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ABSTRACT

The thesis explores the concept of social innovation and how it is understood as a field of service design using the case study of the non-profit organisation, Bydelsmødre. The research revolves around the specific service offering of the organization i.e. building local activity centres for isolated ethnic minority women, particularly the seniors of the community. Employing service design methods and tools, the project explores this existing case of social innovation that is the outcome of diffuse design and discusses the role of a service designer in this context.

With the involvement of the client and the beneficiaires, a more effective and replicable service concept called bydelsleder is developed. The proposed service concept aim to build meaningful local communities to combat isolation among ethnic minority women and support them in becoming self-dependent by enhancing their diffuse design capabilities. Considering the human-centred design approach, the concept is validated using a prototype with the beneficiaries and the municipality as the key supporter of the service.

The thesis is conducted for a period of 4-months during the spring of 2018 as the final project of Masters in Service Systems Design at Aalborg University in Copenhagen.

KEYWORDS: Service Design, Social Innovation, Expert Design, Diffuse Design, Co-design, Community Building, Capacity Building

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A big thanks to Bydelsmødre National Secretary for her cooperation and efforts in closely working throughout the process and giving useful insights and access to the relevant network. Further, I would also like to thank especially the group-leaders/bydelsmødre and the group-participants for their contribution.

Lastly, I would thank my supervisor, Amalia De Götzen, for her continuous guidance, contrustive criticism and feedback throughout the process.

READING GUIDE

The thesis has two parts: a process report and a product report. The process report presents in-depth explorative research, analysis and identification and design of the solution. While the product report is the delivery for the client giving a brief overview of the process, proposes the solution and strategy for next steps along with suggestions for implementation.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION	6	CHAPTER 4: IDEATE	61
1.1. Theory & Methodology	8	4.1. Braintorm	62
1.2. Project Collaboration	12	4.2. Co-design	63
1.3. Focus Area	15	4.2.1. Co-design w/ Beneficiaries	63
1.4. Pre-Project Phase	16	4.2.2. Co-design w/ the Expert	65
1.5. Delimition	18	4.3. Concepts	66
		4.3.1. Evaluation of Concepts	67
CHAPTER 2: EMPATHIZE	19	4.4. The Chosen Concept, Bydelsleder	68
2.1. Desk Research	20	4.5. Summary of Ideate	69
2.1.2. Facts & Figures	21		
2.1.2. Existing Services	22	CHAPTER 5: PROTOTYPE & TEST	70
2.2. Primary Research	24	5.1. New Stakeholder Map	71
2.2.1. Interviews	24	5.2. Motivational Matrix	73
2.2.2. Ethnographic Fieldwork	28	5.3. New User Journey	75
2.3. Key Findings	29	5.4. Prototyping	78
2.4. Summary of Empathize	31	5.4.1. Validating w/ Beneficiaries	81
		5.4.2. Validating w/ KK	82
CHAPTER 3: DEFINE	32	5.4.3. Outcome	82
3.1. Synthesis of Findings	33	5.5. Service Blueprint	83
3.2. Problem Area	35	5.6. Community Canvas	86
3.3. Problem Statement	35	5.7. Suggestions for Implementation	88
3.4. Target Group	36	5.8. Summary of Prototype & Test	88
3.5. Personas	37		
3.6. Ecology Map	40	CHAPTER 6: CONCLUSION & REFLECTIONS	89
3.7. Stakeholder Maps	43	6.1. Project Conclusion	90
3.7.1. General Stakeholder Map	43	6.2. Methodology Reflections	91
3.7.2. Specific Stakeholder Map	46	6.3. Process Reflections	94
3.7.3. Outcome	48	6.3.1. Recommendations	95
3.8. User Journey Maps	49		
3.8.1. Group-leader Journey	49	REFERENCES	96
3.8.2. Group-participant Journey	55	APPENDIX	99
3.9. Summary of Define	60		

LIST OF FIGURES

Figure 1: The Design Thinking Process	10
Figure 2: Meaning of the word, Bydelsmor	12
Figure 3: Bydelsmødre organizational structure	13
Figure 4: Project Timeline	17
Figure 5: Overview of Research Activities	20
Figure 6: Existing Services	23
Figure 7: Synthesis of Findings	34
Figure 8: User-Mapping	37
Figure 9: Ecology Map	42
Figure 10: General Stakeholder Map	45
Figure 11: Specific Stakeholder Map	47
Figure 12: Group-Leader Journey Map	5′
Figure 13: Group-Participant Journey Map	56
Figure 14: 'How Might We' Brainstorming Topics	62
Figure 15: Design Game w/ the Beneficiaries	64
Figure 16: Co-design w/ the Expert	65
Figure 17: Evaluation of Concepts	67
Figure 18: New Stakeholder Map	72
Figure 19: Motivational Matrix	74
Figure 20: New User Journey	70
Figure 21: Storyboard	79
Figure 22: Service Blueprint	84
Figure 23: Community Canvas	87
Figure 24: Methodology Reflections	91
Figure 25: Overview of the entire process	92

ACRONYMS

BDM - Bydelsmødre

KK - København Kommune (Copenhagen Municipality)

LEARNING GOALS

Following describes the official learning goals for the thesis as well as my personal learning goals.

STUDY GUIDE GOALS

Knowledge

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

Skills

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

Competences

- Must be able to master design and development work in situations that are complex, unpredictable and require new solutions (synthesis).
- Must be able to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility (synthesis).
- Must have the capability to independently take responsibility for own professional development and specialisation (synthesis)." (Aalborg University, Faculty of engineering and science, Board of studies for Media technology, 2012).

PERSONAL GOALS

- Learn about how service design is related to the field of social innovation
- Learn about co-designing with people from ethnic minorities
- Learn about my role as a design expert when working in a public and social context

CHAPTER 1 INTRODUCTION

- 1.1. Theory & Methodology
- 1.2. Project Collaboration
- 1.3. Focus Area
- 1.4. Pre-Project Phase
- 1.5. Delimition

INTRODUCTION

Service design is a relatively new and evolving approach that has gained a lot of interest and attention from various fields. There is not yet a common definition found in the literature, however, a number of academic and agency approaches define service design from different point of views. Some definitions are very narrow and limited to specific aspects of the field such as Clatworthy (2011) calls it as "design for experiences" where the focus is on touchpoints (Nisula, n.d.) and Holmlid & Evenson (2006) emphasizes on interactive artefacts as part of designing services (Holmlid, 2007) neglecting the holistic viewpoint. While Sangiorgi and Meroni (2011) defines it as a human-centred approach to service innovation focusing on collaborative design, taking a more complex view (Sangiorgi & Prendiville, 2017).

On the basis of these attempts and the project context, a working definition would be formulated as: "Service design is a cross-disciplinary and human-centred approach that helps to innovate or improve the (existing) services to make them more useful, usable, efficient, effective and desirable for the actors involved". To refer to the outcome of service design, definition by Copenhagen Institute of Interaction Design (2008) can further be added "...(It) generally results in the design of systems and processes aimed at providing a holistic service to the user".

Historically, the term 'service design' existed before but was limited in its understanding and impact. The early research focused merely on establishing service design and distinguishing the field from other disciplines, although it was supported by contributions from other research fields. The works of Sangiorgi (2004) in Activity Theory and Pacenti (1998) from interaction design played an influential role. The new research and academic publications subsequently shifted the direction from justifying service design to research on service design. This expanded the scope and knowledge of the field. (Stickdorn & Schneider, 2011)

Today, service design is a multidisciplinary practice integrating concepts and tools from design (e.g. human-computer interaction) as well as non-design fields (e.g. marketing, engineering). With the growing visibility of and interest in the field, service design is seen as an approach to problem solving in different service sectors. Emphasis has been given when discussing the impact of service design in addressing complex social challenges within and for the public sector such as aging population and social exclusion (Sangiorgi & Prendiville, 2017), hence, becoming "design for social innovation". Social innovation has always existed but is now "recognized as a new wave to conceptualize, design and produce services" addressing social needs, hence, making it relevant for service design (Manzini, 2015; Djellal & Gallouj, 2011).

The project investigates how collaborative working and capacity building might help to empower ethnic minority women. It discusses the concept of social innovation and the relevance of service design tools and methods in this specific context.

In order to gain detailed answers to the above questions, I've been working closely with the non-profit organisation, Bydelsmødre Landsorganisation to develop an improved service concept for the organization's beneficiaries. To achieve the goal of the thesis i.e. to contribute to the service design field, the report not only discusses the literature but also critically reflects upon it on the basis of personal and professional learning outcomes. Furthermore, recommendations are put forth on how to take the role of a service designer when working closely with ethnic minorities throughout the process.

THEORY & METHODOLOGY

This section sets the theoretical framework that the project works with throughout the design process. It describes the term 'social innovation' and it's characteristics as a service design field. Furthermore, it outlines the role of the service designer in collaborative working and in supporting capacity building.

SOCIAL INNOVATION

Like service design, there are various definitions for social innovation found in the literature. At its simplest, Murray et al. (2010) describes it as "new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations" and as "innovations that are both good for society and enhance society's capacity to act." However, the question arises: what does 'innovation' mean and how is it understood in different contexts and by different actors involved. Chambon et al., 1982 (as cited in Djellal & Gallouj, 2011) defines innovation as "not to do something new but to do it in another way, to propose an alternative", which is used in the field of social innovation in contrast to technological innovation that works around invention. Mulgan et al. (2007) differentiates innovation from improvement; and innovation from invention by referring to it as ideas that are new, effective and can be implemented.

Moreover, the term "social" can be interpreted in several different ways, e.g. in describing a particular motivation of the innovator, impact of the innovation or relationship with the society (Djellal & Gallouj, 2011). According to the project context, it is defined as "the existence of particularly problematic situations to which both the market and the state fail to find solutions for..." (Manzini, 2015). This is where social innovation comes into place as a response to the so-called wicked problems for example, the failure of welfare system, rising life expectancy, inequality, cultural diversity and social breakdown (Nicholls & Dees, 2015). On the basis of many examples of successful social innovation, it is evident that it is no longer a concern for grassroots organizations but is also becoming a priority for governments and welfare states (Ehn, et al. 2014). A few exam-

ples include neighborhood nurseries¹; The Open University²; holistic health and hospices³; Circle⁴; DESIS network⁵ and FabLabs⁶ (to read more: see footnotes) (Mulgan, 2006).

It is important to note that social innovation has also other meanings that refer to "processes of innovation that are social in nature such as use of open source methods", which differs in how the project approaches social innovation i.e. all about innovative (improved or alternative) activities and services addressing unmet social needs as defined by Mulgan et al. (2007). Broadly speaking, it refers to the social dimension of economic change (ibid.).

CAPACITY BUILDING

To tackle complex societal challenges, it requires the emergence of intervention from other sectors and disciplines (Manzini, 2015) and a change in social relations integrating new ways of doing, organizing and framing the process. Social innovation involves multiple perspectives and collaboration between diverse actors such as NGOs, municipalities, social entrepreneurs or commercial businesses (Mulgan et al., 2007). Within the design sphere, social entrepreneurs are taking over the role of welfare state while designers are taking part in forming collaborative services and community building from the bottom-up (Ehn et al., 2014). The thesis is

¹ Edwards, R. (2008). Researching Families and Communities: Social and Generational Change. Routledge. ISBN 9781134090822. 194-196.

² The Open University. (2018). About the Open University. Retrieved from http://www.open.ac.uk/about/main/

³ SIGNAL. (2006). Programme for the Good Hospice in Denmark, An outline for the hospice as part of palliative care. Retrieved from http://www.hospiceforum.dk/media/The-GoodHospiceInDenmark.pdf

⁴ Cottam, H. & Cath, D. (2014). Learning from London Circle. London: Participle Limited. Retrieved from http://www.participle.net/ageing

⁵ DESIS network. (2016). About. Retrieved from http://www.desisnetwork.org/about/

⁶ Fab Foundation. (n.d.). What is a Fab Lab?. Retrieved from http://fabfoundation.org/index.php/what-is-a-fab-lab/index.html

focusing on the latter kind of social innovation where designer supports capacity building by empowering the communities and enhancing the capacity of volunteer sector to deliver services effectively. Capacity building is defined as "the process of optimising the skills of individuals and institutional support of one or more organisations" (European Commission, 2008). There are three levels of hierarchy where capacity building is applied: individual, organizational and institutional. On individual or community level, capacity refers to personal skills and capabilities that are strengthened to facilitate people's everyday efforts. While organisational capacity is described as the ability by which the organisation can achieve particular outcomes effectively. (Whittle et al., 2012) Emphasis is on the individual and organisational level but the project also sheds light on the long-term impact at the institutional level.

Driven by necessity or desire, everybody uses his/her ability to design but is not necessarily a competent or professional designer. That is called "diffuse design" where non-experts apply their natural designing capacity to tackle their everyday problems. On the other side of the pole lies "expert design" where people are trained to design professionally and intervene when non-expert skills become inadequate. The current trend indicates the growing number of non-experts actively interacting with these design experts to solve complex social problems. Hence, forming a new kind of "co-design process" that the thesis discusses. The role of the designer in this context is to mediate between actors and facilitate the design process with creative and proactive activities. Furthermore, the expert designer is responsible to visualize and transform ideas into tangible artifacts. In order words, using their expert design skills, they recognize existing social inventions and transform them into more accessible, effective and sustainable solutions. When the designer leaves the domain, the capacity that has been built still remain within the communities and the organisation. (Manzini, 2015; Ehn et al., 2014)

METHODOLOGY

The design processes are in reality non-linear; however, it is important to implement a structured yet iterative approach for the design process, to be able to reflect upon the influence that the designer has had in achieving the final outcome. The iterative process of service design thinking reduces the risk of resource and financial loss, as it is necessary to step back at every stage to avoid or overcome mistakes before proceeding to the next stage of the process. (Stickdorn & Schneider, 2011)

Literature and practice offers various different approaches to structure the complex iterative design process ranging from three to seven stages, however, they all share the same principles. Naming a few: The Double Diamond (Bristish Design Council, 2005), discovering-concepting-designing-building-implementing (Designthinkers, 2009) and identify-build-measure (Engine, 2009). (ibid.; Dam & Siang, 2018)

Bearing in mind the stated learning goals and fundamentals of a service design process; the project methodology has been based on the Design Thinking Process (figure 1), introduced by Hasso Plattner at Institute of Design at Stanford (Plattner, n.d.). It involves five stages of design thinking: Empathize, Define, Ideate, Prototype and Test where design methods are applied to tackle problems and generate new opportunities in a systematic way. Using this design methodology allowed me to explore the project context, understand human needs, reframe the problem, create ideas and concepts and adopt rapid-prototyping and testing (Dam & Siang, 2018). Although the stages are structured chronologically, the approach is iterative allowing me to go through the process multiple times and also iterate within specific stages, essential for good design e.g. multiple brainstorming sessions with actors during the ideation phase.

The human-centred design approach to problem-solving forms the backbone of the Design Thinking Process, which starts by creating deep empathy with the people it is designing for and ends by proposing a desirable solution that fulfils their needs (IDEO, 2015). This has enabled me

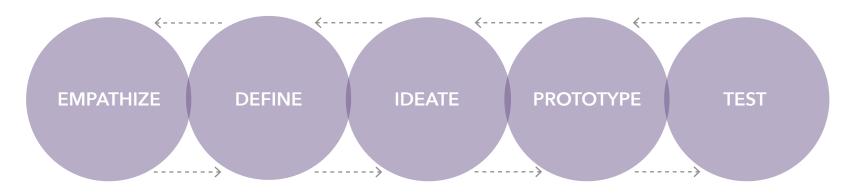


Figure 1: The Design Thinking Process by Institute of Design at Stanford (Hasso Plattner, 2010)

to remove ambiguity and presumptions about people's needs, hopes and fears and has reduced the risk present in innovation by constantly engaging them in ideating, prototyping and testing.

The following introduces the five stages of the Design Thinking Process:

EMPATHIZE

As Plattner (n.d.) states, "Empathy is the centerpiece of a human-centered design process", the first step was to gain an empathic understanding of the problem area, the project context and the needs of the beneficiaries. Observing the way people interact with their physical environment allowed me to capture the intangible meaning of their experiences, gaining insights about what they do and how they do it (Plattner, n.d.). This is the most crucial step of the design process as it uncovers insights by eliminating any presumptions and gives solid ground and direction for creating innovative solutions. Various methods that were used during this stage include contextual interviews, expert interviews, convenience interviews, in-depth interviews and ethnographic fieldwork that are covered in Chapter 2 of the report.

DEFINE

Following the empathize stage, the next step is to make sense of the gathered information and begin the synthesis of the findings, which leads into the define stage of the process. "In other words, the Define mode is sensemaking" (Plattner, n.d.). After gaining valuable empathy with the beneficiaries and insights about the problem space, I as a design thinker discovered connections and patterns in order to frame the 'right' challenge to be addressed. The relevant methods and tools used to complete this milestone are elaborated in Chapter 3 that includes: Ecology Map, Stakeholder Maps, User-mapping, Personas and User Journey Maps.

IDEATE

After framing the design challenge, Define is followed by the Ideation stage that focuses on generating ideas to address the human-centered problem statement. It is important to begin the ideation process by generating as many ideas as possible to stimulate freethinking and expanding the problem space (Dam & Siang, 2018). It represents the brainstorming session with no limitations and barriers in terms of creativity. A few compelling ideas are then selected as potential solutions from the wide range of ideas. During this early phase of ideation as explained in Chapter 4, I created a list of "How might we...?" brainstorming topics to address the

different aspects of the challenge and then selected specific topics to generate ideas for (Plattner, n.d.). During the idea generation phase, co-designing with the beneficiaries and the experts was conducted using innovative methods such as Design Game. The objective with ideation is to provide the fuel and the basic materials for building prototypes and discovering the best possible solution later, through user testing and feedback.

PROTOTYPE & TEST

From Ideate to Prototype stage, there is a transition from large quantity idea generation to bringing forward the selected idea into prototyping, thus, sustaining the innovation potential. However, Prototype and Test stages go side by side instead of transiting, as the aim is to "build to think and test to learn" (Plattner, n.d.), covered in Chapter 5. Prototypes are built to present the idea to the potential users while testing starts the conversation about the design, features, user interactions, experiences and possibilities to refine the solution. This is an experimental stage where low-resolution and inexpensive prototypes are created to test the idea or specific aspects of the idea before finalizing (Savoia, 2011). As it is an iterative process, user feedback and evaluation from testing helped to refine the prototype and get closer to the final solution (Plattner, n.d.).

DEFINITION OF TERMS

Ethnic minority:

"A group of people of a particular race or nationality living in a country or area where most people are from a different race or nationality". (Cambridge Dictionary)

Social isolation:

"Social isolation is a state of complete or near-complete lack of contact between an individual and society. It differs from loneliness, which reflects a temporary lack of contact with other humans." (Wikipedia)

Self-dependent:

"Able to take care of oneself or itself without outside help" (Merriam-Webster)

PROJECT COLLABORATION

This section gives introduction to the case study, Bydelsmødre Landsorganization by briefly describing their vision, target group, organisational structure and service offerings.

THE ORGANIZATION

Bydelsmødre is a private organization, established under the nonprofit organization, The Social Responsibility Fund (Fonden for Socialt Ansvar); headquarters located in Copenhagen (Bydelsmødre, n.d.a.). Their vision is to work on helping and providing desired knowledge to all women and their families with ethnic minority backgrounds or socially isolated women so that they know their opportunities, rights and duties, hence, becoming active citizens in their communities. They target ethnic minority women who lack knowledge about the Danish society, struggle with the Danish language and distrust the municipality system. (Bydelsmødre, n.d.b.)











Figure 2: Meaning of the word, Bydelsmor in English & Urdu

As the name suggests (figure 2), they act as mothers to the vulnerable women in their neighbourhood, the way a mother takes cares of and raises up her child. These are women also primarily coming from ethnic minority backgrounds sharing the cultural values, understanding, language and experience of being new in Denmark. They remove a kind of "missing link" between the vulnerable women and the local area, not only based on their personal experience but by undertaking the bydelsmor's basic education of 14 modules about various topics related to family life, voluntary work and ways to support women in their locality. (Bydelsmødre, 2012a)

They keep an eye and dare to seek out to women who the public is struggling to reach by finding them in the local areas such as laundry, women's club, on the street and playground. Building a trustworthy relationship is key in overcoming the barrier of open dialogue with these women. The aim is to "help to self-help" - to show them directions and empower them to solve their problems themselves and make the decisions that are right for them.

"Economists Without Borders (2016) estimates that 80,000 women with ethnic minority background in Denmark need a mother-in-law. A number that will only increase in the coming period" (Bydelsmødre, 2016a)

ORGANIZATIONAL STRUCTURE

Figure 3 outlines the structure of the organization where the director of the Fonden for Socialt Ansvar (Social Responsibility Fund) is at the top of the hierarchy that supports and works closely with BDM national secretary (Landssekretariat) also called as BDM senior consultants (København Kommune [KK] et al., 2011).

It is followed by the steering committees that play the same role as a board of directors in an association, taking major decisions and ensuring the work development. There are two types:

- **1. Strategic Steering Committee:** A group of skilled people helping the organisation in developing and securing efforts to make it more visible and rightly directed. These include external professionals for example CEO of KAB, the housing company and HR manager from IKEA.
- **2. Democratic Steering Committee:** The political leadership is carried out by the democratically elected steering committee with up to 7 ordinary members and 2 deputies. (Bydelsmødre, n.d.a.)



Figure 3: Bydelsmødre organizational structure (Bydelsmødre, n.d.a)

On the third level lies the bydelsmødre national secretary, mainly responsible for business planning; reporting the efforts to the steering committee, the Social Responsibility and sponsors; developing bydelsmødre concept; dealing with members; and coordinating with local bydelsmødre. The organization is open to bydelsmødre-projects, -associations and -networks, voluntarily joining a cooperation agreement with the organization. These are considered the members of the organization mainly recruiting, educating and developing volunteers, evaluating and reporting local efforts and fundraising. (KK et al., 2011). The bottom level consists of bydelsmødre groups functioning locally as the key volunteers; their role has been presented earlier.

The organization is mainly funded by the Ministry of Social and Internal Affairs, Bikubenfonden and municipalities or other local financing. Other than that, the nationwide activities are funded through fundraising such as from state/EU, larger funds, major companies and organizations. (Bydelsmødre, n.d.a.)

SERVICE OFFERINGS

The organisation describes their efforts as social innovation where women's potential and resources are put into play and applied to create a societal change. Moreover, it aims to create a double effect in which both BDM and the beneficiaries experience positive changes. (Bydelsmødre, 2016b)

Following presents the three areas of concern where the organization provides services:



ETHNIC MINORITY WOMEN

The first and foremost service that the organization offers is the support of BDM to ethnic minority women who share their culture, language and values. BDM uses three methods. Firstly through conversation, talking about relevant topics that can help these women move forward in life. Second, building bridges between women and communities by disclosing knowledge about the locality and the public system. Lastly, encouraging them to participate in events that may expand their network. (Bydelsmødre, 2012b)



REFUGEES & IMMIGRANTS

Started as the organization helping deprived ethnic minority women, it has also been working with refugees and immigrants since 2008 in becoming an integral part of the society. A group of BDM has been trained and educated specifically within this field that are now only working with these beneficiaries in Welcome House (a home for refugees). (Jensen & Jensen, 2017)



ELDERLY WOMEN

Since 2016, BDM organization also started working with elderly women from ethnic minorities to establish local groups for social gatherings and activities, led by local BDM group. This is the focus area of the thesis as elaborated below.

