would get fixed incomes. He will know in advance the quantity of food to order and to cook, which means a reduction of food wastes.

Fair price offer

The business has to be viable for Pascal, but on the other hand, the offer has to be affordable for customers on a daily basis, especially because of the economical context in Geneva. During the testing of the service prototype with potential users, all the participants said they would be willing to pay a main jar and a dessert: a maximum of 20 swiss francs (≈143 DKK).
The people we involved into the design probes spent an average of 13 swiss francs (93 DKK) for a complete lunch (the calculation takes lunch purchased in restaurants, take away or supermarket into account) (appendix 5).

A fair compromise has to be found by playing with the different components constituting the business model.

Instead of buying cutleries, an idea is to have people donating their spoons in a spoon event. The spoon would be the entrance ticket itself to access the event. This idea can be sustainable as well it is economical.

CREATE AWARENESS

Social media
Facebook
Instagram
Network
Stakeholders
Colleagues
Friends & Family
Jar
Website (search)
Event
Word of mouth
Window display
Menu
Media
Blogs
Newsletter
Business card
Local Magazine
Ou bien?!
Go out
Newspaper
Trip advisor
Printer material

ÇA VA ?
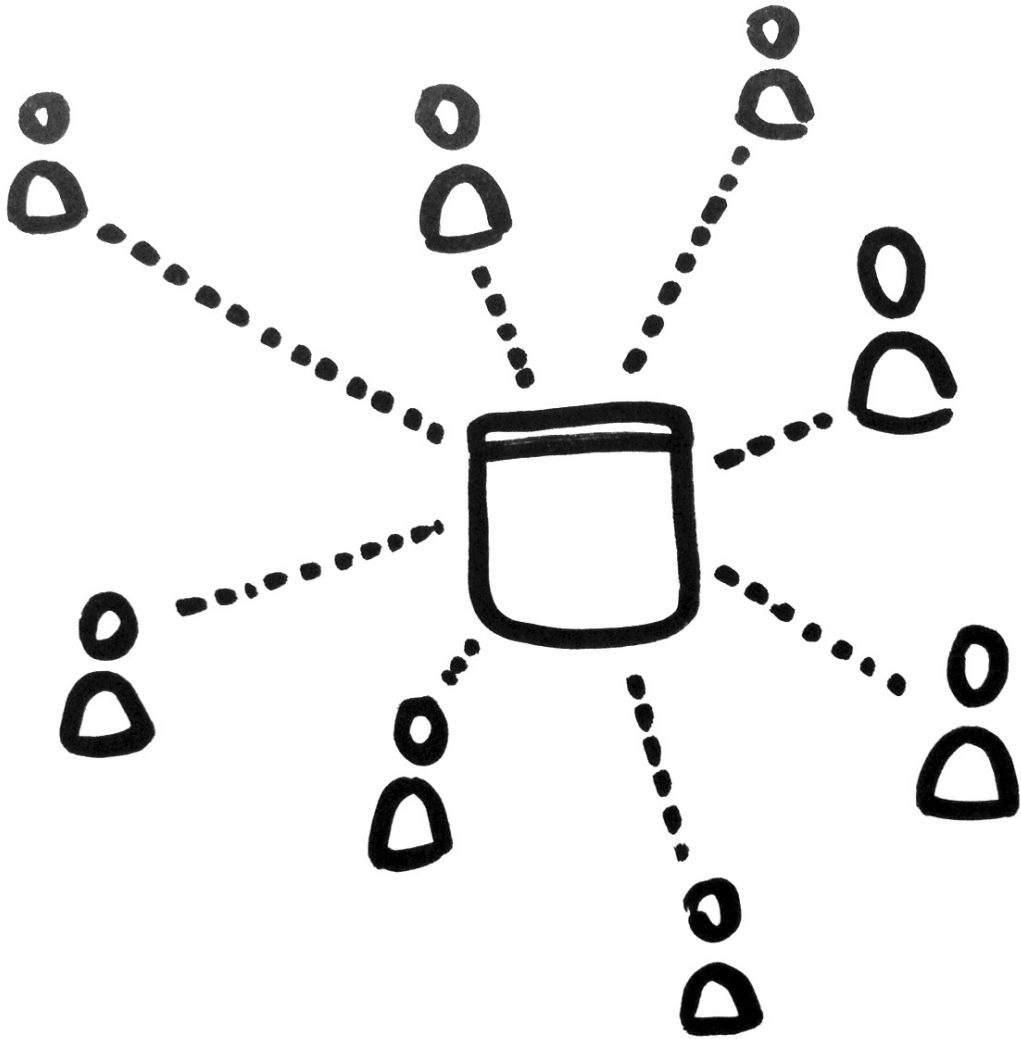
One of Pascal's values and wishes for this store is to be able to have friendly conversations with his customers, and overtime build a loyal relationship with those who often returns to his shop. We can not be fully sure that what we design will happen as we expect, but we can have these realistic hypotheses of social opportunities:

Between the chef and users

Pascal is not the type who considers recipes as secret that you transmit only to descendants. In some sense, he thinks culinary knowledge should be a open source. That is why we imagine the food as the main vector of communication. It could be a communication base which Pascal can elaborate and inspire one another; sharing cooking tips and recipes, such as tip of how to clean a fish. These sharing interactions could happen during a direct conversation when the user purchases food or dines in the shop. Another possibility is through service-evidence or post-service phase.

The other main social component of the service that could strengthen a relationship between a provider and a user is the jar's loop. When the user returns the jar it can be a second chance in the journey for Pascal to interact with the user.

Between the chef and users + between users

Events that are held by Pascal will go in sync with the seasons. They can be new reasons for people to meet, whether it is common interest for sustainability, good food or simply for sake of the jar.

Spoon events for collecting spoons for the shop

With these possible social opportunities, we hope they can inspire people to eat better food, to cook better recipes and to have more sustainable lifestyle.

Relations between the chef and customers are not the only social aspect of this service concept. The stakeholders map shown below makes the entire social ecosystem around *ça va le bocal ?* visible: Pascal is in the top center of the representation, and the closer a stakeholder is to him, the stronger is the link between them. The motivation matrix shows in details the reasons why each of the stakeholders could have interest(s) in being linked to Pascal.

In the motivation matrix table, the customer's motivation is not fully described. There are indeed different types of customers; early adopters, "normal customers" and company customers. Different motivations can co-exist between the categories and within each category. We can define user's patterns and profiles through six personas. This list is not exhaustive, other characters could appear in the future, but at this stage of the project, these six personas represent the most possible types of people we could expect to interact with the service. Each of them has its own identity, with social and psychological characteristics, that determines specific ways to deal with the service. These different stories are described in the scenarios.
See video sketching (appendix 15).

STAKEHOLDERS	▼	PASCAL	▲
APPRENTICE COOK	MONEY, EXPERIENCE		ASSISTANCE
FAMILY / FRIENDS	<3 TREAT, FREE FOOD		<3 PROMO, CUSTOMERS
DESIGNERS	EXPERIENCE, PORTFOLIO, PRIDE		IMPROVE, MAINTAIN CONCEPT
FOOD COOP		PARTNER NETWORK, PROMO	
CAMILLE	PORTFOLIO, SUCCESS, MONEY		BAGS, (GRAPHIC DESIGN ?)
PRODUCERS	MONEY, LOYAL CUSTOMER		GOOD INGREDIENTS, DISCOUNT
NORMAL CUSTOMERS		*SEE VALUE PROPOSITION MAP*	
EARLY ADOPTERS		*SEE VALUE PROPOSITION MAP + SPECIAL TREAT ?*	
COMPANY CUSTOMERS		*SEE SUBSCRIPTION WHY'S*	
NETWORKS	TREAT, FREE FOOD		PROMO, CUSTOMERS, OPPORTUNITIES
JAR PROVIDER	MONEY		JARS
PR MEDIA	MONEY, READERS		CUSTOMERS, «STATUS»
FINANCE CONSULTANT	MONEY		ADVICES, MONEY
IT CONSULTANT	MONEY		FLUENT WEB PLATFORM
LAUNDRY	MONEY		CLEANED TEXTILES
NEIGHBOUR SHOP		NETWORK, PROMO, CUSTOMERS	

STAKEHOLDER MAP

INTERNAL

EXTERNAL

VERY EXTERNAL

FINANCE CONSULTANT

FOOD COOP

ASSISTANT

DELIVERY MAN

PASCAL

FAMILY / FRIENDS

DESIGNERS

NETWORKS

NEIGHBOUR SHOP

PRODUCERS

CUSTOMERS

CAMILLE

JAR PROVIDER

IT CONSULTANT

LAUNDRY

PR MEDIA
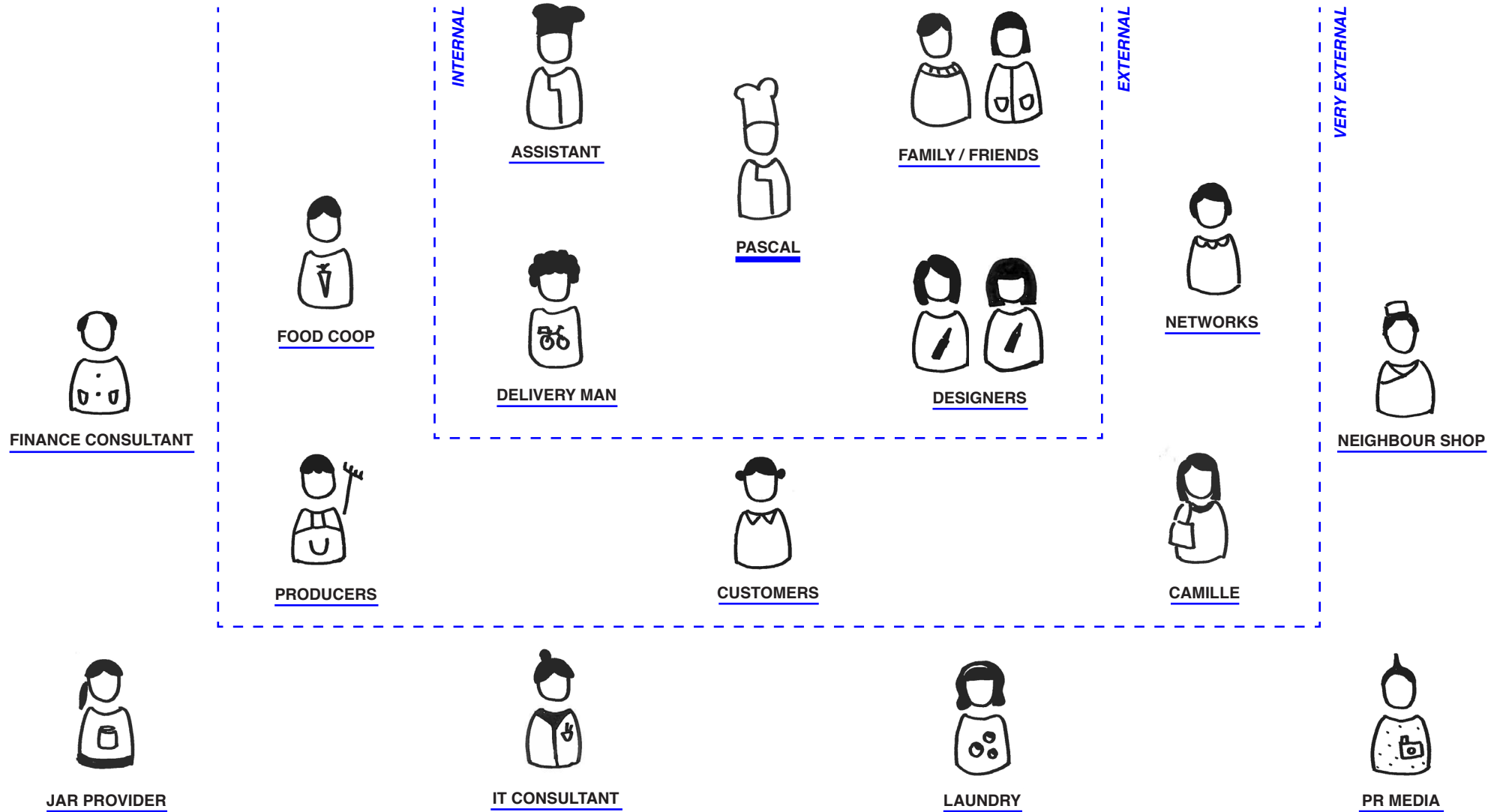
PERSONAS

A LOT OF WORKLOAD

ROBERT
Is overweilmed by
work but lives close
to by the office.

JORDAN
Has 100% responsabilities of
everything at work
Lives very far away from work.

CATHY
High level of workload and minimum
of 1h30 of transportation per day.

AUDREY
Has responsabilities, but nothing
stressful. Works at home most of
the time.

**LIVES
CLOSE BY
WORK**

**LIVES
FAR FROM
WORK**

MARINE
Does not have much workload.
Uses public transportation for
about 25 min to go to work.

JULIEN
Does not have external
work pressure.
Goes to school by bike.

NO WORKLOAD

When I like something, I can just eat it for the rest of my life, well, at least until I like something else.

- Swiss
- 25 years old
- Boyfriend
- Boring job

Super loyal ! She is coming everyday and changes between take-away and dine-in.

MARINE LOVES

SOCIAL	DIET	3 COURSE MEAL	DOGS	BEE-TROOT

MARINE STRUGGLES WITH

EATING THE SAME THING

It is a sunny Monday and Marine decides to enjoy her lunch outside. She buys lunch at Pascal's and asks for take-away, she pays for the food and the deposit for the jar. She brings her lunch to the park and enjoys it in the sun.
The day after the weather is fading, it is windy and cloudy. Marine returns the jar at Pascal's and asks for a new jar to take-away. She pays only for the food this time while the deposit of the jar is still valid as she is bringing the new jar with her. She brings the lunch to her work and eat it there with her colleagues.

The day after she returns the jar, and asks for a new jar. And again… and again… and again.

CATHY

I'm a hardworking mother who some-times deserves a treat.

- French
- Accountant
- 43 years old
- Married
- 2 kids

Usually she takes away, but once a week she finds time to dine-in with friends.
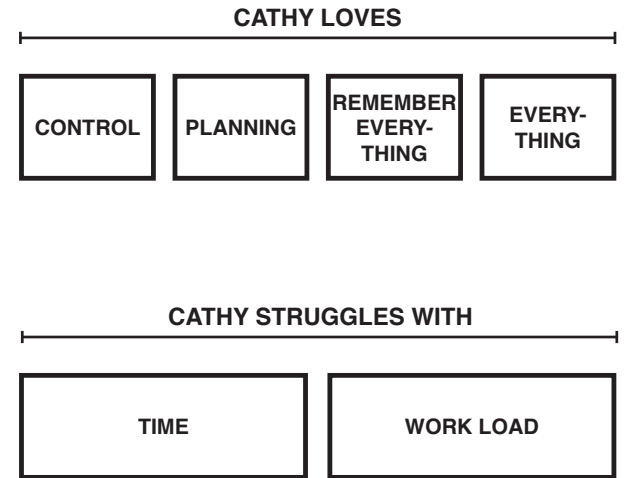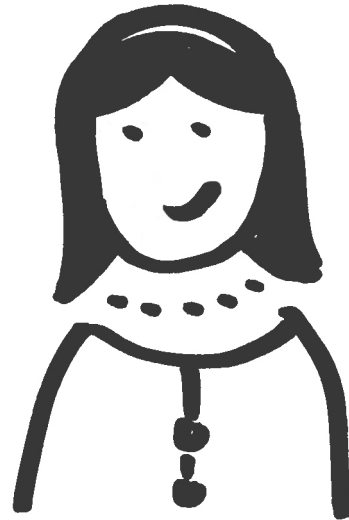
CATHY LOVES

| CONTROL | PLANNING | REMEMBER EVERY-THING | EVERY-THING |

CATHY STRUGGLES WITH

| TIME | WORK LOAD |

It's Wednesday today, and usually on Wednesdays there aren't too much to do. Cathy always treats herself to enjoy a long lunch.

Cathy has an empty jar of Pascal's from last visit and returns to Pascal to have a dine-in lunch. At Pascal's she returns the jar, receives the deposit and chooses the jar of the day and a dessert for dining in. She enjoys every single second if it.

JORDAN

As a step-manager, I'd be super happy to just get 10 min lunch break.

- French
- Entrepreneur
- 39 years old
- Single
- 5 employees

Has interest in company subscription.

JORDAN LOVES

MEAT	CASUAL FOOD	NOT FUZZY	COOKING

STRUGGLES WITH

WORK	ALLERGIES

Becoming aware of company subscription

Jordan leaves from work hungry since he didn't manage to have time to eat. He passes by Pascal's shop and thought it looked interesting plus it smelled splendidly good. He walks in and gets welcomed by Pascal, asking him how his day was. He ordered the jar of the day and a drink to dine in. While he was enjoying the food, he saw that Pascal offers a lunch subscription service for companies. He thought this might be a super idea for him and employees, and asked Pascal a few more questions about this. Pascal gives Jordan a card saying how, what one can sign up as a company - if in doubt, Pascal suggests Jordan to sign up for the trial first. Jordan said that he will consider it. The day after Jordan told everybody at work about this jar and this lunch subscription, they agreed to try with 3 jars a week.

Signing up for a trial subscription

Jordan decides to sign up for the trial, he follows the instructions on the card he received by Pascal. On the website, it asks him to fill in information about the company, how many employees and how many jars in this week they want to try out. After plotting in all the details needed, he pays for the trial subscription. He has now a profile in Pascal's database, where he can anytime choose to start his subscription for the company or delete the profile after the trial period is over.

Receiving the last trial delivery

Before receiving the last trial delivery, Jordan receives a notification asking if he still want to keep the subscription or not. Jordan logs in to his profile and chooses to continue his subscription and confirms again the days of the jars per week. The system calculates how much he needs to pay per month and Jordan confirms and pays. The day after he receives the last trial delivery with a message saying 'thank you' and that Pascal is looking forward to serve them great lunches in the next coming weeks.

ROBERT

I have so much to do at work that I have to eat my lunches at my desk most of the time.

- Swiss
- Business man
- 44 years old
- Divorced
- 3 kids

Comes sometimes to get full dining experience or take away at the office. Will forget the jar!
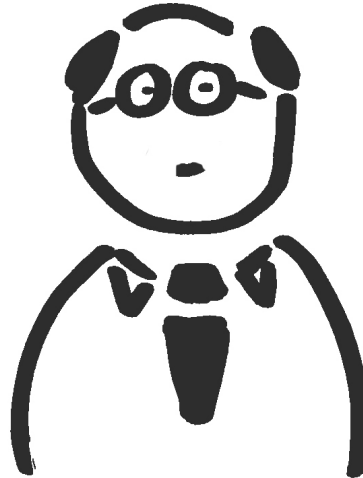
ROBERT LOVES

HOME COOKED MEAL	HOLIDAYS	COMFORT EATING

ROBERT STRUGGLES WITH

FAMILY TIME	WORK

Robert hurries to Pascal to pick up a jar for lunch. He chooses the jar with his favourite dish, pot au feu. He pays for the jar and the deposit and hurries back to the office. He eats while he is working.

Next day, Robert goes back to Pascal for lunch, but realises only in the shop that he has forgotten the jar. He pays for the food and the deposit for the jar again. He takes it away to his office.
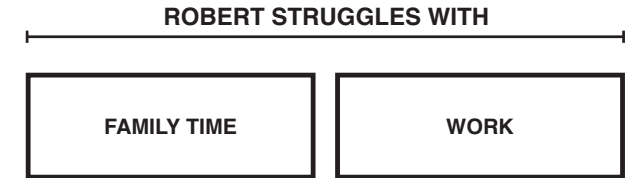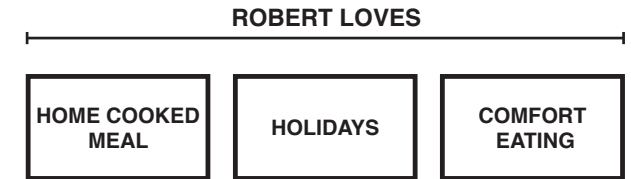
When he returns to Pascal next time, he receives the deposit for both of the jars.

I'm a free spirit who loves unique experiences. I don't like commitment.

-Swiss
-Studies performance
-23 years old
-Open relationships
-Lives in a collective

Early bird, spreads the word.
Takes cheapest offer (Yesterday's jar).

JULIEN LOVES

| POLITICS | VEGETARIAN | UNDERGROUND COMICS |

JULIEN STRUGGLES WITH

| INDECISIVE | COMMERCIAL MUSIC |

Julien reads about Pascal's concept in the Go-Out magazine and thought to himself that he had to try it out. He enters Pascal's shop and they started to have a friendly conversation about the concept. Julien then asks for the vegetarian jar for take-away. He pays for the deposit and leaves the shop to meet up with his friends in the park.

While he is eating the jar, his friends ask him about the jar. He explains them about the concept and highly recommend them to try it out.

After finishing the food, Julien returns to the shop to receive his deposit. He saw the chocolate cake, and couldn't resist and bought it without any packaging. Julien thanks Pascal for an experience and he says that will definitely come back for more.

A SIMPLE OBJECT LIKE A JAR HAS UNDOUBTEDLY MANY ADVANTAGES.

Nonetheless, it is a sustainable packaging because it allows an unlimited re-use, the table below gathers all the other reasons why the jar is relevant for both Pascal and his customers.

WHY THE JAR ?		
NO NEED FOR	**FOR PASCAL**	**FOR CUSTOMERS**
A WAITER TO SERVE	SAVES MONEY ON MANY ASPECTS	ACCESS TO HIGH QUALITY FOOD FOR AFFORDABLE PRICE
BUYING AGAIN AND AGAIN PLASTIC PACKAGING	SIMPLIFIES ARRANGEMENT	SO SIMPLE AND PRACTICAL
KNIVES ANF FORKS AND PLATES	ADDS VALUE TO HIS FOOD	PRACTICAL IN ANY CONTEXT (COUCH, PARK, IN FRONT OF COMPUTER...)
HIGH TEMPERATURE TO KEEP THE FOOD WARM	TAKE AWAY AESTHETIC	KEEP FOOD WARM FOR A LONG TIME
	GETS TO BUILD RELATIONSHIP WITH HIS CUSTOMERS	EASY TO WARM UP (3 WAYS)
		HEALTHY (NO DANGEROUS PARTICLES)
		USEFUL TOOL FOR EVERYDAY LIFE
		LOOKS NICE

THE JAR ALSO HIDES A COMPLEX SYSTEM.

In fact, from the product jar, we have designed a service system, linking together on differents levels specific stakeholders. They interact with other stakeholders, objects and spatial contexts, following different journeys. Supported by technical processes, front-stage and back-stage actions coordinate these flows and operate the service for customers through touchpoints. The user journeys graph and the service blueprints that follow are a tentative to represent this complexity.

Pascal has a flexible schedule due to the nature of his shop. He is his own boss with assistant(s), and therefore would like to have enough freedom to work as he wants. In order to adapt to this specific type of demand, we designed these service blueprints more as a flexible framework than as a strict agenda, like a manager from a famous fast food chain would need. The service blueprints we drowned are visual representations which clarify the global service structure and that suggest a certain management of the details.

In the following pages you will find :

User journeys graph

Gives an overview of the different possible paths when a customer comes to the shop ; with or without a jar, dine-in or take away.

Give / receive actions model

This model clarifies what a customer end up with when he / she leaves the shop in all situations possible.

Service blueprint

The service blueprint shows the general customer's journey in parallele with front and back stage actions. There are three phases that are emphasized : pre-service, service and post-service.

Pascal's blueprint

this blueprint zooms into Pascal's journey between front and backstage. There are two main categories of actions :
- **on point** : the activities that have to be there on point ; such as opening the shop, filling the jars and closing the shop.
- **flexible** : the activities that can happen in an approximative range of time ; such as ordering ingredients, receiving ingredients etc.