FOCUS AREA

To narrow down the research to a specific area and the service that the organization gives to it's beneficiaries, an initial interview was conducted that is discussed under *Interviewee: Bydelsmødre national secretary* in chapter 2: *Empathize*. Based on the presented key challenges and opportunities for improvement, the project focuses on working on the elderly project that was initiated by Copenhagen Municipality (KK). The municipality encountered the issue of many elderly women from ethnic minorities facing social isolation (see: definition of terms) and lack of participation in local activity centres. The concern was that depression and isolation is increasingly becoming the causes of their low life quality and life expectancy. Therefore, KK approached BDM national secretary for the support of BDM in reaching out to the seniors of their cultural communities and understanding their needs and motivations.

It was found that these women are motivated to come, however, language barrier and cultural differences were the main obstacles for participation. In 2016, in collaboration with KK, the organization established social gathering groups specific to the needs of these women in four districts of Copenhagen: Valby, Sydhavn, Nørrebro and Amager. BDM from these neighborhoods, with the support of local activity centers, arranged and facilitated these gatherings. The objective with creating such communities was to improve women's quality of life and engage them to a like-minded network (Bydelsmødre. n.d.c.). Since it was started as a 2-year project, today only Amager local group of Pakistani elderly women is still running. In addition, BDM consultant supports a Pakistani group in Vesterbro through funds and guidance; however, it is facilitated and led by another NGO, *Danmission*.

The thesis focuses on Amager local group as the specific case for research to discover the challenges and needs of the participants as well as BDM that are leading the group with the aim to design an improved service concept. As part of user research in empathize phase, Vesterbro local group of Pakistani women will also be taken into account.

PRE-PROJECT PHASE

This section outlines the initial steps that were taken in the pre-phase of the project, the background and the motivation behind working with the case study. Further it presents the initial research question that directed the project along with the project timeline to organize the overall work and meet the deadline.

INITIAL STEPS

The motivation behind working with the case study came from my interest in the subject of integration, social innovation and its relevance to service design. Based on the initial research on the subject and the organizations working with refugees and ethnic minorities in Denmark, I decided to collaborate with Bydelsmødre organization. It was seen as the most interesting example of social innovation that evolved as a response to bridging the gap between the Danish society and the vulnerable ethnic minorities. Another reason was that I personally knew the contact person who works as a Bydelsmødre national secretary, so the information was easy to access. Sharing the same cultural background created a collaborative understanding at an early phase.

In the pre-project phase, a short meeting was arranged with the contact person to put forth the expectations of the collaboration from both ends. I presented the thesis time period and the phases during which interviews and workshops intended to be conducted. Furthermore, an initial interview was carried out to learn about the organization and find challenges or opportunities for exploration as elaborated later in empathize stage.

INITIAL PROBLEM STATEMENT:

To be explorative in the early phase of the design process, I started out with a wide research question to keep an open mind without limiting myself to a specific area but also get a direction for further research. Using this opportunity to explore the area of social innovation within the specific case study, the initial research question was formulated as:

How might we re-design or improve the service offerings of Bydelsmødre to facilitate Pakistani elderly women in becoming self-dependent and combating loneliness?

PROJECT TIMELINE

To get an overview and understanding of the process that the project goes through, a timeline was designed (figure 4). It helped to structure the design process and to manage the tasks within the project time frame. The 4-month thesis period has been divided among the five stages of the Design Thinking Process according to the time each may require. Although the timeline shows a transition from one stage to another, arrows are drawn to show the iterative process where steps back and forth were taken when required. The important dates are highlighted to follow the set deadlines and reach the expected outcome.

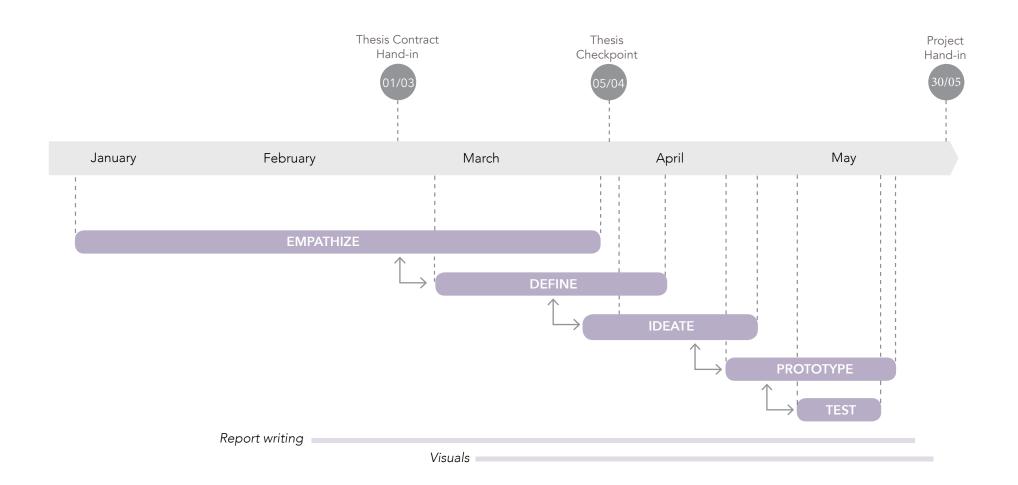


Figure 4: Project Timeline

DELIMITATION

The organization is involved in different activities and works around different ethnic minorities, however, due to the project scope and time frame, the thesis focuses on a specific subject area and only targets Pakistani women living in Denmark. Furthermore, the research is limited to the area of Copenhagen as to gather valuable insights and propose a desirable solution. In terms of gathering primary data, interviews and workshops with Pakistani community is conducted in Urdu, but translated in English in form of summary of recordings.

The project intends to develop a service concept within the time constraint i.e. 4-months project time and within the parameters of the case study. As it is a non-profit and volunteer-based organization, money and human resources are important factors considered while designing a new concept. Moreover, the final outcome is presented and delivered as a prototype with recommendations on how it can be implemented and scaled up.

CHAPTER 2 EMPATHIZE

- 2.1. Desk Research
 - 2.1.2. Facts & Figures
 - 2.1.2. Existing Services
- 2.2. Primary Research
 - 2.2.1. Interviews
 - 2.2.2. Ethnographic Fieldwork
- 2.3. Key Findings
- 2.4. Summary of Empathize

The Empathize stage is crucial to a human-centered design process allowing the researcher to gain insights about users, their needs, challenges or opportunities. As Tim Brown, the CEO of innovation and design firm IDEO states, "Empathy is at the heart of design. Without the understanding of what others see, feel, and experience, design is a pointless task" (Mortensen, 2018).

In addition, the starting point for social innovation is to gain a deep understanding of people's unmet needs to be able to generate ideas to meet those needs and improve people's lives (Mulgan et al., 2007). Young Foundation (Murray et al., 2010) identifies *prompts* as the first stage of social innovation that highlights the need for innovation - emerging from factors such as external environment and new evidence or research. *Prompts* can also be sought or initiated by organizations themselves where social innovators use various methods of research and data collection to uncover problems and identify needs. This phase is not about answering the research question or finding the solution but asking the 'right' questions and identifying the 'right' problem (ibid.; Stickdorn et al., 2018).

To recognize the real problem and create empathy with the elderly women of ethnic minority, I immersed myself into the field by comprehending data from desk research and observing and engaging with relevant people as well as consulting experts (Dam & Siang, 2018). Figure 5 on the next page gives the overview of the research activities.

The following sections present the different methods used during the Empathize phase and describe the process and outcome of using these methods.

	24.01.2018	26.01.2018	29.01.2018	14.03.2018	19.03.2018	20.03.2018	26.03.2018	28.03.2018	31.03.2018	04.04.2018	10.04.2018
Facts & figures; reports/surveys;	Interview w/ BDM national secretary	Interview 2 w/ BDM national secretary	Interview w/ BDM, Amager group-leader	Participating in tour w/ Amager participants	Interview w/ Vesterbro group-leader	Interview w/ Vesterbro group- participants	Interview w/ Mødestedet project manager	Interview w/ Amager group- participants	Interview w/ potential participants		Interview w/ BDM, former group-leader
Literature review & case studies							Existing services & offerings				

Desk Research

Expert Interviews

Contextual Interviews

Convenience & In-depth Interviews

Ethnographic Fieldwork

Figure 5: Overview of Research Activities

2.1.

DESK RESEARCH

Desk research, also known as secondary research, is all about reviewing the existing findings i.e. information collected for and by other projects or purposes (Stickdorn et. al., 2018). The main purpose is not about collecting data but to determine what is known already and what new data is required (Travis, 2017). It is the preliminary stage of research process where I explored the broader context of the challenge through qualitative and quantitative data including academic research, trend analyses and statistical data.

PROCESS

To conduct the secondary research, I started out by finding academic papers and reports on social innovation and looking into different case

studies to comprehend the subject. Although empathize stage is about placing the user at the centre of the process, the research seldom starts with the user, instead the first task is to understand the values and goals of the organization providing the service (Stickdorn & Schneider, 2011). Therefore, the next step was to zoom in from the broader context to researching about the specific case study and the focus area, as presented in chapter 1. After learning about the organization as a whole, then I reviewed statistical data about BDM and their overall socioeconomic impact. Regarding the focus area, facts & figures on seniors among ethnic minorities facing social isolation (see: definition of terms) in Denmark and reports indicating their life-quality as compared to Danish elderly was also attained, as presented in the following section.

FACTS & FIGURES

Effects of Bydelsmødre

- According to the annual report of 2016, there are total 550 active bydelsmødre distributed among 36 BDM groups in 25 municipalities throughout Denmark (Bydelsmødre, 2016).
- BDM speak 54 different languages and represent 41 different nationalities.
- The government saves on operating costs for interpretation hours (tolketimer), social advisory hours (socialrådgivertimer) and public transfers (offentlige overførsler).
- BDM helps women in work, which gives extra tax revenues.
- Society gets between 3-10 times the money back over a period of 10 years.
- An investment of 3 million. dkk per year gives 137,000 volunteer hours that which the public should otherwise pay for. These volunteer hours annually give a socioeconomic gain of 36.2 million. dkk.

Reported by Economists Without Borders in 2016 (Bydelsmødre, 2016b)

Loneliness among ethnic minorities in Denmark

The following facts are based on Sundhedsprofil report, conducted by KK in 2017 in Copenhagen area (Laus, 2017). The investigation outlined health, health behavior and diseases among citizens aged 16 or over in the capital region of Denmark. The purpose was to use it as a healthcare planning tool for municipalities and regions. Using the report, the decision makers can see where there is potential for improvement, and what populations are essential to focus on when organizing health initiatives. In comparison to citizens with Danish or other western backgrounds, the citizens with non-western background are greater in number experiencing:

- Poor health condition and low life quality
- Higher stress levels
- Weak social relationships and loneliness
- Need for help in getting started with social activities to overcome social isolation is twice as high among non-western citizens (ibid.)

Another Sundhedsprofil survey about health, illness and well-being was conducted on a national level in 2017 (Sundhedsstyrelsen, 2017). The report gives interesting insights into the impact of social relationships on human physical and mental health, as summarized below:

- People with strong social relationships often have better health, become seldom ill and faster overcome sickness than people with weak social relationships.
- People who feel lonely, have an increased risk of elevated blood pressure, cardiovascular disease and metabolic syndrome. People with strong social relationships, on the other hand, have lower risk of mental disorders and mortality.
- In Denmark, loneliness is related annually to over 2,200 additional deaths, which corresponds to 4% of all deaths. This means that people who are lonely, on average, live six months shorter than people who are not lonely.
- Additionally, lonely people have more labour market absenteeism and social costs in form of treatments and care costs and loss of production.

(ibid.)

EXISTING SERVICES

To understand the context of the problem area, existing private and public services for senior citizens in general as well as the specific opportunities for seniors from ethnic minorities within the area of Copenhagen were explored (figure 6).

There are more than 60 activity centers and clubs in Copenhagen for citizens that are above the age of 65 to participate in activities and social community. Seniors' activities take place in municipal activity centers, private associations and clubs (some are run by volunteers) offering services such as exercise, excursions, lectures, courses and creative pursuits (København Kommune, 2018). The aim is to support elderly in better using their personal resources and maintaining their functional capacity (ibid.). The Danish government aims to enhance the possibility of living an independent life as well as improving the quality of life among elderly population. (The Ministry of Social Affairs and Integration, 2011)

Figure 6 shows that many of activity centres and clubs in Copenhagen specifically target the Danish senior citizens and only a few centres exist that meet the needs of ethnic minority seniors, particularly from non-western backgrounds. Further, majority of the activity centers have age requirement and a membership fee. The outcome is based on examining the overall target group and participants of these centers, using Copenhagen activity catalogue 2017 (København Kommune, 2017). As the specific information about the kind of members of the local groups is not possible to find online or may require extensive research, the data might be different in reality. However, a study conducted in 2013 by Sundhedsstyrelsen (Danish Health Authority) verifies that the older people with ethnic minority backgrounds make use of the municipality's offerings to a much smaller extent than the Danish elderly citizens. The reasons found out include support and care from family & relatives, lack of language skills and knowledge about the municipality offerings, distrust the municipality and low socioeconomic conditions. The focus of KK is to attract the ethnic minority seniors by accommodating and adapting the local activity centres to also be able to meet their needs. (Sundhedsstyrelsen [SST], 2013)

(Figure 6 is on the next page)

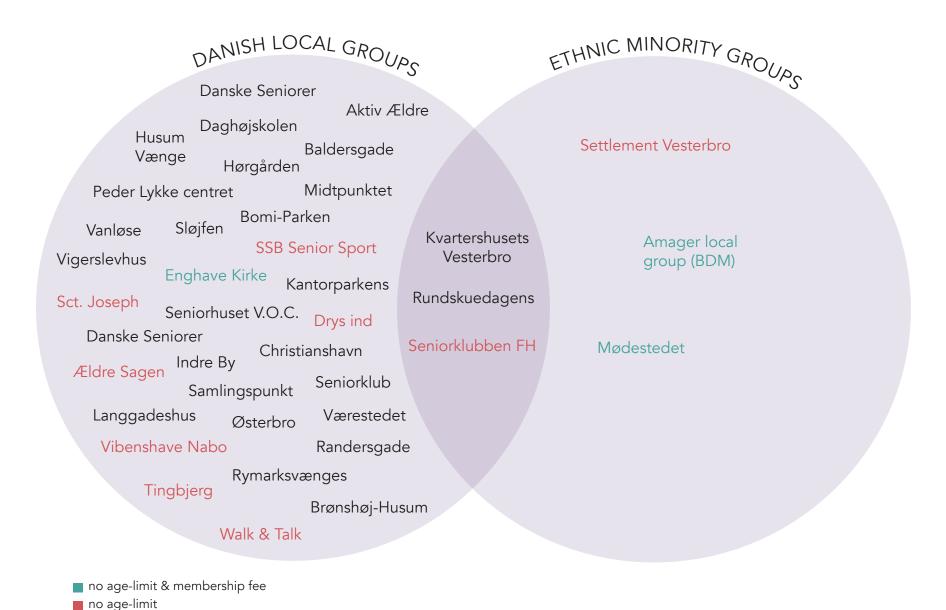


Figure 6: Existing services

PRIMARY RESEARCH

To proceed with the empathize stage of the process, primary research, also known as user research, was conducted to gather user insights that is more relevant and in-depth to specify the context and the research question. Although statistical data is important to determine the scope of the problem area, it is not adequate enough to gain genuine understanding and insights about users (Stickdorn & Schneider, 2011). To identify "different perceptions, actions, opinions, beliefs, attitudes, cultures and lifestyles" of individuals or groups the project is designing for, it is crucial to focus on qualitative research for the user-centred approach. In other words, qualitative research as described by Green et al. 2000 (as cited in Bjørner, 2015) "offers techniques to get inside the consumer's head".

Although service design uses various kinds of methods and tools for qualitative research, the project employs different types of interviews and ethnographic fieldwork. During the research, the plan was to avoid making early conclusions before adequate data is gathered and the findings are analysed to enable designing what people really need instead of what they want (Bjørn, 2015).

INTERVIEWS

According to Eisenhardt (1989) interviews and observations are typically combined in case studies. This makes interviews as one of the pertinent choice of method for user research, as the aim is to immerse into the context and experiences and thoughts of actors.

The research applies semi-structured interviews with open-ended questions as it helps to balance between form and flexibility (Denzin & Lincoln, 2005). In addition, it gives room to the participant(s) to elaborate on the topics of interest, yet guides the researcher and fulfils the purpose of the interview (ibid.; Bjørn, 2015). To conduct interviews, the initial step was to identify the relevant stakeholders for interviews, define the purpose i.e. what do I want to know and what the information can be used for and prepare the questions and materials for documentation. The relevance of interviewing particular individuals became evident during the data collection. All interviews were conducted face-to-face allowing me to actively observe the informants and the setting to gain valuable additional information.

Due to the multidisciplinary nature of service design, "transition of roles is a frequent and necessary part of a designer's skill" (Akama, 2009). In this phase, I acted as a design researcher facilitating, inquiring, listening and bringing essential issues for discussions. Moreover, putting the user at the centre of the research, I acted as a mediator between the service provider and service users, articulating the problems and needs from user's perspective.

The types of interviews carried out include expert interviews, contextual interview, convenience interviews and in-depth interviews, described in the following section.

EXPERT INTERVIEWS

To understand the needs and challenges of ethnic minority women in general as well as specific of elderly women, the experts of the field were approached. The interview was conducted with two experts: an internal actor within the organization i.e. BDM national secretary and an external expert working with ethnic minorities in another organization.

1. Interviewee: Bydelsmødre National Secretary

As a first step, I conducted an expert interview with a BDM national secretary also titled as a BDM consultant whose ethnicity is also Pakistani. The aim was to explore the context, gain insights about stakeholders and opportunities for design research. This was during the pre-project phase on the basis of which initial research question was formulated, as described earlier. It was followed by another interview with the same expert to acquire knowledge of the focus area i.e. the elderly project and uncover needs of elderly women and challenges from the perspective of the service provider. (appendix 1 & 2)

2. Interviewee: Project Manager & Fundraiser of Mødestedet

Mødestedet, translated as the Meeting Place, is located in Vesterbro, funded and operated by the non-profit organisation Danmission in cooperation with Vesterbro and Sydhavn Parish. The place serves as a community centre for people from different nationalities, cultures and religions to meet and engage in conversation. It offers various activities such as counselling, homework assistance, excursions, lectures, and communal dining. Many of the visitors use the place to socialize, spend time and do activities together with people from their ethnicity as well as to seek help in integrating within the society. "Most (visitors) come from Turkey, Pakistan, Morocco, Iraq, Iran and Afghanistan." (Danmission, n.d.)









Using this opportunity, expert interview was conducted with the project manager & fundraiser at Mødestedet. The aim was to generate insights from a Danish, experienced in leading and organizing a local group with mixed ethnicities in order to get a different viewpoint. Another purpose was to use the expert as a source of information such as learning about local groups in Denmark, the role of municipalities in providing services to elderly, the lifestyle and motivations of Danish elderly as compared to elderly from other ethnicities and so on. Furthermore, getting suggestions on improvements and opportunities to support elderly ethnic minorities for a better life quality. (appendix 13)

CONTEXTUAL INTERVIEWS

"Contextual interviews are conducted in the environment, or context, in which the service process of interest occurs" (Stickdorn & Schneider, 2011). In the case of conducting interviews with the local group participants, I visited the activity centres where elderly women from ethnic minorities meet and socialize. The purpose of making the interview contextual was to provoke in-depth discussions and insights in an environment comfortable for the participants and generate a more holistic understanding by examining the social and physical surroundings. Another benefit was to validate the findings based on the observations of what they actually do as compared to what they say and don't say (ibid.). Interviews using this technique were carried out in two local activity centres:

- 1. Amager activity centre: The only on-going local group that BDM organisation initiated in collaboration with KK, involves only Pakistani community and is led by 4 BDM.
- 2. Vesterbro activity centre: Led by another organization, Danmission, as explained earlier however, the Pakistani group gets support from BDM organisation.

The following section describes the process & purpose of conducting interviews with the leaders and the participants of the above mentioned activity groups.







1. Interviewee: Group-leaders

The first contextual interview was conducted with one of the leaders of Amager local group, who is also a BDM. As informed by BDM consultant, she played an active role in initiating, planning and executing the group along with another BDM. Gaining insights about the experience of the group-leader at the preliminary, development and current stages of the service was the main focus of the interview. This helped to uncover the challenges and opportunities for improving the existing service from BDM's perspective. Moreover, generating knowledge of the participants and the way the group functions directed me on how to approach the women, taking next steps in the research process.

Before conducting interviews with the participants, I decided to also interview the leader of the Pakistani group in Vesterbro activity centre to gain more insights in order to avoid making early conclusions. The purpose and the questions were almost the same except a few questions inquiring about the experience of being in a place with mixed ethnicities. The informant in this case was not a BDM, in fact, she acts as a group-leader and -participant at the same time. As mentioned, the Vesterbro activity place is led and funded by Danmission, I also wanted to find out about the role

of BDM organization in this context. Being the group-leader of Pakistani participants, the informant's task was also to articulate the needs and problems of the women to BDM consultant for further support. (appendix 3)

2. Interviewee: Participants

As the project focuses on the Pakistani community, I visited the two above mentioned activity centres where I interviewed the participants of these local groups. Starting out by first visiting Amager and then Vesterbro centre, I approached three Pakistani women in each location and conducted one-to-one interviews. Although the aim was to begin with a focus group interview, it was not possible due to lack of proper setting and space to gather 5-6 women separately. The purpose was to understand the needs and challenges of these women and generate knowledge about the user profile to develop personas. The strategy was to choose women of different age groups to explore the demographics of participants, their motivations and roles within the group. (appendix 5, 6, 7, 8, 9 & 10)

CONVENIENCE INTERVIEWS

Setting up interviews is rather time-consuming requiring several preliminary steps such as "identification and selection of participants, their acceptance and scheduling" (Bjørn, 2015). To overcome the challenge offinding, reaching and convincing a group of participants to sign up for interviews, convenience method is carried out. It is a flexible sampling method where informants are selected on basis of their availability that makes the process time- and cost-effective (ibid.). In the case of interviewing potential participants of activity centre, this method was implemented, as described below.

Interviewee: Potential Participants

Gaining insights from both current and potential participants of local activity centres is crucial for successful service design (Stickdorn & Schneider, 2011). Therefore, I also interviewed potential participants of the local activity centre with the aim to learn about their lifestyle and needs as an ethnic minority elderly, their experience and opinions on local activity groups. The plan was to approach the women who were part of the former local groups initiated by BDM organisation such as in Valby. However, due to lack of time participants were recruited based on their availability to gain quick insights as suggested by Bjørn (ibid.). Although convenience interview usually takes place in public spaces, interview was conducted at a private gathering with 5 potential participants (each lasted 10-15 mins), as it was most likely to find Pakistani elderly women in private spaces. (appendix 11)

IN-DEPTH INTERVIEW

In-depth interviews are best suited to situations where detailed information is required in understanding complex issues by asking people with particular knowledge or experiences (Bjørn, 2015). This interview method









ETHNOGRAPHIC FIELDWORK

commonly used within user research, helps to attain rich data and new insights. Conducting in-depth interview with the leader of one of the previous local groups that KK started in cooperation with BDM was a preeminent choice, as elaborated below.

Interviewee: Former Group-leader

To gain a deeper understanding of the problems encountered in establishing and running the local activity centres for ethnic minority elderlies, the former leader of Sydhavn local group was interviewed. Another purpose was to investigate the reasons and consequences of discontinuing the project of social gathering as initiated by KK. My role in this scenario was of an attentive listener to acquire new knowledge and user insights. (appendix 12)









Innovations are triggered by new data and uncovering the user needs and problems by employing various research techniques where ethnography takes a holistic approach to research. To gain authentic understanding of people within their social and cultural context, the ethnographer not only observes but also participates in people's activities. (Murray et al., 2010)

Ethnographic fieldwork is defined from different viewpoints by calling it a method or a methodology, or a research process as described by Hammersley & Atkinson, 2007 (as cited in Bjørn, 2015). In general, it is understood as a research design capturing social meanings of people's activities in a natural setting (ibid.), the way the project approaches it.

To perform ethnographic research, I went out on a tour to a shopping mall with the group of women from Amager local group, described as having an outsider perspective in the field by Ellis et al. (2011). It was a starting point of the research performed prior to the interviews conducted with local group participants (appendix 15). The aim was to get familiar with the women, observe the context of the activity and get a sense of being part of the group. Ethnography allowed me to acquire and document knowledge about women by observing their conversations, actions and behaviour during the trip. These insights also helped me to prepare the interview accordingly. The period spent in the field was short (approx. 3-4 hours) as compared to other ethnographic practices that are for an extended period of time (sometimes even for a year) (Bjørn, 2015; Polaine et al., 2013).

In addition, I also participated in one of the BDM meetings regarding the Amager local group, obtaining new information and perspectives that were not apparent from interviews. Getting a first-hand experience of how the meeting is conducted and activities are planned as well as understanding the teamwork, roles of each BDM and the challenges encountered. (appendix 14)

KEY FINDINGS

This section summarizes the key findings from the Empathize phase including primary and desk research.

It has become evident that there are not many activity centres or local groups specifically targeting seniors of ethnic minorities. It can be drawn from the expert interview with the BDM national secretary that there is lack of awareness of the needs of elderly group of other ethnicities than Danish and the existing services focus on Danish elderly needs. The unmet needs of ethnic minority elderlies has resulted in their lack of participation in local activity centres or groups. The municipality has shown concerns regarding the increasing health issues and low life expectancy among elderly population of minority communities due to isolation and depression (appendix 2). Apart from showing concern, not much effort has been made at the top level of hierarchy and governmental support for grassroots organisations working for ethnic minorities has been inadequate, as pointed out by the Project Manager & Fundraiser of Mødestedet (appendix 13).

The most crucial need for these elderly women is to be among women they can relate to culturally, to be in an environment they feel safe and comfortable and where their values are acknowledged (appendix 13). This is also supported by the statement of one of the BDM/leaders of Amager local group when they were given a place in old-age home (plejehjem) for social gathering of Pakistani elderly women: "they (the Danish elderly) didn't like that we used to chit chat around and they didn't like the smell of our food when we used to cook there, so some restrictions were set. If they want us to come to the activity center, then they should also understand and accept us and our culture" (appendix 15)

An interesting finding was the difference in describing an elderly person in Pakistani culture as compared to the Danish culture. Although most of the participants of Amager and Vesterbro local groups are above the age of 60, some are also within the age-group of 50-60 years and a couple even within 40-50 years. Discussing it with the BDM secretary suggested

that it is due to the difference in the family structure as Pakistani women get married and become grandmothers at a very early age that affects their physical strength to some extend. Nevertheless the age group 40-50 is not considered an elderly, but the reason for their participation is that they are housewives, socially isolated, seek to join a community of Pakistani women where they can enhance their personal abilities as well as use it to benefit other women (appendix 6). Therefore, there is no more requirement of 50+ age group that was initially set for Amager participants (appendix 3). This is also a reason that there are fewer opportunities for these women as compared to Danish elderly due to the age requirement in many activity centres, as explored in existing services.

BDM secretary reflects on the Pakistani and Danish cultural differences by placing herself in the shoes of these women stating, "Since I come from a culture where elderly are always taken care of by their children and we treat them as a baby, which makes them inactive, however, in Denmark elderly live an independent life and do all their tasks all on their own, which gives them will-power. The system only facilitates them but they themselves take the responsibility" (appendix 2). This is the reason she envisions a local group that is not only a social gathering for these women, but a place where they learn new skills, gain knowledge of the society and make use of the opportunities around them to independently live their life as much as possible. (appendix 2)

Furthermore, interviews with current and potential participants indicate that many Pakistani elderly women live with their extended family (usually son & his family) and are dependent on their children for taking them out on tours or even doing their necessary tasks such as making doctor's appointment, checking e-boks and bank statements. In addition, they feel lonely and depressed by confining themselves in their homes. These challenges motivate them to avail opportunities that will make them self-reliant.

The on-going Amager activity group is led by 4 BDM where only 2 are active group-leaders, one is around 50 years old and the other is above 65 years of age. At this moment, the centre offers limited facilities and activities for Pakistani women: sewing machines & materials to stitch and sew together, a kitchen for them to cook and eat together and going out on tours. It was found by empathizing with the participants that they want professionals to come & give them lectures/courses on health-related issues and topics to help better understand the system. Moreover, they want to do more activities especially exercising, swimming, steam baths to improve their health condition, as well as doing what interests them i.e. cooking and learning advanced stitching and knitting techniques. Ethnography research suggested that they want to participate more than once a week. However, the participants are dependent on BDM i.e. the group-leaders to plan out these activities, arrange volunteer experts, teach them technical skills e.g. checking e-boks, assist them in understanding the public system & the Danish culture and so on. While seeing it from BDM's perspective, they are busy with other tasks as a BDM, taking part in courses and meetings. (appendix 3)

Furthermore, there is lack of funds and BDM do not have the knowledge on how to apply for it and most importantly, how to utilize it in the best way that will benefit the women (appendix 2). Interview with the leader of former Sydhavn group also showed the lack of time for BDM to invest in these groups and challenges are encountered with finding a suitable location that is nearby, facilitates the activities women want to do and gives them their private space (appendix 12).

From the perspective of BDM secretary, the challenge is not about motivating these elderly women to participate in local groups but it's about giving them the right directions and supporting them in bridging the gap between them and the Danish society. There is a need of a "missing link" who will "help to self-help", meaning these elderly women need initial guidance and support from BDM but eventually women from among them should become the group-leaders rather than being entirely depe-

ndent on BDM (appendix 12). In addition, the local group should serve as a place where women can learn and use their abilities to contribute to the society (appendix 13).

A few quotes highlighting participants' thoughts and opinions on Amager and Vesterbro local groups and the value it creates for them:

"We share our stories of the time when we came to Denmark that makes us feel better. It is hyggeligt!" (appendix 3)

"The group helps me relieve my stress and my mind is distracting from negative thinking, it refreshes me - that is the best thing about it" (appendix 5)

"Women here are courageous and want to try out & explore new things." (appendix 9)

"I feel relaxed coming here, relieve stress and tension. We also learn from each other, getting new information what is happening around? You become isolated and confined staying at home. It makes you stay active." (appendix 8)

"We get to know each other, share personal stories, sometimes celebrate each other's birthdays..." (appendix 7)

SUMMARY OF EMPATHIZE

This stage of the design process aimed to create empathy with the beneficiaries of the service to understand their needs and motivations as well as examine the system around the service. Data collection and findings were gathered from desk research and qualitative research. As the multidisciplinary nature of the field, interviews with current and potential participants, current and former group-leaders and internal and external expert were carried out along with ethnographic fieldwork. The research allowed me to explore the context of the project, identify the challenges and open up the opportunity space.

The research findings will be synthesized in the next stage of the process to narrow down the context and address the 'right' problem. Empathize stage provides grounds for bringing clarity and focus of the design space and the target audience, resulting in a better service design.

CHAPTER 3 DEFINE

- 3.1. Synthesis of Findings
- 3.2. Problem Area
- 3.3. Problem Statement
- 3.4. Target Group
- 3.5. Personas
- 3.6. Ecology Map
- 3.7. Stakeholder Maps
 - 3.7.1. General Stakeholder Map
 - 3.7.2. Specific Stakeholder Map
 - 3.7.3. Outcome
- 3.8. User Journey Maps
 - 3.8.1. Group-leader Journey
 - 3.8.2. Group-participant Journey
- 3.9. Summary of Define

The Define stage of the process is about transforming the gathered findings into valuable insights as a design thinker (Plattner, n.d.). The observations and key findings are analyzed and synthesized to narrow down the problem area and redefine the problem statement in a human-centred manner (Dam & Siang, 2018).

In the context of social innovation, first stage i.e. prompts continues in the Define phase, as this stage of social innovation goes beyond the process of research. It is also closely linked to recognizing, interrogating and contextualizing the core problems and opportunities. As a result, the problem statement is reformulated and the context is redefined with the aim to stimulate workable solutions. (Murray et al., 2010)

The following section elaborates on the service design tools employed during the define phase.

SYNTHESIS OF FINDINGS

After gathering adequate information through desk and primary research, the two methods "Download your Learnings" and "Find Themes" by IDEO were used. This allowed me to structure, organize and make sense of the scattered findings and fragmented pieces of knowledge. During this process, I acted as an interpreter and instant-expert of the gathered knowledge, crucial in driving the design process (Plattner, n.d.; Akama, 2009).

The former method is a valuable tool to be used in a team to share individual learnings, so it becomes part of the collective team knowledge. However, in my case, I used it to write down all the insight statements on post-its to transfer the knowledge on paper and used the latter method to cluster the insights into thematic categories (IDEO, 2015). To cluster the post-its, different tools were tried out e.g. using Venn diagram where two circles overlap, in order to make two kinds of categories along with a shared category. However, it didn't give a structure to all the Post-its and lacked showing any patterns or relationships. Eventually the process ended with the final outcome as shown in figure 7 (next page).

After analyzing, it was observed that all the insight statements categorize under the three themes: *challenges*, *needs* and *goals*.

The first theme covers the challenges faced by Amager participants as well as BDM, the group-leaders. At this stage, I focused on challenges from the perspective of both actors, as the participants are dependent on the leader to arrange and facilitate the activities. Therefore, in order to meet the needs of the beneficiaries, it is important to overcome the problems encountered by BDM.

The second theme indicates the needs i.e. motivations and expectations of Amager participants with regards to the local group.

Lastly, goals are the expectations and outcome of the project from the perspective of the service provider i.e. how the BDM secretary as the project manager envisions the service and it's impact on the lives of these women. These goals are closely linked to the needs of the beneficiaries.

Based on the above synthesis, main pain points and opportunities are discovered that the project further proceeds with, as elaborated in problem area.

Chapter 3: Define 33



Figure 7: Synthesis of findings

Chapter 3: Define 34

3.3.

PROBLEM AREA

Research has proven that due to the lack of understanding of the public system and language barrier, many Pakistani elderly women become socially isolated as well as dependent on their children to assist in everyday tasks. Although they are motivated to avail opportunities to help them become self-dependent, there are limited number of local activity centres providing facilities in accordance to their needs. Further, the problem of isolation is not common among elderly but also faced by younger women of the community that also seek to join activity centres.

The case study of Amager activity center is one of the few examples of such a local group that targets this segment of women. Apart from the fact that it serves as a community to socially engage women of the same cultural background and facilitate the group with some activities, the need to make them independent is yet unmet, which is also one of the intended goals of the project. The participants are interested in activities to help improve their health, to enhance and gain new skills and knowledge about the system around them so they can better take care of their lives independently. However, as Amager group-leaders are also voluntarily working as BDM, they are unable to invest more time in it and meet the demands of these women. In addition to lack of time, BDM have inadequate knowledge and training in planning activities relevant to women's needs rather than their 'wants', as specified by BDM secretary (appendix 2). This is the reason that funds are mostly spend on grocery or outdoor tours, limiting opportunities for women's personal development.

PROBLEM STATEMENT

Based on the specified context and problem area, the initial problem statement was reformulated as the following:

How might we help Bydelsmødre organisation to re-design or improve the local activity centers to facilitate Pakistani women in becoming self-dependent and combating isolation?

TARGET GROUP

It is crucial to understand and define the target group that the project aims to design for to help recognize the value proposition of the potential solution. Value proposition refers to the service offerings and the way it is articulated to meet the needs of the specific audience (Norbury, n.d.)

Although the project narrows down the research to Pakistani women living in Copenhagen, there are different types of segments within the specific community in terms of attitude, behaviours, motivations, values and needs. This type of segmentation, known as psychographic segmentation formed the basis of defining the target group. It allowed me to recognize a variety of factors that influence the decision and lifestyle of these women (Stickdorn & Schneider, 2011). Research shows that the problem of social isolation and barriers of becoming independent are commonly faced by Pakistani women of 50+ age-group, however, age factor is not the main reason behind the challenges. In fact, the above-mentioned factors play the fundamental role, which is why the target audience is segmented according to psychographics rather than demographics.

To describe the target group from a broader perspective and considering the potential beneficiaries of the service, it includes Pakistani women who are socially isolated, experience loneliness and disconnection from their local area due to lack of awareness of the local services and the public system, struggle with the Danish language and dependency on children/extended family.

Focusing on the case study, the specific target group are participants of Amager local group i.e. Pakistani women motivated and interested in engaging in activities such as cooking and sewing together with women they can relate to and seek to avail opportunities that can improve their health, enhance their skills and knowledge of the society, in other words, to become independent. This gives a general view of the target group, of course, there are exceptions of women who are living an independent life but are still part of local groups to keep themselves active. Target group only gives an abstract description of users and do not reflect their different expectations, interests and behaviors (Smaply, n.d.), therefore, personas are used in the following section to better understand the users.

Chapter 3: Define 36

PERSONAS

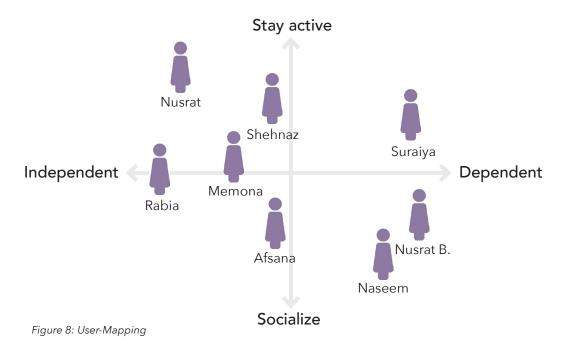
To communicate the target group and create an empathy with the users by specifying their features and characteristics (Nielsen, 2004), personas were created. Personas, as Cooper defines, are "fictitious description of users" that are not entirely made-up but are discovered as a by-product of the investigation process (Cooper, 2004). It involves data collection and analysis primarily through qualitative research including observations, ethnography and face-to-face interviews (Goodwin, 2008; Tony, 2005). This helps to create a link between user insights and persona description, giving a sense of user involvement in the design process and better understanding of reality (Nielsen, 2011).

Although the literature offers at least four different perspectives on the description of personas (Nielsen, 2011), I developed personas combining two approaches: Cooper's goal-directed perspective and Grudin, Pruitt and Adlin's role-based perspective. The former perspective as an efficient psychological tool emphasizes on accomplishing personas' goals (Cooper, 2004) to help create a focused design (Nielsen, 2011). "It's easy to explain and justify design decisions when they're based on Persona goals..." (Pruitt and Grudin, 2003). While the role-based perspective in addition to sharing the Cooper's goal-direction also focuses on user behaviour and role in the organization (Nielsen, 2011). Using these perspectives gave a thorough understanding of personas' motivations, involvement and behaviour with the service.

PROCESS

To create personas, user insights from interviews with participants of both Amager and Vesterbro local group were analyzed to identify the key behavioral variables. Although the project focuses on Amager case study, the participants of both groups have similar needs and challenges. Therefore, all the interviewees were mapped out against the chosen variables in a matrix as shown in fig. 8. The purpose was to develop personas by clustering the set of users with similar characteristics and needs into one kind of persona (Goodwin, 2008).

The variables were chosen considering the goals and roles of these interviewees in relation to the local groups. *Independent* vs *dependent* show their role as participants while *stay active* vs *socialize* indicate their motivation and goal for participating.



Based on user mapping, I created three personas, each representing a broad spectrum of participants of both local groups. The persona description contains demographic information, user abilities, activities and roles; these represent the hopes and fears of the users (Nielsen, 2011). Although personas are not real people but are "hypothetical archetypes of actual users" (Cooper, 2004), the method helped to transform the fragmented and incomplete knowledge into a complete picture of users that guided me throughout the process. The following section presents the three personas of Amager local group.

SURAIYA



AGE 72
OCCUPATION Pensionist
MARITAL STATUS Widow
LIVING ARRANGEMENT W/ Extended Family

Goals & Values:

- To improve her health through exercise and positive environment
- Learn more about Danish society and system to avail opportuities
- Enhance sewing & knitting skills

Strong ties with:

Family & close relatives

Weak ties with:

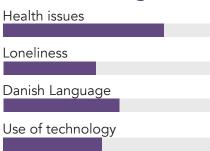
Neighbours, local area, ethnic minority & Danish community

Role: Follower

Personality

Extrovert	Introvert
Thinking	Feeling
Social	Anti-social
Dependent	Independent

Issues & Challenges



NUSRAT



If someone can guide me, I may become a leader, however, I have never tried it before

Curious

Active

Confident

AGE 65
OCCUPATION Pensionist
MARITAL STATUS Married
LIVING ARRANGEMENT W/ Husband

Goals & Values:

- Desire to explore & try new things
- To do something meaningful that will keep her busy and active
- Maintain her health

Strong ties with:

Family, relatives, friends & colleagues

Weak ties with:

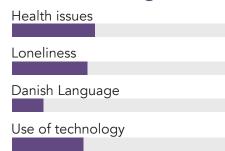
Neighbours, local area

Role: Leader & Initiator

Personality

Extrovert	Introvert
Thinking	Feeling
_	
Social	Anti-social
Dependent	Independent

Issues & Challenges



RABIA



Women should get to do more physical activity, get help with learning Danish or even using computer

Creative

Organized

Enthusiastic

AGE 44
OCCUPATION Housewife
MARITAL STATUS Married
LIVING ARRANGEMENT W/ Husband

Goals & Values:

- Get socially active
- To be productive, use her free time
- Enhance personal skills by helping others, and spend good time

Strong ties with:

Family, ethnic minority women

Weak ties with:

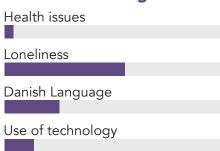
Neighbours, local area, Danish community

Role: Leader & Helper

Personality

Extrovert	Introver
Thinking	Feeling
Social	Anti-socia
Dependent	Independent
·	

Issues & Challenges



ECOLOGY MAP

To get a holistic view of the context and the system around the target group i.e. ethnic minority women and to see their relationship with the service provider i.e. BDM as well as with other actors and stakeholders, a service ecology map was created. It gives the "bird's-eye view of the ecosystem a service exists within" (Polaine et al., 2013) to acquire a deeper understanding of the cultural and social context the project is working on and give possibilities to modify it (Morelli & Tollestrup, 2007). Defining and understanding context is critical in designing services as it can affect the overall experience of the service; this also sets apart service design from other design disciplines.

Further, regarding social innovation Manzini (2015) implies that it is much more than producing answers to difficult social problems, it may also be seen as a way towards sustainability where new ecology of relationships are build between people, and between people and their environment. These relationships give rise to new possibilities and opportunities. Therefore, it was important map out the actors and stakeholders involved and investigate the relationships that have an impact on the lifestyle and decisions of ethnic minority women as shown in fig. 9 (on pg. 42).

Another purpose was to be able to design a service that in the long run can handle constant changes happening within the ecology of actors and their relationships (Polaine et al., 2013). For instance, new technologies in the ecology map may get closer to ethnic minority women in future to support them in becoming independent. Hence, by zooming in and out of the ecology map and reorganizing the way actors work helped to gain new insights, opportunities and generate ideas for the service concept (ibid.).

Fig. 9 shows the ecology around the ethnic minority women placed at the center of the map, surrounded by four levels: personal, social network, community and system. These women are closest to their personal network, also highlighted as having strong ties with in personas. Moving out is social network where BDM also exists, which is at the level of shari-

ng information and socially engaging with the women. On the third level lies community in a weak connection with the core indicating the local services being further away. Lastly, system at the top level possesses the weakest relationship. (structure of ecology map is shown below)

Following the viewpoint of ethnic minority women, Service Ecology Map illustrates six categories by answering six questions:

WHO - who are the actors and stakeholders involved?

WHAT - what service(s) do they provide to these women?

WHY - why do they provide these service(s)?

HOW - how do they provide these service(s)?

WHERE - where do women interact with these service(s)?

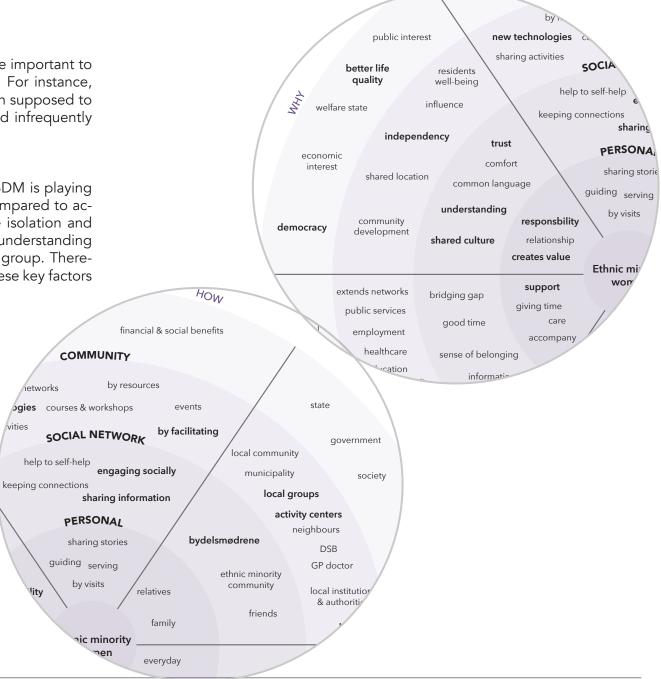
WHEN - when do women interact with the service(s)?



The question about when and where i.e. time and place are important to ask as these fundamentally influence service experiences. For instance, the local services, particularly activity centers where women supposed to actively participate to overcome loneliness are in fact used infrequently whilst located in the neighbourhood.

It can be concluded that apart from family and relatives, BDM is playing an important role in creating value for these women as compared to activity centers and local groups that facilitate to overcome isolation and dependency. This is because of these key barriers: trust, understanding and shared culture, needed to create value for the target group. Therefore, the system might have to offer services considering these key factors to reach their goal of better life-quality and democracy.