Purchase blueprints

Expansion of the cell *Purchase*, from the customer's journey, detailing touchpoints as well as steps that happen in front and back-stage, dine-in or take away situations.

USER JOURNEYS

■ POST SERVICE　　⬚ OCCASIONALLY

Journey 1 — Come without a jar

AWARE → COME WITHOUT A JAR → ENTER THE SHOP → SEE MENU / FOOD → CHOOSE FOOD

- **«TAKE AWAY»** → PAY FOOD + JAR DEPOSIT → GET FOOD IN JAR → SELF SERVICE → LEAVE → TRANSPORT JAR → EAT → SEE JAR NOTE
- **«DINE IN»** → PAY ONLY FOR FOOD → GET FOOD IN JAR + TRAY → SELF SERVICE → CHOOSE SEAT → EAT → RETURN TRAY → PAY DOGGY JAR DEPOSIT → LEAVE

Journey 2 — Come with a jar

AWARE → COME WITH A JAR → ENTER THE SHOP → SEE MENU / FOOD → CHOOSE FOOD

- **«TAKE AWAY»** → RETURN JAR → PAY ONLY FOR FOOD → GET FOOD IN JAR → SELF SERVICE → LEAVE → TRANSPORT JAR → EAT → SEE JAR NOTE
- **RETURN JAR** → RECEIVE DEPOSIT BACK
- **«DINE IN»** → RETURN JAR → PAY FOOD - DEPOSIT → GET FOOD IN JAR + TRAY → SELF SERVICE → CHOOSE A SEAT → EAT → RETURN TRAY → LEAVE

COME TO THE SHOP WITH	DECIDES TO	GIVE/RECEIVE ACTION	LEAVE SHOP WITH
(no cup)	TAKE AWAY	+	
	DINE-IN	+	/
(jar)	TAKE AWAY		
	RETURN JAR	+	O
	DINE-IN	+ +	O

BLUEPRINT

IF TAKE AWAY

	PRE-SERVICE			SERVICE			POST-SERVICE					

CUSTOMER JOURNEY

| AWARE | KNOW MENU | COME TO THE SHOP | ENTER THE SHOP | PURCHASE | SELF SERVICE | LEAVE SHOP | TRANSPORT FOOD | EAT | SEE THE NOTE | TRANSPORT BACK | ENTER THE SHOP | RETURN JAR |

TOUCH POINT

.... | WEBSITE / OUTDOOR SIGNAGE / MAIL ? | JAR | SHOP / COMM | COUNTER / FOOD JAR / TRAY.. | SELF SERVICE SPOT | COMMU-NICATION MATERIAL | JAR / TRAY / BAG | SEAT / DINE IN ROOM / OFFICE / PARK... | JAR NOTE | JAR / TRAY / BAG | SHOP | RETURN SPOT

FRONT STAGE

GREET | SELL | | | | | | | GREET | RECEIVE JAR

LINE OF VISIBILITY

BACK STAGE

UPDATE MENU | FILL IN COOLER DISPLAY | FILL IN SELF SERVICE | | | | | | CLEAN DISHES

SUPPORT PROCESS

WEB PLATFORM / MENU DISPLAY | CASH MACHINE | | | | | | | DISH WASHER / COMPOST

PASCAL'S BLUEPRINT

FLEXIBLE SCHEDULE

OCCASIONALLY

6H30　　　　　　　　　　**10H**　　**11H30**　　　　　　　　　　　　　　**16H**

FRONT STAGE

| SET UP JARS / FOOD | OPEN SHOP | SERVE CUSTOMERS | CLOSE SHOP | CLEAN / SET UP NEXT DAY |

LINE OF VISIBILITY

BACK STAGE

| COOK TODAY DISHES | LUNCH BREAK | COOK NEXT DAY DISHES / CLEAN DISHES / FILL IN COOLER DISPLAY.. | STORE LEFTOVERS | COUNT |

| GO TO MARKET | RECEIVE DELIVERY OF INGREDIENTS | | UPDATE MENU | ORDER INGREDIENTS |

COLD ROOM

COOLER DISPLAY

CASH MACHINE / DIGITAL COUNT TOOL

COLD ROOM

CASH MACHINE / D.C.T

SUPPORT PROCESS

KITCHEN

KITCHEN / COOLER DISPLAY

ONLINE PLATFORM / MENU DISPLAY

PHONE

PURCHASE BLUEPRINT

☐ OCCASIONALLY

DINE IN

CUSTOMER JOURNEY	ENTER THE SHOP	QUEUE	SEE MENU / JAR	ORDER FOOD (+ OTHER)	«DINE IN»	RETURN JAR	PAY	RECEIVE FOOD IN A TRAY	GIVE IT SEASONNING + PICK SPOON	SEAT	EAT	RETURN TRAY	LEAVE
TOUCH POINT		COMMU-NICATION MATERIAL	MENU / JAR DIPLAY / PRICE	COUNTER	COUNTER	COUNTER RETURN SPOT	RECEIPT	JAR + TRAY + OTHER	SELF SERVICE SPOT	INDOOR OR TERRASSE	COMMU-NICATION MATERIAL / JAR	RETURN SPOT	
FRONT STAGE	*BONJOUR*			TAKE ORDER	ASK DINE IN OR TAKE AWAY	RECEIVE JAR	RECEIVE PAYMENT	GIVE FOOD *BON APPETIT*					*AU REVOIR*

LINE OF VISIBILITY

BACK STAGE						CLEAN		REFILL DISPLAY WITH JAR	REFILL SELF SERVICE			CLEAN DISHES	
SUPPORT PROCESS				CASH MACHINE		DISH WASHER / COMPOST	CASH MACHINE					DISH WASHER / COMPOST	

PURCHASE BLUEPRINT

TAKE AWAY

CUSTOMER JOURNEY	ENTER THE SHOP	QUEUE	SEE MENU / JAR	ORDER FOOD (+ OTHER)	«TAKE AWAY»	RETURN JAR	PAY	RECEIVE FOOD	SEASON-NING + PICK SPOON + LID	LEAVE
TOUCH POINT		COMMU-NICATION MATERIAL	MENU / JAR DIPLAY / PRICE	COUNTER	COUNTER	COUNTER RETURN SPOT	RECEIPT	JAR + TRAY + OTHER	SELF SERVICE SPOT	
FRONT STAGE	BONJOUR			TAKE ORDER	ASK DINE IN OR TAKE AWAY	RECEIVE JAR	RECEIVE PAYMENT	GIVE FOOD BON APPETIT		AU REVOIR

LINE OF VISIBILITY

| BACK STAGE						CLEAN		REFILL DISPLAY WITH JAR	REFILL SELF SERVICE	
SUPPORT PROCESS				CASH MACHINE		DISH WASHER / COMPOST	CASH MACHINE			

Subscription system

As described in the Sustainable and affordable section, the subscription system offers the possibility for micro and small companies to order and pay jars in advance on a monthly basis. There are two types of subscriptions :

• Trial - companies can try for a week to see if this might be something for them.
• Regular - full subscription on monthly basis.

The following models present a resume of the subscription system and shows in details what happen when a company tries, subscribes or unsubscribes. (appendix 15). Video sketching
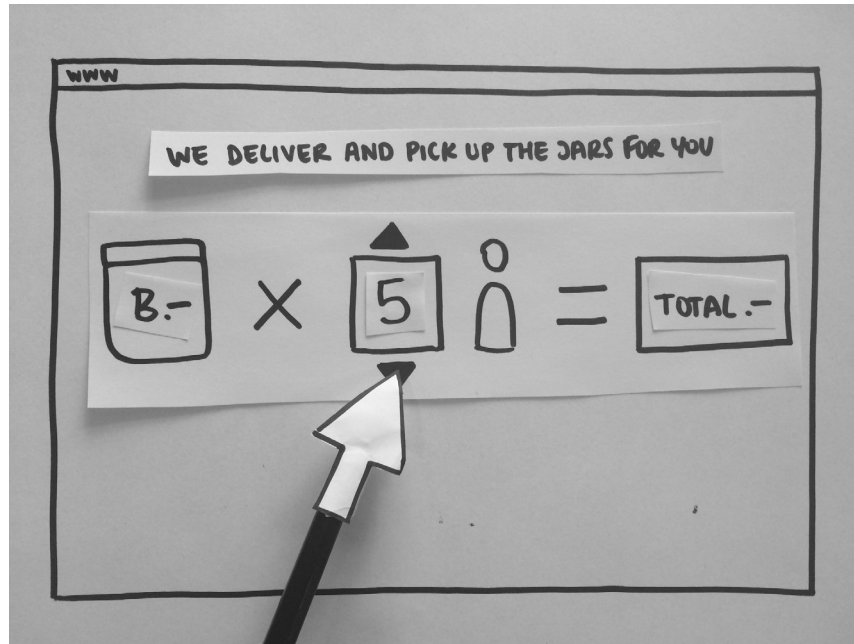
SUBSCRIPTION SYSTEM

WHAT TYPE OF SUBSCRIPTIONS ARE THERE?

Trial
Regular (company)

WHO IS THIS FOR ?

Micro and small companies
Jordan (from the personas)

WHAT ARE THE REQUIREMENTS ?

Company's address and other basic information
of the manager of the company
Credit card information for pre-paid payment
To be on the 'geo zone'
A minimum of x jars
A minimum of times per week

HOW DO YOU SIGN UP ?

Online
Special deal with Pascal

WHAT DO YOU GET ?

Unique online profile
Save time by planning/paying in the advance
Discount
Delivery
Jars cleaned

WHAT DO YOU PAY FOR ?

Possible damage
Delivery/Pick up service
Reasonable price for quality lunch,
perhaps a little less than the
competitors in Geneva

HOW DO YOU MANAGE A SUBSCRIPTION ?

Receive monthly reminder weekly news
and menu if they want to
Online log in profile
Edit or pause the subscription at any time

HOW DO YOU EXIT ?

The stop button on their online profile
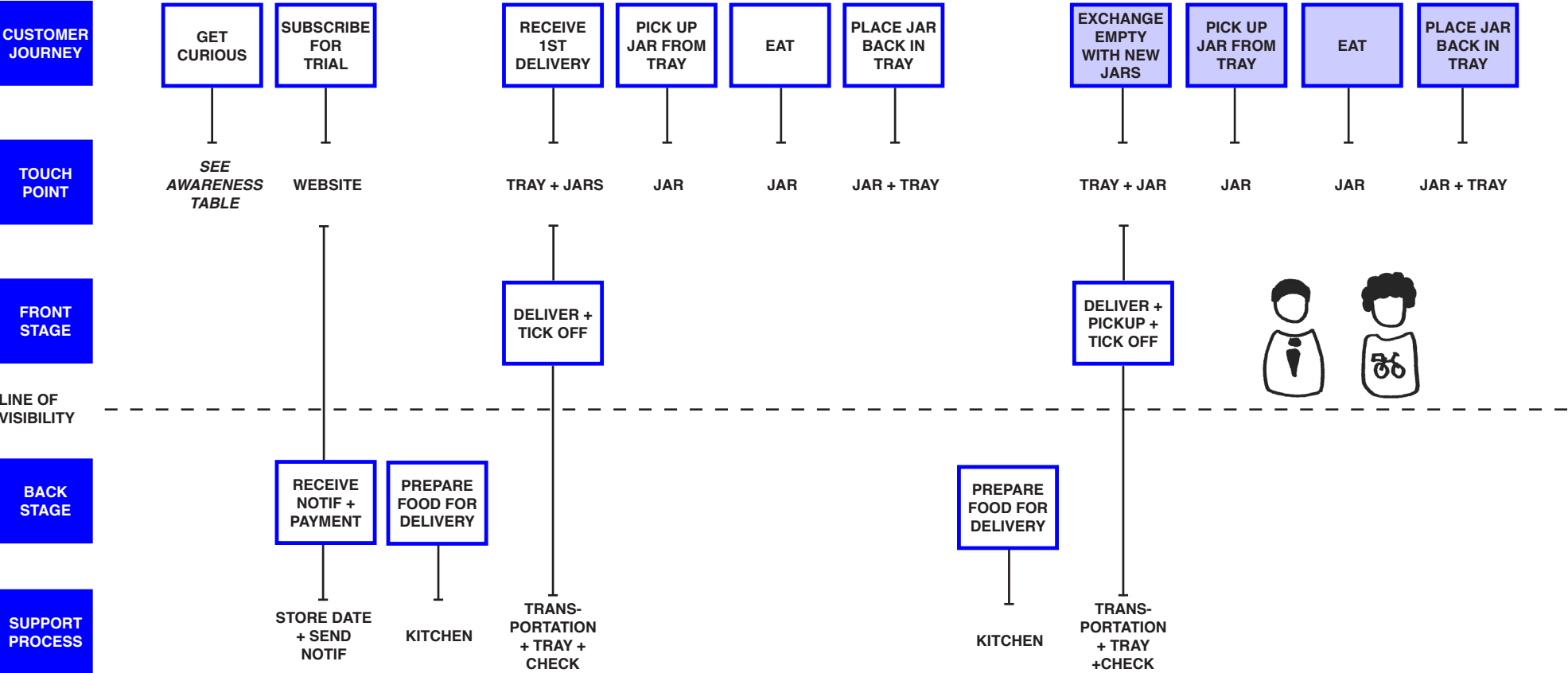Give back the jars
Give feedback

WHAT CAN YOU NOT DO ?

Keep the jars

BLUEPRINT COMPANY

■ COMPANY SUBSCRIPTION LOOP

FIRST DELIVERY DAY — **NEXT DELIVERY DAYS**
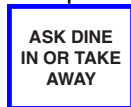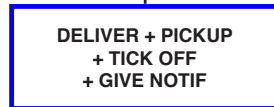
	CUSTOMER JOURNEY	TOUCH POINT	FRONT STAGE	BACK STAGE	SUPPORT PROCESS

CUSTOMER JOURNEY

| GET CURIOUS | SUBSCRIBE FOR TRIAL | | RECEIVE 1ST DELIVERY | PICK UP JAR FROM TRAY | EAT | PLACE JAR BACK IN TRAY | | EXCHANGE EMPTY WITH NEW JARS | PICK UP JAR FROM TRAY | EAT | PLACE JAR BACK IN TRAY |

TOUCH POINT

SEE AWARENESS TABLE | WEBSITE | | TRAY + JARS | JAR | JAR | JAR + TRAY | | TRAY + JAR | JAR | JAR | JAR + TRAY

FRONT STAGE

DELIVER + TICK OFF | DELIVER + PICKUP + TICK OFF

LINE OF VISIBILITY

BACK STAGE

RECEIVE NOTIF + PAYMENT | PREPARE FOOD FOR DELIVERY | PREPARE FOOD FOR DELIVERY

SUPPORT PROCESS

STORE DATE + SEND NOTIF | KITCHEN | TRANS-PORTATION + TRAY + CHECK | KITCHEN | TRANS-PORTATION + TRAY +CHECK

TRIAL

LAST DELIVERY DAY

EXCHANGE EMPTY WITH NEW JARS + GET NOTIF «CONTINUE?»	PICK UP JAR FROM TRAY	EAT	PLACE JAR BACK IN TRAY	**CONVINCED ? OR NOT ?**

WEBSITE — TRAY + JARS — JAR — JAR + TRAY

DELIVER + PICKUP + TICK OFF + GIVE NOTIF		TAKE ORDER	ASK DINE IN OR TAKE AWAY

TRANSPORTATION + TRAY +CHECK+ GIVE NOTTIF

CASH MACHINE

BLUEPRINT COMPANY

☑ CONVINCED   ☑ NOT CONVINCED

CUSTOMER JOURNEY	CONVINCED	LOG IN	SUBSCRIBE	COMPANY SUBSCRIP-TION LOOP		NOT CONVINCED	LOG IN	STOP SUBSCRIP-TION	GIVE FEEDBACK	EMPTY JARS PICKED UP

TOUCH POINT

CONVINCED side: WEBSITE (LOG IN), WEBSITE (SUBSCRIBE)

NOT CONVINCED side: WEBSITE (LOG IN), WEBSITE (STOP SUBSCRIPTION), WEBSITE (GIVE FEEDBACK), TRAY + JARS + ANSWER TO FEED-BACK (EMPTY JARS PICKED UP)

FRONT STAGE

PICK UP EMPTY JARS

LINE OF VISIBILITY (dashed line)

BACK STAGE

CONVINCED: RECEIVE NOTIF + PAYMENT + CELEBRATE (under SUBSCRIBE)

NOT CONVINCED: RECEIVE NOTIF (under STOP SUBSCRIPTION), RECEIVE NOTIF (under GIVE FEEDBACK), REPLY TO FEEDBACK (under EMPTY JARS PICKED UP)

SUPPORT PROCESS

CONVINCED: PROCESS DATA (under LOG IN), PROCESS DATA + SEND NOTIF (under SUBSCRIBE)

NOT CONVINCED: PROCESS DATA (under LOG IN), DELETE PROFILE + SEND FEEDBACK (under STOP SUBSCRIPTION), SEND NOTIF + STORE FEEDBACK (under GIVE FEEDBACK)

**ÇA VA
LE BOCAL ?**

Oui, ça va le bocal ! Together with Pascal and the active participation of Maithé, Salomé, Boris, Youna, Tamara, Amélie, Roman, Sandrine, Cyrielle, Catherine, Annja, Pierre, Esben, Begum, Katharina, Camille, Claire, Anne-Soorya, Judith, Pascale, Bruno, Catherine, Jean-Marie, Noémie, Catherine, Marc, Marine, Martine, Malek, and Catherine, we co-designed a food-service concept which addresses needs that people working in Geneva have today regarding eating lunch.

At *ça va le bocal ?* Pascal will serve with his own personality, lunches that are tasty and healthy, beautiful and makes them feel full, sustainable and affordable.

The value proposition canvas below demonstrates how all the service components described in this report act as pain relievers and gain creators for our customer's profile. The so-called problem-solution fit. (Strategyzer, 2015)

As we have been closely collaborating with potential users all along this process, we have already partially validated this value proposition. We are looking forward to adjust the details by making new testings to achieve a perfect product-market fit as well as reinforcing the overall business model by involving a financial expert.

The timeline shows how do we envision the implementation process as well as future aspects.

PRODUCTS & SERVICES

Food in jar

Fast-casual restaurant

Dine in or Take away

Subscription

Delivery and pick up

GAIN CREATORS

Online subscription management, delivery and pick-up service
Healthy choices tailored by the chef (knowledge) and nutricients experts
The chef cooks daily dishes
Subscription (less-choices in terms of decision making)
Get the food ready: Self-service for the final touch (seasoning and adding the lid), warm up possibilities
Re-usable bags
Spoon donation (event)
Jar of glass
Selection of quality ingredients, which are maily from local market
Create cozy atmosphere

PAIN RELIEVERS

Change the menu often
Cooking excellent dishes
Provide healthier choices
Affordable fair price "get what you pay"
Eliminate plastic in the system
Efficient flow/service
Dine-in space
Subscription for companies

FIT

GAINS

Do not get broke only because I had lunch outside
Eat more vegetables and eat more healthy
Live out my sustainable values
Enjoy my lunch even though I can eat it quickly
Be energized after lunch
Be satisfied and delighted
Eating with others
Staying / becoming healthy

CUSTOMER JOBS

Eating lunch

PAINS

Too much plastic and other waste
Dish of the day in restaurant is usually too heavy and has too little vegetables
Manager/Director can't offer proper lunch to their employees (if they don't have space or cafeteria)
Not much time for lunch
Lack of good tasty food
Always the same things (pizza, sandwich, panini, salad, kebab, italian)
Not many sustainable lunch choices
Expensive lunch prices
Stress and tiredness from work environment
Take away is often unhealthy

VALUE PROPOSITION MAP

TIMELINE

NOT NECESSARY IN THAT EXACT ORDER   * SEE *ÇA VA LE BOCAL IN THE FUTURE* SECTION

FINANCIAL PLAN
MORE TESTING
VISUAL IDENTITY
PLATFORM (IT AND WEB)
ADMINISTRATIVE
GET APPROVAL OF REGULATIONS
TRADE REGISTER
COPYRIGHT
GET STORE
INTERIOR AND EQUIPMENT
INVENTORY: JARS
STAFF
CONTRACTS WITH PRODUCERS
PROMO
FUNDINGS
SPOON EVENT
FESTIVAL
POP-UP

PRE-OPENING

MORE, MORE PROMO
GET PEOPLE TO VOTE ON THE FAVORITE JAR
EVENTS
COMPANY SUBSCRIPTION

OPENING

'CHEERY ON TOP OF THE CAKE' *
DINNER SERVICE
SNACK FOR KIDS & ADULTS
BREAKFAST SERVICE
PARTNERSHIP WITH FESTIVALS
SCALE UP

FUTURE ASPECTS*

**ÇA VA
LE BOCAL
IN THE
FUTURE?**

Our vision for *ça va le bocal ?* does not stop here. We strongly wish this concept gets successful, therefore we do not hesitate to think about future possible aspects to improve and make this service growing beyond the minimum viable product. The following are possible ideas that can go with *ça va le bocal ?*

CHERRY ON TOP OF THE CAKE
An idea that is inspired by the problem areas that were raised in the workshop in Geneva; single parent who don't have energy and time to cook. If the users already has the basics, such as pasta, rice, bread, beans etc., the food service can be about making the gravy, the sauce, the soup to finish off the dish for the users.

DINNER JAR
- Hi sister ! I am in town with my boyfriend ! Surprise !
- Oh no... I don't have anything in the fridge and no time for cooking dinner !
The dinner jars could be the solution for this kind of situation. Giving the possibility for users to buy delicious jars from a vending machine.

LUXURY JAR
In rare occasions, Pascal could cook a jar with exceptional ingredients (truffle for instance).

PARTNERSHIP WITH FESTIVALS
Geneva hosts a great number of festivals and annual events, why not partnering with some of them and opening ephemere food stand ?

SNACK FOR KIDS & ADULTS
The location we might get is surrounded by schools. Therefore, it could be smart to offer cakes and fresh juice for kids at lunch breaks and snack time. Which leads to a new idea that organizes atelier where they can learn to cook their own cake and eat all of it afterwards.

BREAKFAST SERVICE
Home-made brioche/pancakes with a tasty coffee might be missing in this town.

PRODUCT
REFLECTIONS
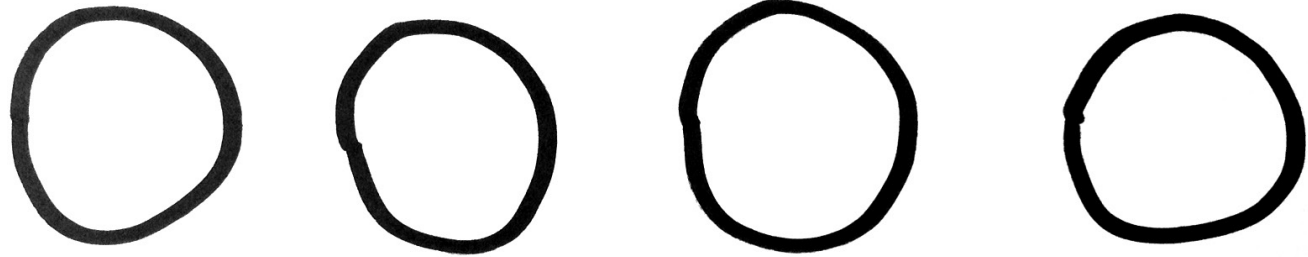
RELATED WORK

Throughout the process, we discovered new food concepts everyday. Some were curious like the installation at the Architecture Foundation called Christmas at Number 42, which was a recration of a modern hourse ; one could eat in the rest room for instance. Some made us skeptical like the food catering Orange Olive's Puur Smaak Diners. They want to bring consumers closer to the food origin like in a greenhouse where strawberries are soiless cultivated. However, is this giving a good example of how to grow food ? And some inspired us for a lifetime : the agrarian kitchen, offering a paddock-to-plate cooking experience in Tasmania (Australia) and Rub&stub, a danish non-profit restaurant, cooking exclusively with leftovers only.