(ecology map zoomed-in)



SYSTEM

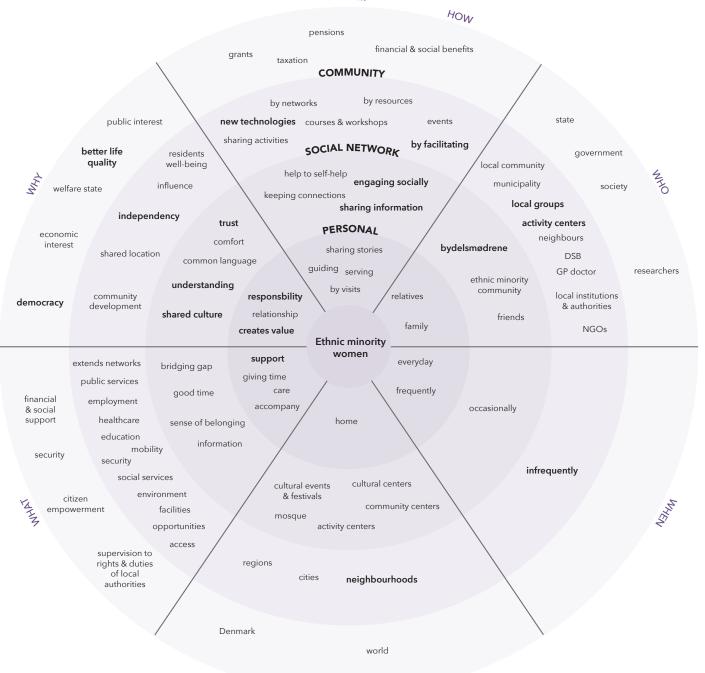


Figure 9: Ecology Map

Note: Terms discussed in the text are highlighted in bold in the map

WHERE

STAKEHOLDER MAPS

After getting a sense of the context, the project narrows down the focus on identifying stakeholders involved directly or indirectly with the service and analyzing the interaction between them (Stickdorn & Schneider, 2011). Stakeholders are considered those who are able to influence the service or are affected by it (Fassin, 2010).

Based on the research, I created two stakeholder maps:

- 1. A general map of BDM organisation giving an overview of the internal and external stakeholders
- 2. A specific map of BDM service offering i.e. Amager local group for ethnic minority women

These maps helped to visualize and get a comprehensive overview of all the actors involved, the key influential stakeholders and the interplay between them allowing me to explore new relationships and improve the engagement. These actors were organized based on their functions (Morelli & Tollestrup, 2007) and the degree of interaction and influence on the service. These interactions and relations are mapped out by arrows in fig. 10 and fig. 11 showing the flow of information and the flow of resources that includes money, facilities and services. Charting these interactions gave the systematic view of the organization and the specific service offering (Stickdorn & Schneider, 2011).

The maps in fig. 10 and fig. 11 illustrates the three levels: *core* representing the central stakeholders of the service that includes the service provider and the beneficiaries; *direct stakeholders* interacting and influencing the service directly and *indirect stakeholders* that are not directly involved in the service but may have an influence and relationship with other stakeholders.

Following presents the two maps and describes the key stakeholders and their functions in each map.

GENERAL STAKEHOLDER MAP

Based on BDM organizational structure (chapter 1 -> Project collaboration) and qualitative research, a general stakeholder map was created in fig. 10 to represent the service provider, beneficiaries, partner organizations and other relevant internal and external stakeholders. The aim was to get an overview of all the actors involved and understand the way the organization operates.

THE FIRST CIRCLE: CORE

BDM organisation is the service provider as a whole, but the core specifies the four key actors in the organisation providing the service and the beneficiaries receiving the service, elaborated below:

Fonden for Socialt Ansvar:

BDM organization is established under the non-profit organization, Fonden for Socialt Ansvar that lies at the top level of hierarchy, as presented earlier in BDM organizational structure (chapter 1). It works in close collaboration with BDM national secretary by employing, assisting, supporting and advising them (KK et al., 2011).

Board of Directors:

It includes two types of steering committees: strategic and democratic that take major decisions in the organization, develops organizational model and ensure the work is rightly directed by prioritizing the tasks of national secretary, also described earlier (chapter 1 -> project collaboration -> organizational structure).

Bydelsmødre National Secretary:

There is a group of national secretary working on business plan and budget to report it to the above two stakeholders and sponsors. They mainly take control of Bydelsmødre's tasks, develop the educational courses, communicate, guide on fundraising, arrange network meetings and coordinate nationally.

Bydelsmødre:

These are groups of BDM working in different local districts and regions to provide service to beneficiaries, arrange meetings in their groups, attend monthly meetings with other BDM groups to share experiences and may participate in courses for their professional and personal development. The number of BDM in each group depends on the location, however, 1-2 BDM in the group act as the leaders that are more active and updates other BDM.

Beneficiaries:

It mainly includes ethnic minority women that BDM reach out to support and give knowledge about the society and the system. Further, the beneficiaries also include refugees and elderly women from ethnic minorities.

THE SECOND CIRCLE: DIRECT STAKEHOLDERS

Copenhagen and Frederiksberg Municipality:

The two municipalities support the organisation by providing funds and resources in some aspects of the service offering such as in educating BDM in some local municipalities. They play a more significant role as compared to other collaborators since the municipality initially started out the concept and later established the BDM organisation.

Collaborators:

These include a number of private and public associations, companies and organisations that have had collaborated with BDM organisation by funding and facilitating. A few prominent examples are Immigration & Integration Ministry that financed the training of the first volunteer BDM group; Employment & Integration Management that helped to develop, spread and maintain BDM groups in Copenhagen; the head of the Bikuben foundation is part of the BDM board of directors to support and develop BDM efforts; Tryg and Heart Foundation gave a course on healthy

food to approx. 50 BDM; and Council of Ethnic Minorities arranged activities with BDM to give them electoral education to encourage voting in 2013 municipal elections.

Local services:

Facilities in the local area work closely with BDM groups that are also operating in the same locality. The types of services and the degree of interaction with local BDM differ from districts to districts. These services mainly include local municipalities, local committees, citizens service (borgerservice), residential social plan (helhedsplan), housing service (boligservice), activity and health-care centers, general practitioner, public libraries, job center, mosque, church, police, schools, cafes and pharmacy. BDM efforts are not in competition with local services, instead they collaborate with other local efforts to enhance the service. Moreover, representatives from a few service departments participate in BDM course to educate them about their service such as librarians and job center coordinator.

THE THIRD CIRCLE: INDIRECT STAKEHOLDERS

Communities:

These include ethnic minority communities that may contribute in creating awareness about the service and influence the decisions of potential beneficiaries and potential BDM. Danish community may also be included.

External funding and non-profit organisations:

These could be potential funders and collaborators of the organisation.

Government/Politicians and Media:

These are interest groups and external promoters of BDM efforts. There have been examples of politicians meeting BDM to appreciate and support the efforts as well as Crown Princess, Mary visiting the headquarters and Mary Foundation providing funds, hence, appearing in media.

INDIRECT STAKEHOLDERS

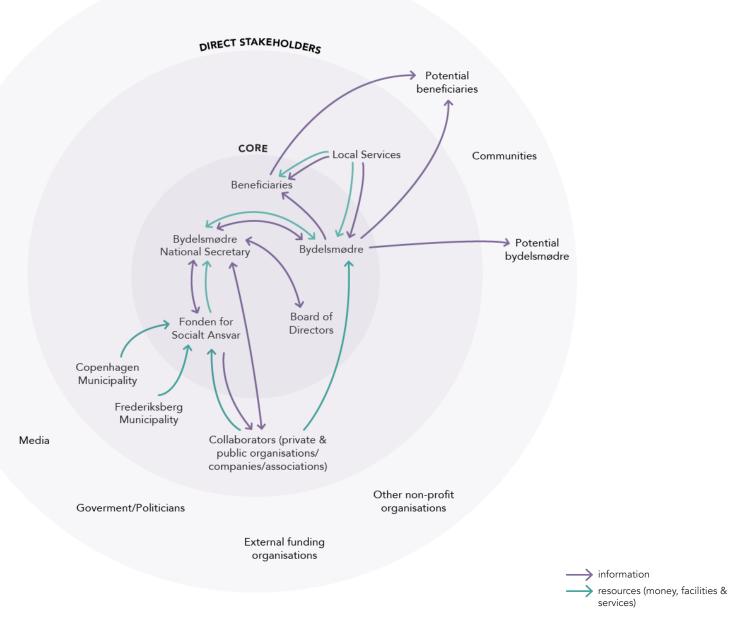


Figure 10: General Stakeholder Map

SPECIFIC STAKEHOLDER MAP

The second map shown in fig. 11 is specifically based on the Amager local group, the actors involved directly or indirectly in establishing, supporting the group as well as the beneficiaries. As there are no other local groups run by BDM, there cannot be any general stakeholder map of the service offering.

THE FIRST CIRCLE: CORE

In this case also the overall service provider is BDM organization but only two key stakeholders are involved in offering the service to its beneficiaries.

Bydelsmødre National Secretary:

One of the members of the national secretary, Shazia Ghauri is the head and manager of local group project in the organization, whereby Amager local group is currently on-going project. She provides information to Amager group-leaders, applies for funds to KK and sends back expenditure reports and seeks opportunities to develop the concept.

Group-leaders:

These include 4 BDM that are planning, managing and leading the group on volunteer basis. They are responsible for planning and facilitating the group activities, encouraging women to participate and managing funds.

Group-participants:

They are Pakistani isolated women participating in Amager activity center, in other words, the target group as defined earlier.

THE SECOND CIRCLE: DIRECT STAKEHOLDERS

Copenhagen municipality (KK):

Initiated and created awareness of the problem to BDM national secre-

tary, facilitated the course for BDM to become group-leaders and provided funds to run the project for 2 years in four districts as mentioned earlier (chapter 1 -> focus area). It has continued to fund the Amager local group and is right now the only funder of the project.

Old-age homes:

In the specific case, old-age homes in Amager made an agreement and provided the group-leaders with the location for gathering. They supported the group with the facilities at the start of the project for about a year.

Public library:

Amager public library played an important role in supporting the group by providing the room and facilities such as sewing machine when the group needed a place. The activity center where women meet presently is also owned and financed by the library.

Potential participants:

These include other Pakistani women who are not yet participants but seek to join the group mainly to overcome the problem of loneliness or to stay active. It is not specific to residents of the neighbourhood because a few women from other neighbourhoods also participate.

THE THIRD CIRCLE: INDIRECT STAKEHOLDERS

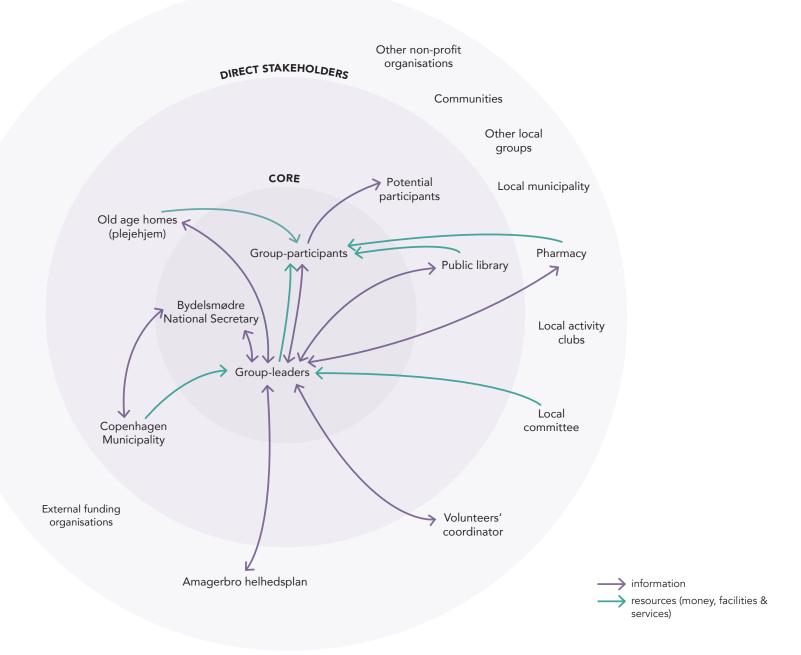
Local committee:

Provides a local place for BDM monthly meetings where Amager BDM also participate to update and discuss about the local group project as well as other tasks of BDM.

Pharmacy:

A Pakistani pharmacist had voluntarily visited the group to impart information related to diabetes.

INDIRECT STAKEHOLDERS



47

Figure 11: Specific Stakeholder Map

OUTCOME

Amagerbro Helhedsplan:

Helhedsplan focuses on residential social works to create a greater degree of well-being, security, sense of responsibility and participation in cooperation with residents that mainly include ethnic minority communities (Amagerbro Helhedsplan, 2018). A coordinator at Amagerbro helhedsplan who is also an indirect stakeholder of BDM organisation sometimes guides and helps the group-leaders as she is also leading a similar group of Turkish women. She had been the one informing BDM about the activity center where they currently meet.

Volunteer's coordinator:

This is the coordinator of general volunteers in BDM organisation who participates in BDM monthly meetings to guide with volunteer tasks if needed.

Other indirect stakeholders:

Local municipality, activity clubs, other local groups, other non-profit organisations, communities and external funding organisations are not directly interacting with the service but can be relevant as potential stakeholders because of the similar area of concern.

Comparing the two stakeholder maps suggests that there is lack of involvement of key internal stakeholders of the organisation as well as external collaborators and local services in supporting Amager local group. For instance in specific map, the resource flow mainly comes from KK and public library to the core, however, in general map, there are a number of key stakeholders supporting the organisation. Hence, there is a potential of building new relationships that can create value for the local group and vice versa.

USER JOURNEY MAPS

With the objective to get a structured visual representation of the service user's experience and analyze the critical aspects of the service, a user journey map was constructed. It gives a holistic and detailed understanding of the factors influencing user experience by specifying user actions and identifying formal and informal touchpoints (Stickdorn & Schneider, 2011). "Touchpoints are the points of contact between a service provider and customers" (Clatworthy, 2010). These are considered central to the user journey as these add value to user's experience and relationship with the service and the service provider (ibid.). In addition to mapping touchpoints, the journey also maps out the emotions of the person whilst experiencing the service that helped to discover the pain points and opportunities for innovation. Further, presenting a complete picture of the feelings of users allowed me to better understand their motivations behind the actions. (Stickdorn & Schneider, 2011)

Two kinds of user journey were mapped out:

- 1. Journey of the leaders of Amager local group in fig. 12
- 2. Journey of the participants of Amager local group in fig. 13

It was important to analyze both the journeys separately to identify critical aspects of the service from both perspectives. Initially, I attempted to combine the two journeys but it was not realistic to do so, since the group-leaders and -participants performed different actions and went through different stages and experience of the service.

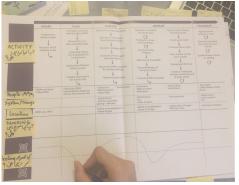
Following section presents and describes both user journey maps that includes the stages of the service, user actions, touchpoints and user emotions.

GROUP-LEADER JOURNEY

The aim with creating the journey of group-leaders was to examine the overall experience of establishing the local groups and reflecting on the challenges encountered. Due to lack of time to explore the journey of leaders of former groups in other districts and since Amager local group is presently only functioning, I created a specific and "personalized" journey of Amager group-leaders (ibid.).

WORKSHOP

To personalise the journey, a workshop was conducted with two of the group-leaders that are more actively involved in the service. For a human-centred design approach, constructing the map together with BDM provided real insights into their journey as leaders of the group and helped to facilitate empathic engagement (Stickdorn & Schneider, 2011). The workshop involved the two BDM together as they went through the same journey and experiences in establishing the group.





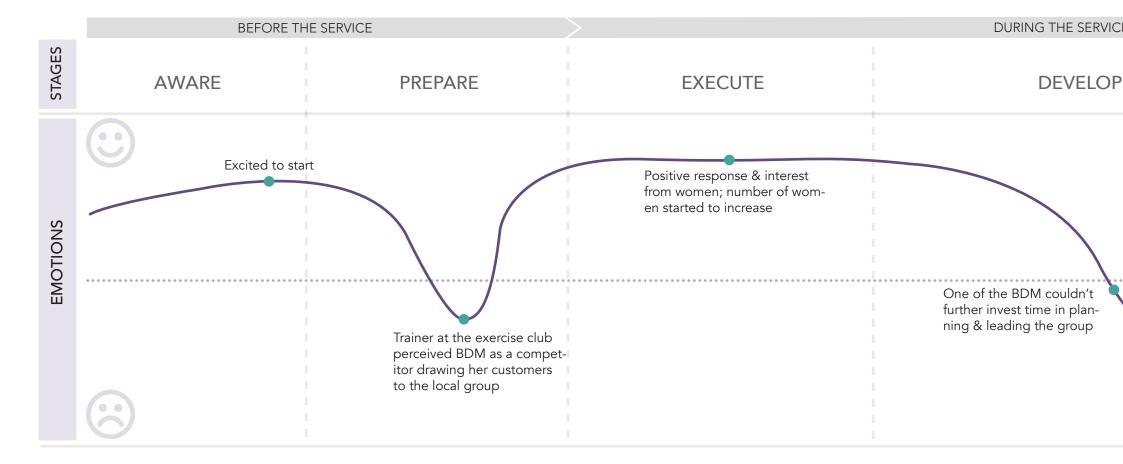
To prepare for the workshop, I created a first draft of the journey map based on the interview findings with one of the group-leaders. As pieces of information was already known, so it would have been time consuming to construct the journey from scratch during the workshop. Another reason was the challenge of using such a tool with BDM due to difference in levels of understanding and communicating the aspects of the tool in

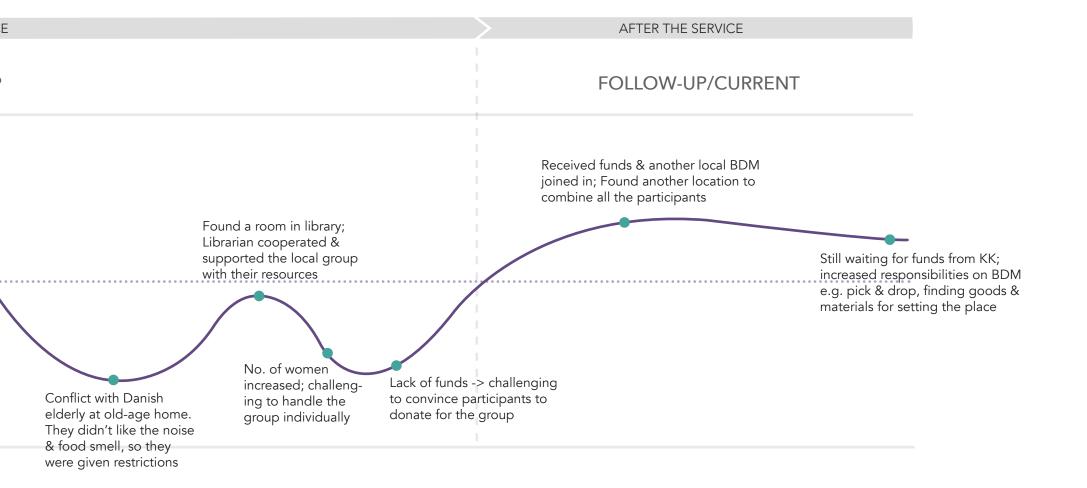
Urdu. Therefore, I pre-constructed the journey and talked through it with both participants, however, the emotional line was mapped during the workshop.

Fig. 12 shows the detailed illustration of BDMs' actions in three phases of the journey: 'before' executing the service, 'during' the execution and development of the service and 'after' i.e. current activities to continue delivering the service. In this context, 'after' leaving the service is not relevant, as none of the leaders have experienced it, rather focusing on the present situation gives insights about the immediate challenges and opportunities. The three stages are further detailed by the sub-stages of the journey: aware, prepare, execute, develop and follow-up/current, to give a more immersive user-focused experience (ibid.). Further, the touch-points that the group-leaders relate to, or interact with at each stage, known as service-encounter (Clatworthy, 2010) are presented along with the positive and negative emotions.

(Fig. 12 is presented on the next page)

Figure 12: Group-Leader Journey Map EMOTIONAL MAPPING

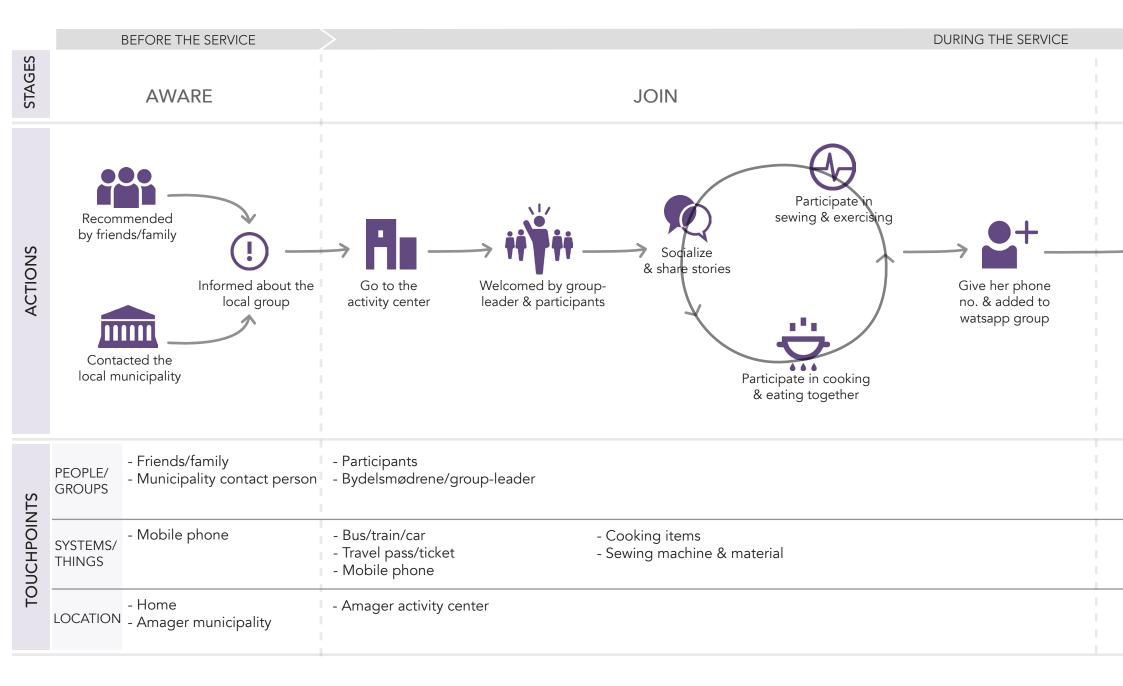


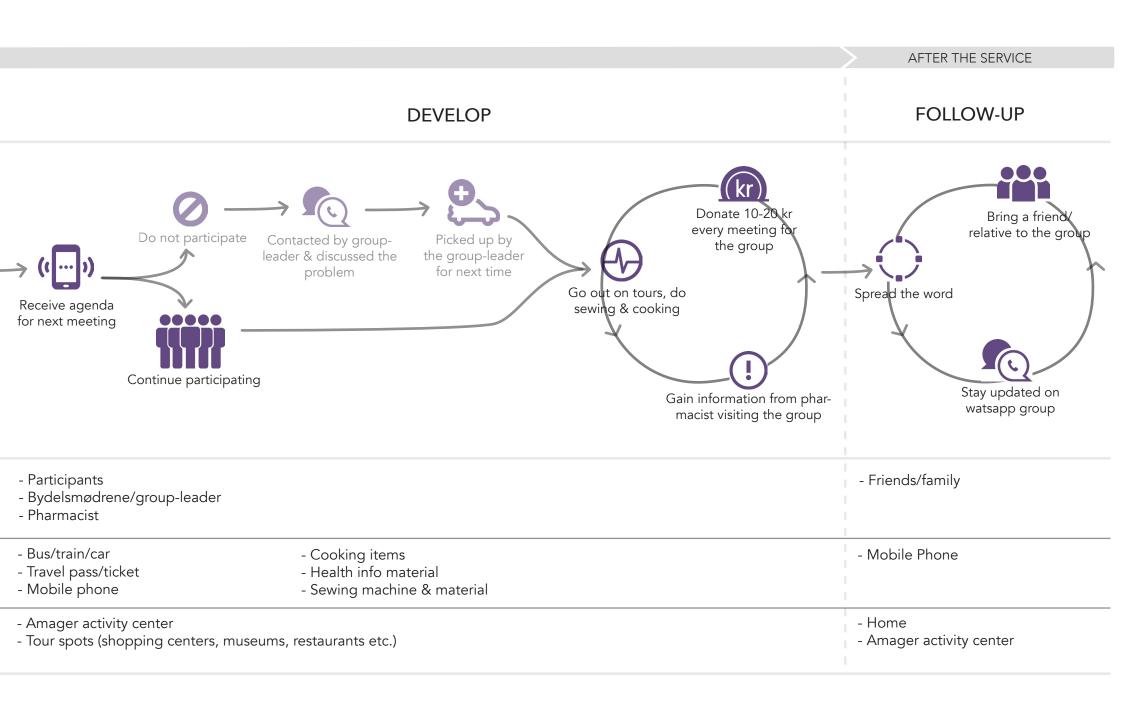


GROUP-PARTICIPANT JOURNEY

Based on interviews with local group participants, it was observed that almost all participants went through the same journey. Therefore, a more general journey of participants of Amager local group was constructed as shown in fig. 13. The participant journey incorporates three stages: 'before' joining the group, 'during' the participation and 'after' the participation in the group. Also in this map, the 'after' stage does not refer to leaving the group due to lack of such cases and the focus is to improve the service for the current participants, instead it refers to their interaction with the service outside the group participations. Similar to leaders journey, these stages are also specified by the sub-stages: aware, join, develop and follow-up/current and highlights the touchpoints and participants' emotions at each stage visualized in fig. 13 (next page).