This joyful abundance of inspirations kept our level of inspiration and excitement always at its highest point. This feeling of unlimited possibilities pushed us to come up with something unique and innovative, however, among this abundance, we could identify that the actual tendency is to be extremely specialized in one single thing that he/she would be passionate about and do perfectly. Pascal is very creative and has a lot of ideas that do not necessary go into the same directions. Our role was to help him determining what is his best strength and encourage him to think about one idea at a time. Knowing that on our side, ideas were gushing as well, it was not always easy know when to stop, but at some point when things just made sense, then we know we have got it.

FEEDING THE WORLD, A COMPLEX ISSUE

Since the population growth has been re-estimated by the UN, the worries regarding feeding the worldwide population has increased. By 2050, we would be 9 billions stomachs. By 2100, even more. (Kunzig, 2009)

Scientists and engineers all around the world are actively searching for solutions to solve this problem. Technologist, a magazine published by EuroTech Universities, reports a selection of innovations in this domain. For instance, Dutch scientist Mark Post, found a way to grow meat in vitro. At the University of Wageningen in the Netherlands, René Wijffels, a bioprocess engineer, founded a facility to experiment on microalgae ; they could be used as nutritional supplements. In the same University, the entomologist Arnold Van Huis published a report about edible insects and the future of food security. In Denmark, Unibio works on turning methane into pills of protein (De Lange, 2014).

These solutions have in common that they are all optimised for crisis and are business friendly. Douglas Rushkoof (2014), a media theorist, explains that the actual scientific community suffers from a symptom that he calls "present shock - the understandable but often self-defeating impulse to focus on what is happening right now, at the expense of everything else. [...] Thus, science comes to the rescue of a global topsoil depletion crisis, itself created by short-sighted application of science to agriculture" (p.45). The author also evokes crop rotation, biodynamics and permaculture as ancient practices that have proven their efficiency as, "they were developed over centuries of real world testing". (Rushkoff, 2014, p.45)

Pierre Rabhi, a contemporary French writer, humanist philosopher, defends these ancient practices and dedicates his life to fight hunger in the world. He is the pioneer of organic agriculture and invented the concept of Oasis en tous lieux (Oasis in any place). Pierre Rabhi has proven already the success of the methods he defends for more than fifty years now (in 1991 in Burkina Faso for instance). His dogma is that nature is generous and can feed naturally everybody if we give it respect (Reynaud & Massenya, 2015).

These different point of views towards the complex issue of feeding the world demonstrate the dilemma in which food system is. As we are designing of way of feeding people, we are, on a certain level, part of this food system. Our design decisions will have an impact on the world, positive and negative, whether we want it or not (Thackara, 2005). Therefore, being aware of this issue is necessary as well as taking position. We agree with Pierre Rabhi, that our existence on earth depends on the way we treat her. On our scale and with the resources and constraints we have, we want to design a food service that has the most positive effect possible on the people surrounding the service and their environment.

SERVICE COMPONENTS AS VECTORS OF OUR POSITION

Our position described above got expressed in many aspects of the concept. The food itself and the jar's loop being the main vectors.

The food

In his basket, Pascal has always been selecting carefully the best quality ingredients from producers selling their fresh products on the local market, he also always tries to adapt his menu according to the season. Pot-au-feu and warm soup in winter, vegetable salad and gazpacho in summer. However, his cuisine is not radical in the sense of 100% organic and locally produced (too restrictive and in reality impossible to achieve), but by trying to choose seasonal, organic and locally grown as much as possible and avoiding OGM, imported food, Pascal can make a significant difference.

The jar's loop

This concept of deposit is nothing really new, the deposit refund systems have been invented a long time ago. It has been semi abandoned because of the invention of recycling system, but nowadays this system gained interest again. In Europe, it is used in Germany since 1950's, in Denmark since 1967, in Austria since 1990 and in Netherland since 1970's (Ernst & Young, 2009). The difference is that this system has always been used for beverage (milk, water, beer), but not for food.

It also resonates with actual theories like what Walter R. Stahel (2013), from the Product-life Institute in Geneva, describes as the Performance Economy (or Functional Service Economy), "which focuses on selling performance (services) instead of goods in a circular economy." (para 3).

EXTERNAL PARAMETER : LOCATION

The concept is flexible, and yet it is not too defined in the details, which allows it to be adapted to any kind of space. However, it has been designed for a certain context and according to certain parameters:
• city center of Geneva
• fixed place
• enough space for a kitchen + dine-in space + room to store jars and other materials.

Changing one of them would imply an adaptation in these parameters.

CONSEQUENCES + -

This is our assumption of where there will the highest environmental impacts made by the service :
• Producing the jars (the process of making glass needs to reach 1400-1600°C to melt the glass)
• Transporting the jars (delivery system)

That is why we want to balance these aspects by :
• Having the jar's loop reuse system (cleaning the jar with a dishwasher is less impactful than a whole process of recycling)
• Choosing jars that are stackable
• Using soft transportations, like bike, to deliver and pick up the jars.

In the near future and before the implementation process starts, we want to address a precise environmental evaluation.
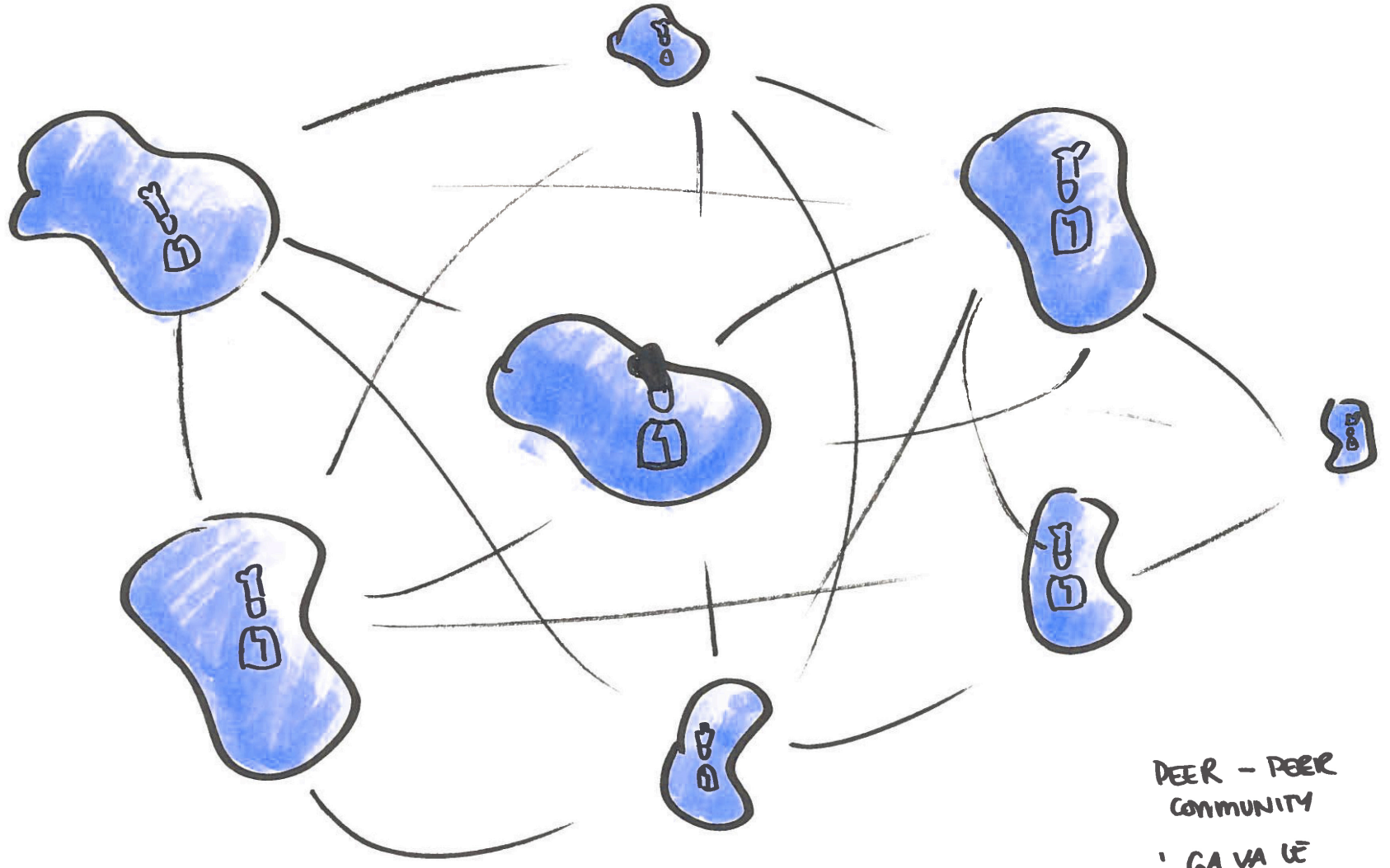
PEER - PEER
COMMUNITY

' ÇA VA LE
BOCAL ? "

SCALING UP?
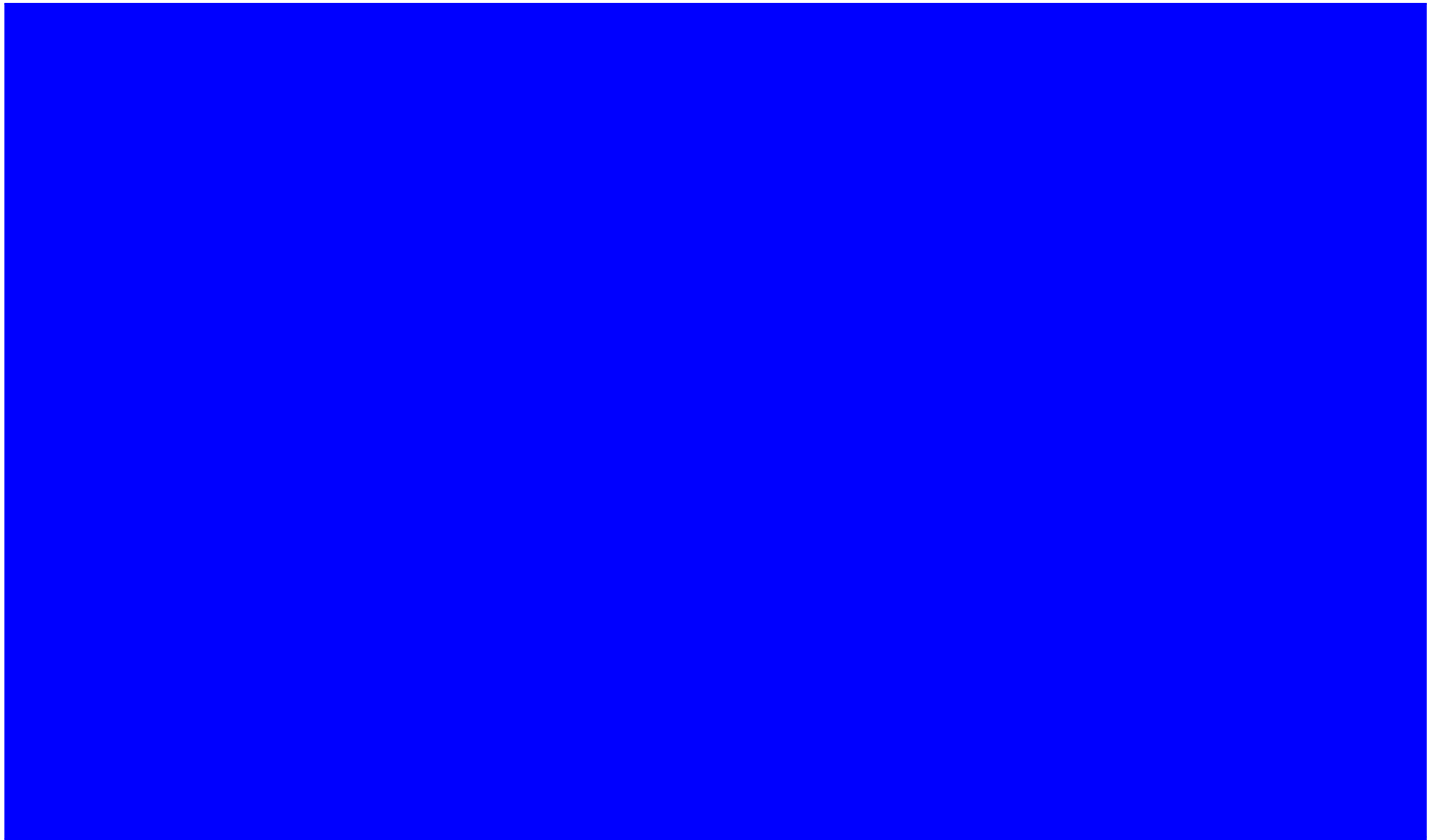
The components of the food service we designed are equally balanced between products (food, jars) and services (organising and distributing the food). We could decide to scale up both in the exact same way as it is now. Deleting every flexible aspects by defining at its maximum the details and standardizing the processes to duplicate the concept. *ça va le bocal?* would become a franchise. Every customers going to the shops would find the exact same food for the exact same price and consume it in the exact same atmosphere. One could take a jar at shop n°1 and return it to shop n°2. The problems with this franchise scaling up is that it might be difficult to keep the same level of quality of the food as it would be needed in larger quantity. It would remove the charm of it and it would take the social aspect from Pascal who would no longer be a cook enjoying serving food to people, but a businessman dealing with administrative things such as paying invoices and having phone calls all day.

Hopefully, this is not the vision Pascal has for *ça va le bocal?*. We definitely don't. What we envision how this concept should scale up is a model that is closer to a social innovation like The food assembly, a French decentralised food distribution system, linking members with the food providers that surround them, thanks to a powerful digital platform and a middleman responsible of what they call a 'ruche' (hive in English). This service never stopped to grow since its creation in 2011. Today the Food assembly counts 727 ruches in France and 171 ruches across Belgium, Germany, Spain, Italy and United Kingdom (The food assembly, 2015). The key in this service lies in the strong local social networks that were born everytime a new ruche open its doors. Strengthening people and neighborhood around a common theme : good and fair food.

Our vision for *ça va le bocal?* is therefore to scale-up from its heart : the food philosophy and the jar's loop system. Pascal has his own style and recipes to fill in the jars but it might be that other inspired talented chef have other ideas while sharing the same food philosophy as him.

Therefore, the idea would be to build a sort of assembly of chefs that share the same spirit and want to be part of something big, fair and cool. Every new member would agree with values like quality, sharing, sustainability, transparency, cooperation, etc. gathered in some sort of a manifesto. We would deliver to them the same flexible service framework than Pascal is using so they could adapt this framework to their cuisine style, customers and environment. Each chef would be responsible for their own shop but would be part of the same entity. In this way, the name *ça va le bocal?* and the jar become the unifying object of a large food community. We are imagining that there are several shops in the same city, customers could have access to a variety of meals that they can rely on for their quality. Purchasing a jar to *ça va le bocal?* owned by Pascal and the next day returning it to take another one at *ça va le bocal?* owned by Jeanne. A digital platform could be developed to provide helpful tools and to support the interactions between the chefs, making also transparent the financial aspects of all the shops.

The overall organisation would be more organic than mechanical, but that does not prevent from thinking about a very efficient logistic system to maintain a well functioning network and let the chefs focusing on expressing their culinary talents.

PROCESS REPORT

PROCESS
REPORT
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DESIGN PROCESS MODEL

IDEO'S DESIGN THINKING INNOVATION PROCESS

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DEFINE THE CHALLENGE
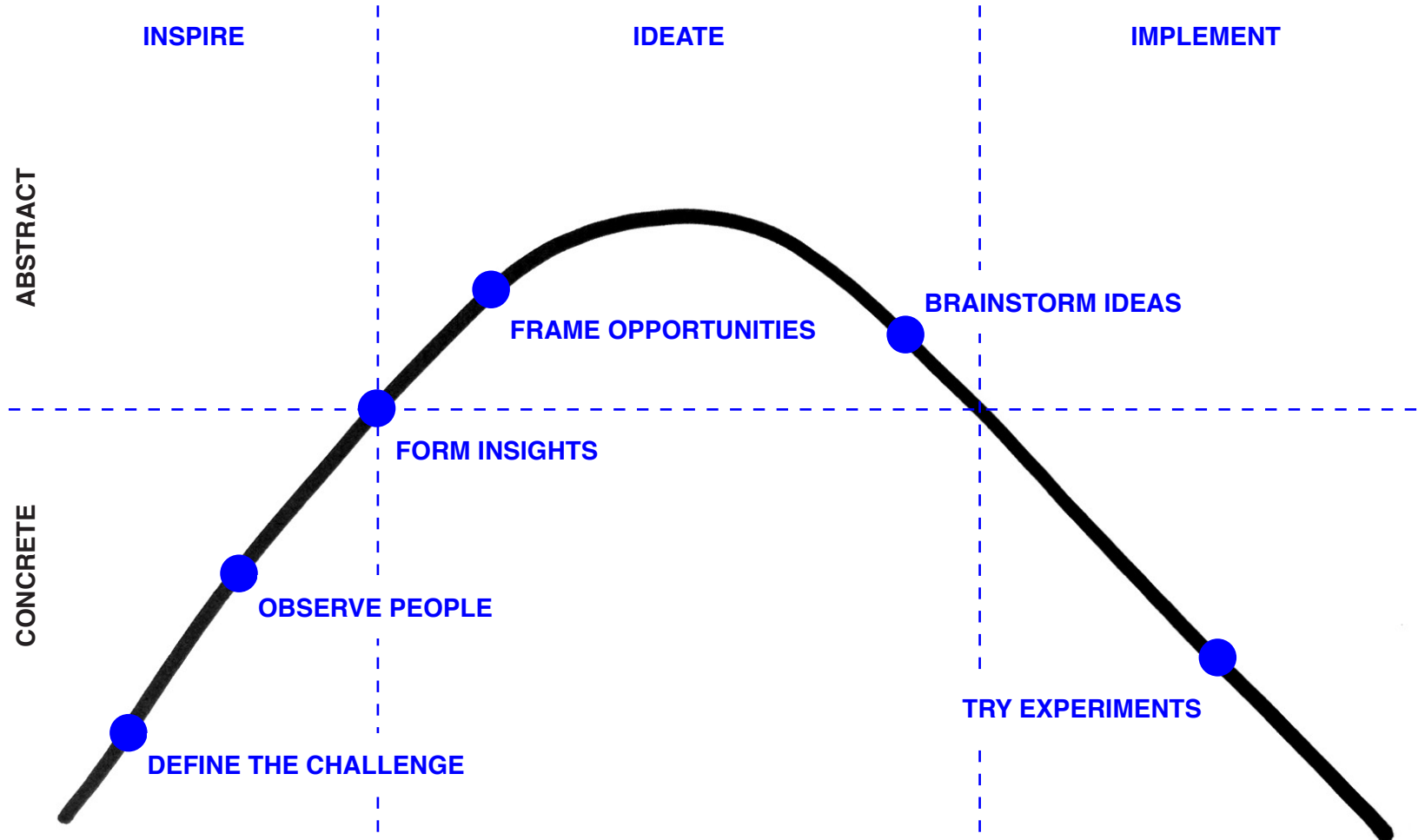
"Human-centered design offers problem solvers of any stripe a chance to design with communities, to deeply understand the people they're looking to serve, to dream up scores of ideas, and to create innovative new solutions rooted in people's actual needs. " (IDEO, 2015, p.9).

We share the same strategy like IDEO and Service Design Thinking when it comes to the design process. We value the human-centred design because it gives so much values in the product that we design. Process wise, we are very inspired by the IDEO's Design Thinking Innovation Process.

DEFINE THE CHALLENGE

How might we change the ways we experience food ? And how Service Design Thinking can shape the design of these new experiences ?

Food. Food is fuel. We want it, we crave it and we need it. What we have observed in the western culture when it comes to food is that we, most of the time, eat in convenience - so we can go on with our lives in a box of 'to-dos'. We also choose food that is affordable, quick and what our tongue would enjoy. The convenience has rooted itself in our habits, that when searching and shopping for food we tend to go to the closest super-duper-mega-centre that has it all in rows of aisles. The trust in the food we choose has been dictated by labels and approvals by the government and organisations, and barcode is a way for tracing the food's origin. We no longer ask who's the farmer who grew these delicious avocados. It only says "Products from Spain", and we are fine with that.

We are somehow also fine with how much we throw away. It is a fact that we ironically waste a lot of food just to refill our stomachs. Food and Agriculture Organisation (FAO, 2013) esti-mated that there is total of 6 Gtonnes of food waste from edible part of food, primary product equivalents and from agricultural

production, that means that one third of all food we purchase goes disappointingly to waste - yearly. Our ambition for this Master Thesis is to create a food concept that pays respect to our mother nature as well it should be as zero-waste as possible, and of course be innovative.

DEMAND OF A CLIENT

Pascal is an experienced chef who has a vision to offer a new dining experience for people in Geneva, Switzerland. He requires Service Design expertise and knowledge to create an innovative concept and its strategy to bring it to life. Pascal shares our interests for sustainability and sociability around dining, which definitely saves us a lot of time of conviction. He is also open for a co-design collaboration throughout the process, in which we will be able to apply our service design skills to correspond to the Master Thesis's requirements.

If we are going to design and open a food concept with and for Pascal, we have to narrow down to what time of the day we are focusing in; breakfast? lunch? dinner? snack? Pascal made a notion that if he could do all day's service, he would. However, he is says that he is not thirty years anymore and at the age of 54, his energy and strength are limited (but not in spirit). He values quality time with his wife and children, and wishes to have the ability to come home for dinner. We share the same values of reminding oneself that work is work, and life is family, which then became obvious that the food service would be at lunch time.

PROBLEM STATEMENT

With our values in mind, we want to align them with our client's values and wishes. Obviously, we are not going to change our client's cooking style, but more like we want to support his services and products to get more sustainable outcomes. Our mission is therefore not only to design an alternative engaging food experience for users, but also to make it technically feasible, economically viable and philosophically relevant for the client. This reflection made us reformulating and narrowing down our problem statement :

How might Service System Design shape a food experience that expresses culinary entrepreneur's values ?

MORE ABOUT OUR AMBITIOUS CLIENT:
PASCAL GIORDANO

Pascal with his thirty years of work experience, he has worked as a freelancer; 'be your guest at your own party' for a few years, and owned a culinary take away shop in the city centre of Geneva. When he had the shop he faced the same menu for months, he explained that this became too monotonous for him. Pascal prefers to re-interpret recipes by following his intuition which arises in the moment of creativity. He pays a lot of attention when it comes to the selection of the products he uses in his cooking. All along in his career, no matter who he was cooking for, no matter where he was located, Pascal says that he has always been sticking to his values: simplicity, seasonality, freshness and creativity.

There is another value that Pascal wishes to have in this food concept; the ability to socialise with his customers, whether it is a little or long conversation, a tourist or a local, he would like to communicate with them about his food and his passion in a jovial, friendly way.

"I don't care about getting a Michelin star. To me, cooking is about sharing. Giving pleasure to people." — Pascal Giordano, 2015
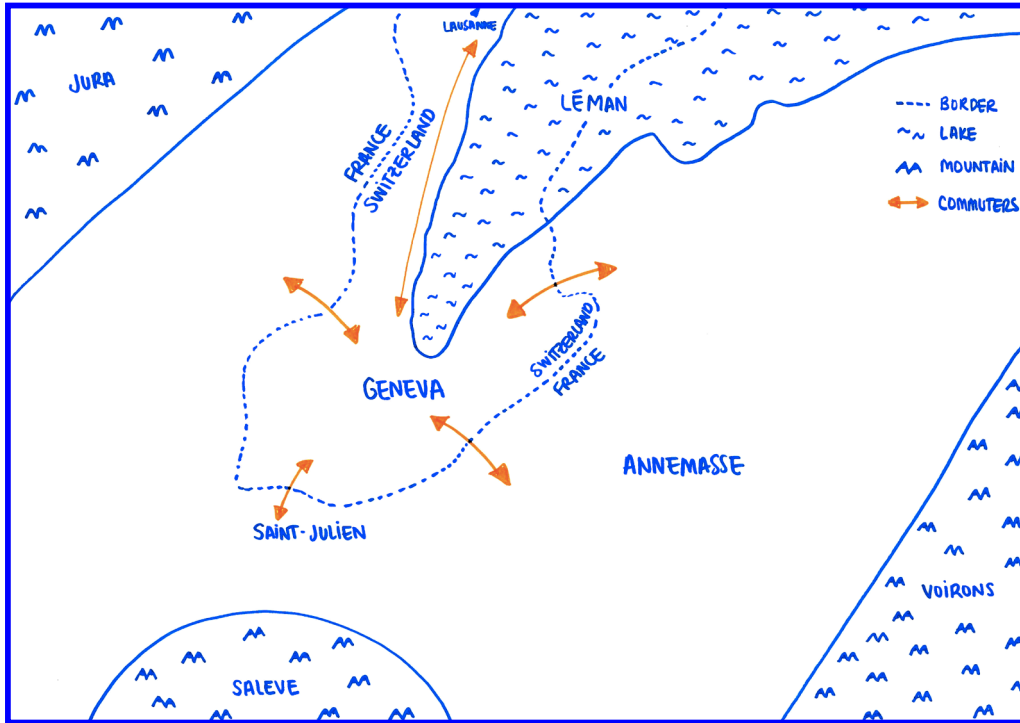
Nowdays in the Canton of Geneva——————————

3 300 CHF ≈ 23 300 DKK ——————

To obtain the official diploma to become restaurant/cafe /hotel owner.

150 000 CHF ≈ 1 060 000 DKK ——————

Minimum price to take over the direction of a good restaurant or cafe.

+ 2 400 ——————————

Restaurants and cafe for 480 309 inhabitants and 282 km^2.

700 - 800 ——————————

Change of restaurant owner every year.

50 ——————————————

New restaurants open every year.

20 CHF ≈ 140 DKK ——————

Average price of a dish of the day.

THE LOCATION: GENEVA

Pascal lives in Cranves-Sales (France). When he worked in Geneva, he was like most other frontaliers, he commuted daily to Geneva (Switzerland) to make a living. In fact, in 2011, 550,000 border crossing were registered in between Geneva and France daily (Grand Geneve, 2014). Geneva concentrates the most job offers and they have higher salaries than in the surrounding countries, therefore Geneva attracts foreigners. However since the life cost in Switzerland is also higher, some prefer to keep living in their own country and commute every-day to Geneva. Since the Confederation of Switzerland got integrated in the Schengen on the 12th of December 2008, these daily border crossing became more massive (Frontalier, n.d.). Our assumptions are that this movements must affect the way local and as well the commuters eat their meals in Geneva.

GENEVA, CITY WHERE THE CLUB SANDWICH IS THE MOST EXPENSIVE IN THE WORLD.

These numbers also shows the non-sustainability of the businesses; restaurants open and die very quickly. According to the Swiss economic magazine BILAN (Guinand, 2012), one of the reasons is the amateurishness; people with poor profes-sional experience in cuisine and restaurant management start a food business. They seem to underestimate the workload of a responsibility of sustaining a culinary business.

When it comes to the cost of consumption, a person needs to spend a minimum of 30 CHF for a complete menu; 1 dish + 1 beverage + 1 dessert (Santrot, 2014). It actually beats Oslo by 3,78 Euros = 28 DKK, which makes any Norwegians shocked to the core. It, however, makes sense since in Geneva was just announced to be the 6th most expensive in the world in 2015 (The Telegraph, 2015).

Geneva is known for its banks, international organizations and for its giant fountain. Nobody would believe that Geneva Canton is a champion of local farming and a model of agricultural production for the rest of Switzerland. Only 282 km2 managed in providing half of the food needs of the local citizens. Canton-wide, we can count more than two hundred farmers. A total of 270'000 tonnes of food produced by these local farms are available in local markets every year. A wide range of products of tree cultivation and market gardeners can be found in this canton; all varieties from the dairy industry, tubers, wine, honey and even meat where a huge part of these are organic (Genève Terroir, 2015).

The downfall of this fact is that most of the ingredients that the restaurants and cafés use in Geneva are sadly not from these area, they are from Aligro, the swiss wholesaler equivalent to Metro. With Aligro as the ingredient provider, the people in Geneva are enjoying their food where the ingredients are usually not local, sustainable, nor are there any taste compare d to local and organic products.

This gives all the reasons for a new food entrepreneur like Pascal to be cautious when choosing ingredients in his cooking.

Zero waste inspiration

- Bea Johnson, guru of zero waste lifestyle
- Zero Waste inspirations:
- The story of the city Capannori in Italia.
- La recharge and Day by day, French grocery shops banishing disposable packaging and asking people to bring their own re-usable containers.
- Original Unverpackt, a German supermarket chain which dispenses with disposable packaging.
- Zero Waste inspirations for cafés and restaurants
- Silo in Brighton (UK).
- Sandwich me in in Chicago (US).
- Closed up an australian company specialized in providing solutions to become zero-waste ; Noma (DK) adopted it.

ZERO WASTE

"Zero waste is the vision to build a society that enjoys a sustainable rubbish-free lifestyle, with no need for incineration or landfill. […] The science of waste management must be based on everyday life." (World economic forum, 2015, para. 3)

Being designers, we have a big responsibilities, Thackara (2005) points out that designers have an important role to, "...change the processes behind products and services, as well as the resources used to make them, use them and dispose of them." (p. 28). The biggest challenge for any designers is the sustainability of the product, since eighty percent of any outcome of products or services is based on what was decided in the design phase (Thackara, 2005). We are not alone regarding this issue, many started to develop models and frameworks to support this cause, Thackara (2005) summarize the three principles:

- Minimize the waste of matter and energy
- Reduce the movement and distribution of goods
- Use more people and less matter

These three principles are shared between The Natural Step (TNS) and Triple Bottom Line, Five Capitals Model and Twelve Features of a Sustainable Society (Thackara, 2005), which we also would like to include in our concept to live by.

When it comes to Geneva and Zero waste, the movement seems unfortunately not tobe too well known in here as for example it is in San Francisco, where the city reuse or recycle 77% of all waste in 2011, their aim is to recycle/reuse 100% of their waste by 2020 (Ferry, 2011).

Despite the being less known in this area, Geneva has significant organisations and national programs oriented towards sustainability as well as small initiatives sprouting :

- *gaea21* is an organisation that supports projects (people, company, organisations) to implement sustainable ideas in their projects. (gaea21, 2015)
- *Federal office for spatial development of Swiss*, has set out a sustainable development strategy for 2012-2015. (Switzerland. Conféderation Suisse, 2012)
- *Le nid*, a food coop that is about to open its doors. Plastic packaging will be banished and the use of jars will be encouraged. (Le Nid, 2015)
- *Nope*, meaning no plastic, is a movement that will be initiated by Camille Thomas next summer when she graduates at HEAD Geneva. Camille is going to spread the word Nope through an impactful communication and open-source reusable bags.

With this much amount inspirations, we have all reasons to try to follow their and San Francisco's footsteps to be the change in Geneva. So while organisations and entrepreneurs in Geneva are blossoming in this zero-waste movement, and we envision Pascal's concept is going to reinforce this statement. What Pascal and us have in common are we dislike waste, and therefore we share the vision goal, we aim to reduce waste as much as possible with our food concept.

OBSERVE
PEOPLE

The participants

Martine Andefuhren, the professor at the school who teaches scenography and event design, was the host of this workshop. Nicola Morelli was presented as the guest facilitator, and us as his co-facilitators.

The other participants are students from visual communication and interior architecture. These participants were divided in two groups with each of us in the group to guide in their design process of developing a concept:

Group 1: Salomé Faure, Boris Jordan, Youna Mutti
Group 2 : Tamara Conus, Amélie De Keuwer, Roman Mollard

Other participants of this workshop were Delphine Cluzel and Olivier Evalet, they are the founders of Karibou, a digital marketplace in Geneva. They were guest speakers and in their presentation, they explained the process of the development of the digital marketplace (Cluzel & Evalet, 2015). Pascal participated as the client of the case, his role was to present his culinary background and provide feedback on the final concepts.

SERVICE DESIGN WORKSHOP:
"TU MANGES QUOI À MIDI?"

In February, 2015, we received an opportunity to participate in a five days service design workshop at School of Arts and Design, HEAD Geneva. Every semester, HEAD organises something called "La semaine de tous les possibles", or "the week of all possibilities" in English (HEAD Geneve, 2015). Our supervisor was invited to be there to hold a workshop about service design. The theme of the workshop is "Tu manges quoi à midi?" - "What do you eat for lunch?". Since the theme of the workshop and our thesis are similar, we merged these two together. We were privileged to be able to use our case in this workshop, which then led to that we invited Pascal to come in and present his goal and background to give a context. Our roles were to participate and co-facilitate with our supervisor, Nicola Morelli.

Our roles

Beside being facilitator assistants, we maintained our student spirit for our thesis project; being open to new ideas, gather inspiration, ask challenging questions. This did not only help the students to develop their concepts even further, but also helped us to define aspects in our project.

The workshop

In the beginning of the process we encouraged them to find the problem statement by starting a question, "How can a new food service be proposed in Geneva, that …". Through the whole process, we reminded them to think about the users of the service, the values and the problems - before finding the solution. The service design tools and techniques that were introduced to them were:

- Vision Mission model
- Cross-parameters
- Personas
- Scenarios
- User journeys
- Blueprints
- Touchpoints
- Video Sketches

The outcomes

The results of this workshop are two concepts, "Les Amis de La Cuisine" (appendix 1) and "Family Time" (appendix 2). From these concepts we got several of baby ideas for our concept, and it also helped us to research, ideate and conceptualise our project.

Reflection

The students who participated in this workshop come from different creative backgrounds (visual communication and interior architecture), they explained that they are used to have different design processes compared to process which we introduced to them in the workshop. At the end of the workshop, we all reflected upon the service design, process and the methodology that they have used and they admitted themselves that everything made sense in the end; the designer should always keep the user in mind through the whole process, and not only design from only one perspective. Amélie, the interior architecture student, said this week has opened her eyes regarding how to design for someone and not only for somewhere. We share the same experience when we first discovered this feeling.

For us to gain an experience as facilitators has been an energetic and valuable reward. In the field of service design, to be able to facilitate is very useful to any project. Marc Stickdorn (Stickdorn, Schneider, et. al., 2011), one of the co-authors of the book "This is service design thinking" explains that some of the key jobs a facilitator has is to engage all participants, he also explains that in a workshop, a facilitator should have a plan, be flexible and be aware of the situation. This workshop experience has definitely helped us to gain more confidence in both facilitating workshop and engaging participants, which became very useful in this project as we had to involve and engage users in our service prototyping.

PREPARATION FOR THE FIRST TRIP TO GENEVA

Service safari: prentending to be food critics

Besides the workshop we participated in Geneva, we wanted to make our stay as productive as possible in terms of research. We wanted to see what existing food services there are in Geneva; which can inspire? which is popular? how are their service? We made a food review booklet to write down all the details for each food service we tried out. In this booklet we also mapped out how was our journey in the service. This method is what Marc Stickdorn and his co-authors (2011) call for Service Safari. It is used to put oneself in the customer's shoes to experience the whole service as a 'regular' customer. To understand our potential users, we had to experience what they eat, how much they pay for the food and how they feel about it. A twelve pages booklet is the result of our six different dining-in and take-away experiences in Geneva, France and Denmark. We tried both Danish and French cuisine, both organic and non-organic, gourmet and junk-food (appendix 3).

Creating a common understanding and expectations with the client

This trip was also our first meeting with the client in person since we agreed this collaboration, therefore we decided to have a qualitative interview with him. The purpose of the interview was to make clear what Pascal values the most in his work and what his expectations were regarding our collaboration which was focused around service design. The "Tu Manges Quoi À Midi" workshop helped him to get a better idea of the challenges and complexity there are behind a service design project, however, the field of service design is difficult to comprehend. That's why the interview was a definite necessity for both ends.

We asked him nine questions (appendix 4), which led to a thoughtful conversation regarding our roles. We agreed that our contribution was not about creating a service that would limit to his values and requirements, instead we wanted to:
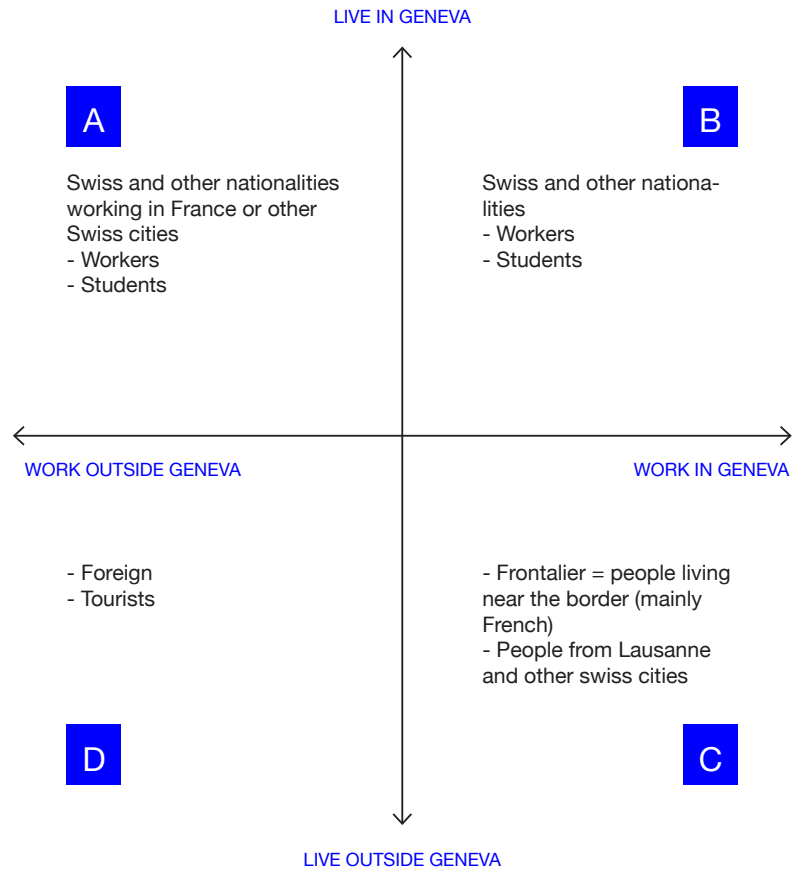
Expand the project towards new perspectives
Connect real people's needs with the service and Pascal
Lead the project to a more innovative approach
Design a sustainable set-up for everyday work execution
Explore other possibilities that can give input to the design

The "co" aspect was essential as well. We already had in mind that this collaboration would not be classic consultancy, which usually is where the provider works individually and then delivering the client the final product. Fischer (2006) explains that most of the results of both intelligence and creativity come from a collaboration of more individuals. He continues:

"Creative activity grows out of the relationship between an individual and the world of his or her work, as well as out of the ties between an individual and other human beings. Much human creativity arises from activities that take place in a context in which interaction (distributed over space, time, and with other people) and the artifacts that embody group knowledge are important contributors to the process. Creativity does not happen inside people's heads, but in the interaction between a person's thoughts and a socio-cultural context." (p.1)

Pascal's engagement is an important part of the process since it is in the end, the core and the heart of this project.

PARAMETERS FOR ETHNOGRAPHIC RESEARCH

LIVE IN GENEVA

A

Swiss and other nationalities working in France or other Swiss cities
- Workers
- Students

B

Swiss and other nationalities
- Workers
- Students

WORK OUTSIDE GENEVA

WORK IN GENEVA

- Foreign
- Tourists

- Frontalier = people living near the border (mainly French)
- People from Lausanne and other swiss cities

D

C

LIVE OUTSIDE GENEVA

Service probes: mobile ethnography

One thing is to do the Service Safari, another thing is to see how the potential users' habits are. Gaining this information we took the service probes as an ethnographic research. Ethnographic research is defined as the way to gain the qualitative data, which involving, "interpretation of the meanings, metaphors and symbols of the social world (...) expand one's understanding of the range of group members' behaviors" (Ash & Miller, 2011, p.2). Because of our distance, we couldn't do service shadowing or other methods that require us being there at location. The only way we could gain this research was to ask people to document their interactions with food throughout the day, especially at lunch period, by taking photos and writing down what they eat, how much they pay, who they eat with and how they feel. We created a shared diary tool to keep everything together to receive these data. (appendix 16)

To have the relevant people doing the ethnography research for us, we drew up a parameter that could represent the people we thought can be potential users and also show us the details we need for our research. The parameters are "Live in Geneva - Live outside Geneva", "Work in Geneva - Work outside Geneva". Based on the parameters, we had to find people who can fit into the four 'types'. We managed to get six person who were willing to help us out with the probes; five women and one male. After a period of three weeks, we received a lot of information and images (appendix 5). Some were more consistent than others in documenting their experiences, but nonetheless, we gathered a lot of observations.

Informal conversations turned into qualitative interviews

There is an interesting reflection on how people reacted to when they were asked to participate in the design probes is that most of them seem to be scared to share who they really are. In these situations we tend to ask why, how so and then we explained the how the experiment is, so they would understand the point of this design probe. While some of them in the end saw that this experiment was harmless, they agreed to participate, others would say that "I don't think what I do can contribute in what you are looking for" why? - "I'm just a normal person… I don't do anything different than the others" or "I don't know if I fit in your target group, I don't have the normal day-job". However, those who chose to not participate, we evolved the conversation to an informal qualitative interview (appendix 6). These interviews, as well the probes, became very important factors to help us to have an emphatically understanding the users, and also making assumptions for the development of the insights (IDEO + Experience Point, n.d.).

Reflection

The research which we made during the workshop which were the food review (service safari) and the informal focus group regarding lunch choices with the people in the workshop, we realized that the pain of having a tasty, healthy, reasonable price lunch was indeed something difficult to find. We observed that the typical take-away lunches you usually can get are either a panini, baguette, kebab and other 'unhealthy' choices, unless you pay +24 CHF, which equals 171,42 DKK, you'd get a decent lunch of the day from an organic place (which all lacks of flavours according to our subjective views). We understood that the need for a better food service at lunch time is very needed in Geneva, this definitely positively assured our decision focusing on lunch service for our concept.

FORMING
INSIGHTS

INSIGHT STATEMENTS

With the observations we have made, we formed insights by synthesizing our interpretations and assumptions (appendix 7). We also looked for patterns and habits to give us the confidence to create the relevant insights statements.

Observations
- Plastic packaging everywhere
- She/He eats the lunch alone
- She/He drinks straight from the bottle
- She/He eats food that is prepared, in restaurant or bistro
- She/He eats her lunch outside when it is not too cold
- She/He eats her lunch with colleagues
- A colleague buys the lunch for her/him
- She/He buys lunch at Pougnier (shop) 5/7 days
- She/He has similar lunch everyday
- She/He brings home-made food in tupperware

Insight statements
- She/He considers a sweet pastry as a reward
- She/He does what she can to eat a balanced diet in the environment constraints she/he has
- She/He always finds a way to eat with someone
- She/He can enjoy both fine food and fast/junk food for lunch
- Time is an issue for her
- She/He feels sad eating in the office
- She/He often cannot leave her workplace at lunchtime
- She/He would like to go out and have lunch
- She/He decreases the feeling of loneliness by using iPad/Computer/Entertainment
- She/He thinks ahead, plans the lunch for the next day
- She/He is lazy

IDENTIFYING PROBLEMS

IDEO (2015) says, "insights statements are incredible valuable as they'll help you frame How Might We" (p. 81). Our process differs to the Design Thinking Innovation in this phase as we already framed our problem statement in the beginning. However, what the insight statements helped us was to identify problems:

- There is a lot of plastic waste when buying take-away.
- Large quantity of the restaurants in Geneva are not sustainable in the areas of food, produce, business plan.
- Even though Geneva has a great resource of good products, restaurants rarely take use of the local productions and products.
- Time (for having lunch) seems to be a big issue for most of the workers.
- Expensive to build an air extraction system (commercial kitchens).
- Lunches and dinners are more expensive than in France.

Map with axes:
- Top: LUNCH ~~TIME~~ LOT OF RESPONSABILITY AT WORK
- Left: live close to work
- Right: Live FAR from work
- Bottom: − Responsability, ~~STRESS~~, − ~~LUNCH TIME~~ ~~FORMAL~~ ~~STAFF~~

People plotted:
- ? Robert
- Mélissa
- Pierre
- Mum
- Amandine
- MARINE
- SANDRINE
- Catherine
- ~~Aurélia~~
- Cyrielle
- Annja
- Roman

MARINE

"THE LOYAL CUSTOMER"

♥ = LIKES TO HAVE BALANCED DIET ~~[crossed out]~~ IN DIFFERENT COURSES.

VERY SOCIAL, LOYAL, R152.

HAVE ENOUGH FOR LUNCH   NORMAL EMPLOYEE

DEVELOPING THE INITIAL USER PERSONAS

Using our observations, insights and identified problems which we gathered, we were starting to see some other patterns than what we expected when drawing up the cross parameter for the ethnographic research. The original cross parameter with "Live in/outside of Geneva" and "Work in/outside of Geneva" became too broad in terms of understanding how the users eat their lunch. The new cross parameter was now focusing on the distance between the user and workplace, and whether the user has a lot or little workload.

From the cross parameter, we managed to develop six initial personas, these personas have traits that are based on the observations and the insights statements. (appendix 8)

Cathy
"I'm a hardworking mother who sometime deserves a treat."

Jordan
"As an entrepreneur, I'm super glad to get 10 minutes lunch break."

Bob
"It might seem that I don't care, but I care. Sustainability is important, I like when people work towards this".

Marine
"When I like something, I can just eat it for the rest of my life, well, until I like something else."

Audrey
"I'm not so often in the city, but when I am there, I like to meet up with friends and have some quality time together."

Robert
"I get stuck at meetings at lunch times, and when I do go out to get lunch, it is often a business lunch with clients."