Figure 13: Group-Participant Journey Map







			AFTER THE SERVICE
	DEVELOP		FOLLOW-UP/CURRENT
Miss the old location because there was a kitchen, more space to do exercise and stitching	Change of activity location -> long-distance travel & missing sewing materials	Excited to go to tours; no. of women increased	Want to do more activities e.g. gymnastics, swimming & learn new things e.g. crochet

SUMMARY OF DEFINE

In the Define stage, all the gathered information was synthesized and analyzed to frame the right problem as it leads to framing the right solutions (Murray et al., 2010). Based on the findings from the empathize stage, the focus shifted from facilitating BDM to BDM organisation in building local communities for isolated Pakistani women which does not only include elderly age-group of women. After reformulating the problem statement, various tools were used such as personas, ecology maps, stakeholder maps and user journey maps to define user profiles and identify the relevant internal and external actors around the service to find new tendencies of relationships. Gaining insights from journeys of both Amager group-participants and -leaders helped me define the needs for improvements or completely renewal of specific aspects of the service (Stickdorn & Schneider, 2011).

In the next stage of the design process, the service concept will be developed on the grounds of key findings and identified pain points, as Murray et al. (2010) states, "a 'good' problem contains within it the seeds of the solution".

CHAPTER 4

- 4.1. Braintorm
- 4.2. Co-design
 - 4.2.1. Co-design w/ Beneficiaries
 - 4.2.2. Co-design w/ the Exper
- 4.3. Concepts
 - 4.3.1. Evaluation of Concepts
- 4.4. The Chosen Concept, Bydelsleder
- 4.5. Summary of Ideate

Ideating is the next important stage in the Design Thinking Process. With the solid background of understanding users and their needs and rightly framing the human-centered problem statement, I am ready to start generating ideas. Proposals - generating ideas is also the second stage in the process of social innovation as defined by Young Foundation (Murray et al., 2010) where various methods are used to encourage creativity. The aim of this stage is to stimulate creative and innovative thinking to come up with a potential solution to the defined problem. Ideate stage begins with a process of "going wide" in generating concepts and outcomes, from which a few are selected and later, the best solution is discovered after prototyping and testing.

As Murray et al. (2010) emphasizes on the importance of the process of innovation as much as the innovation itself, I used formal methods such as co-design and design game to engage beneficiaries and other relevant stakeholders in the design and development of solutions.

BRAINSTORM

In order to transit from identifying the problem to creating solutions, I created a list of brainstorming topics that flows from the problem statement addressing different aspects of the problem. The list is created by asking "How might we...?", shown in fig. 14 as the topics for brainstorming, from which I selected specific topics where there was a potential of generating numerous compelling ideas. (Plattner, n.d.) The aim was to break down the problem into manageable bits to help me reach the actionable parts, in other words, to stimulate workable solutions. (Murray et al., 2010)

Using insight statements from themes discovered in synthesis of findings (chapter 3), I reframed the statements as How Might We questions and chose two of them for a brainstorming session on the basis of their relevance and urgency. It helped me to get a direction and a perfect frame for innovative thinking (IDEO, 2015). The two topics were chosen to be the main focus for brainstorming ideas, however, the other insights were naturally taken into consideration while generating ideas as all insight statements co-relate with each other and are sub-sets of the defined problem.

The chosen brainstorming topics:

How might we provide more activities in the group to benefit women? How might we provide group-leaders with knowledge and training to effectively lead the group?

I chose these topics as it covers the challenges and needs of the participants of the local group as well as BDM/group-leaders.





Figure 14: 'How Might We' Brainstorming topics

HOW MIGHT WE

help women to learn about the system and local services to be able to take care of their lives independently?

Insight statements:

Unaware of public system & local services A place to educate women about the available services to be able to live independently

HOW MIGHT WE

provide group-leaders with knowledge and training to effectively lead the group?

Insight statements:

Lack of adequate knowledge and training for group-leaders to effectively run the group

HOW MIGHT WE

provide more activities in the group to benefit women?

Insight statements:

Women want to do activities in the group to help them improve health and enhance personal skills

HOW MIGHT WE

increase the opportunities for getting more funds to run the group?

Insight statements: Lack of funds to run the group

HOW MIGHT WE

facilitate participants in leading the group independent of bydelsmødre?

Insight statements:

Women are entirely dependent on bydelsmødre Lack of time for Bydelsmødre to lead the group

Although the target group is the Amager local group participants and the focus is to meet their needs, these women are dependent on BDM/ group-leaders that play an important role of a "missing link", the solution would have to consider the challenges of BDM/group-leaders in order to meet the needs of the beneficiaries. Therefore, based on the relevance and significance of both topics, I generated several ideas without limiting myself with the functionalities of the ideas or its realistic execution, rather stayed open-minded throughout the session.

The brainstorming session was not enough to come up with the desired solution that meets the needs of the users; I further performed co-design sessions with the beneficiaries of the service as well as the BDM national secretary as being the project manager.

CO-DESIGN

As mentioned earlier, the process of innovation have a valuable impact on the kind of innovation developed where in many cases, the success of the innovative outcome relies upon the participation and involvement of different key stakeholders in the proposals stage of social innovation (Murray et al., 2010). Further, the collaborative design approach is a fundamental dimension of service design practice that engages people in designing better services (Sangiorgi & Prendiville, 2017). "Co-design" and "working with people" is part of a major shift in innovation going from closed in-house design processes to more open and collaborative ones, as President of the European Commission states: "In a nutshell, social innovation is for the people and with the people." (Barroso, 2011)

"Co-design refers, for some people, to the collective creativity of collaborating designers. We use co-design in a broader sense to refer to the creativity of designers and people not trained in design working together in the design development process" (Sanders & Stappers, 2008).

The term is the further development of Participatory design, where designers go beyond engaging users (participatory design) to collaborating with them (co-design) (Jørgensen et al., 2011). It allows the designer to see users and service providers as co-producers and co-designers of the final service concept and consider their personal and social knowledge and skills as a valuable resource to build capacities from within (Junginger & Sangiorgi, 2009; Morelli, 2017). Further, fostering social innovation starts by presuming people as not only competent interpreters of their problems but also competent solvers of their problems (Mulgan et al., 2007). Therefore, two co-design sessions were conducted: one with the beneficiaries of the service i.e. current participants of Amager local group and another involved the expert i.e. BDM national secretary due to her professional experience and knowledge in the field as the project leader. The chosen brainstorming topics were continued to be the main focus for the co-design sessions.

CO-DESIGN WITH BENEFICIARIES

For the first co-design session, I decided to do it in form of a design game with Amager group-participants to spark creativity and productivity in an informal atmosphere. According to Vaajakallio and Mattelmäki (2014), design games can be applied at any stage of the design process serving different purposes such as to research, increase design competence or engage stakeholders in the concept creation. The project uses it for the very last purpose of concept creation. Using this method helped to make the process open-ended, fun for participation and explorative at the same time.

Due to a different level of mindset and understanding of women who are not used to participating in such activities and thinking creatively and as it was my first attempt to co-design with such a target group, it had to be an experiment. This was another reason for choosing design game to mediate and articulate discussions freely and flexibly. One of the two brainstorming topics i.e. to provide more activities in the group to benefit women served as the purpose of the co-design session due to its relevance to the participants. Therefore, the intention was to find out more opportunities and activities that the women want to do.

During the co-design session, my role as a design expert was to provide tools for ideations and expression (Sanders & Stappers, 2008), that, Manzini (2015) argues, can help and support a diffuse design capability that the participants possess as non-experts. As introduced in theory and methodology (chapter 1), diffuse design is generated by non-experts using their natural design capability to spontaneously produce a solution to tackle their everyday problem (ibid.).



PROCESS

To prepare for the game, I created a board game format presented in fig. 15, where the participants had to throw the dice and gets to discuss one of the four sections that the dice falls onto. The green section was about personal skills and interests, where they had to tell about their interests and competences with the help of flashcards in fig. 15 in visuals that includes different activities based on the findings from the research. On the black section with KK logo, they were asked to take the role of KK and tell what would they do for the Amager local group or the participants if they were in KK. The idea was to sense the perspective of women about KK and their role in supporting the group and the deprived ethnic minority women in general. The purple section was about taking the role of BDM/ group-leader and what would they do differently or introduce something new in the group. To imagine taking different roles aimed to fuel innovative thinking. Lastly, red section was about their personal story, where they had to share about their passion, what they wanted to do or want to do in their life that they haven't had the chance to do. The questions only gave an overall direction and a start point for discussion, and were improvised along the way when needed.

I visited Amager activity center on one of the days women meet, however, there were not many who showed up that day and some were busy sewing. Due to lack of participants, I was not able to co-design in a group; instead, it was performed individually with 5 participants. Using the flash-cards was helpful to get ideas around due to its visual impact; however, the challenge was to convince them not to worry about giving wrong answers or limiting themselves by realistic concerns. Nevertheless, I was able to gain valuable pieces of ideas to combine them with the ideas I brainstormed initially.





Figure 15: Materials for Design Game with Beneficiaries

CO-DESIGN WITH THE EXPERT

The second co-design session was with the client, BDM national secretary who is the manager of the local group project. Based on the first co-design session that was with the beneficiaries, some potential ideas were discovered to further proceed with for the next co-design session. As I as an expert designer was co-designing with the expert of the field, it was relevant to focus on both brainstorming topics: to provide activities benefitting the participants and providing adequate knowledge and training to group-leaders.

The strategy was to balance between the need to put forth my ideas as a design expert and gather ideas from BDM national secretary, which Manzini (2015) argues as the first and most fundamental capacity for designers to possess. The relevance of the role of design experts was important for me to understand before conducting the session, which Manzini (2015) argues to be of more than just a "process facilitator". Based on Manzini's (2015) notion, I was "critical", "creative" and "dialogic" during co-design. In other words, I fed the conversation with the visions and ideas from my perspective as a service designer and in accordance to beneficiaries' needs, listened to the feedback from the interlocutor and based on the feedback, introduced new and mature proposals into the conversation (ibid.).

PROCESS

Although as the project manager, she already had a comprehensive understanding of the problem area, I presented her the new insights and findings before starting the ideation process. Further, personas were presented to communicate about the beneficiaries and their different motivations and needs and to have them in front while ideating. Fig. 16 illustrates the two simple posters that were made to facilitate the process; each titled with the brainstorming topic as well as a few post-its of ideas on it to kick-start the creative thinking process.

HOW MIGHT WE

provide group-leaders with knowledge and training to effectively lead the group?

HOW MIGHT WE

provide more activities in the group to benefit women?

give them external courses to enhance skills	educate them, train them, support them	distribute responsbili- ties in the group	mix with other local groups	provide the group with a computer so they learn using it
using existing recources of BDM ogranisation	teach them on how to apply & use funds effectively	days when partici- pants lead the group -> a competition be- tween the leaders	engage in projects with helhedsplan local group	give women benefits if they lead the group e.g. discount at therapist
give them technical skills & training				external professionals give lecture & work- shops

Figure 16: Co-designing with the expert

Note: The empty spaces were left to generate & add more ideas together with the client

Using personas during the session helped to focus on the needs of the people we were designing for and was continuously used by BDM secretary to accept or discard ideas. This co-design session was more about developing ideas into concepts as compared to the open-ended nature of the first co-design session.

CONCEPTS

Based on the ideas generated during co-design sessions, I developed three concepts in terms of their relevancy to beneficiaries' needs and BDM national secretary's project goals. As mentioned earlier, to meet the needs of beneficiaries, the solution has to consider the challenges of BDM/group-leaders, as they are inter-dependent. Transforming several ideas into concepts helped me to narrow down from a wide range of ideas to three potential candidates, as presented below.

Concept 1 - Multi-cultural women's club

The idea is to combine the local group of Turkish women who also participate in the same activity center but on a different schedule. It is led by the coordinator of Amagerbro Helhedsplan, who is involved indirectly in Amager activity center as an external stakeholder of the service (chapter 3 -> specific stakeholder map) and supports BDM's efforts in general in the neighborhood. The strategy is to support the Pakistani women's group by improving organisation's relationship with their existing stakeholders. Since the coordinator has also helped BDM/group-leaders in finding the location and has the network and experience in working with ethnic minority women. The basic idea is to facilitate the participants to meet twice a week, where one of the days they continue meeting in their group and the other day they join the Turkish women's club who not only gather socially but also work on different projects such as the on-going sewing workshop (Amagerbro Helhedsplan, n.d.). The benefit for the Pakistani participants would be to easily access activities that will enhance their personal skills and at the same time staying in their cultural group. Another benefit is that BDM will not have to spare another day to lead the group, as helhedsplan coordinator will facilitate it.

Concept 2 - Bydelsleder

The concept name would be translated as city-share-leader inspired by the title of Bydelsmor as the idea is that BDM organisation will develop a new course that is about training and educating ethnic minority women to become leaders of local activity groups. Although the current journey of BDM/group-leaders (chapter 3) shows that BDM attended a course of

project leadership before establishing the local groups, however, the knowledge and training was not adequate enough to run a group of mainly elderly women. The course of becoming BDM focuses on knowledge about the local services and targeting mainly adult women facing isolation. Therefore, there is a need for developing a course that educates and train potential leaders on how to run a local group and facilitate the group with service offerings specific to elderly women. The course will be open for current Amager group-leader who will become a Bydelsleder and will not be part of BDM tasks anymore; current participants of Amager local group and other BDM in general to establish activity centers in other localities.

This concept focuses on the second brainstorming topic (chapter 4 -> brainstorm) i.e. the challenge of BDM/group-leaders, as once the leaders are trained in applying and using funds effectively, planning activities based on women's "needs" than "wants" such as teaching them Danish language and using a computer, invite volunteer professionals and so on, women will benefit from the service offerings as a result. Moreover, facilitating women with ways to not only gain benefits from available opportunities and local services but also actively contribute to the society by utilizing their skills. For example, women can give free cooking classes to teach Pakistani food recipes or help young Pakistani children with Urdu language. The group-leaders will promote the skills of the women and arrange the activities such as booking a kitchen in a local school for cooking classes.

Concept 3 - Together we sew!

The group facilitates participants in enhancing their sewing abilities and creating different products that can be sold on BDM official website and Facebook page, the money that will be earned will go to running the activity center. BDM organization will collaborate with different home decor companies such as IKEA whose HR manager is part of the board of directors in the organization (chapter 3 -> General stakeholder map -> Collaborators). The creative department of the company will work on different

projects with group-participants by arrange and facilitate workshops to teach them new techniques of sewing and stitching and creating interesting products as an outcome. On one hand, women will enhance their personal skills while the company will be promoted from the light of CSR social work. In this scenario, the group-leader will not have to invest time and efforts in planning and arranging activities to continue motivating women to participate, as the project will be led by external stakeholders.

4.3.1.

EVALUATION OF CONCEPTS

To evaluate the concepts, I analyzed the pros and cons of each concept and compared the service offerings with the needs of the beneficiaries and the goals of the local group project. The aim was to choose one of the concepts that seemed most realistic and relevant to be further developed as a final solution.

Fig. 17 presents the advantages and disadvantages of each concept.

While analyzing, it became evident that the **concept 1** - *Multi-cultural* women's club has many shortcomings especially the responsibility on helhedsplan coordinator to lead two groups of women at the same time would be challenging that she might not agree with the notion.

Although **concept 3** - *Together we sew!* gives the women the opportunity to enhance personal skills but it is a limited kind of activity where sewing/stitching/knitting is the only skill women can improve, lacking the focus on the need to make women self-dependent. Further, the interest of collaborator is key in this case and their expectations and women's expectations and motivation to do something creative might be on a very different level.

Concepts:	Multi-cultural women's club	Bydelsleder	Together we sew!
Pros:	- More activities - Socializing with oth- er cultural women - Enhance personal skills	- More activities - Enhance and learn new skills - Become self-dependent - Play active role in society Involvement of participants in leading the group	- Gain funds for the group - Promotion of women's skills - Enhance personal skills - Gain sense of responsibility
Cons:	- Lack of space in center - Extra responsibility on helhedsplan coor- dinator - Requires interest of collaborator and beneficiaries Lack of opportunities for women to become self-dependent	- Requires funds & resources to develop the course - Requires beneficiaries interest	- Requires collabora- tors' and beneficia- ries' interest - Limited to one kind of activity - Different expecta- tions involved - Lack of opportu- nities for women to become self-depen- dent

Figure 17: Evaluation of Concepts

Concept 2- Bydelsleder seems the most relevant in terms of meeting beneficiaries' needs: become self-dependent by not only enhancing personal skills but also attaining new skills to help them sustain in the society. Further, it also intends to tackle the challenge of BDM by involving participants in becoming group-leaders. While the main potential challenge to develop the service is the course development costs and motivation of beneficiaries to become group-leaders.

Hence, Bydelsleder is the selected concept that I proceeded with to further develop and specify the details of the solution and ways to overcome the barriers in its implementation process.

THE CHOSEN CONCEPT, BYDELSLEDER

To further develop the chosen concept, understand the realistic challenges and get initial feedback on it, I went through the concept with BDM national secretary. She agreed with the need of developing a course for group-leaders, as it is not the same target group of beneficiaries that BDM is trained for in providing support. To initiate the course, the main concern she indicated is the interest and support of KK that will provide funds and resources to develop the materials, the instructor and engage local actors to be part of the course. Apart from that, she not only approved the concept but further generated ideas on the kind of volunteer activities women can do and how the group-leader can facilitate them. She commented that doing volunteer work will give women a purpose in life and a direction to move forward with. The suggestions for the concept were taken into consideration and the service offerings were finalized, as elaborated below.

BYDELSLEDER

The chosen concept is named as "Bydelsleder" with the intention to relate it to the name of the organisation and the most important stakeholder, Bydelsmødre. As bydelsmødre is the title given to the women who complete the 4-month course gaining knowledge of the local area and training in approaching the beneficiaries. The same applies to women becoming Bydelsleder but are educated and trained in leading and running a local group of isolated ethnic minority women that are mostly elderly. It should be a group of 3-4 bydelsleder including both elderly and adult age group of women, who will run the local group as a team. Therefore, it will not be a burden on a single leader, but tasks can be divided and the collaborative work will help them share each other's competences and knowledge for delivering a better service to the beneficiaries.

The potential bydelsleder include the participants of Amager local group, the existing group-leaders (BDM) and other BDM. BDM will become Bydelsleder so they will not further have to perform tasks as a BDM, instead entirely focus on running the local communities. This notion was suggested by BDM national secretary as she pointed out the example of

some Bydelsmødre who only focus on working with refugees and no longer undertake BDM tasks.

THE COURSE

The contents of the course will be specifically designed to educate and train ethnic minority women to become bydelsleder (group-leaders) to be able to establish and run local communities in line with needs of the beneficiaries. Some of the topics may include knowledge about the opportunities and services in the neighborhood that elderly women can avail e.g. to improve health or do activities that interest them or have the skills for. After becoming a bydelsleder, they should be able to apply for funds, use funds effectively, plan out relevant activities for the group and so on, which are also the project goals (chapter 3 -> synthesis of findings). The course should also train them in using computer that is new to them such as making doctor's appointment and checking nem-id, e-boks, bank etc, so they can further pass the knowledge and skills to the beneficiaries.

COMMUNITY BUILDING

The purpose of the concept is to build a local community that will facilitate ethnic minority women with ways to combat social isolation and loneliness as well as to become self-dependent. It is rather a community than a local group where women not only gather for socializing and spending time to overcome loneliness but it steps further by providing opportunities to empower them, give them tools to learn and enhance skills so they are no longer dependent on their children/extended family to perform everyday tasks and hence, can move forward in their lives. Furthermore, women will have a purpose and a direction in life by using their skills in benefiting others and in return explore new skills in themselves. Some of the examples of volunteer works that women can do based on their interest and skills: free cooking classes, help Pakistani children with Urdu homework or teaching Urdu, sewing or knitting products for different causes and visiting old-age homes to spend time with Danish elderly. The local services are available to facilitate activities e.g. computers can be booked in borgerservice (citizens service) or a kitchen in a local school

SUMMARY OF IDEATE

be booked in borgerservice (citizens service) or a kitchen in a local school to arrange cooking classes, this is where bydelsleder acts as the "missing link" to mediate and bridge the gap between beneficiaries and these local services. The service concept as a design intervention will help the diffuse designing capability to emerge and increase its capacity to contribute to the society.

The Ideate Stage was started with brainstorming followed by the co-design sessions with the beneficiaries and the client. Based on the ideas generated, three concepts were shortlisted and their pros and cons were evaluated in relation to beneficiaries' needs and project goals. As a result, Bydelsleder was chosen to be the fundamental concept and the service offerings were specified together with the expert.

After finding the potential solution, the next step is to develop and iterate the concept by using relevant service design tools and prototype a particular aspect of the service for critique session with the beneficiaries and other relevant actors. The objective is to improve and refine the concept to get closer to the right solution, ready to be delivered to the client.

PROTOTYPE & TEST

- 5.1. New Stakeholder Map
- 5.2. Motivational Matrix
- 5.3. New User Journey
- 5.4. Prototyping
 - 5.4.1. Validating w/ Beneficiaries
 - 5.4.2. Validating w/ KK
 - 5.4.3. Outcome
- 5.5. Service Blueprint
- 5.6. Community Canvas
- 5.7. Suggestions for Implementation
- 5.8. Summary of Prototype & Tes

Once the promising concept is selected, the next step is to further develop and detail the service concept by employing various service design tools and prototyping a specific aspect of the service for validation and test. It is an iterative process of getting closer to the best possible solution as it's though trail and error and constant refinement that ideas are developed, which is the third stage of social innovation (Murray et al., 2010).

During this stage, the concept is visualized and communicated by using stakeholder maps, motivational matrix, user journey map, community canvas and the service blueprint. Moreover, a storyboard was created as a quick prototype for the beneficiaries and other key stakeholders to interact with for the purpose of concept validation and eliciting feedback. It is considered a concept validation phase of the process, rather than the service testing due to low fidelity prototype. At the end of this stage, I will present the next steps for the client to proceed with to implement the proposed solution.

NEW STAKEHOLDER MAP

To identify the relevant stakeholders of the service, their influence on the service and the kind of interactions formed, a new stakeholder map was created for the Amager local group. Fig. 18 shows the existing as well as the new stakeholders involved in the service and the way they interact with each other.

The core represents the key stakeholders of the service that includes participants and the group-leader i.e. bydelsleder, as they co-create value in building and running local communities. The group-leader play a key role in mediating between participants and other stakeholders involved in the service. The direct and indirect stakeholders are grouped into three categories: *supporters*, *collaborators* and *local services*, based on their shared functions and interactions with the core. While the stakeholders without any category are placed under other.

Supporters

The category supporters include stakeholders that are linked to the group-leaders in the core by controlling support and information flow. BDM organisation as the service provider lays the foundation for establishing these communities by supporting and training volunteers to become bydelsleder. In the previous stakeholder map of Amager local group (chapter 3 -> specific stakeholder map), only BDM national secretary was involved in the service, however, BDM organisation is now involved as a whole to improve their engagement in the new service offering. Another key supporter of the service is Copenhagen Municipality (KK) that provides funds and access to the network of local services to facilitate the course for bydelsleder. An improved relationship between KK and group-leaders is formed where resources and information flow directly to group-leaders rather than through BDM national secretary.

Collaborators

Collaborators involve stakeholders that are more closely interacting with the group-participants than group-leaders by providing resources. Some of the existing collaborators of BDM organisation are involved as the new collaborators of the service that may provide funds, facilities and services. For example, Try Foundation and Heart Foundation have previously conducted workshops with BDM on creating a cookbook of healthy food recipes, which could be relevant for group-participants, hence included as the collaborators. In addition, NGOs are entirely new stakeholders that may facilitate different volunteer activities for participants. Kemoheads could be an example of such an NGO or volunteer project that is run by an individual creating knitted caps for cancer patients that may collaborate with participants (Kemoheads, n.d.). In these cases, the group-leader is only acting as the mediator of giving and receiving information between participants and collaborators.

Local services

It involves the services that are available in the locality. In case of Amager, several local services play an important role in providing resources for the facilitation of activities for participants that were not involved previously (chapter 3 -> specific stakeholder map). As mentioned by BDM national secretary (appendix 2), there are many opportunities in the local area for these women to help them become active and self-dependent but the "missing link" can guide them in availing these services. Hence, the information flows through group-leaders but the resources are directly employed by participants.

Other

The direct stakeholders in other interact with the core in terms of information flow, however, the indirect stakeholders except volunteer's coordinator are not necessarily interacting but may indirectly influence the service or the decisions of the stakeholders from an environmental or social context.

Chapter 5: Prototype & Test

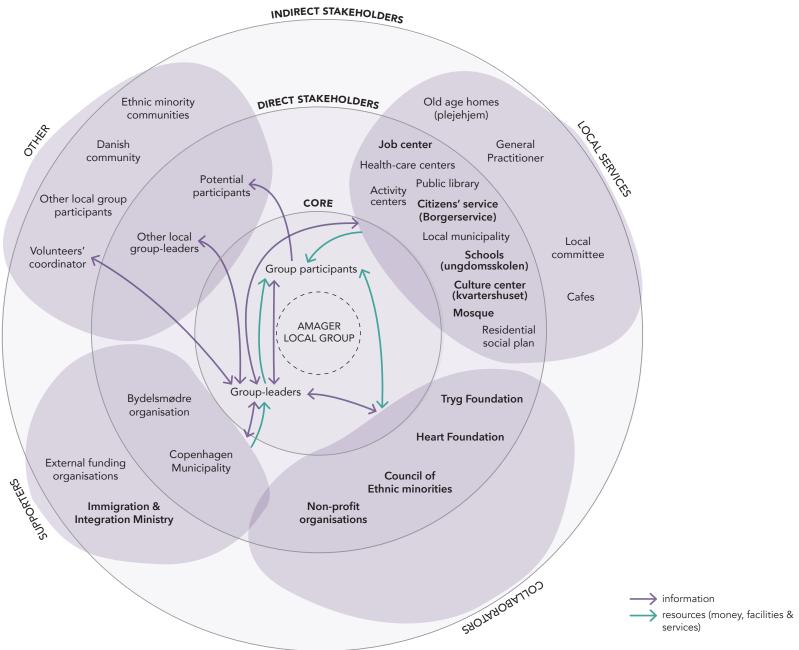


Figure 18: New Stakeholder Map

Note: Text in bold represents the new stakeholders of Amager local group

Chapter 5: Prototype & Test

MOTIVATIONAL MATRIX

A network of different actors will be involved in co-producing the proposed service concept on the basis of their specific interests and benefits. For this purpose, it is important to clearly state "the motivation of each actor to participate and the reciprocal expectations between actors". Therefore, the motivational matrix, introduced in the EU-funded HiCS project, was applied to understand and visualize the functional relations between actors of the service system, represented in fig. 19. Further, it helped to reflect on the role of each actor and their expectations in cooperating with each other.

As shown in fig. 19, the motivational matrix gathers the key stakeholders involved in the solution and their expected benefits, giving rise to interactions between them (Service Design Tools, 2005). The highlighted sections indicate the most important aspects of gains and gives.

(Fig. 19 is presented on the next page)

Gives to	Participants (beneficiaries)	Leaders (bydelsleder)	BDM org. (service provider)	KK (key suppporter)	Local service providers	NGOs	Other collaborators
Participants (beneficiaries)	- value - shared experiences - sense of local community	- sense of leadership - trust & reliance - sharing tasks	- new members - potential bydelsleder - promotion	- trust - involvement in activity centers	- making use of available offerings	- skills - volunteer work - support efforts	- participation in courses/workshops
Leaders (bydelsleder)	- trust & reliability - support & guide - facilitate activities	- exchange info - support by sharing tasks - assistance	- volunteer hours - info - new beneficiaries - support	- volunteer work - support efforts - info & report	- access to ethnic minority women - info	- info - exposure - serve as a mediator b/w women & NGO	- info - mediator b/w women & collaborators
BDM org. (service provider)	- support - info - trained leaders	- courses - support - info	- collaborative working - reach goals	- info - access to ethnic minority women - volunteers	- info - support efforts	- awareness on promotional channels	- info - promotion - support efforts
KK (key suppporter)	- support - funds - promote women's needs	bydelsleder coursesupportaccess to localservicesincentives	- course development - support - info	- reach goals - improve citizens' life quality	- info		
Local service providers	- access to resources & facilities - promotion of women's skills	- support - info - access to network - location	- course development - support - info	- support - network of profes- sionals & experts	- network - support - share info	- promotion of efforts	
NGOs	- facilitation of activities - skills & knowledge - promotion	- info - exposure - new experiences	- promotion				
Other collaborators	- courses/workshops - info - resources	- funds - incentives - support - courses	- funds - support - resources - promotion				- support - may collaborate

Figure 19: Motivational Matrix

NEW USER JOURNEY

To visualize the user experience of the new service along with the touch-points, a new user journey was designed. The journey is viewed from the perspective of the group-leader as the concept focuses on 'before' phase of the service when the potential leader is given the knowledge and training in establishing and running the local communities, in other words, becoming a bydelsleder.

As seen in fig. 20, two different journeys are mapped out: the purple arrows denote the specific journey of Amager potential bydelsleder (group-leader) while the green arrows represent the general journey of potential bydelsleder for other districts.

The journey of group-participants 'before' joining the local community and 'after' leaving the service domain remains the same except that they go through participation in various activities 'during' the service. Therefore, it did not require creating a new journey map for the service beneficiaries.

(Fig. 20 is presented on the next page)

Icons used in the user journey:

Potential bydelsleder (Amager local group)

Other potential bydelsleder

Shared journey

Continuous journey

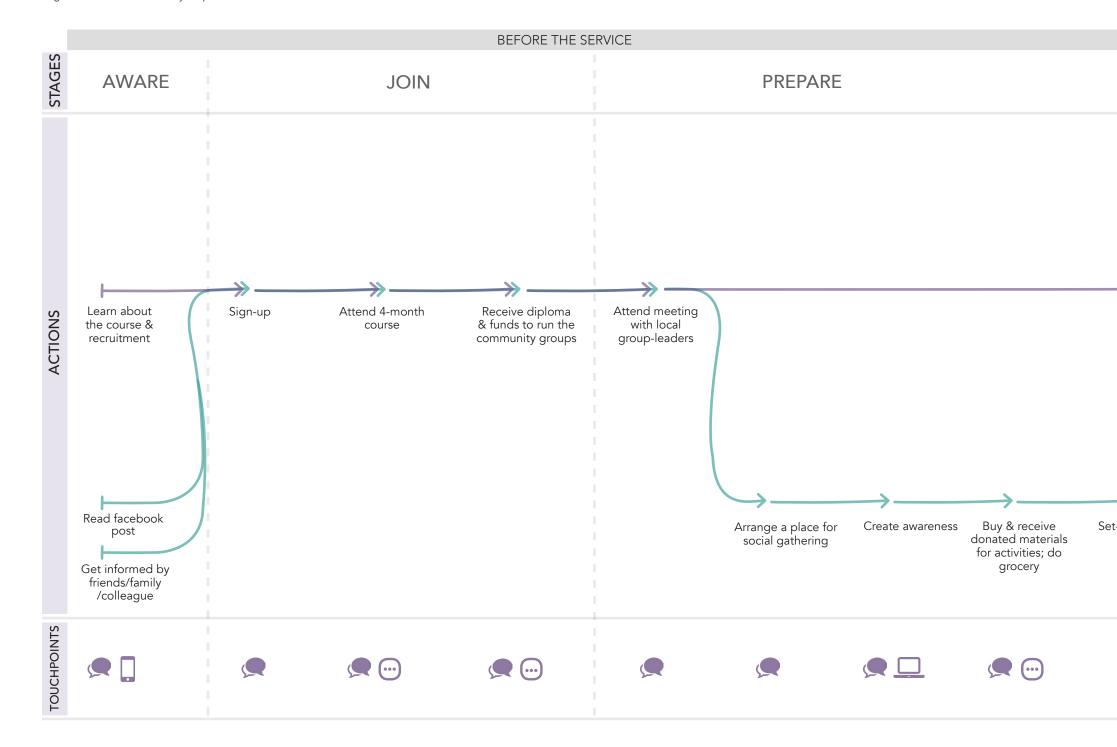
face-to-face

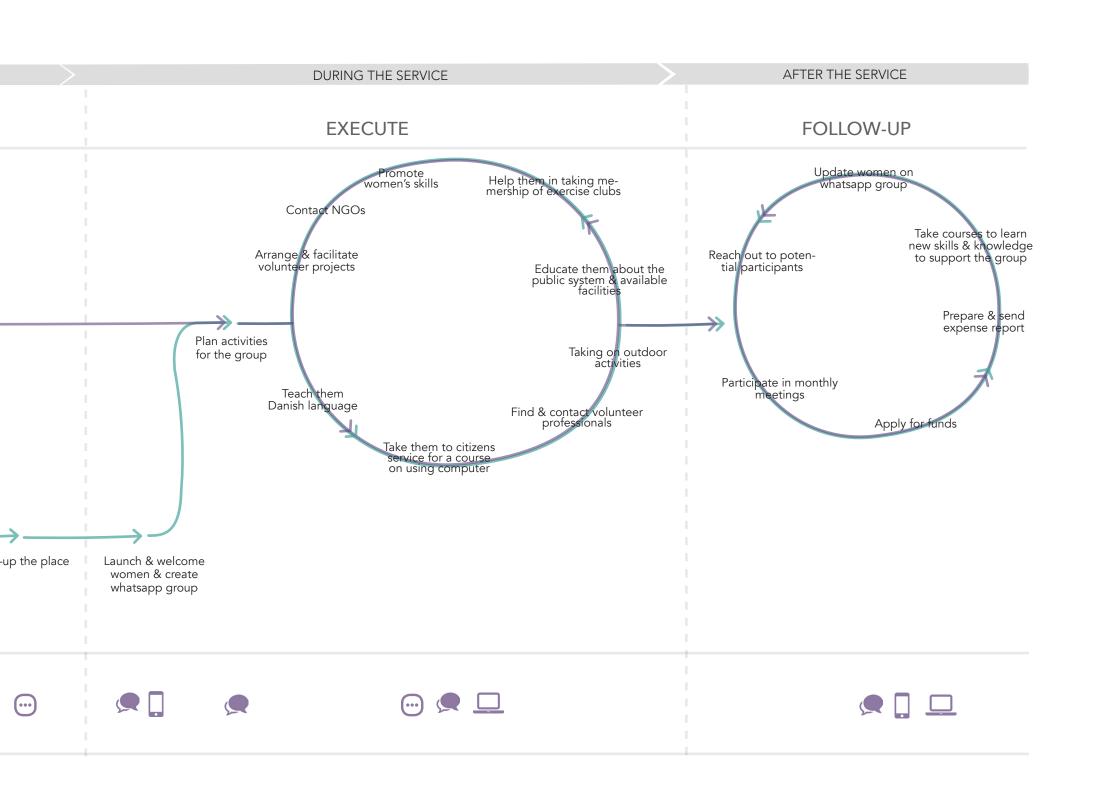
web

physical material/things

mobile

Figure 20: New User Journey Map





PROTOTYPING

Contemporary social innovation focuses on rapid prototyping to quickly learn and dive into practice without using formal evaluations or tests. The driver to progress with the idea is to go through multiple stages of prototyping that are time-efficient, cost-effective, tangible and create feedback loops with the users and providers (Murray et al., 2010). "A prototype is anything that the user can interact with" or experience (Plattner, n.d.). Here, I used my design expert knowledge and tools to conceive and create a service artifact i.e. a storyboard to visualize and evaluate a particular scenario of the service (Manzini, 2015). As the name implies, storyboards are stories that allow capturing the experiences of people using the service to provoke meaningful analysis and evaluation of the situation and the context. Using a storyboard helped me walk the beneficiaries through imaginary scenarios of the service situation. (Stickdorn & Schneider, 2011)

By zooming-in to a particular activity in the 'during' phase of the journey of bydelsleder and the local group participants, a series of illustrations was created in fig. 21. The aim was to validate the concept with both the Amager participants and potential bydelsleder, therefore, the situation where their interaction and roles are perceptible was illustrated.

Further, a meeting was conducted with an expert from KK, who approached BDM organisation for the support of BDM in initiating the elderly project in 2016. The purpose was to validate the concept from the perspective of KK, to identify their expectations as the key supporter and funder of the service and to get suggestions on the implementation plan.

DESCRIPTION OF THE STORYBOARD

Fig. 21 illustrates that bydelsleder is arranging a volunteer activity for participants whereby she finds about the Kemohead project that create handmade caps and other products for cancer patients in the hospital voluntarily. In the first scene, she calls the contact person to find details about it. Then in the second scene, she informs women about the project and lists the number of sign-ups who want to take part in the project. The bydelsleder confirms women's participation and reads the recipe and required materials on kemohead website. She also creates a Facebook post to ask for donation of materials. Later, she receives the donation while the peer bydelsleder buys some of the materials. They work on creating products as prescribed in the recipe and lastly, the two bydelsleder take these women to the hospital to hand-over their handmade caps directly to cancer patients. That is how the women can empathize with others, feel empowered that they are also able to give back to the society and become more motivated in doing such activities.

Following presents the process and outcome of the critique sessions with:

- 1) potential bydelsleder and participants
- 2) KK as the key stakeholder using the storyboard.

(Fig. 21 is presented on the next page)

Scene 1 Hi, I would like to know love to tell you about it.

about kemohead. 000

Becomes aware of the organisation (kemohead) from the monthly meeting of groupleaders & calls the contact person to find more about it

Scene 2



Informs the women about the project and their contribution to it, and lists the number of women who signed up

Scene 3



Reads about the recipe and the materials needed on kemohead website and create posts on facebook to ask for donation of materials

Scene 4



Receives the package of donated materials and the other group-leader buys rest of the materials from the shop

Figure 21: Storyboard

Scene 5



Scene 6



Takes the women to the hospital with the finished products & gives it to the patients themselves

CONCEPT VALIDATION W/ BENEFICIARIES

During the critique session with potential bydelsleder, the focus was on her role of arranging a volunteer activity for the participants in the storyline. On the other hand, with participants I emphasized on the situation of them sewing/knitting voluntarily. Since it was not explicitly clear while empathizing that these women are interested in doing volunteer works, it was also the reason for choosing this particular situation of interaction. Instead, it emerged during brainstorming and co-designing with the expert on the topic of arranging activities to benefit women. During the session, I explained the scenes in Urdu and also mentioned examples of other activities such as learning computer to use nem-id etc., free cooking classes or teaching Urdu.





FEEDBACK & SUGGESTIONS

- As the bydelsleder is appointed different responsibilities, to motivate women to become a bydelsleder would require some form of incentives, even anything small e.g. cheaper foot therapy, free ticket to cinema or theatre etc.
- Almost all the respondents want to learn using a computer or ipad for the purpose of checking e-boks, bank and making doctor's appointment.
- Many women find it interesting and exciting to give cooking classes and helping school children with Urdu homework, as they like having younger people around in the group to give them a sense of community than merely a group of elderly women.
- Some women would want to gain something in return from doing social work, such as learning new skills. In the service situation of the storyboard, it could be that someone from Kemohead can visit and teach women knitting techniques as not many are familiar with it but are interested in learning it, for instance crochet. As a result of creating caps, they will gain knitting skills.
- They like to stitch and sew more than knitting, so if they can also get projects to stitch accessories like aprons, tablecloth etc. and some professionals can teach them new techniques, many would be interested.
- It could also be that women make products to be sold out on different events or summer festivals, and the money can be spend on running the group.

CONCEPT VALIDATION W/KK

After the concept validation with the beneficiaries, it became clear that although women need some support from bydelsleder, they are motivated to use their skills for others and gain new skills at the same time for their personal benefit. Becoming self-dependent is the driver of their motivation and is also the project goal set by BDM national secretary in which bydelsleder plays a the key role in in facilitating the group with such opportunities. However, it requires the support from the top i.e. the municipality that needs capacity building to be able to support the local community initiatives. Consequently, a meeting was conducted with a consultant in the department of Health and Care Services (SUF) in the city of Copenhagen. In addition to validating the concept, the purpose was to get their perspective on the context of the project i.e. isolation of ethnic minority women and to discover their efforts in solving the societal challenge. Along with the storyboard, I also summarized the key findings using the personas to spark discussion on the context and problem area. Due to short time for the meeting, it was not possible to discuss all the points of concern.

FEEDBACK & SUGGESTIONS

- Agreed that there is a need for developing a course for bydelsleder to give them the right training and knowledge, and the need to spread such communities in other local areas to combat loneliness in the society
- Interested in the service concept, however, pointed out a few concerns related to interests of key stakeholders, motivating women to become bydelsleder and the challenge of arranging a proper location in other districts where women are comfortable participating.
- Regarding women visiting the hospital in the last scene of the storyboard: the hospitals might not agree due to hygiene or other health reasons. It could be instead the old age homes women can visit and do volunteer works for.
- A similar project has been initiated by peder lykke center from 2017-2019 for ethnic minority women to sew/knit products for a cause, who might be interested in supporting similar activity for Amager group.

OUTCOME

Based on the findings from concept validation, a few changes are made to the original concept. In the storyboard, the bydelsleder facilitates the stitching/knitting workshop; instead it would be the project owner of Kemohead who will visit the group and actually facilitate the activity by teaching new techniques to women, as not many are familiar with knitting skills. In addition, the bydelsleder can get some incentives to stay motivated leading the group, it may be discount to physiotherapists, foot therapist, exercise club, steam bath, swimming club etc. in accordance to their needs.

The changes to the concept are highlighted in the service blueprint and the community canvas as the final representation of the service.

SERVICE BLUEPRINT

A service blueprint is a detailed visual schematic of all the individual processes that form the entire service incorporating the perspectives of the user, the service provider and other relevant actors (Stickdorn and Schneider, 2011). It is used as a comprehensive tool to specify and detail the role of each actor involved, whether it is a person or non-human actor and map out the interactions between them through various touch points. Although the underlying principles of making the blueprint are the same, the design and content may vary by addition or subtraction, depending on the service and the project purpose. (Polaine et al., 2013) Many traditional blueprints involve frontstage/backstage/line of visibility & interaction to outline the customer-facing perspective, however, in the proposed service the participants do not take the central role. Rather it involves multiple actors and more complex service scenarios and touchpoint interactions. Therefore, blueprint+ by Polaine et al. (n.d.) was employed as it gives the possibility to map out actor-actor interaction and explore the dynamics of the service without any frontstage/backstage paradigm. Although Polaine et al. (n.d.) also incorporates timeline in the blueprint to show the amount of time spent in each activity, it is not included in the blueprint as the service delivery and experience is not time-sensitive.

Fig. 22 shows the blueprint for the service concept, *Bydelsleder*, developed on the basis of the new stakeholder map by charting the key stakeholders involved in using and delivering the service. The blueprint is generic mainly with regards to 'before' phase of the journey, however, is partially specific to a volunteer activity highlighted in darker purple color.