FRAMING
OPPORT
UNITIES
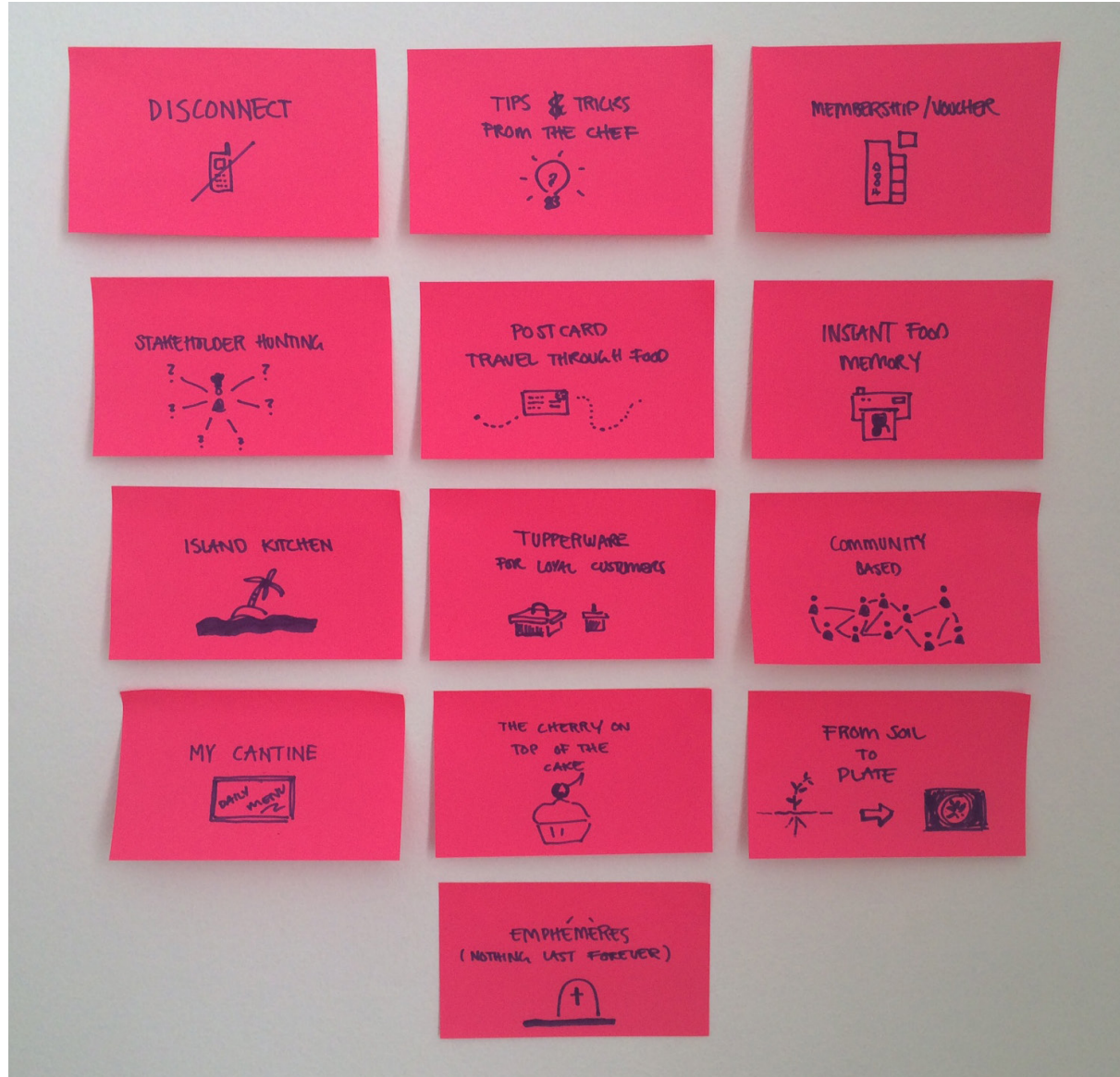
Throughout the process, we gathered inspiration from everywhere; the trips in Geneva, conversations with Pascal, supervisors, magazines, books, news and etc. These inspirations then became something we internally call for 'baby ideas'. These baby ideas could alone be the concept, but the power of adding one with one can also make wonders. Sometimes a baby idea was only a detail for the bigger idea. Each of these ideas became an opportunity for idea generation, which was narrow enough to focus on the subject, yet broad enough to explore the innovative solutions (IDEO + Experience Point, n.d.)

DISCONNECT
Disconnect from the digital world and focus with the people you are dining with. This is to encourage users to appreciate the conversations from the mind, and not from the notification centre on the iPhone.

MY CANTINE
My Cantine idea is a canteen that is unfussy, convivial and affordable on a daily basis. If we add home-made tasty seasonal dishes to canteen that change every day, we got a simple and interesting concept. The Kitchen By Mike is an Australian restaurant that has the same spirit like what we want with the canteen idea.

STAKEHOLDER HUNTING
We think of 'Stakeholder hunting' as a direction we could consider in the concept. Who can be an actor that can possible give and gain from a chef? What will connect them and what would their activities be ? The normal actors are usually the farmer, market gardeners, butcher, fishermen. What if we can extend the ecosystem of the culinary network ?

Pascal is currently investigating these questions.

ISLAND KITCHEN
An idea from the client himself, having the kitchen being the centre of the area and the diners/customers surrounding the kitchen with the service provider. We are now looking at the activities and interaction between the service provider and the user. How would the pre- and the post-service be in this case?
Inspiration
Pavè: pastry shop where the laboratory is visible from the main space, giving the possibility to customers to see how the delicious pastries are made.

FROM SOIL TO PLATE
This is an idea that brought us down to earth, literally. We got inspired by The Agrarian Kitchen, OrangeOlive and Puursmaaksdiners, who serve their food at location where the foods are planted, grown and produced. This idea is depended on the location, which will vary from place to place, depending on what location the client has chosen.
Inspiration
The Agrarian Kitchen: Sustainable farm-based cooking school offering paddock-to-plate experiences in a 19th century schoolhouse at Lachlan, 45 minutes from Hobart in Tasmania's Derwent Valley, Australia.

ORANGEOLIVE
Djoeke Delnooz is the initiator of this concept. She also owns Orange Olive, a catering service offering all sorts of unique food experiences.
http://www.orangeolive.nl/

PUURSMAAKDINERS

Puursmaaksdiners Introduces people to the origins of the products that chef uses. When we showed this inspiration to Pascal, he raised a comment about the authenticity, looking at the image below, the tomatoes are not grown in such way organically, so Puursmaaksdiners in this case serves the diners the sort-of experience of eating around the products.

FOODSHARE

FoodShare is a Toronto non-profit community organization whose vision is Good Healthy Food for All.
http://fieldtotablecatering-foodshare.com/

TIPS & TRICKS FROM THE CHEF

One of the values that our client has is to share. Sharing his knowledge of food, and maybe his recipe, or even the trick of how to clean fish. This idea can be a part of the concept that could be a service evidence or a post-service where the user takes away.

POSTCARD : TRAVEL THROUGH FOOD

This idea is an inspiration that we got from the workshop in Geneva, one of the groups talked about the postcard used as an ordering-mechanism. We thought that postcard should serves its purpose by actually be postcard, although with the extra component, which is the food service. We want the users to be able to purchase a postcard that has a themed (Indian, Mexican, English, Chinese etc.) and be able to send it to the one the user wants to dine with which acts both like a coupon and a ordering-component.

Inspiration

Familytime from Geneva Workshop "Tu Manges Quoi à Midi?". Their concept is ordering-ticket that works like a weekly planner, the user ticks off the dish she or he likes and ticks off the days they want to eat. Then the food will be cooked and delivered to a common place where they can pick up the food or eat together.

COMMUNITY BASED

We don't want this concept to be just another place that serves some kind of food and that is that. We want it to sustain and, like what all other businesses, want people to come back for more. Jeff Korhan (2013) explains how small business can be more community oriented in his book "Built-In Social: Essential Social Marketing Practises for Every Small Business, that the new markets are communities, this is because of the people who are in your network circles in your community. The challenge is therefore to go out there, talk to them, make them understand what the business about what mission it is aiming for.
We have also found many different food services that involve communities in some way that we are very inspired by:

For social eating, we found http://gnammo.com/ to very interesting. While https://thefoodassembly.com/en has an amazing system to provide sustainable food. http://www.colunching shows how business lunches can be. To be more aware of the local food and cook, http://touscuistots.fr/ does it very well. There are more, some of them are even unique, like http://www.cookitraw.org/ and http://www.carrotmob.org/

BRAIN
STORMING

THE EPHIPHANY

During the idea generating, we added and mixed the ideas together to see if they could somehow answer to our problem(s). There were many ideas, and hundreds of possibilities and a lot of explorations, but somehow there was one thing that lingered on in our thoughts - the plastic waste. Not all types of plastic waste, but moreover the plastic that contains the food. We witness it everyday; at the supermarket, at your favorite sushi take-away, at your 'Joe and the juice'.

It was an experience from our service safari when we had our groundbreaking epiphany, the one where we were at a regular take-away shop to purchase some lunch. He gave us the best service possible by answering many questions about his work, shop and food. Not only that, he even gave each of us a refreshing apricot juice in glass bottles for free. When receiving our lunch bag containing Fanny's lasagna and Phuong's seafood salad, he gave us napkins plus the drinks then he asked us "do you need cutleries?". It was this question that made us reflect upon this take-away service in general. We walked from his shop and to a public seating area next to the fountain in the middle of Geneva. The food was good, the view was good, but something was bothering us when we finished our meals. There were so much plastic.
This was the end result of our meals, plastic on top of plastic. Yes, we need to eat. Yes, it was good. Yes, we got satisfied. But this is only a meal out of many meals that we need in our lives. How can we continue throwing away this amount of plastic just for the sake of one lunch?

"Don't throw anything away, there is no away"
(Rational International, 2011, para. 5)

After this experience, we understood just about how much plastic waste there must be when people buy take aways. Take for instance the plastic cup, Carry Your Cup gives the figures that says that Starbucks used 1.9 billion cups in 2000, and this number has increased to 2.3 billion cups (Carry Your Cup, n.d.). It became even more clear when we realised that it isn't just here in Geneva the plastic pollution is happening, but in fact everywhere in the world. Eriksen et al. (2014) made a research paper telling the compelling amount of plastic we pollute; a total of five trillion plastic pieces in the world's oceans, that equals 250,000 tons of plastic.   The research regarding this subject is never ending and we all are aware of it, yet we still happily carry our starbuck cups through Strøget, a famous shopping street in Copenhagen.

During our epiphany, we realised how our 'Tupperware for loyal customers' idea can respond to this problem. If combining this idea with the 'Membership Klippekort' idea, we have a complete concept that can:

• Reduces the plastic waste completely in terms of take-aways
• Since it is a membership/subscription service, the chance of getting loyal customers is bigger because of the returning activity. This corresponds to Pascal's values regarding the social opportunities as well it helps to secure his incomes in advance.
• With the membership/subscription fee (paid monthly, weekly or other) we allow the users to plan their lunch expenses. If the lunches are prepaid, the users don't need to be reminded that they are spending money (everyday) on lunch.

WHY A JAR ?

SUSTAINABLE PACKAGING

FOR PASCAL	FOR CUSTOMERS

NO NEED FOR

	SAVE MONEY ON MANY ASPECTS	ACCESS TO HIGH QUALITY FOOD FOR AFFORDABLE PRICE

- WAITER TO SERV PLATES (EXCEPT TO CLEAN SOMETIMES)
- SIMPLIFIES ARRANGEMENT
- SO SIMPLE AND PRACTICLE

- BUYING AGAIN AND AGAIN PLASTIC PACKAGING
- ADD VALUE TO HIS FOOD
- PRACTICLE IN ANY CONTEXT (COUCH, PARK, IN FRONT OF COMPUTER...)

- KNIVES ANF FORKS AND PLATES
- TAKE AWAY EASTHETIC
- KEEP WARM THE FOOD LONG TIME

- BORING TABLE & CHAIR
- GET TO BUILD RELATIONSHIP WITH HIS CUSTOMERS
- EASY TO WARM UP (3 WAYS)

- HIGH TEMPERATURE TO KEEP THE FOOD WARM

- LESS FOOTPRINT

- USEFUL TOOL FOR EVERYDAY LIFE

- LOOKS NICE

WHY A MEMBERSHIP ?

LOYALTY IS KING

FOR PASCAL	FOR CUSTOMERS
GARANTEED INCOMES	SAVING MONEY
HELP TO PLAN THE AMOUNT OF FOOD TO PREPARE	SAVING TIME
LESS WASTE OF FOOD AND MONEY	VARIETY AND HEALTHY FOOD EVERYDAY
GET TO BUILD RELATIONSHIP WITH HIS CUSTOMERS	GET TREATS :-)

PRESENTING THE CONCEPT TO PASCAL

It was important for us to explain the concept to Pascal in a way that he understands our thoughts and ideas. When we presented the idea to Pascal, we showed him our idea illustration and explained all the points of this concept. Pascal's reaction was relieving, he was absolutely positive about this, because he himself also has the same experience with the plastic waste. He disliked the feeling and the aesthetic of the food being surrounded by plastic - then he asked:

' What about a jar? '

A jar ! He explained that the jar has the same functionalities as the tupperware, only it is more beautiful, but most of all, it is not plastic. We immediately started to brainstorm all the aspects this concept can do, such as types of food in the jar, the presentation of the jar, the way of eating from the jar, etc. After our brainstorming session with Pascal, we took away all the inputs and had his comments in the account when we brainstormed further between us.

For clarifications reasons, we summed up all the reasons why the concept has the jar and the subscription.
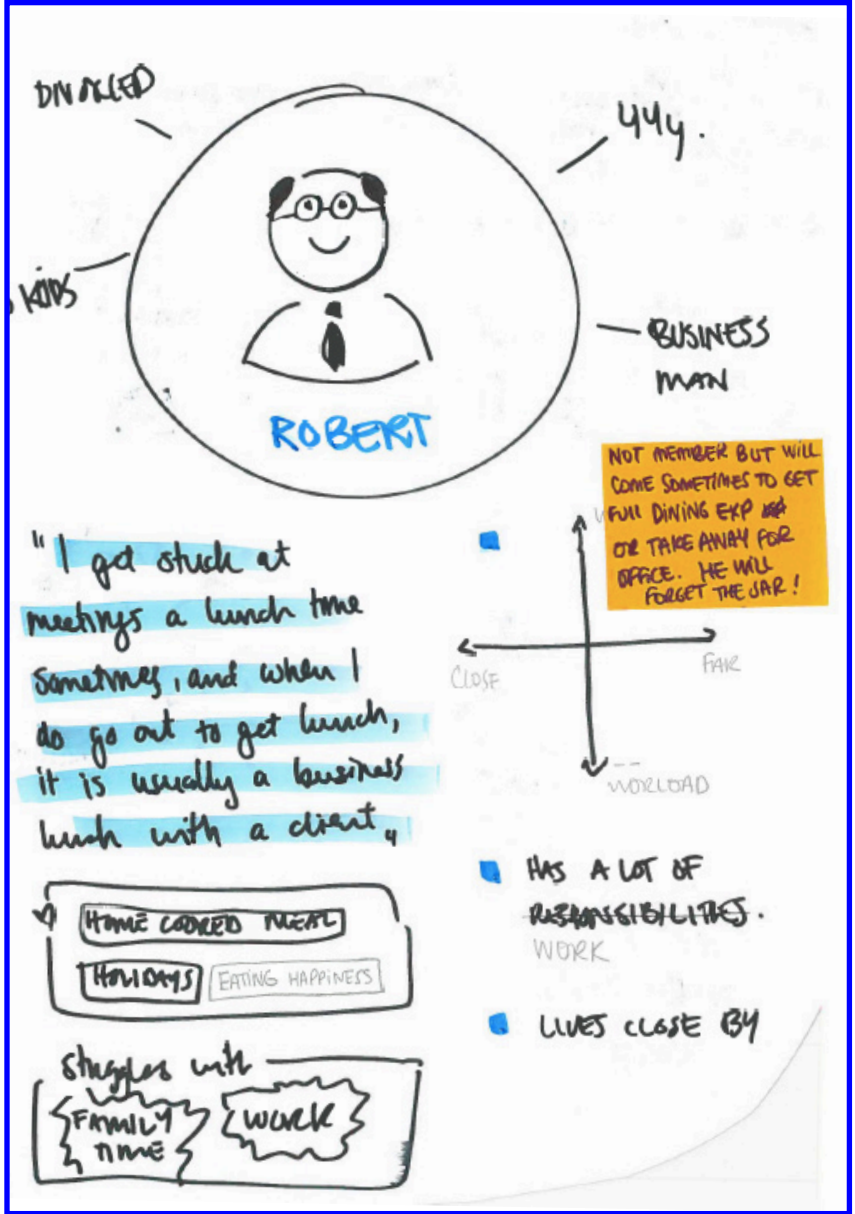
DEVELOPING THE USER PERSONAS AND SCENARIOS

To see how the concept works for the user personas, but updated the user personas and created scenarios where they interacting with the concept (appendix 9).

CATHY
Scenario: The general user

Cathy plans her lunches for the week. She decides to have two of Pascal's jar for lunch this week and the remaining three days to prepare lunch that are inspired by Pascal's recipes. She knows this way will ease her lunch preparation time and that she has full control of her lunch breaks.

Scenario: Recipe inspiration

When Cathy gives back the jar, Pascal starts a friendly conversation by asking her if she is coming back tomorrow. Cathy wants to save her jar-voucher to Friday since Pascal is going to cook one of her favourite dish Aubergine Gratin so she explains she is not coming back tomorrow. Pascal then asks her what she is going to have for dinner tonight, she points out to him that she has seen one of his recipes on his website and was wondering to cook that for dinner. He shows her some of the ingredients that are needed in the recipe that he has in store and explained her that these ingredients are local produces. She purchased some of the ingredients by Pascal and goes back to work. When she's at home, she follows the recipe to cook the dinner for her family. The leftover is then, as Pascal advised, being store in the jar so she can enjoy this meal again at work the day after.

JORDAN
Scenario: No time for lunch

Jordan has many appointments and he is not able to pick a jar at Pascal's. One of his employees, Jessica, has the time pick the food for everyone. She checks the menu and asks everyone which jar they want. Jordan wants the one with meat. Jessica returns the jars from the previous time and picks up the new jars for everyone. Jordan doesn't get to have his lunch with the others because he was still working. After the appointments, the jar is now mellow warm, but he can just easily warm it in the microwave and enjoy his delicious food in the jar.

ROBERT
Scenario: Longing for a home cooked meal

Robert has been working for almost 15 hours a day in the past three days because of a new business coming in. He doesn't have much time to go out and buy a proper lunch, and he is tired of the same cantina food he has been having for 14 years. Today Robert has a meeting with a client at a bistro, while they are eating, Robert explains the business to the client and he barely touches the food. Robert comes home at 21h, toasts a few slices of bread for supper. While he eats the bread in exhaustion, he longs for a homemade pot-au-feu.

BOB
Scenario: Discovering Pascal
Bob attends to an event called "Cheesus" where two producers battle for the title "Cheesus of the year". Pascal is the co-organiser of the event, after mingling around he got to know Pascal and his private chef background. Bob wants Pascal to cook for Bob's grandfather's birthday. Pascal agrees and they exchange contact info. After agreeing forth and back, Bob visits Pascal's shop a few days later where they sit down and talk about the birthday dinner. Bob has brought images of the kitchen for Pascal to see. Pascal and Bob discuss and settle the menu. At the birthday event, Pascal prepares and cooks the food for everyone, he also makes sure everyone is having a good time. Bob is thoroughly happy with the service, and checks out Pascal's website for the other services he has.

AUDREY
Scenario: Recommendation by a friend
Audrey works from home, then all of the sudden, her partner asks her to come to city for an important meeting regarding a book launch. She takes this opportunity to ask one of her friend, Cathy, who also works in Geneva to go and grab lunch after meeting. Cathy tells Audrey that she is going to Pascal's to pick up her jar of food for lunch and that Audrey should check out the cool shop. Audrey decides to check it out and joins Cathy to Pascal's. They arrive at Pascal shop where the customers can choose if they want to dine there or take away their jars. They decided to dine in, Audrey picks one of the jar and they enjoy their lunch at Pascal's cosy place.

MARINE
Scenario: Pascal is her cantina/the loyal customer
Marine has the "Monthly Base" membership, which means that she can pick up a jar everyday and also gets a little treat. On Wednesday at lunch time, she returns the jar from yesterday and picks up a new jar of food at Pascal's and brings it to the park to eat it by the lake with two of her colleagues. When they are done, she brings the jar back to the office and leaves the jar there. The next day, she brings the jar back and gets yet another delicious jar.

We created a video sketch of the scenario with Marine to communicate this concept quickly to our supervisors and other audiences (appendix 10).

TRY
EXPER
IMENTS

OVERVIEW

"Successful prototypes have several characteristics: They support creativity, helping the developer to capture and generate ideas, facilitate the exploration of a design space and uncover relevant information about users and their work practices. They encourage communication, helping designers, (...) customers and users to discuss options and interact with each other. They also permit early evaluation since they can be tested in various ways, including traditional usability studies and informal user feedback, throughout the design process. " (Beaudouin-Lafon & Mackay, 2002, chapter 52)

The process of the prototype testing is immense important for any design projects, furthermore, it is important to execute a successful prototype like as what Beaudouin-Lafon and Mackay explained, this is because it is at this point where the opportunities of improvement occur, as well the moment to consider which aspects or details that should be added or eliminated. Such prototype testing requires the involvement of current actors and perhaps even new actors, in this case we have Pascal as service provider and the concept's potential end-users. What it also requires is the facilitation of the execution of the testing. We as service designers have to plan, prepare, demonstrate a set of tools and methods in order to conduct analysis and gain understanding of the individual needs, preferences and lifestyles (Morelli & Tollestrup, 2007). Having this understanding and analysis would support us to form a more meaningful product.

In our testing process, we have been through a total of five phases.

TESTING AND EXPERIMENTING THE JAR EXPERIENCE

In this informal testing phase, we tested how Pascal could prepare dishes in jars, how he presented the food inside the jar, how it feels to eat from it. Overall, just to check internally for us to see if it is feasible.

SERVICE STAGING

We explored the user journeys based on the different scenarios of dine-in and take-away. We physically acted out all the possible situations with each other.
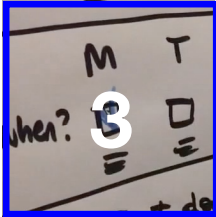

SERVICE PROTOTYPING WITH SERVICE SYSTEMS DESIGN STUDENTS

We tested the prototype with our peers from SSD in an informal role-play-style conversation with physical touch points. We particularly focused on the testing of the service-flows and the membership flows.

SERVICE PROTOTYPING WITH POTENTIAL USERS

We tested the prototype with potential users in Geneva in a detailed full scale recreations involving active user-participation props and physical touchpoints. We focused on the eating from a jar experience, the interest of memberships and the service flows from the user's perspective (front-end) and the chef's perspective (back-end).
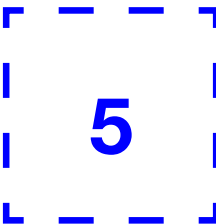
FUTURE SERVICE PROTOTYPING IN REAL CONTEXT

The next phase(s) that we are planning to do is to test the concept with potential users in real context (in the neighbourhood of the shop). When this will take place depends on process of possessing of the location.

PHASE 1
TESTING AND EXPERIMENTING THE JAR EXPERIENCE - TESTING THE JAR

The preliminary testing took place at Pascal's to give him the comfort and confidence to experiment various dishes in jars. Over a period of several days, different sizes have been tested and the different courses of a menu to evaluate what type of food could work the best. For instance, could a salad be as practical as pasta? We also tested different contexts :

- For dinner, at table with the classic combo knife, fork, napkin, sitting on a chair. Three guests came that day and expressed their opinions and enthusiasm.
- Casual lunch at the kitchen table.
- Warmed up in microwave for a late dinner in front of the computer with a spoon only.
- In the couch, in front of tv.
- At work (Pascal's wife brought a jar to her office for lunch).

It turned out that in all these situations, the jar was optimal. See the list of Pros and Cons.

Reflection
The testing of the jar experience validated our assumptions of how it would be, and based on our pros and cons we were confident to move on with this concept. To see how the jar's role plays in the concept, mapping a user journey for it would reveal which steps a user has with the jar.

Pros
- Layered food in a jar is visually appealing
- No leak
- A spoon can be the only tool to eat from the jar (eliminating the cost of knives and forks)
- The jar can act like a bowl, cup or glass. Suits for liquid meals or beverages
- Multiple ways to heat the food up; microwave, oven and bain-marie
- The food can keep the food up to an hour
- It can be conserved in the fridge for several days and the taste will remain the same
- Easy to finish every last drop of the content of the jar by drinking them up
- Easy to clean
- A vast of recipes suitable for the jar

Cons
- It is heavier than a regular plastic tupperware
- Glass material can be broken compared to plastic tupperware

PHASE 2
DEVELOPING USER JOURNEYS - PUZZLING THE STEPS IN A JOURNEY BY ACTING OUT

Act it out

Like every other lunch services that we have observed, they offered both dine-in and take-away. Our vision for the jar in this concept is that it will be returned by the user who has chosen the take-away. The user journey is therefore split into two ends; one when the user dines in, and a user who takes the jar away, which means the user has to pay deposit for the jar. With the subscription applied, the user journey shows even more complexity; additional to the two user journey ends we already have, there are more ends; member who dines in, and member who takes away, returns the jar then takes away …, this is the end which becomes the desired loop of the concept.