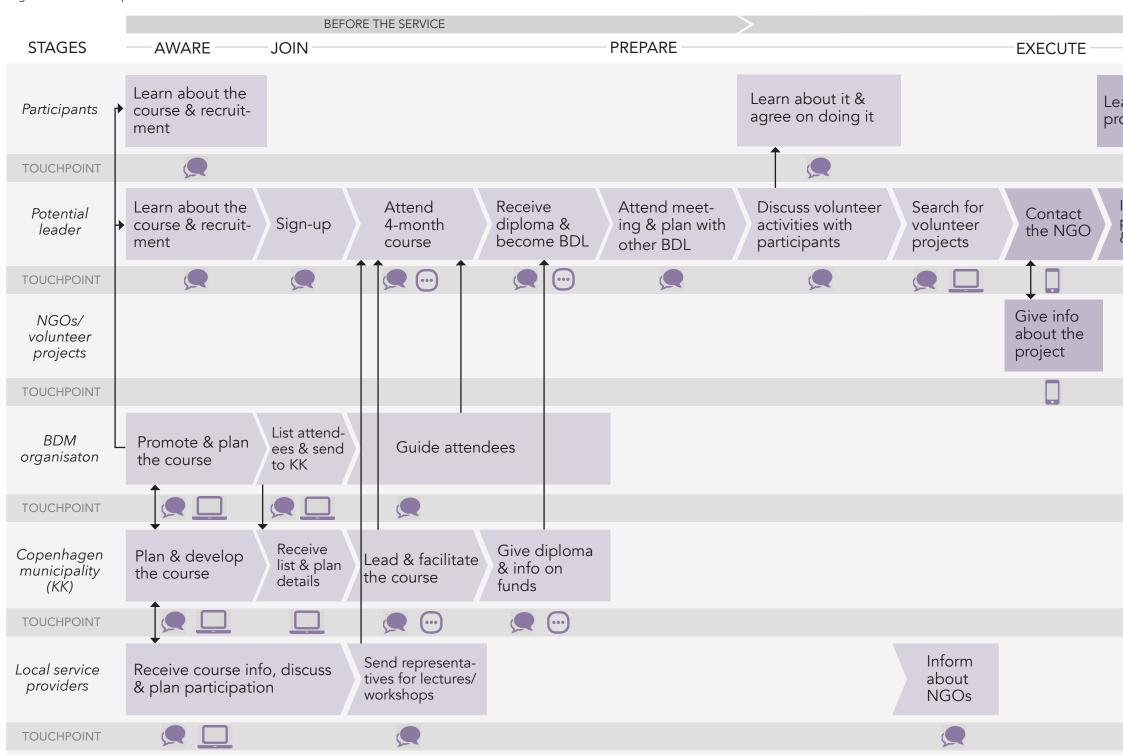
The process started out by sketching the blueprint grid including the stages on the horizontal axis and the stakeholders (or systems) along the vertical axis. The same set of stages was used as in the new journey of potential bydelsleder: Aware, Join, Prepare, Execute and Follow-up. The frontstage/backstage paradigm is converted into actors' roles, which consequently removed the single line of visibility and interaction. Instead each actor is given a line of touchpoint directly beneath their activity line to map the interaction between each role and their individual touchpoints. Different forms of touchpoint interaction are represented by icons, and the flow of information by arrows. (Polaine et al., n.d.)

(Fig. 22 is presented on the next page)

Icons used in the service blueprint:

information flow
face-to-face
web
physical material/things

mobile



COMMUNITY CANVAS

A community canvas was created to understand and identify the details of the service with regards to the purpose and core values of building such a community, the value and meaning it gives to its members and the way it is organized and structured. It is defined as a type of organization that provides framework to bring people together, build trust, support and long-lasting relationships with each other. The canvas developed by Pfortmüller et al. (2017) was used, as presented in fig. 23 that helped me to analyze the core ingredients needed to run and establish meaningful and strong communities.

The canvas gives the overview of the entire service through its three sections containing different themes:

1. Identity:

Representing the core of everything, involving questions of belief, and influences other parts of the community. It includes the themes about purpose of community's existence, identity of its members, the value it creates for its members, defines the success criteria and the brand image expressed.

2. Experience:

This section is about perceiving the community from members point of view including themes regarding selection and transition of members (the way they join and exist the community), experiences shared by members, rituals and traditions that enhance the community experience, the kind of content creating value for its members, the set of membership rules and the different roles member play in the community.

3. Structure:

The third section focuses on organizational structure that gives stability to the community in the long run. It comprises of defining the leaders and their motivation in running the community, the actors involved and the way decisions are made, the plan for financial sustainability, the channels & platforms needed in fulfilling members' needs and communicating and lastly, the way data about members is managed.

(Pfortmüller et al., 2017)

(Fig. 23 is presented on the next page)

SELECTION

Open for all ethnic minority women No age requirement Members join whatsapp group

RITUALS

Welcoming & introducing new members Going out on tours once a month Celebrating cultural & religious festivals Eating together

SHARED EXPERIENCES

Doing activities and volunteer projects Sharing experiences, knowledge & stories Sharing opportunities & facilities in the group

CONTENT

Stories of communities promoted on BDM promotional channels Spread the word faceto-face Info communicated through bydelsleder Planning & evaluation

once a month with

TRANSITION

Inactive members less likely be selected for going on outdoor tours - to motivate them to re-engage Active members contact inactive ones to re-engage them

RULES

Expected to inform about participation

Debates on political & religious matters are to be avoided Equal rights & share of involvement

ORGANIZATION

BDM org. is the service provider Bydelsleder gets training to run & lead the communities

GOVERNANCE

Collaborative decision-making - BDM secretary, bydelsleder & members are also invited

FINANCING

KK is the main funder; Immigration & Integration Ministry finance the course; external funders; internal crowd-funding (in future)

PURPOSE

Facilitate activities to combat isolation among target group; make them self-dependent & a contributor to the society

IDENTITY

of society & opportunities; dependent on others on on one of pointy level; more womened to content of points, more womened to the points, replications of points, replications

Admowledge womens, new social principle gap by womens, principle gap by womens, principle gap by womens, principle gap by womens, principle gap and principl Diversity; appeal to women's needs & values; communicate on the ty Ethnic minority women facing loneliness; wants to stay active; unaware

Social scrivity level; more wonnen able to scrivity level NOITINITION

ROLES

3-4 women are bydelsleder (group-leaders)

Members take different roles during activities such as leads cooking session, or help others

CHANNELS & PLATFORMS

Local services to support activities with facilities & promote Word of mouth Update members on whatsapp group

DATA MANAGEMENT

Bydelsleder registers no. of participants everytime; participate in monthly meetings to share data & insights; make expense report & send to KK & other funders

SUGGESTIONS FOR IMPLEMENTATION

This section gives recommendation to the client i.e. BDM organisation on the next steps to be taken after I as the design expert leave the domain.

CONCEPT EVALUATION

The first step would be that the BDM organisation continues with more rapid prototyping and concept validation before starting the implementation process. This is relevant because there are yet other aspects of the service that require evaluation before investing on it, particularly to see if women would be interested in undertaking the course and the tasks of a bydelsleder. To do so, a prototyping workshop can be conducted with BDM and participants of Amager local group as well as Vesterbro local group and BDM of former local groups. Creating a storyboard would be a pertinent choice of a prototype as storytelling is something the client already uses as a tool to communicate about the BDM course to ethnic minority women. It would be suggested to keep the concept open to new ideas and feedback from the workshop participants.

SERVICE DETAILS

After evaluating the concept with potential bydelsleder, the next step is 'sustaining', the fourth stage of social innovation that involves sharpening and streamlining ideas to move forward with innovation (Murray et al., 2010). I would recommend involving the different internal actors of the organization from board of directors to BDM in decision-making and detailing the individual aspects of the service. Further, approaching key supporter of the service i.e. KK to present the concept, create an understanding of its relevance, detail the course development and identify funding to ensure the long-term financial sustainability and commitment to the new service. It is important to build a collaborative working relationship with both internal and external stakeholders to get a holistic and multiple viewpoints on the service. Multidisciplinary and collaborative working allows "transfer of hidden or tacit knowledge between stakeholders, which is essential for reaching innovative outcomes" (Kimbell, 2009).

SUMMARY OF PROTOTYPE & TEST

In the prototype and test phase, various service design tool were used to demonstrate the feasibility and usability of the service to help understand the way the service will work and the resources and stakeholders needed to develop and deliver the service. A storyboard was created as a low fidelity prototype to evaluate a particular aspect of the service offering, considered the concept validation rather than testing stage. Based on the learnings from validation, the final concept is presented as a service blue-print, followed by suggestions for implementation for BDM organisation.

CHAPTER 6

CONCLUSION & REFLECTIONS

- 6.1. Project Conclusion
- 6.2. Methodology Reflections
- 6.3. Process Reflections
 - 6.3.1. Recommendations

The chapter concludes the project case with discussion on the service concept, reflects upon the methodology and the process, and lastly, gives recommendations to the client and service designers.

PROJECT CONCLUSION

The iterative research process started out by gaining general insights about the organisation, the service offerings, beneficiaries and the core values, followed by in-depth research into a specific area of concern. Recently established local group in Amager for social gathering of Pakistani isolated women led by BDM was the case study for investigation. It is the continuation of a 2-year elderly project initiated by KK in cooperation with BDM organisation in four districts with the aim to combat isolation and loneliness among elderly women of ethnic minorities.

Through immersion into the field, expectations and needs of the group-participants, the challenges faced by the group-leader/BDM and project goals set by BDM national secretary were discovered. The participants want to do more activities in the group that will help them become independent, which is also the project goal. However, the burden of responsibility to arrange activities is on the group-leaders that are also appointed other tasks as a BDM and lack knowledge about opportunities for elderly women. In other words, Amager local group lack facilitating activities according to the needs of participants and the reason being the lack of time and training of group-leaders/BDM in arranging the activities.

Through co-design sessions with beneficiaries as well as the expert, ideas were generated and concepts were developed that led to selecting the potential service concept, bydelsleder. As the name relates to bydelsmødre, it is another line of education and training for ethnic minority women to undertake to become a bydelsleder i.e. leaders of local community groups. The aim is to educate the group-leaders about the available services and opportunities for seniors and train them with relevant skills, so they can pass them on to the beneficiaries. The concept is envisioned as a local community where women not only gather for social purposes, but also learn knowledge and skills to be able to take care of their lives independently. Moreover, facilitating activities that not only enhance their personal skills but also use them to contribute to the society such as through sewing/knitting products for social causes.

Building such local communities require collaboration between various

stakeholders including BDM organization, KK, local services, bydelsleder and beneficiaries to address the societal challenge and build the capacity to act. The service offerings combine many elements in a new way from benefitting the ethnic minority women in becoming self-dependent and combating isolation to also contributing to the society. Consequently, over a long period of time, it may bring a systemic change that is the ultimate goal and the last stage of social innovation, which although slowly, entails changes to concepts, mindsets and economic flows (Murray et al., 2010). The needs and values of ethnic minority women will be recognized, they will not only be seen as people with needs but, given the opportunities, many can become solvers of their own problems and contributors to the society, and the life quality and life expectancy will rise, hence, bringing socioeconomic benefits by reducing costs on healthcare and other care services. This is what Manzini (2015) calls as radical innovation which is about changing the outlook towards the problem and reformulating the questions to generate answers.

In this scenario, I as a design expert has triggered and facilitated the existing case of social innovation that was an outcome of diffuse design to make it more effective, accessible and potentially replicable (ibid.). Different qualitative methods were used to trigger starting social conversations with the people concerned and the key stakeholders, where valuable insights were obtained, particularly through contextual interviews and ethnographic fieldworks. Further, I employed user journey map to facilitate a workshop with local group-leaders/BDM that allowed me to identify needs and pain points, however, it was also challenging to communicate the tool with the attendees. To overcome the challenge, I pre-designed the map based on the findings and went through it with them in form of an informal conversation. In addition, to facilitate co-design sessions, using the expert creativity and design knowledge I created a design game for beneficiaries to spark ideas. Conceptualizing and communicating the service through prototypes is relevant in supporting diffuse design processes (Morelli & Götzen, 2016), where I created a storyboard not only for concept validation but also to trigger social conversation with the municipality i.e. the top-down activity where the change starts.

METHODOLOGY REFLECTIONS

Based on the Plattner's Design Thinking Process, five stages i.e. Empathize, Define, Ideate, Prototype & Test served as a frame for the project. It provided an iterative solution-based approach to problem-solving, particularly in addressing the wicked problem. Although it may seem a linear Design Thinking Process with one stage leading to the next and concluding at the test stage, in reality the process was non-linear and non-sequential yet systematic at the same time (Dam & Siang, 2018). Switching between stages, concurrently conducting and repeating them several times from understanding people's needs (empathize) to reframing and identifying the problem (define) to generating ideas and conceptualizing (ideate) to building artifact (prototype) to validating and finalizing the concept (test). This flexible and iterative approach to design helped to use the attained knowledge from later stages to feedback earlier stages, creating a perpetual loop of gaining new insights, understanding and redefining problems and solution spaces (ibid.). Fig. 24 is created to give

an overview of this non-linear process of the project.

The methodology allowed focusing on collaborative design processes by involving the client, users and other relevant stakeholders close throughout the entire process. Further, as a human-centred design approach, it enabled me to consider users as experts of their experiences, where I implemented the notion of designing with people rather than for people. As the design activity is on-going and never tails off especially when designing with communities and involving different actors (Sangiorgi & Prendiville, 2017), the next steps for continuing the design process & its implementation were suggested to the client. Although the methodology was helpful in guiding the entire design process, it lacked giving a clear understanding on the way the process should continue and perform in the delivery and implementation phase.

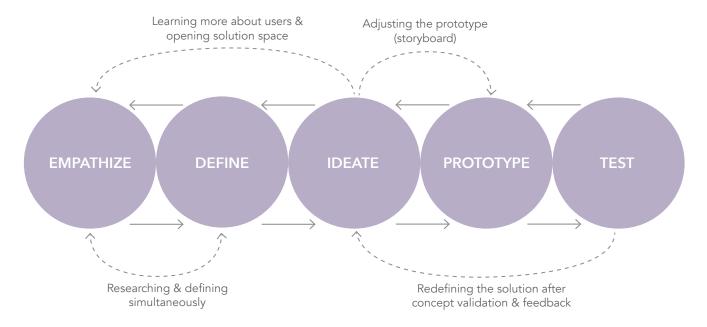


Figure 24: Methodology Reflections - The Design Thinking Process

During each stage, various service design tools and methods were employed whereby I attempted to customize them to find a workable combination based on the context and relevancy. Due to time and resource limitations, a quick and low fidelity prototype of a particular aspect of the service was created for evaluation. Despite being quick and inexpensive, the prototype could only be interacted in a single way, lacking reflections on the feel and nature of the service and actual user experience. Conseq-

uently, the test phase of the process was rather a concept validation phase due to the low fidelity prototype lacking communicating the service in its entirety.

Fig. 25 shows the final overview of all the carried out activities and the employed methods and tools along the fives stages of the process.

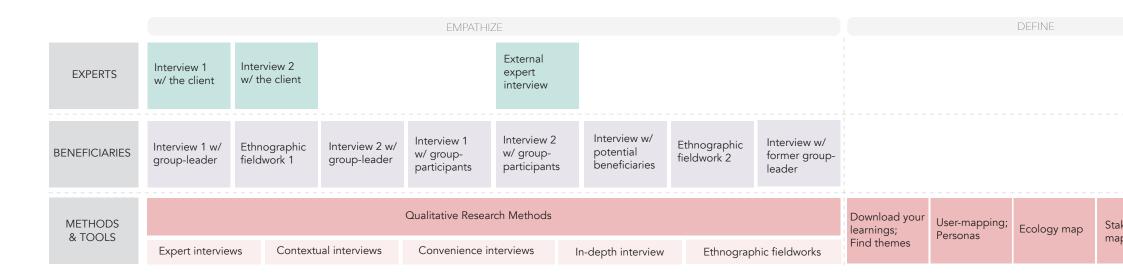


Figure 25: Overview of the entire process of activities and the applied methods & tools

		IDEATE				PROTOTYPE & TEST					
				Co-design w/ the client	Pre-evaluation of concept w/ client				Concept validation w/ KK		
	User journey workshop		Co-design w/ group- participants						Concept validation w/ beneficiaries		
keholder os	User journey maps	Brainstorming session	Design game			Stakeholder map	Motivational matrix	User journey map	Storyboard	Service blueprint	Community canvas

PROCESS REFLECTIONS

Sharing the same cultural background with the beneficiaries was an advantage for me as a service designer in creating empathy and involving them throughout the design process. It might have been a challenge for someone with a different background to immerse themselves into the field and create a deeper understanding, as I myself encountered challenges in eliciting women to communicate about their needs and challenges. This stage of the process was time-consuming as several meetings and interactions with the participants were carried out to develop a level of trust so that they feel comfortable expressing their views. To resist in articulating one's thoughts & opinions is usually common among Pakistani women, as also stated by BDM national secretary that it take several months to build a trustworthy relationship with the women (appendix 1) and mentioned by the project manager of Mødestedet that these women are not used to making decisions (appendix 13).

In this scenario, employing contextual interviews & ethnographic fieldwork helped to capture additional valuable insights by observing the informants, their interactions and the context "that goes beyond the understanding conveyed in verbal accounts" (Bjørn, 2015) and to rightly observe, familiarity with the culture, social norms, the mind-set and the language was a valuable asset. This advantage, however, also comes with the challenge of making presumptions about the needs and challenges of beneficiaries. To avoid that, I focused on collaborative working processes, to involve different stakeholders and perceptions during each stage of the design process from empathizing to ideating and to validating the concept. This is one of the dimensions of social innovation that leads to building new social relations and new ways of doing and framing the problems. This is also the reason that the client is suggested for the next steps to work closely with the beneficiaries, KK and other key internal and external stakeholders to finalize the service details after I as the designer leaves the setting.

Data validation

As the primary research mainly included qualitative interviews, it might

not be appropriate to generalize the findings to other beneficiaries or settings; it may only be unique to Amager local group. To avoid generalization, convenience interviews were conducted with potential participants, however, if time had not been a constraint, interviewing the participants of former local groups of other districts would have given more pertinent insights. The disadvantage with convenience interviews had been that it interrupted the women during the time they were enjoying in a social gathering and not everyone was willing to engage in interviews. Nevertheless, looking at the qualitative findings together with the survey conducted by KK in 2017 verifies the overall problem of isolation and dependence commonly found among ethnic minority women.

Experience with co-designing

Co-designing was conducted as a form of collaborative working between the expert, the beneficiaries and I as a service designer to expand the solution space by combining diverse knowledge and expertise. I as a designer triggered and supported design processes by enabling the active participation of people who were immediately concerned and the expert of the field. Based on the argument that the role of the designer is to provide "tools for ideation and expression" (Sanders et al., 2008), I used design game as the creative method to spark discussions and ideate with women who are not used to participating in such workshops. However, the experience was somewhat contrary to my expectations and the argument being made. Instead, women were more likely to express themselves in informal conversations without the need of using the tools and materials put forth.

Approaching the community as a designer, my focus was not on designing something new; rather I focused on facilitating, supporting and scaling up the ongoing design initiative. The existing initiative is the outcome of different stakeholders' using their diffuse design capabilities to solve social problems at the grassroots level. Due to different diffuse design capabilities and engagement of stakeholders within co-design, I acted in different roles as described by Manzini (2015). Firstly I facilitated the

conversation with the beneficiaries and expert on generating ideas and developed them into concepts. Then using my design expertise, I employed specific service design tools to visualize and communicate the concept and validate it with relevant stakeholders in an attempt to move the local initiative from isolation and increase its capacity to deliver the service effectively and eventually contribute to the society. In the context of social innovation, scaling-up local initiatives and generating large social transformations require the support from the institutions & organizations (top-down) (Manzini, 2013); therefore, the service concept was not only validated with the beneficiaries but also the municipality. The proposed service concept supports the diffuse design by building the necessary coalitions between relevant stakeholders, balancing the goals of the project with the needs and interests of the beneficiaries and allowing the possibility to replicate the service to other districts.

6.3.1.

RECOMMENDATIONS

During the early phase of the process, the client was uncertain about the role of service design in addressing the social problem but as the project proceeded, collaborative design processes as well as specific service design tools that were presented during the process were perceived relevant by the client. To sum up the outcome of the project with regards to the service design field, concrete recommendations are given as a guide for service designers when working with similar contexts and for the client to be aware of while participating in the design process.

Service designers

• It is suggested to identify opportunities rather than merely focusing on challenges or problems, to be explorative in the research phase.

- Working with people from a different cultural background, it is recommended to take small steps instead of directly stepping into interviewing or surveying carrying out informal and open-ended conversations and discussing everyday tasks to develop an initial level of understanding and subsequently, employing the relevant research method.
- It is recommended to employ contextual interviews in empathizing with users from different background to observe the surrounding and the setting where the user interacts with the service gaining valuable insights about the context.
- In social innovation, trigger changing the outlook towards the problems and seeing users as people with not only challenges and needs but as experts of their experiences with design capabilities to solve their problems themselves if supported rightly.

The client

- Stay open towards viewing the problems & challenges from new perspectives by eliminating presumptions
- Actively engage in ideating than simply relying on design experts to develop the final concept, and stay open-minded in bringing innovative ideas to the table without limiting oneself to the realistic barriers.

In the context of diffuse design where different stakeholders use their design capabilities, it is important to define and to be aware of the role of service designers as design experts and clarify expectations from both sides of the table. The project has been a learning process where through trail and error, I determined the methods and tools that are relevant to use or to be adjusted when designing with ethnic minorities (particularly Pakistani community). In this report, I have focused on the presentation and reflections of the design process with overview of the tools that have been used. Further, by delivering product report to the client, I attempt to prepare BDM organization to work further with the service concept and the findings.

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APPENDIX 1: Interview 1 w/ the client

APPENDIX 2: Interview 2 w/ the client

APPENDIX 3: Interview w/ Amager group-leader

APPENDIX 4: Interview w/ Vesterbro group-leader

APPENDIX 5: Interview 1 w/ Amager group-participants

APPENDIX 6: Interview 2 w/ Amager group-participants

APPENDIX 7: Interview 2 w/ Amager group-participants

APPENDIX 8: Interview 1 w/ Vesterbro group-participants

APPENDIX 9: Interview 2 w/ Vesterbro group-participants

APPENDIX 10: Interview 3 w/ Vesterbro group-participants

APPENDIX 11: Interview w/ potential participants

APPENDIX 12: Interview w/ former group-leader

APPENDIX 13: Interview w/ external expert

APPENDIX 14: Ethnography w/ Amager group-leaders

APPENDIX 15: Ethnography w/ Amager group-participants

APPENDIX 16: Concept Validation w/ KK

Interview 1 w/ the client - BDM National Secretary

Name: Shazia Ghauri Type: Expert Interview

Background of the organisation

The concept came from Germany, I think a Danish minister went to Germany and find out that they give a course to foreign women where they introduce them of the system, culture and the society. Then these women tell the other women who come from their own culture but are new in the society and/or have problem to adjust in the system instead of someone from the municipality or German or Danish person talking to these women because there is a cultural differences, language barrier and lack of a trustworthy relationship. So the Danish minister lived there for a month, and observed it carefully to start it in Denmark as well for those who are newcomers, immigrants, asylum seekers and face problem of depression and loneliness due to new culture. Those who are unable to raise their children properly because of different cultural understanding. So the women who have come to Denmark many years ago will be given knowledge mainly of their local area to reach out to these isolated women.

About the organisation

The concept started in 2008 by Copenhagen municipality but the organisation BDM was developed by Frederiksberg municipality in the same year and Shazia became a BDM also in 2008. Then all the BDM became part of the organisation. The organisation fundraises and gives BDM courses by those funds. It is a private non-profit organisation and is funded by different organisations. Recently it received 2.5 lakh funds for the elderly project by the queen, Mary. In Denmark, there are 650 active BDM coming from different cultural backgrounds, Turkish, Iranian, Somali, Arabic, Pakistani etc.

How to become a BDM?