When mapping the user journey, there were many situations that didn't quite sum up and became tricky to solve, for instance:

Scenario of a member who has chosen to take away first, but when returning to Pascal's, he or she decides to dine in, what happens to the jar? Does the member get an empty new jar with him/her when the member leaves the shop after finishing the lunch?

After drawing, writing, talking to find ways to solve this case, there were no solutions in the view, we were forced to choose a different method to solve this hiccup. We had to look for methods that could be helpful for this situation. Stickdorn and Schneidar et al. (2011) explain a method called service staging which can help the designer to find the natural solutions by kinaesthetic learning. They also mentions that this method also gives the designers to gain the empathy for the personas/users. This method is basically all about acting out the scenario in which the participants have their own designated role, it does not only shows the interaction between the personas, but also what Stickdorn et al. (2011) explain "focus on the minutiae of subtext and body language" (p. 194).

When we acting out, each of us exchange the role of Pascal and the member to see who would say what in this tricky situations. What we hoped to achieve with this method is to see the possibilities and the opportunities that occur to complete the user journey for this specific scenario.

The solution became apparent when we spoke the words, interacted with each other and we exchanged our imaginary deposit and jar. To review our actions, we documented the play by video recording it. These videos became a result which we then could analyse closer into the details, reactions and responses. The result of this method also showed us how simple it is to explore the solutions in an engaging and practical way, nonetheless it also showed different elements in the concept that earlier were not considered. This service staging tool were used throughout the process when there is difficult scenario that wouldn't make sense on paper.

CHOOSE A JAR

JAR'S LOOP

EAT ANYWHERE

RETURN JAR TO PASCAL

JAR GETS CLEANED BY PASCAL

USER JOURNEYS NOT MEMBER

AWARE — ENTER SHOP WITHOUT A JAR — SEE MENU / FOOD — CHOOSE FOOD

-TAKE AWAY- — PAY FOOD + JAR DEPOSIT — GET FOOD IN JAR — LEAVE

CHECK SYSTEM / DEPOSIT INFO

NEXT DAY — ENTER SHOP WITH A JAR — SEE MENU / FOOD — CHOOSE FOOD

-TAKE AWAY- — RETURN JAR — PAY FOOD ONLY — GET FOOD IN JAR — LEAVE

RETURN JAR — DEPOSIT BACK — AND ?! — LEAVE

-DINE IN- — RETURN JAR — DEPOSIT BACK — PAY FOOD ONLY — PAY FOOD - DEPOSIT — GET FOOD IN JAR — EAT — RETURN JAR — LEAVE

-DINE IN- — PAY FOOD ONLY — GET FOOD IN JAR(S) — CHOOSE SEAT — EAT — RETURN JAR(S) — LEAVE

Initial user journeys
Solving the tricky situations in the user journeys has led us to a total of nine possible user journeys.

User journey for non-member
Take away
Dine in
Return the jar
Return the jar - Take away
Return the jar - Dine in

User journey for member
Become a member
Take away - forgot jar
Take away - return jar
Dine in

Jar's loop based on the user journeys
Based on the user journeys, we saw how the cycle of a jar works in the concept. To communicate with people about the concept, an illustration of a very simple system map of the jar's loop was used as a quick explanation. A very simple system map to illustrate how the jar's loop works.

Adjusting the user personas
When the initial user journeys are mapped out, the user personas are required for a revision to fit in the scenarios even more. More exclusive attributes to each user personas were added, some of the user personas also had minor changes of name and background:

Marine Super loyal, comes every day, chooses take-away and dine-in.

Audrey Pops in for lunch with local friends.

Jordan He is interested in the company subscription, but he is usually too busy to pick up the jars.

It is usually his employee who picks it up for him.

Cathy She is a member because she likes to have control, chooses dine-in and take away.

Robert He is not a member but will sometimes drops by the shop to have a complete meal (jar, dessert and drink). He takes away too, he brings it to work. He will definitely forget the jar.

Bob Bob is now called Julien, he studies performance, has open relationships, lives in a collective, he loves birds. He takes the cheapest offer, he is curious about new unique experiences. If he likes the concept, he spreads the word about it. He is not the type who likes commitment, and therefore he is not the user who would likely subscribe for the membership.

Reflection
There were still a few areas at this phase that were remained as concerns, which at the point were difficult to find a solution for. One of the areas was the idea of membership/subscription; how would it be in practical? Would people actually subscribe to a pre-paid lunch service? How can they be convinced to sign up to a such membership/subscription? We realise that these questions can't be answered by desk research, the only option that would give a valid validation is to either have a survey, test or interview the relevant users (the potential customers).
Other concerns that we have are :
• transporting the jar
• what cutleries to use for eating from it
• the cost of a jar
• to have dessert or not
• to have appetizer or not

PHASE 3
SERVICE PROTOTYPING WITH SERVICE SYSTEMS DESIGN STUDENTS

The third trip to Geneva was about testing the prototype of the concept with relevant users who work in Geneva. We agreed with Pascal on how the prototype is going to be; he will cook and provide the jar with food to see how people in Geneva will perceive how it is to eat from a jar. We also wanted to test the service-flow (front-stage and back-stage) based on the user journeys, and to test to see if there were any interests for the membership-system. Since we were only staying in Geneva for a limited time only, we agreed to test the prototype with others for practice, and to secure we had all the factors considered before the testing of the prototype in Geneva.

The preparation: the rapid prototype

This prototype was kept as a rough prototype, because firstly we didn't have the chef at location to cook the food, and secondly because of the the feedback we would like to receive by the tester. Bergström and Ericcson (2009) suggest to keep early prototypes as simple as possible; using everyday items would keep the tester attentive to the system instead of the product, it also gives a more abstract and complex dialogue. Therefore, this rapid prototype was set up to be very simple, however, we still wanted to create the environment to become as Pascal's shop. The materials we have for this prototype are: signages, faux money, website for signing up as a member in paper format, coupons, 'jars', 'drinks', 'desserts'.

Our expectations

What we expected from the testing were:
See how the users' flows are compared to the user journeys
See how the membership flow is when a member signs up
To see if the users understand the concept and receive overall feedback regarding concept

The testers

We asked our talented peers from Service Systems Design to test the concept. Since they have a service design background, we believe their feedback can be both helpful and relevant. There were three students tested the prototype.

The framework

We used personas and the user journeys to frame the prototype. Personas can contribute by guiding the testers to get into the mindset of the possible user of the concept, which can narrow the feedback to become more relevant. User journeys acted as a tool as a reminder of how the testers go through to do in their journeys.

We did also prepared four feedback-questions to ask the testers after the test.

- What are your associations when thinking of a jar?
- How do you think would feel to eat from a jar?
- If you return to Pascal's at least once a week, would you consider to become a member?
- What do you think about the concept?

The execution

Similar to what we did in the service staging, we documented the prototype testing by video recording.

The feedback

A few of the feedback we received from the prototype:

- "I like the sustainable container"
- "I think it might be impractical to eat from a jar, I might not get all the pieces that are on the bottom"
- "Other than the missing details, I like that you can save time by i.e. not paying every time you get a jar"
- "If I come back at least twice a week, then I would consider to become a member"

Reflection

We realised that it was important to convey the concept either through strong visual communication or verbal communication, because the testers didn't really pay attention to the signages that were on the walls, this resulted therefore some confusion with jar system (pay the deposit, returning the jar, dine-in and take-away).

What we could identify from this testing was that the testers had a lot of questions and comments regarding the materials of the different jar-representations, which ideally would be solved by presenting the actual jar with food in the next test. The most problematic area that we had to rethink about is the prototype of the membership. The testers explained that they were missing more information about the membership, such as:

- Where do the user signs up - at the shop? or at home?
- How often do I pay?
- How do I see if I have bought a jar when I am a member?

The testing didn't go as smoothly as we expected. Which was fine, it is what Bergström and Ericcson (2009) say regarding expectations in prototypes, "...the goal of prototyping ....isn't to finish. It is to learn about the strengths and weakness of the idea and to identify new directions that further prototypes might take." (p. 452). The unexpected areas became new directions, it also alerted us where in the prototype we needed to pay more attention to.

What was needed to plan further, was to have a strategic way to allow the user entering into the membership flow; this was to achieve the jar's loop so it would make sense to the user to want to sign up for a membership.
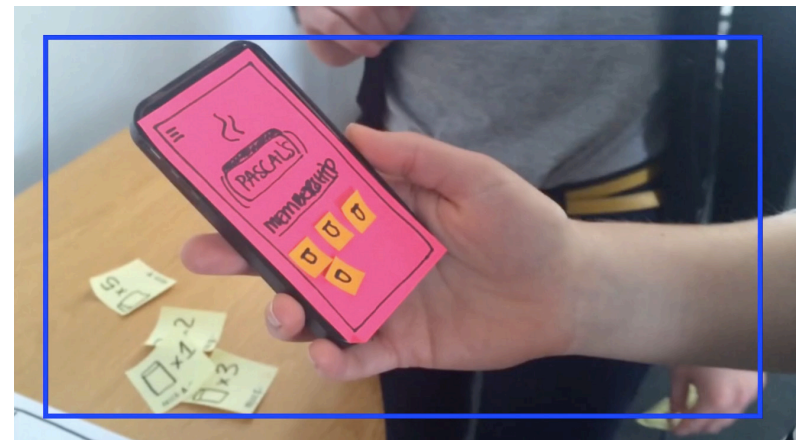
PHASE 4: SERVICE PROTOTYPING WITH POTENTIAL USERS

Setting up the big prototyping

The testing of the prototype took place on the April 25th, we arrived a couple days before to prepare the staging for the prototyping, improving the tiny details that might be confusing for the testers, and finally quality assuring everything. Unlike the previous test which happened informally with our peers, this time the fidelity of the prototype was automatically a little more defined because of the actual food we were serving. This became an apparent subject to be analysed and reviewed by the testers, which we hope they also would do since it was this moment we could receive relevant feedback regarding how to eat from a jar by potential users. However, the whole prototype did not have the same fidelity level like the jar.

Dr. Blomkvist (Blomkvist, 2014) elaborated the function of prototype fidelity in his thesis regarding prototyping and prototypes, he discusses that with high-fidelity prototype gives more detailed feedback, whilst low-fidelity prototype gives more of a general feedback. What we aim for this test is not to receive only general feedback, but more critical feedback on the concerning areas of the concept which were earlier stated. Although we do have one representation that was of high fidelity (the jar with food), the settings and all other materials were in, as what Bergström and Ericcson (2009) call it, off-line prototype, which is also called for paper prototypes which don't require a digital device. Blomkvist (2014) explains that the prototype's fidelity shouldn't be assumed to be in same degree, "prototypes rather display levels of fidelity along different dimensions of the representation." (Blomkvist, 2014, p. 26).

In overall, this prototype had a mixture of fidelities; both high and low. However, Blomkvist (2014) advises that prototype should couple up with testers and the stage of development so it can be understandable. If the fidelity is too low, the testers might find it difficult to understand the intention of the prototype. Therefore, even only the use of paper in the prototype, the use of simple sentences, decent illustrations and along with our explanation in the introduction, are ways to explain the testers what the concept and the prototype is about.
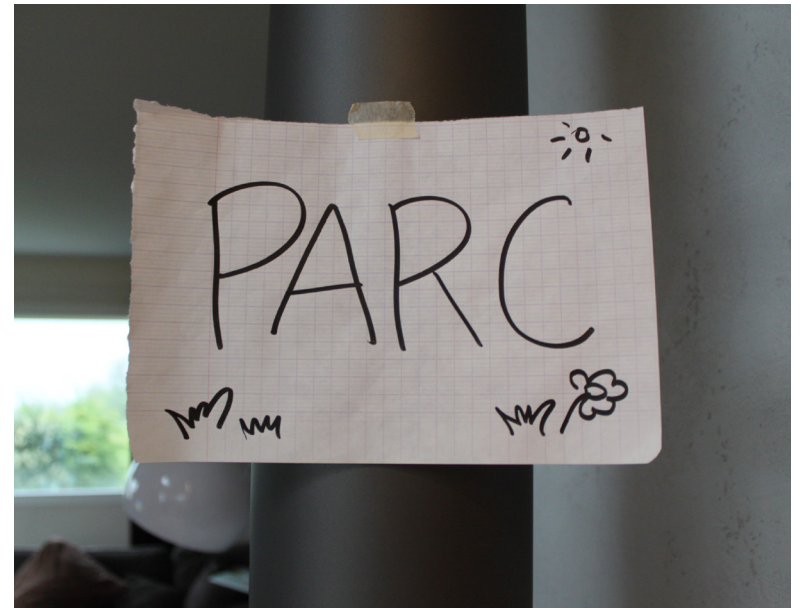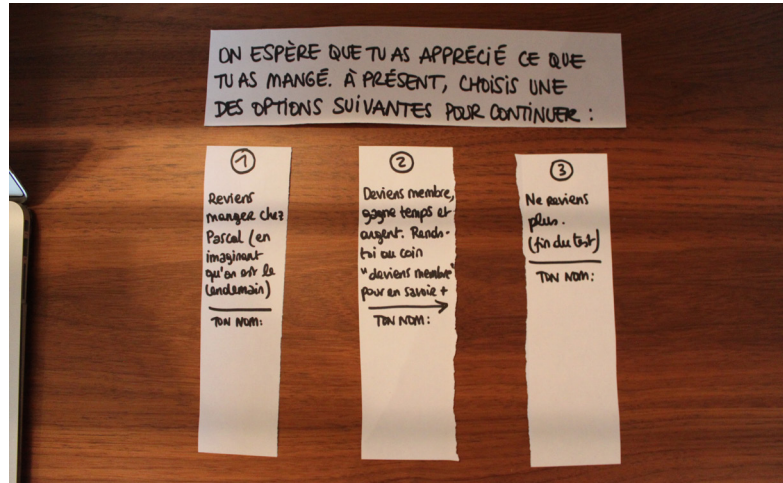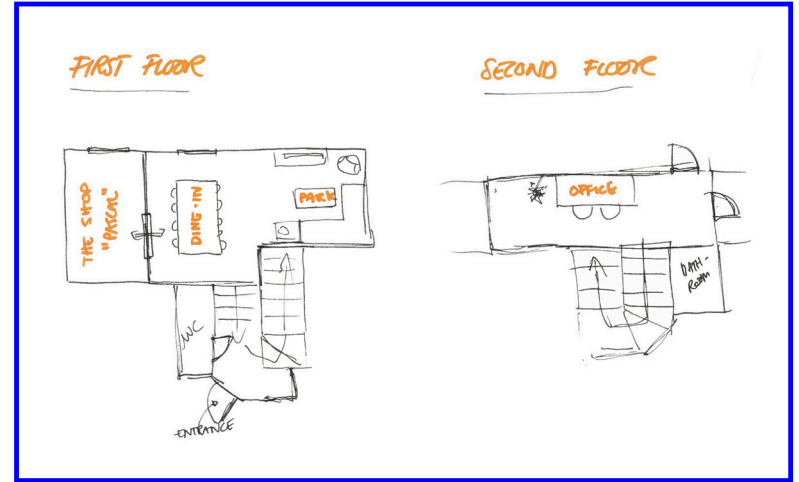
The improvements from the previous prototyping

Revising our prototypes from the previous test was indeed required as there were insecurities and confusions by the testers regarding the membership. We decided to improve this area by refining the details in the process of becoming a member. The results are rough and sketchy wireframes, which were tested internally. After several attempts later, we finalised a step-by-step off-line prototype website for users to sign up as a member.

The prototype's purpose

If we could test all the details, aspects and areas of the concept, we would. However, time and resources were limited, forcing us to focus on prototyping the most vital areas of this concept with a group of potential users. The areas of focus for the prototyping:

- Eating from a jar
- User's service flows
- Pascal's working flows
- Membership's interest (regular subscription, company subscription, paying in advance and scheduling in advance).

FIRST FLOOR

SECOND FLOOR

ON ESPÈRE QUE TU AS APPRÉCIÉ CE QUE
TU AS MANGÉ. À PRÉSENT, CHOISIS UNE
DES OPTIONS SUIVANTES POUR CONTINUER :

① Reviens manger chez Pascal (en imaginant qu'on est le lendemain)

TON NOM:

② Deviens membre, gagne temps et argent. Rends-toi au coin "deviens membre pour en savoir +"

TON NOM:

③ Ne reviens plus. (fin du test)

TON NOM:

PARC

Our expectations
Similar to the previous service prototyping, our expectations were to:

- See how the users' flows are compared to the user journeys
- See how the membership flow is when a member signs up, plus receiving feedback regarding the company membership
- See how the user eats from a jar
- Another expectation was to see if it made sense for a user to become a member when repeating the jar system as non-member.

The preparation: Involving Pascal
The facilitators of this prototyping were not only us as the designers, but also Pascal, whom had the role of service provider. To assure the prototype to go as well as possible, we had to delegate the roles and responsibilities. Pre-prototype, we made sure Pascal is 100% confident about this prototyping by explaining him what the expectations we should have, showing him the user journeys and showing him the videos of the service prototyping from previous tests. Pascal also brought up a dozen of suggestions and ideas for the prototyping, which enabled to understand more of what was needed to be done from his point of view.

This involvement of Pascal showed a great willingness of co-designing between the designers and the client. This is the beauty of co-designing which Jørgensen, Lindegaard and Rosenqvist (2011) explain in their paper about co-design, "the user not only informs the designer, but also collaborates with the designer" (p.2). This co-designing method has therefore been very important and useful throughout the design process.

The preparation: Materials
This concept spans over a period of time; user buys a jar, user takes away, user returns the jar (different time), user tries the jar again, user gets convinced, user wants to become a member, we had to make the testers understand that the journey of this experience is on different days.

To convey this system we mapped the prototyping journeys based on our user journeys (appendix 11). The prototyping journeys map defines the instruction a tester has in their prototyping journey, having this map also gave an overview for us to see the progression of each tester; did they choose dine-in, take-away? did they want to return? how often did they return? how many were convinced to become a member?

The instructions were placed in the post-service spots; the park, the office and as well at the dine in (appendix 12).

For us to document and get as much feedback as possible, we made a little booklet with questions (appendix 13), and an area for the users to write down their thoughts, criticism and such. Another medium we used to get feedback is video recording from the beginning to end, we also placed different sound recording devices around the location to get their verbal feedback as well.

Location
We staged the prototype at Pascal's house. Using his kitchen as the shop, the dining room as the "dine-in" area, the living room as the "park" (take away), and the second floor as the "office" (take away).

The testers
The total of testers we invited to this test were eleven people. They were on average age of 30 (+) where four were men and seven were women. There are also a good mixture of backgrounds as well; restaurant manager, dentist, broker, saleswomen, realtor, graphic designer, unemployed, doctor and social worker.

How it went
We split the eleven people into five different groups; some in pairs, some went alone, some in three. The reasons for this was to see where they decided to eat their lunch (dine-in, take-away to park/office). When the first group started, we understood if we didn't tested more groups simultaneously, then this prototyping could last for a very long time, as well we didn't want to testers to wait, some of them were also hungry since it was in the evening. We decided that the next group could start the prototyping when the previous group was about to finish up their ordering in the shop (kitchen). At first, it worked seamlessly fine, only to realise that the area where the testers that haven't started was supposed to be the park, we had to improvise the situation by dividing the the dine-in area in two to have the space for the Park spot as well.

The surprising focusgroup
Knowing that there were eleven people would be under the same roof testing on a single concept, we could only wait for a focus group to emerge at some point. After the prototyping, everyone was gathered around a table, and the conversations started to flourish regarding the concept, the jar and the food. This focus group was not under our control, but we do appreciate it happened naturally as gives many interesting feedback.

The findings
To analyse the vast of feedback, we went through each booklet and wrote down their experiences and their answers on post its. Additional to this, we had to go through the videos and the records to note anything interesting that can affect the c oncept. We organised these feedback based on the type of content; whether it raised a concern or gave us an idea.

Overall feedback
Everyone was overall positive about the concept, they could see that this concept can be opened in Geneva.
When it comes to eating from a jar, they thought that dining in with a jar was as good as a plate, however, there are some who might prefer a plate before a jar. When it comes to take-away, they all agreed that the jar is much better than paper/plastic container.
Overall thought the maximum price for a jar should be 20 francs. The words 'practical' and 'original' are often used to describe the jar.
The majority of the testers were sceptic about the regular membership, their reasons are that they don't want to feel trapped. However, the users who had a director role in a company are open for business membership in terms of taxes and better food choices for their employees.

Concerns

Cutleries - What kind of cutleries are we going to provide the customers? In the testing, we used regular spoons from the kitchen, salt & pepper.

Still hungry - The quantity of food in the jar was questioned during testing. They even wanted to see how much it was on a plate to compared the content of the jar and a regular dish of food. There were a couple people who said that they could have a second serving of the jar. We are therefore concerned regarding how to fill the last gap for those who have bigger stomachs than others.

Visibility - The testers wanted to see the full view of the food, of all angles. The problem with the jar we used was not visible from the top and this was a common feedback from the testers. They said if they can see the freshness of the food, it would be more convincing.

Transporting the jar - There were no concerns or questions by the testers regarding the transportation of the jar, we assumed it was because their mindsets were not set for the take-away experience.

Packaging - Observing how Pascal handed over a paper bag of jar, drink, bread, dessert and cutleries to testers was frightening because of the weight, and the collision of the items in the bag.

Knowledge - People lack knowledge of glass properties there are many questions regarding how long a jar can keep the food warm, whether it could be warmed up in a microwave or other equipments.

Drinks - There were many questions by the testers about what type of drinks, what sizes and in what kind of bottles there should be. In the prototype, we served water and wine to the testers.
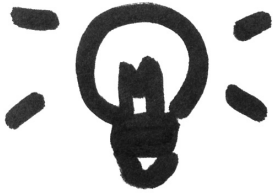
Ideas

Cutleries - Avoiding the purchase of spoons and cutleries, we thought about the spoons regular people don't use anymore - couldn't they donate these? A Spoon Event could be a sustainable solution for this problem.

Still Hungry - The common culture in this region, is to have 'tranches de pain', meaning pieces of bread with their main-courses. If we could offer free freshly baked bread with the jar, then it would be a great solution for those who have a bigger stomach than others. Bread is one of the resources that isn't too costly, we will have to define more regarding the cost and budget in our business model.

Visibility - In the prototype, we used a regular jar with a lid. We that we had to look for more types of jar; one with transparent lid, one with less size of a lid. However, we noticed that in the testing that Pascal spent a lot of time to open and to close a lid, which was not efficient. We realised when analysing the videos, that when dining in there was no necessary to have the lid on, the lid should only be on when the user decides to take-away. What we had come up with is that if Pascal displays the jars in the cooler/warmer without the lid to give the full visibility to the users, and then he only need to put the lid on when the users asks for take-away. A blueprint of this process is needed, and it will be co-created with Pascal to understand all the back-office activities.

Transporting the jar and Packaging - The jar and the drink are concealed (no leak), meaning the carrying of these items are irrelevant if the user has a bag, the only concern for the quality of the food is the dessert, which should be carried by a hand to avoid destruction. We think a textile napkin could both wrap the dessert and also act as a napkin. In the scenario where the user wants to buy a bottle of a drink, bread, dessert - a bag is necessary. An idea for this is use re-usable bag to carry all items. Our potential stakeholder, Camille from NOPE, is designing a reusable bag that is especially for carrying jars can be the solution. Unfortunately, we didn't get to test the transporting in a jar fully. We plan this to be one of the testings we are going to have in the future when we know in definite what will hold the jars together when take-away.

Knowledge - The way to convey information and knowledge to the users regarding the glass and its properties is to somehow communicate this, either verbally or visually. Verbally can be: promotion, in-shop-conversation, word of mouth, while visually can be; infographics, interior, images,

Drinks - We don't want to provide the users all kind of drinks that are bottled in plastic, and definitely don't want to have drinks that are in plastic bottles, We want like all the drinks to be as organic as it can be (still in decision-making). We got very inspired by Social Foodies, when observing that they only provided only a small selection of fairtrade and organic beverages in their shops. This doesn't only 'force' the users to buy organic choices, but also promotes the core statement of the concept.

The subscription

Because of the high amount of activities during the prototyping, it was difficult to get the overview how many people wanted to sign up for the membership. At the end, we had three person who signed up as member. One signed up as a regular member, two others signed up as company-member. The interesting was that the two who signed up as company-member, they said that they wouldn't sign up as a member since it would be a strange commitment and they would feel trapped to one single lunch provider. They, however, liked the company subscription as it has many perks for a company, such as; saving money because of the taxation of the lunch costs, it would also provide healthy and diverse food for their employees. These two who wanted the company subscription are in fact managers of their own company, which made their feedback even more relevant.
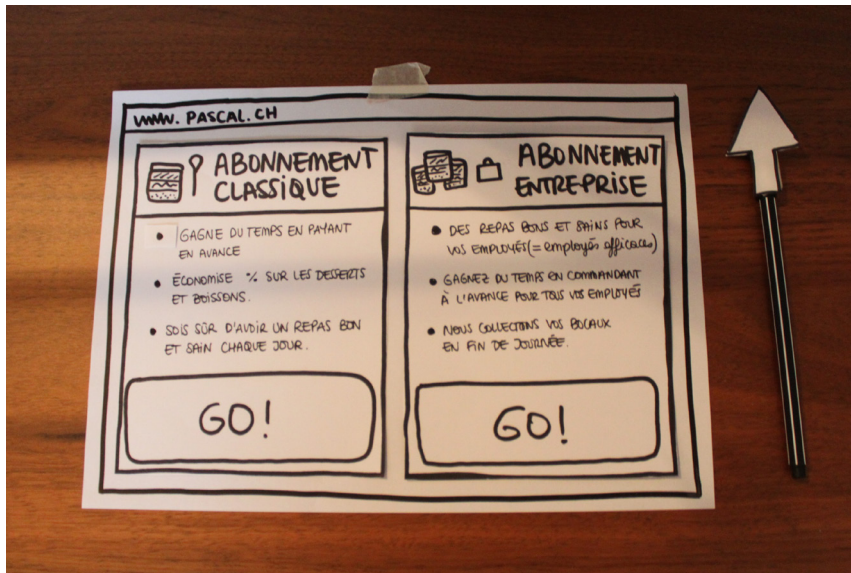
Reflection

We realised that we made quite few mistakes when we did this prototype.

When setting up the prototype we wanted to test the whole service at once - which resulted that we didn't give each aspect as much attention it should have. However, we did this because we didn't have the opportunities to 'retry' the testing anytime we wanted because of the distance.

We invited too many people for this prototyping, which resulted that we didn't get to have a qualitative test and conversation with everyone. However, we did try to capture everything (either booklet, photos, videos or sound recordings) during the test. We placed our devices at all possible areas that the testers would discuss.

The test took place at dinner time (7pm), while the concept was supposed to be at lunch time. This context somehow misguided the testers' stomachs and mindsets.

Asking the testers to take away while being inside in a house was misleading, because of the precipitation of the rainy weather, we weren't able to set up the take-away scenery to give the users the chance to do the take away. We somehow managed to get two testers to take-away to 'the office'. However, we didn't get to see and understand fully how they transported the jars.
With that said, we did after all manage to get plenty of data and interesting insights.

We observed how:
- The dine-in experience was
- The interaction between the tester and the jar
- The back-stage management was for Pascal

This service prototyping has taught us what to do not to do in a prototype test, for example not testing eleven people at once. It also taught us to expect the unexpected when doing a test, although we wished that each of the tester could do exactly what we planned in the user journeys, but in the end, if everything went as expected, then what would the take-aways be, how could we validate what aspects were weak and strong in the service? This view is also shared with Bergström and Ericcson (2009), they explain the whole point of prototyping like in the following paragraph:

"Prototypes reveal the strengths as well as the weaknesses of a design. Unlike pure ideas, abstract models or other representations, they can be contextualized to help understand how the real system would be used in a real setting. Because prototypes are concrete and detailed, designers can explore different real-world scenarios and users can evaluate them with respect to their current needs. Prototypes can be compared directly with other, existing systems, and designers can learn about the context of use and the work practices of the end users. Prototypes can help designers (re)analyze the user's needs during the design process, not abstractly as with traditional requirements analysis, but in the context of the system being built. " (p.7)

PHASE 5
FUTURE SERVICE PROTOTYPING IN REAL CONTEXT

There are plans to have more prototyping in the future, however, the prototyping is planned to be in context and not in home-environment, it can also be seen as a pre-opening event.

This will fall into the high-fidelity prototype to ensure the tester's' mindset of a real lunch-service by providing the whole selection of jars, drinks, desserts, cutleries, etc. The prototyping will be even more relevant when it is in right context and location because of the selection the testers would be from the area, which would make them as the real potential customers.

DEVELOPING
THE
CONCEPT
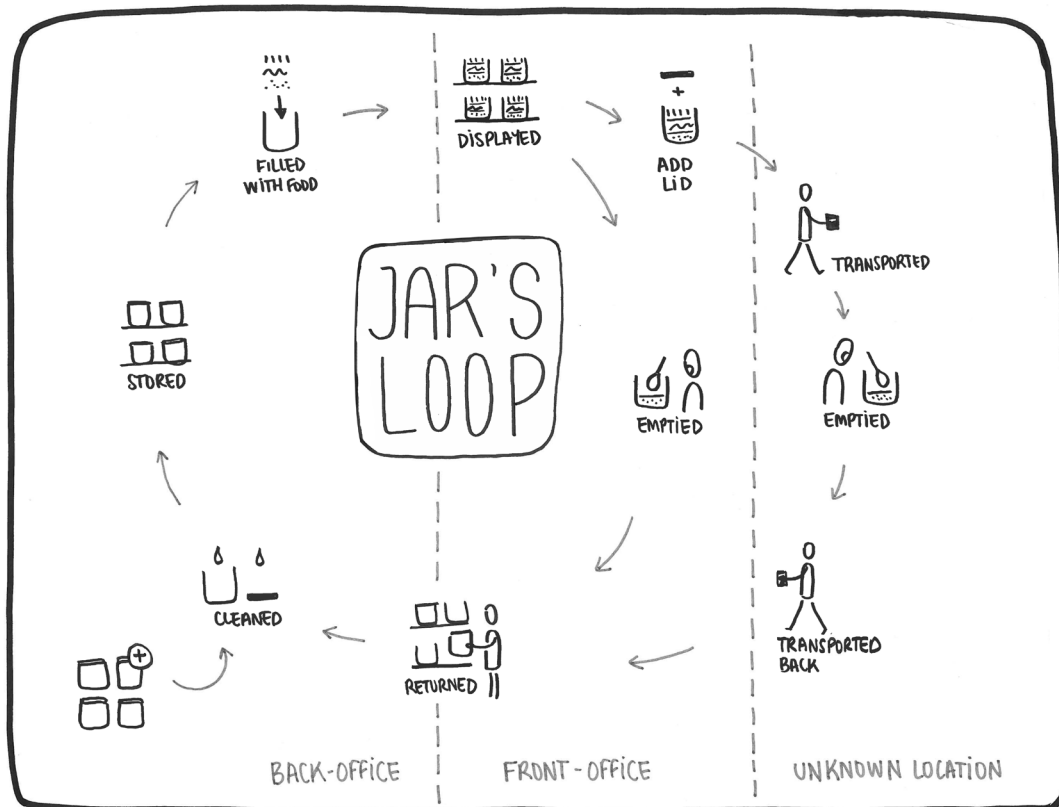
After the service prototyping with the potential users, we have analysed and evaluated the collected data, we had to revise our concept to optimise the details of it.

REVISING THE JAR'S LOOP

One of the problems we experienced with the jar was that the visibility wasn't optimal for the users to evaluate the freshness of the content in the jar. We also noticed how Pascal's interaction with the jar in the back-office (from the service prototype in Geneva):

- He fills food in the jar
- He places the lid on
- He waits for the customer to choose a jar
- Then he has to take the lid off to warm up the food
- He adds the sauce
- Finally he adds the lid again

We have figured a way to improve this system, which is to display the jars open without any lids, then wait for the customer to choose dine-in or take-away.

When dining in, the jar doesn't need a lid, so the user receives the jar as it is displayed

While take-away the user goes to the self-service to add seasoning, etc., then add the lid themselves.

REDEFINING THE SUBSCRIPTION

Saving the regular subscription for later

To sum up the initial idea for the regular subscription: we wanted the user to be able to exchange his or hers empty jar for a jar with food without needing to think about the paying because it is already been pre-paid through their membership. The part where there is no money involved in the moment they exchange the jar raised a few notions by Pascal regarding the business aspect of it; if the members do think that they are not required to bring any money to Pascal's store because the lunch is already pre-paid, then the upselling of other products, such as dessert and drinks, would not be a part of the Pascal's incomes, unless they have chosen in their membership to have those extra items. In the end, we would like to create a concept that is feasible and also profitable for Pascal, and by eliminating the spontaneous purchases by the customers might affect Pascal's financial incomes.

Given that the regular subscription turned out to be too "trapped", which was based on our feedback from the prototype testing, the decision was to temporarily remove the formal subscription that are made for the regular users. 'Formal subscription' in the sense of signing up and in the sense of having some sort of confirmation showing that you are member. 'Temporarily', because we think the regular membership is feasible in the future when the users and Pascal have a need for this system. In the meantime, we believe when the customers who return to Pascal's, they automatically become informal members, the perks of receiving discount or treats would be determined by Pascal. The structure of the informal members will therefore formed by the relationship between Pascal and the returning customer.

This relationship creation by the mutual efforts from both actors may be Pascal's key for success. Thackara (2005) points this factum in his book, In the bubble, that however the general company assumes that will gain more efficiency and customers by for example reducing cost, changing suppliers, produce more items, the gain is not as strong as the relationship that is based on the mutual trust. Thackara (2005) emphasis this point by stating, " ...mutual trust through time remain the vital essence that makes markets work. Social ties and personal relationships that have developed slowly through time have proved to be as valuable as brute speed in many industries that experimented in disintermediation." (p. 42)

Having a second look at the regular subscription model again, we can agree there is really not much that differs it from a regular-customer-returned with a jar** who purchase a jar of food. One of Thackara's determinations says, "deliver value to people—not deliver people to systems" (Thackara, 2005, p. 7), This determination made us reflect on the question why adding another system to service, when it can work without it.

Differences of customers

- Regular-customer - goes to the physical shop, pays in store, either dine-in or take-away, (does not return the jar)
- Regular-customer-returned - goes to the physical shop, pays in store, chooses take-away and returns the jar
- Minus 5-company-customer - goes to the physical shop, exchange the jars, pre-paid in the subscription
- Plus 5-company-customer - receives jars at the office, exchange the jars at the next lunch delivery, pre-paid in the subscription

The company subscription

The company subscription was one of the detail which was thought to be an extra way for Pascal to gain more incomes. It turns out that if the concept should have any subscriptions, it would be this one of the two. However, after the prototype testing of this detail, there are a few things that needed to be revised:

What type of subscriptions are there?
Trial
Regular (company)

Which target group does the subscription target?
Jordan from the personas

What are the requirements?
Company's address and other basic information of the manager of the company
Credit card information for the pre-paid payment
The company's location has to be on the 'geo zone'
A minimum of x jars, minimum of times per week
Optional: Vegetarians

How does a company sign up?
Online
Special deal with Pascal

What does a company get?
Unique online profile
Save time by planning/paying in the advance
Discount
Delivery & jars cleaned

What does a company pay?
Possible damage
Delivery/Pick up service
Reasonable price for quality lunch, perhaps a little less than the competitors in Geneva

How does a company manage their subscription?
Receive monthly reminder weekly news and menu if they want to
Online log in profile
Edit or pause the subscription at any time

How does a company exit?
The stop button on their online profile
Give back the jars
Give feedback

What can the company not do with the subscription?
Keep the jars

REVISING THE USER-JOURNEYS

With changes come revisions. The new set of user journeys respect the decisions that have been taken.

USER JOURNEYS

NEXT DAY

AWARE → ENTER SHOP WITHOUT A JAR → SEE MENU / FOOD → CHOOSE FOOD

«TAKE AWAY» → PAY FOOD + JAR DEPOSIT → GET FOOD IN JAR → SELF SERVICE* → LEAVE

ENTER SHOP WITH A JAR → SEE MENU / FOOD → CHOOSE FOOD

«TAKE AWAY» → RETURN JAR → PAY FOOD ONLY → GET FOOD IN JAR → SELF SERVICE → LEAVE

RETURN JAR → DEPOSIT BACK → AND ?!

«DINE IN» → RETURN JAR → PAY FOOD - DEPOSIT → GET FOOD IN JAR + TRAY → SELF SERVICE → EAT → RETURN TRAY → LEAVE

«DINE IN» → PAY FOOD ONLY → GET FOOD IN JAR + TRAY → SELF SERVICE* → CHOOSE SEAT → EAT → RETURN TRAY → PAY DEPOSIT FOR DOGGY JAR → LEAVE

UPDATING THE SCENARIOS

The change of user journeys and the subscription also shaped the user personas yet again.

Julien

" I'm a free spirit who loves unique experiences. I don't like commitment."

Julien reads about Pascal's concept in the Go-Out magazine and thought to himself that he had to try it out. He enters Pascal's shop and they started to have a friendly conversation about the concept. Julien then asks for the vegetarian jar for take-away. He pays for the deposit and leaves the shop to meet up with his friends in the park. While he is eating the jar, his friends ask him about the jar. He explains them about the concept and highly recommend them to try it out.

After finishing the food, Julien returns to the shop to receive his deposit. He saw the chocolate cake, and couldn't resist and bought it without any packaging. Julien thanks Pascal for an experience and he says that will definitely come back for more.

Robert

"I have so much to do at work that I have to eat my lunches at my desk most of the time."

Robert hurries to Pascal to pick up a jar for lunch. He chooses the jar with his favourite dish, pot au feu. He pays for the jar and the deposit and hurries back to the office. He eats while he is working.

Next day / time. Robert goes back to Pascal for lunch, but realises only in the shop that he has forgotten the jar. He pays for the food and the deposit for the jar again.

He takes it away to his office.

When he returns to Pascal next time, he receives the deposit for both of the jars.

Cathy

"I'm a hardworking mother who sometimes deserves a treat"

It's Wednesday today, and usually on Wednesdays there aren't too much to do. Cathy always treats herself to enjoy a long lunch. Cathy has an empty jar of Pascal's from last visit and returns to Pascal to have a dine-in lunch. At Pascal's she returns the jar, receives the deposit and chooses the jar of the day and a dessert for dining in. She enjoys every single second if it.

Marine

"When I like something, I can just eat it for the rest of my life, well, at least until I like something else"

It is a sunny Monday and Marine decides to enjoy her lunch outside. She buys lunch at Pascal's and asks for take-away, she pays for the food and the deposit for the jar. She brings her lunch to the park and enjoys it in the sun. The day after the weather is fading, it is windy and cloudy. Marine returns the jar at Pascal's and asks for a new jar to take-away. She pays only for the food this time while the deposit of the jar is still valid as she is bringing the new jar with her. She brings the lunch to her work and eat it there with her colleagues.

The day after she returns the jar, and asks for a new jar. And again… and again… and again.

Audrey

"I'm not so often in the city, but when I'm there, I like to catch up with friends to quality time"

Audrey's boss wants to meet up to talk about upcoming book launch. She arrives at the office in Geneva and calls up a good friend to ask her to have lunch after her meeting with her boss. When deciding on a rendez-vous place, her friend suggests Pascal's place, which Audrey likes so she agrees. At the shop, the two friends enjoy the vegetarian jars on the sunny terrasse. They have a lot to talk about since they have not seen each other for two weeks. When they have finished their lunches, both return the jars and praise Pascal for the excellent food before leaving the shop.

Jordan

"As a shopmanager, I'd be super happy to just get only 10 minutes of lunch break"

Scenario: Becoming aware of company subscription

Jordan leaves from work hungry since he didn't manage to have time to eat. He passes by Pascal's shop and thought it looked interesting plus it smelled splendidly good. He walks in and gets welcomed by Pascal, asking him how his day was. He ordered the jar of the day and a bottle of a drink to dine in. While he was enjoying the food, he saw that Pascal offers a lunch subscription service for companies. He thought this might be a super idea for him and employees, and asked Pascal a few more questions about this. Pascal gives Jordan a card saying how, what one can sign up as a company - if in doubt, Pascal suggests Jordan to sign up for the trial first. Jordan said that he will consider it.

The day after Jordan told everybody at work about this jar and this lunch subscription, they agreed to try to trial where they have 3 jars a week.

Scenario: Signing up for a trial subscription

Jordan decides to sign up for the trial, he follows the instructions on the card he received by Pascal. On the website, it asks him to fill in information about the company, how many employees and how many jars in this week they want to try out. After plotting in all the details needed, he pays for the trial subscription. He has now a profile in Pascal's database, where he can anytime choose to start his subscription for the company or delete the profile after the trial period is over.

Scenario: Receiving the last trial delivery

Before receiving the last trial delivery, Jordan receives a notification asking if he still want to keep the subscription or not. Jordan logs in to his profile and chooses to continue his subscription and confirms again the days of the jars per week. The system calculates how much he needs to pay per month and Jordan confirms and pays. The day after he receives the last trial delivery with a message saying 'thank you' and that Pascal is looking forward to serve them great lunches in the next coming weeks.
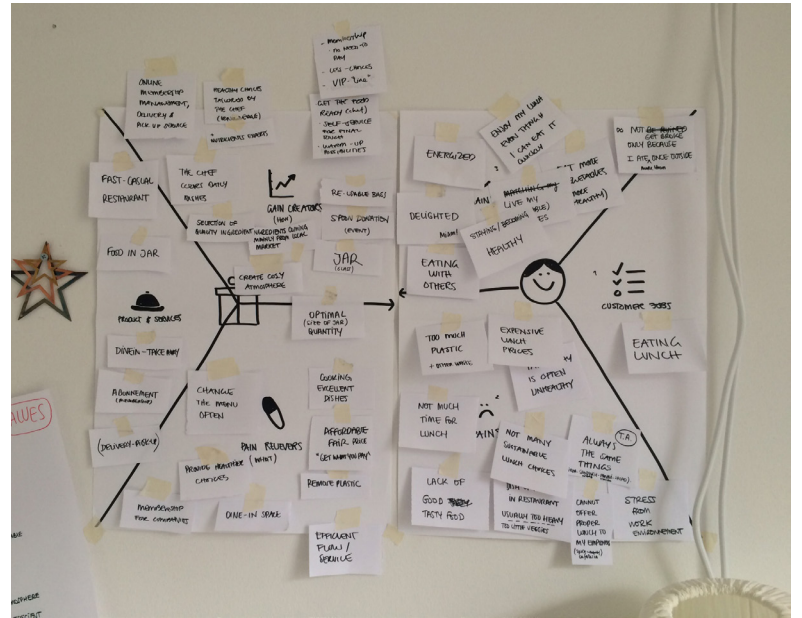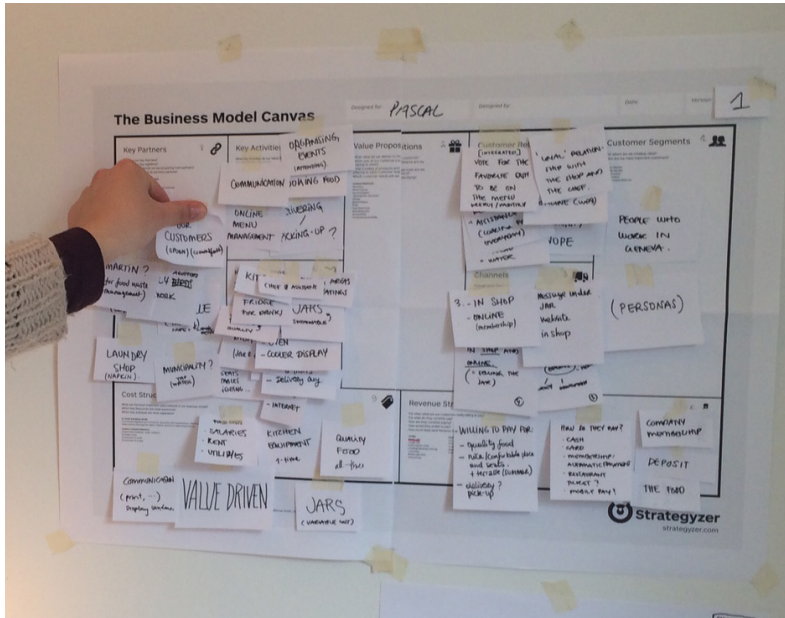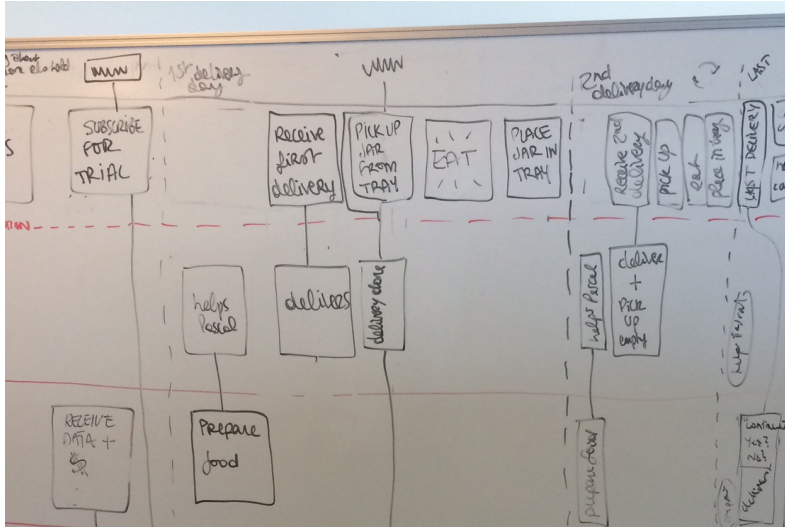
DEVELOPING THE BLUEPRINTS: GOING BACK-STAGE

User's service blueprints

In the user's service blueprints we focus on how the user journey affects the service blueprints. Inspired by the Stickdorn et al. (2011), there are three phases the user goes through; Pre-service, Service and Post-service. In our case, the post-service is very important to map the steps where we can see the opportunities for the users to be nudged to return the jar/the shop.

To have or not to have: service blueprints for Pascal

Realising that the blueprint is a tool that is very technical, structured and almost like a strict schedule - it doesn't really apply to Pascal's workflow. While blueprints usually shows what happens from minute to minute, Pascal has a more flexible schedule because of his genre of shop. He is his own boss with assistant(s), and therefore the service blueprint allows him to work as he wants. There are only a few activities that have to be there on point- such as opening the shop, filling the jars and closing the shop. The actual ordering ingredients, receiving ingredients and other similar activities are in the flexible category. Meaning that they happen in an approximative range of time.

Representing this flexibility aspect graphically is a challenge in itself. The discussion of whether to have or not to have service blueprint representation occurred, which turned into reflections on why we should have them:

- to understand the invisible parts of the service that might affect the customers
- to use it as a tool for Pascal to improve the process
- to know how to distribute the work when scaling up. (Pascal's blueprints).

TAILORING THE BUSINESS MODEL CANVAS

This concept will at some point deal with money, and for a business to sustain, it has to be in the green numbers. Mapping out a business model canvas helped us to see the revenue streams, resources, the activities in this concept. This way we will have an holistic view of how the concept works, economical wise. It is similar to what Osterwalder and Pigneur (2009) point out about the use of a business model; it is where you can see the organization, "creates, delivers and captures value" (p. 14) When we have the numbers and prices, we then can see the specific costs/revenues to see the results and also see which areas we need to change to make profit. We also zoomed in the value proposition to gather what pains and gains our customer might have.

As designers, we haven't been too carefully to understand all the aspects of the business part of the concept. We know that it is an absolute need to detail this area, although we will certainly require some professional help later in the process when we have an overview of the actual numbers. At the time being, Pascal is seeking financial advices for this concept.

We used Osterwalder's and Pigneur's book Business Model Generation (2009) as a guide, as well using their business model canvas for mapping the concept.

Our stakeholders and their motivations

It is very interesting to see how many stakeholders are connected to this concept, both internal and external. We included everyone who could be a part of this concept, none were overlooked. To understand why we have them, or how we can invite them to be a formal stakeholder of the concept - we identified their motivations with us, and vice versa.

THE SOCIAL OPPORTUNITIES IN THIS CONCEPT

One of Pascal's values and wishes is to be able to have friendly conversations with his customers, and overtime have a some kind of a relationships with those who often returns to his shop for more. This is how this jar concept supports this value of Pascal's. We created the loop where it can help to strengthen a relationship between a provider and a user. This was one of the hypothesis we have in terms of social opportunities, other hypotheses are:

There are also other social opportunities outside the shop; the events that are held by Pascal. These events attract people who somehow share something in common, whether it is common interest for sustainability, good food or just for sake of the jar. We hope these social opportunities can blossom so it can inspire people to eat better food, to cook better recipes and to have more sustainable lifestyle.

Pascal is not the type who considers recipes as secret that you transmit only to descendants. In some sense, he thinks culinary knowledge should be open source. That is why we imagine the food as the main vector of communication. A base on which Pascal can elaborate and inspire one another ; sharing cooking tips and recipes. The service has to be fast because users have a limited lunch break time, but on the other hand, it should be slow enough with a minimum of direct interactions with Pascal so this conversation can happen while the user purchases. In the case there is no queue, the moment the user eats in the dine-in room could also be an opportunity.

THE CONCEPT - ALSO THE THESIS'S HYPOTHESIS
To get the full review of how the concept works, please find the Product section of this report.

'*ça va le bocal?* is a better lunch provider in Geneva that keeps the customer come back for more, without impacting the Earth with more plastic pollution.'

PROCESS REFLECTION

DESIGNING A SERVICE FOR ENTREPRENEUR

The moment when we decided to work for and with a singular client, we knew that this design process will be different compared to what we have done before. Our earlier service design experiences have been with the public sector (MindLab), large company (Volvo) and an organisation (KBHFF). Taking this decision was not by accident, but by curiosity. We knew close to nothing when it comes to service design applied to an entrepreneur's business development. As much it was frightening, it was attractive because of the great learning objectives that came with it. It is expected by us to master this profession, and with this project, we believe we have.

THE DIFFERENCE BETWEEN AN ENTREPRENEUR AND AN ORGANISATION/COMPANY

Comparing this process with the previous processes, we thought that the business aspect is considered as an important factor of the concept, since the financial part plays a big role in a project like this. When designing for and with an entrepreneur, there is much more enthusiasm, engagement and commitment than, for example, a big company. While big companies already have existing products and services which they already know what they want to improve, the entrepreneur only has an idea. Pascal came to us with a need of opening a food concept where he could serve his food creations. Even though money/profit is any client's core of motivation, it is evident that based on this experience, the entrepreneurs seem to give more of himself into this project in terms of work, communication and co-designing.

Convincing Pascal to invest time to use the service design process has not been such a challenge. The reason might be the privileged position Fanny has towards him and the mutual trust relationship they always had (she is his daughter). If the entrepreneur was not one of our relatives, the strategy would have been probably different. It is difficult to determine because we do not know if it would be us coming to the entrepreneur (like we did here) or the other way around. We believe the strategy might change according to the situation:

Situation (1) : We approach the entrepreneur. If we approach the entrepreneur how could we guess that this particular person wants to start a project if he/she was not someone we were already in contact with ?

Situation (2) : The entrepreneur comes to us (imagining that we had our own studio and some years of experience). That would mean that the person was already aware about what we do and the way we do it.

THE CHALLENGES

The greatest challenge we had in this process is the distance between the client and us. Since the location of the food concept obviously is going to be in the same location as the client, it has been difficult to collect observations and data like we normally would do. Though it was a challenge, we knew we had to work even harder to get the data we needed, which meant that we had to prepare and plan our trips to Geneva well.

Another challenge is to balance the way we designers do things, and how entrepreneur does things. Finding the balance in the productivity in the process has been a little challenging, yet fun.

And finally, navigating between two languages. Fanny became the official translator for Phuong and everyone in Geneva, which became a bit of a time-consuming issue.

THE METHODOLOGY AND REPRESENTATIONS

There have been methods and tools which we introduced to Pascal which helped our process of collaboration; We involved him in the workshop "Tu Manges Quoi À Midi", where he opened his eyes for service design, as well he opened his acceptance that a food concept can be much more than a shop selling food. We also had the service prototyping with Pascal, this also helped him to see the future-service might be.

However, there are other tools that became questionable in terms of relevancy. Because of the scale and the type of this concept, the blueprints for the back-stage were discussed to be relevant or not. Understanding that Pascal's activities are really dictated by his choices, creating the blueprints for him has been difficult. This has been reflected and agreed that the

need for them is valid in the case of; scaling up, improving the process and evaluating and understanding the system and its invisible parts.

OWNERSHIPS

The question regarding ownership of the concept arose a few times in the process, what happens after the concept is designed and our thesis-period is over? Will Pascal require our expertise any longer? If yes, then what roles do we have then? This will be discussed further between us in the nearest future.

ENGAGING A CRAFTSMAN IN A SERVICE DESIGN PROCESS

It is an interesting reflection we have on how our collaboration has somehow helped Pascal to see other possibilities for his business. In our very first conversation, we asked him if he had any thoughts or ideas of what the final concept would be, or if he had any ideas in mind already, what he explained was that he would perhaps like to own a tapas bar. It actually contradicts to some of his values in terms of quality time with his family, since tapas bars usually have opening hours in the evening. This process has shown its evolement from a chef who wanted to open a tapas bar who didn't really wanted to work in the evenings to have this meaningful, beautiful, and not at least, tasteful concept in the end.

Undoubtedly, there have been both insecurities and fears in the progress of forming the concept. We understood that it must have been difficult for Pascal to understand the complex system, as it is his first encounter to a process like this. To not overwhelm Pascal, we didn't want to use the method of co-design with Pascal all the time, but rather prepare the materials

and ourselves before inviting Pascal in a co-design session. By showing empathy and being well-formulated when explaining the our ideas and doubts, we seem to always figure solutions together and come to agreements in the end.

This co-design with Pascal has helped us to understand each others' values, and with that we become aware of how to continue the concept development with considerations to one another.

LEVELS OF COMMUNICATION
In our process we have had to communicate our ideas and thoughts to a range of audiences:
- Pascal
- Supervisors
- Design participants (from the design probes)
- The public

Communicating with Pascal
Communicating with a client is an art itself, we find the need to make ourselves understandable by giving Pascal the sources of inspirations, illustrating the ideas, presenting scenarios in video clips. We always eager to explain Pascal our design choices. Milan Kurb (2002), the author of the book "Management Consulting", explains that the delivery of professional services as consultants is always personalized, and it varies from client to client. We certainly delivered our consultancy in our own ways. Because of the distance, we had to limit our daily communication to Skype and digital messages (Facebook, iMessage, Email), whilst in our direct communication happened around a dining table, in Pascal's kitchen or in Pascal's car (when commuting forth and back from Geneva to France).

In terms of professionalism in this project, as much as we wanted a formal contract so this project would become a regular 'business' between designer consultants and client, the nature of the thesis made the project to be more of a practical experiment rather than a job. This naturally affected the way we communicate with each other; using an informal language and having friendly interactions. However, we do find ourselves in a complex relation sometimes in the process, Kubr (2002) lists up a list of possible complex relations which can be found in a consultant-client relationship, "They may face conflicting expectations, hopes and fears, respect and disrespect, confidence and distrust." (p. 65). We did not experience any distrust or disrespect, but all of us felt the hopes and fear, and we had our own expectations for this project. With our personalities, expectations and confidence level, our communication was always honest and dynamic.

Communicating with design participants
The Diary Tool method involved six participants who documented their meals by taking pictures then uploaded to a sharing iCloud album. To involve them to start with was to convince them that the method is simple and it is anonymous. Thereafter, there was daily communication with some of those who didn't consistently documenting their experiences.

Communicating with the Public
By using an online tool, www.tumblr.com, we created a blog to document the project's process. We took the advance of its sharing ability to encourage our friends, peers, supervisors and networks to read and contribute their thoughts and feedback. With such exposure we already have made new contacts and acquaintances who have given interests in the concept. This

exposure and blogging also forced us to regularly update our readers with new material and content, which positively forced us to be effective in the design process.

CO-CREATION WITH DIFFERENT ACTORS

This concept is not designed by only us as the designers, but rather it is composed by all the contributive participants; our client Pascal, our supervisors, the design probe participants, the service design prototyping participants and the workshop participants. To explain the concept formation as an analogy; the concept is like a lobster bisque, we as the designers propose the recipe and the casserole, but the flavours and the ingredients of the bisque are made out the co-created seasonings by all the participants, including us. By allowing different seasonings and ingredients chosen by others, we gain the understanding of how people enjoy their bisque. Such co-creation activities have many advantages, Hughes and Scupelli (2013) show a list in their chapter in the book Public and Collaborative:

"-Offer authorship opportunities
-Build trust between the participants and design team
-Acquire local knowledge and skills
-Iterate and refine the problem definition
-Learn about local community values, culture and practice
-Affords the designer the opportunity to enter into the problem space without a pre-determined outcome" (p. 129)

One of the successes we have regarding the co-creation is the male participation. In the beginning there was only one man who chose to be involved in this project, the rest were women. Surprisingly, in our service prototyping, four out of ten were male. Their participation was important because we wanted feedback that could come from both gender.

LOCATION CONSIDERATIONS: CHICKEN AND EGG SITUATION

Starting a food concept means that it is required to have a location to provide the food creations. From the beginning we knew that Pascal will find and purchase a location to make this concept happen. The question about where the location should be in was; countryside? citytown? townside?

Pascal always had the plans to open the food concept in Geneva because the profits there can be significantly more than in France. The reflection we had on this was which is the starting point; finding a location - then design a concept based on the location and the people who lives there, or do we design a concept first then implement it at the location to be chosen.

In the beginning of research phase, we thought that it was a priority to have the location first. When moving into the phases of 'Frame Insights" and "Form Opportunities", we knew that we had to begin our concept one way another considering the timeframe we had. We agreed that based on the research, and Pascal's initial plan, it became a confident decision to choose Geneva as the location to start the concept.

WORKING AS A DUO

Internal communication

Being two designers in such a project sometimes feels crowded in the sense of when writing different sentences together, whilst other sometimes feels lonely because we could have used another brain to pick on. Our communication was on all kinds of

levels; verbal, literally, illustrative, drawings, lines, post-its, body language, electronically, etc. The most important communication level we had is to stand up in the same room and speak up with our body and minds. In a design process, we ought to be creative, and 'we' equal a team; a creative team. C-Bulletin (Communication for Change, 2012) describes a creative team usually brings the concept and the ideas to life and the collaboration is very effective and fruitful.

Creative souls always seek for creative solutions, we therefore agreed to figure new and out of the ordinary solutions when we run into problems. Being two in a group gives us the ability to do service staging, where we played roles of customer and chef. Service staging got us to imagined the unfinished scenarios with our bodies, and using the spontaneous reactions to understand how a realistic scenario is. Another creative experience we gained was our participation as co-facilitator with our supervisor in the workshop "Tu Manges Quoi À Manges?" in Geneva. This workshop has given us so many baby ideas which helped us to form the final concept.

As a duo, we compliment each other well in design wise, Fanny has a background as graphic designer and Phuong as a spatial designer. The concept of *ça va le bocal?* requires both visual communication and interior decoration, and therefore our expertises come in handy for the next phases after the concept is done. Besides the expertise backgrounds, Phuong and Fanny have two different cultural background as well, Fanny is from France while Phuong is from Norway. Because of Ca Va Le Bocal is located in Geneva, Phuong had difficulties with communication because of the language barrier, on the other hand, her external point of view in terms of location, cuisine and

experience has contributed to finetune the concept. Fanny, with her geographical and cultural understanding has also shaped the concept to fit to the environment.

OVERALL EXPERIENCE

To be able to use service design in a culinary field, has made two food enthusiasts like Phuong and Fanny the happiest designers. We learnt more about the field; how a beautiful dish goes through before ending on our table. Pascal showed us how he handpicked his ingredients, how he prepared them, how to eat, what to eat it with and whom to share it with. This made the research part and the prototyping part, not only instructive, but incredible tasteful.

It is very pleasing to see how creativity works in other fields, Jacques Fresco (2010), a futurist designer describes, "creativity is taking known elements and putting them together in uniques ways" (conference). We definitely feel at home when being in Pascal's environment; seeing him creating dishes and recipes is an analogy of our design process.

THE LEARNING OBJECTIVES

Throughout the process, we used our service design competences and knowledge to evaluate and address the issues that emerged within the system, from there we used our capabilities of analyzing, designing and representing to find solutions which answered the entrepreneur's request, as well our problem statement. The learning objectives we gained from this project is the handling of a collaboration with a specific type of a client, we also gained the confidence in taking decisions on what tools to use or not to use in terms of representations.
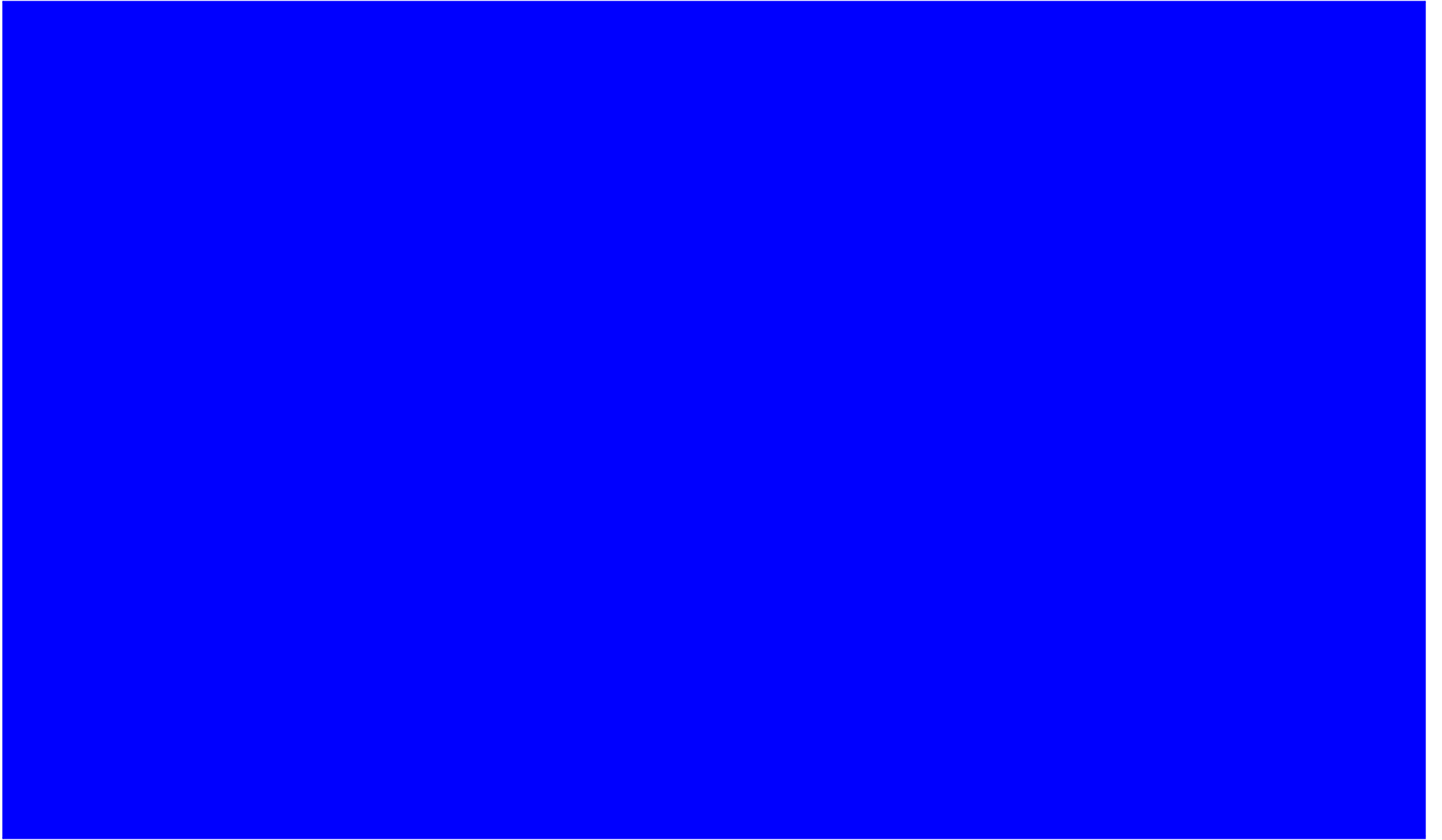
CONCLUSION

The results of this thesis has been very dictated by the client and the client's location because of the proposition we made for the thesis. We wanted to gain experiences as well understanding on how to build and design a successful business for entrepreneurs. Using Pascal's demand for opening a food concept has given us the exact knowledge we were aiming for. However, there is a twist in this is project, not all entrepreneurs are the same, each one of them has their own values for their business which they want to live by. In this thesis we co-designed with Pascal and relevant participants a service system that is altered to Pascal's values by using user-centered methodology in IDEO's Design thinking innovation process. In the process we had to understand the territory of Geneva to frame the opportunities for the people who might be interacting with the Pascal's service.

The observations and insights we gathered in the process made us realise our own design and sustainable values, and how important it is for us to influence Pascal with our values as well.

"...a commitment to sustainability drives innovation. When organizations put design at the heart of product and service development, they are triggered to ask fundamental questions about what they make, how they make it, and who for. End-to-end system integration closes energy and matter loops." (Thackara, 2009, p.18)

The roles and the definitions we acclaim ourselves as designer are very vital in a project like this. Our decisions must be well-thought out as it may give consequences in the longer run. Say for example we decided to go for the plastic tupperware as the product in the system, the end result of this concept would result a catastrophical number of plastic production and pollution. Thackara (2009) points out that it is in the design phase where eighty percent of the environmental impact on the products or services are. We agreed and decided from the beginning that we should always second think of our design choices.

Having this standard, we also have the role to convince and explain our client, Pascal, why we do what we do. If we manage to influence a client to always prioritise sustainability in his work, then we have ensured that this ideology becomes the core of the concept. Thackara (2009) reminds us that we use Earth's resources faster that we can replace them, with that said, it means that we have never before been needing more of sustainable solutions than now.

We think this is why entrepreneurs need to consult with service designers when they decide to introduce a product or a service in the market. We have the roles to convey feasibility of their product, as well enable their work to sustain and flourish by providing them the tools and a plan. This has been our goal for Pascal's food concept; giving him the key tools for a concept which we together have co-designed and co-created so he becomes empowered to build and sustain it.
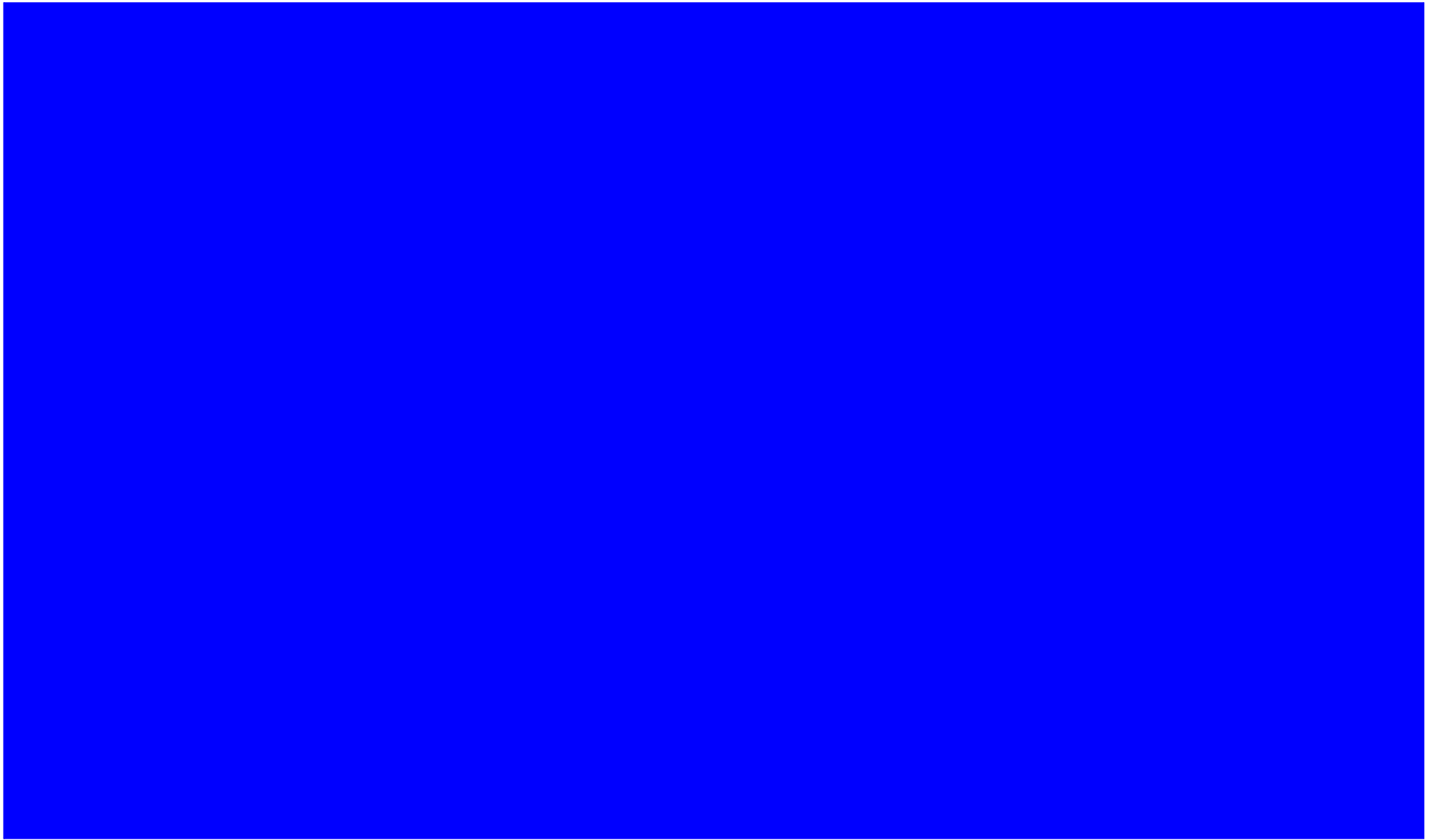
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APPENDIX LIST

Thank you for reading