Information about becoming a BDM can mostly be found in the local municipalities. In some municipalities, BDM has just started as an org. but in a few, it has not yet started. Some municipalities themselves give the

Sometimes the municipality do not have funds and sometimes they don't find it relevant enough for using funds due to lack of awareness about BDM or priority.

The number of BDM in a local area depends on how many it requires or the no. of women who have become a BDM in that area such as in some there are 7, 19 or 29. BDM also reach out to other women and counsel them in becoming a BDM. The only requirement is knowing basic Danish language and most importantly, being active.

The course

There are 13-15 modules, each takes place once a week from 17:00-20:00. It gives them knowledge about the organisation, their role as a BDM and other relevant subjects such as health, legal or moral rights, society etc. All the different people from their own local municipality introduce themselves to these women during the course such as schoolteachers, librarians, housing authorities in order to make them familiar with one another, the neighbourhood they live in and have a relationship build on trust. The women are given 2 assignments i.e. to practically apply the learning.

BDM

The role of BDM is to guide the isolated women from the ethnic minority to the right directions, not to make them dependent on BDM but to push them and boost their confidence. Help to self-help is the motive! Every BDM works in her own local area and try to integrate well in her neighbourhood and build network. There are 2 main BDM of every area who leads the BDM group and arrange a meeting every month for all to come and discuss their experiences and share the challenges of the women so they can ideate together to help in overcoming the problems. BDM use each others competences and work together on ideas to tackle women's problems or sometimes the senior consultant of the org. (i.e. Shazia) also help them.

BDM does 3 types of conversations with these women:

- 1. BDM meets the woman and talk to them
- 2. Help them to cross the bridge between their culture and the Danish culture and society.
- 3. Connect them to the relevant network e.g. to a club or the BDM of their cultural background.

After becoming a BDM

The main BDM of each group are also given relevant courses, workshops and activities by the BDM national secretary or the municipalities that they then present to their BDM group in order to develop their abilities in dealing with women's issues. There are 2 kinds of monthly meetings: one within the BDM group and one at the organisation with other BDM. E.g. there is a network meeting where 2 main BDM from all the local areas come and discuss how they have resolved the issues of the women that also give them more knowledge.

How does BDM approach and help isolated women?

The main approach used to reach out to other women is by word of mouth, talking to women in the local area e.g. in the playground or laundry. Many women still don't know about BDM, so they explain to them about their role and invite them to contact them if they need any help. The most important is to assure these women that their stories will be kept confidential. Building a trustworthy relationship by talking to them. For example "we arranged a meeting for these women to come and talk to us in our local area and we hanged posters introducing BDM along with their pictures, so they look relatable to them." Some shared their personal issues e.g. visa problem so we informed them where they can get help for it. Sometimes it even takes 6 months to build a close, trustworthy relationship with them.

To assist BDM in helping these women, workers from the municipality are approached "e.g. in case of family issues, we approach Boligsocial medarbejde (Residential social worker) and try to find a volunteer, doing

it free of charge by asking other BDM groups and municipalities. Also e.g. we also invite a lawyer who can come voluntarily and talk about new laws or rights. We only look for volunteer professionals because of lack of funds for it." For other activities, BDM sometimes also approach local workers.

Creating awareness about BDM

It is advertised on different platforms. The flyers and brochures are presented at local areas such as the General Practitioners, libraries etc.

Funding

The BDM in each group discuss and plan out the activities they want to do with these women and list them along with the required funds. Then the BDM who is appointed the task of managing the funds apply for funds to municipality by sending the application letter with all the details of the expenditure. If it gets approved, then by the end of the year, they make a report of the expenditure and the outcome gained from the planned activities for the municipality so they get funds in the future.

Role of Shazia

She is part of the BDM national secretary along with two other workers. She is employed as one of the senior consultants for BDM where her tasks are to give courses and arrange workshops with BDM to develop their skills. There are total 52 groups of BDM in Denmark, which are divided among all the consultants. Shazia is assigned 6 groups that she monitors and keeps track of the development and the progress of BDM groups and their tasks and consult them if any help or course is needed. The main focus is to keep these groups running progressively so the org. is further funded as well.

She used to be the leader of the BDM group in Frederiksberg, but now she is only a part of the group, not the leader due to change of her role as a senior consultant.

Interview 2 w/ the client - BDM National Secretary

Problem areas:

- Demotivation of BDM, as it is a volunteer work so they cannot be pressured. A lot of funds are spend on their courses, but some do it for the sake of their CV and job purpose. Motivating them to come to meetings is challenging
- Lack of awareness about BDM: Promoting the concept and it's importance. The more they have trust on BDM, the faster they will get help from them. It also slows down the process of reaching to the right BDM, as there is lack of knowledge about it. e.g. a friend of Shazia knows someone which will contact her and then Shazia will contact the appropriate BDM group, instead of the isolated woman contacting directly to BDM in her area.
- Slow process of building a trustworthy relationship with the isolated women
- Difficult to make the isolate women to come out of their houses, and keep in contact with them, because sometimes they just inform you in the last moment that they can't come. And motivating them to become part of the society as a citizen e.g. voting for the election is challenging. These women don't want to go to far away distance, if there is an activity close to their house then they are willing to come.
- Elderly Project

Background of the Elderly Project

In 2016, Copenhagen Municipality contacted Bydelsmødrene regarding the issue of depression and isolation faced by many elderly foreigners in the Danish society. Although there are many opportunities and activities provided by the municipality to the elderly citizens in Denmark, the foreign elderly do not participate in any activities and isolate themselves. The municipality tried contacting them by sending invitation letters but only 1-2 showed up. Also they have health problems. They realized that BDM come from the same cultural background and share the same language as BDM speak 42 languages. So they thought to contact BDM for their help and BDM agreed on helping the municipality with the issue. It was mainly Shazia Ghauri who showed interest in taking up this project as she believes, "I am going to get old in this society as well so I can relate to it. Since I come from a culture where elderly are always taken care by their children and we treat them as a baby, which makes them inactive, however, in Denmark elderly live an independent life and do all their tasks all on their own, which gives them will-power. The system only facilitates them but they themselves take the responsibility. Our children will get busy at some point of life and then we will complain about not getting their time and care and feel more sick or depress thinking about it. So I decided to interview these women to find out what is the reason that they don't participate and even if I only think about it, I know the reason. Then we made a BDM group and conducted meetings with these elderly. As we have BDM in every local area so they know their area and the residents: old, young, women whether married or divorced or whoever it is."

About the Project

Shazia aimed to start the project in 4 cities: Nørrebro, Valby, Sydhavn and Amager. However, it didn't start in Sydhavn. She chose 3 Bydelsmødrene from each area and told them to gather elderlies from their area and arrange a meeting with them. "If it was someone Danish calling them for a meeting, they would have not showed up, but since they knew these Bydelsmødre culturally and as neighbours in their area speaking the same language, there was a relationship build on trust." So these BDM explai-

ned to these elderlies that we want to make them self-dependent and active and talked to them from their mind-set and perspective to make them realize that it is for their own ease and is beneficial for their own self. They tried to keep the atmosphere light and cheerful so they feel comfortable in sharing their issues. Although many of these women live with their children and grandchildren, they still feel isolated and depressed and they don't like to share their condition with others, not even their neighbourhood friends. "Looking at their situation, I (Shazia Ghauri) did not want to become like them in my old age, so I am passionate about doing something for them. Hence, we invited the BDM and these elderly women to talk to us and share their problems."

Talking to these women made them realize that being inactive is not a problem. They do want to go to the local activities but have a language barrier which makes it difficult for them and they feel shy communicating their values and needs, e.g. they need to pray and do ablution, but do not know how to explain it to others. For that purpose, BDM decided to go with them to the activity group and arranged a meeting with the manager and explained her that such and such a group of women wants to come. They were already open-minded about it because they also see that the activity area is open for everyone but the foreigners do not come. In the meeting, BDM acted as the mediator between the manager and the foreign elderly women, where they introduced themselves to each other. The manager was already told by BDM to warmly welcome these women so they do not feel shy or awkward. BDM encouraged these women to talk to the manager about their needs themselves, with somewhat Danish they knew, so they can build a trustworthy relationship. "These women wanted to stay among Pakistani women due to language barrier and cultural difference, and to do their own activity such as cooking, sewing and going out on tours."

The response of the manager was very positive and understanding towards these women, due to which they gained confidence and were given an activity room. They became happy and motivated to come to the local area as it's nearby as well. They started to meet once a week, then twice and sometimes thrice a week. Later on, the project ended, however these women didn't become independent yet, it was BDM who was helping them. "We wanted one of the active elderly to become their leader, but no one wanted to take on the responsibility. We tried it out once but it did not work properly as the leader would still need a BDM to help her out, which was not possible for BDM due to lack of time. Another issue was that other elderly women do not trust or rely on their leader as the leader herself is from among them, which means the leader should be trained enough that she could be trusted. 1-2 should become a leader and also a role model for other women."

Goals of the Project

These women say that they have never travelled alone, except to Pakistan, so they do not know how to book a ticket, check-in etc. They do not even know how to book an appointment with the doctor or even if they knew, they do not want to take initiative to do it. It all shows lack of confidence and trust in themselves. "What I want to see in 2-3 years is that they are completely independent, they are able to buy their ticket themselves, travel in groups of 8-10 friends to Morocco, Turkey etc. entirely on their own, go to museums, exercise together etc. They should themselves be able to apply for funds, make their own budgets, plan tours, find directions etc. We have a workshop coming up in the office about the budget, so I want to bring in some of these elderly women to take part in it to gain some understanding. They are motivated but don't know the directions or means to become active in the society."

Currently, the project is going on in Vesterbro and Amager. In Amager, one of the BDM who is an elderly is leading the project with the help of other BDM. In 2017 Shazia applied for funding for these projects.

Interview w/ Amager group-leader

Name: Memona Shehzadi Type: Contextual Interview

General info about Memona:

- Lives with her husband in Amager, independent woman. She has 6 children that are all married.
- She is a pensioner now but has been working her whole life; she was working in the fish factory.
- She can speak proper Danish language because she was interested in learning the language when she came to Denmark. Living in DK for around 45 years and came after marriage.
- She started as BDM in 2015 then started with elderly project in 2016 and it has been a year since the project is running in Amager and she has been part of it since then.

Her story of become a BDM:

She used to go for exercising session every week in a local area in Amager. The training session was led by a Pakistani young woman through the general practitioner. She was first introduced about BDM by the BDM organisation who visited their training classes. She was not interested at first, but they visited again and encouraged women to become a BDM and sign-up for it. Memona's exercise leader encouraged her to join in because she has been active and knows well the Danish language. So she joined and took the 14-week BDM course.

About the elderly project:

After becoming a BDM, she was introduced about the elderly project where she had to look for elderly Pakistani women and encourage them to come to the local area. They were given a meeting place in plejehjem (old age home) in Islands Brygge for these women. Mostly women from Islands Brygge joined and fewer from Amager because of the distance. Later on, due to some misunderstanding, they had to leave the place in plejehjem and then the library in Amager gave them a room but that was small since the number of women participating increased. Hence,

they were given another room in the library but since there was no proper kitchen to do cooking, as that was one of their activities, so eventually library gave me another place that was nearby and used mainly for sport activities.

Now they meet there every Wednesday from 10-14:00 and there are around 18-20 total women who have signed up but 10-12 women usually participate in each session as sometimes they are sick or have doctor's appointment. These women are only part of this local group. "They sew together, cook & eat together, socialize, share their personal stories, go out on tours e.g. to museums where they have never been before and sometimes eat breakfast together. Women share their stories of the time when they came to DK that makes them feel better sharing and listening to others. It is hyggeligt!" They try not to discuss religion or politics that may affect someone's feelings or create any conflict because these issues are sensitive within the community. Some who take care of their grandchildren at home now tell their son/daughter that Wednesdays are for themselves so they cannot look after the grandchildren on this day. Many women are motivated to come because of the outing tours. They have also been to a theater, and the people who were performing were surprised and happy to see many foreign women coming to see their show so they gave half of them free tickets and half were given discounts. They also want to perform exercises so they have asked the head of BDM of the local area, Shazia Ghauri to arrange exercising facilities for them. The exercise class that used to take place in Amager has stopped now due to some reason. These women are mostly the same ones that Memona used to help as a BDM as they were mostly aged but there are also some younger women who also get help on other issues from BDM. "Generally Pakistani women do not participate in local groups or activities because this is something new for them culturally and they have not used to it or haven't experienced it, which makes them hesitant." There used to be an age-limit of 50+ women who can only participate but due to interest of women around age-group of 40, a few of them wanted to join. It was also because they were facing

Interview w/ Vesterbro group-leader

depression and personal issues, due to which they needed a place to feel better being there. Hence, there is no more age requirement for the group.

Shazia is the one who is undertaking this local area so they contact her for help or any requests. There are total 4 BDM in Amager and they meet every month to discuss and make decisions. As every BDM has a basic technical knowledge but some are more advanced, so they use each other's skills. They have a made Whatsapp group with all elderly women to inform and update everyone, so sometimes they also ask how to answer in the group as they don't know how to use it, so Memona help them with these small technical things. She has noticed a change in these women, they have learnt new skills like sewing techniques that they were not familiar with, e.g. some can do cutting while some can only use the sewing machine so they use each other in developing themselves. They are also planning to take swimming lessons and do swimming, which they have also applied for.

Appreciated in media

Memona along with some other BDM who are also leaders in their local area have been to the Royal Palace in another district of Denmark to meet the Royal family as they were inspired by the role of BDM and that also appeared in newspaper. So the families of these BDM feel excited and supportive towards them appearing in media. They are also going to meet a politician on 6th feb, it will be mainly Memona, Shazia and some other BDM.

Other information:

Normally BDM from every local areas participates in courses arranged by the organisation, all of 4 from each area or sometimes only 1 representative shows up. A Pakistani reporter wanted to create a food recipe book from different cultural foods. So she contacted BDM organization and different BDM gave their recipes and I also wrote down the recipe, which they then edited and made a booklet. After that, we had a healthy

Name: Afsana

Type: Contextual Interview

Age: 67 years old

Living in Denmark for 16-17 years with her son & his family

Speak very basic Danish

Worked for 3 years (cleaning job)

Daily routine

- Mainly doing housework
- Planning social activities or gathering with family on weekends

Became aware:

Used to go for exercise because of back pain, referred by GP, where a woman told her about this meeting place. Afsana joined but there were no Pakistani women, only Turkish and she had a language barrier so she stopped participating. Took the Danish course (at Settlement), started to understand and speak -> gained confidence. Her relative started an exercise club in Nørrebro -> she participated every Saturday -> later she joined another friend's club in Vesterbro's heath center twice a week, then it was finished -> so she finally joined this meeting place and there were more Pakistani women participating

Her experience:

- She thinks one feels hopeless, isolated and tired staying at home all the time and just doing housework. One has to push herself to leave it for sometime and come out of her bubble.
- The club makes her feel fresh and energizes her.

About the participants:

- Most women are 60+, a few are 50+ and almost all are pensionists
- 15-16 women come regularly
- Some live independently but most live with their family
- Almost all have been living in Denmark for more than 30 years

- Most of them can speak basic Danish but 1-2 can also read and write because they have worked their whole live and also studied in Danish
- It is mainly the staff of the club that leads all groups, but Afsana and Bushra (BDM) are the main representative/contact person of the Pakistani group
- Afsana reach out to her friends & relatives to come to the club

About the local club:

- It is called Mødestedet "The meeting place", funded by Danmission
- Open for everyone, no requirements except to show respect to each other's cultural and religious values.
- There are groups of different ethnic minorities Turkish, Somali, Pakistani,
- From 11:00-15:00 women are participating then from 15:00 onwards there gathers men also from ethnic minorities
- The staffs handle all kinds of issues within the group that negatively affects the environment such as any conflicts among women. They aim to build a trustworthy relationship with these women so they seek their help in any difficulties they face whether personal or societal.
- The club leaders also take them on tours & ask the women where they want to go. Take public transport & arrange it for all the groups together for 20-23 women.
- There is exercise club nearby (in a school) where some women participate, paying 800 kr for a yearly course. Led by a trainer, exercises such as yoga.
- Staff leader, Elna arranges most activities that women are interested in doing e.g. taking women to a Danish school in Nørrebro to take the course.
- Every month one of the groups decides to cook food for everyone in the club and they eat together. Everyone donates 10 kr. for it
- You are not allowed to cook or warm food in the kitchen if it is for oneself.

- The club also gives the women help with Danish language e.g. reading & understanding any letter. Women also seek the help of staff if they need any information about their rights and obligations in the society.
- Exercise session everyday by one of the leaders -> basic movements
- Leaders arrange volunteer professionals e.g. nurses from hospital, pharmacists, young who are still practicing, speak Urdu & Danish, separate for each group
- Challenge: They have to think about the values of the club and other groups for planning some activities or have to seek approval for a few things.
- The groups also greet and meet each other but stay in their own group at the same time

Role of Bydelsmødre landorganisation

- BDM org. applies and provides funds to the Pakistani group only.
 They had received it in 2017.
- The club leaders take these women to tours only in Copenhagen, but the Pakistani women are interested in also going outside Denmark so they wanted to get funds for it. However, they didn't get approved by BDM org. on travelling out of country. Also that was against the values of the club i.e. to stay collective & show equality to all the individual groups.
- Pakistani group sometimes plan with Shazia (BDM consultant) to go on tours only within their ethnic group using the funds.

Interview 1 w/ Amager group-participant

Name: Suraiya Parveen
Type: Contextual Interview

Demographics

- Age: 70 years old
- Lives alone in Amager, the local group is far from home, she travels by bus or someone picks her up
- Living in Denmark for more than 30 years but cannot understand or speak Danish
- She has never worked, so if she has to go the doctor or make an appointment she takes help from her children

Daily routine

"I like to stay at home mostly, but due to language barrier I don't interact with the neighbours." Mostly doing housework, cooking & cleaning, watching tv and if she feels better, she goes out for a walk. She uses Facebook and watch dramas or interesting videos on Youtube.

Interests

Stitching & sewing, so she helps women in the group with it.

She likes to watch, read and write health tips, try it out and tell others.

Experience with the local group

- Her daughter & granddaughter are Bydelsmødrene, so she told her about the group.
- The place before (plejehjem) was close to her house, so she often used to participate in cooking one day and the other day in sewing. (she looked happy telling that)
- Health problems: asthma, diabetes, blood pressure, arthritis ->
 unable to participate as often as before due to lack of mobility to far
 distance. It is a problem for everyone esp. in winter. We do need a
 proper place, as everyone is elderly here. It is challenging for those
 who come from far away. It is okay for them to travel by bus if it's
 closeby. "Today Nagma (bydelsmor) picked me up..."

- "It feels good coming here, the environment changes, you will relaxed coming out of home.." She has participated in tours, but sometimes do not come because of health
- "It was 2 days before (Tues+Wed) in a week, but now we only meet once a week, I don't know why" She thinks it was better to have 2 days. "We used to donate 10-20 kr everytime and me and Memona (Bydelsmor) used to cook one day"
- These women mostly meet here, and very rarely outside even if they are neighbours.
- Before joining the group, she used to go for gymnastics twice a week for 3 months, but now it's finished. It was provided by the municipality, it was especially for diabetic patients. "I liked going there, I felt better and there were many women coming..." I would like that to happen here as well along with other activities, so we do some exercise after eating and not just sitting"

Interview 2 w/ Amager group-participant

Name: Rabia

Type: Contextual Interview

Demographics

Age: 44 years old

Lives with her husband and 4 children, the eldest is 24 years old

Came from Pakistan, lives in Denmark 21 years

Knows Danish language; uses technology and experience with computer

Taken Danish course and have worked voluntarily for a few years Participating for 2 months; not regular, came only 4-5 times

A relative told her about the group

"Need" before joining the group:

Two of her children live in hostel and she is not working anymore, so she was all-alone at home and missed a social circle and activity.

Role in the group:

A helper towards others such as helping with Danish language if someone needs to understand a letter or with sewing and stitching

Daily routine:

Housework, helping husband with his office work of accounts

Interests:

Baking & cooking, stitching, watching recipes and sewing techniques online; reading books.

The thing she likes the most about group:

Everyone show care and respect for each other, women come and share their personal problems and they know it will not go out which makes them feel better and relieve stress.

Suggestions for improvements:

"Many women who are 65 or above have challenges with Danish language and exercising, so sometimes we try to make them do activity like walking around but they should get more active, so if they could get help with learning Danish and get to do more physical activity or even teach them to use computer"

"It would be nice if they could get more professionals coming to the group for guidance e.g. once a Pakistani professional came to tell us about diabetes..."

Interview 3 w/ Amager group-participant

Name: Nusrat

Type: Contextual Interview

Demographics

Age: 62 years old

Lives in Amager with her daughter, son-in-law & 4 grandchildren Has been living in Denmark for 45 years (Lived in pakistan for 8 years

meanwhile)

Completed Danish course and many other short courses -> understands

little bit

Has worked her whole life in nursery and took courses about it. Knows how to use public transport and also sometimes drive car

Daily routine

Busy routine, her daughter works so she looks after the grandchildren, manages their routine of breakfast, lunch, getting them ready for school and doing grocery as well. Mostly she does housework. Sometimes friends & class-fellows of grandchildren gather, play around, she looks after them.

Walks 3 hours everyday

Interests

Learning and reciting the Quran in Arabic, and teaching grandchildren about religion and Islamic rituals

Experience with the local group

Became aware about the group from her daughter who recently became a Bydelsmor but now she is busy and doesn't show up.

She didn't know any woman from the group before except a neighbour. "You will relaxed, fresh and stress-free here, normally you are just doing housework at home"

"We get to know each other, share personal stories, sometimes celebrate each other's birthdays, chit chat, release tiredness from the whole week, learn new things, new information from each other"

"I don't do any activity other than coming here but the municipality wants me to work, they will find something for me"

She likes going out on tours in the group otherwise she is dependent on children if they have time to take them out.

She has pain in her shoulder so she would like to go for swimming to relax her body, where she can go with her group and has a trainer so they feel better health wise. Exercise is difficult to do but steam baths interests her.

Interview 1 w/ Vesterbro group-participant

Name: Shehnaz

Type: Contextual Interview

Demographics

Age: 63 years old Widow, Pensionist

Lives in Rødovre with her son & daughter-in-law

Living in Denmark for around 20 years Raised up her children as a single parent

Speak little Danish

Able to do her things, making doctor's appointment, checking mail, bank account etc; Uses a smart phone; able to travel by public transport independently

Experience with the group

Has been coming to the group for 6 months; became aware from a friend.

Used to go to another local group before in Nørrebro, there were mix cultural women. She didn't like the environment and it was far away because they used to stay in their own groups and was not welcoming. There was also a Pakistani and Danish instructor teaching & helping women with sewing & stitching.

Daily routine & interests

Praying, cooking, cleaning, grocery shopping
Very interested in sports, used to take part in it in school days
In Denmark, she had been going to the training center & swimming regularly, used to enjoy spinning and do it approx. 50 mins, was among the very few elderly women doing that. But now due to pain in her hand, she is not able to continue. She had been to psychotherapist for massage for 5 months, but didn't see any affect. Doctor tells her to do exercise to help muscle movement. She takes part in exercise in the local group. In the beginning women were resist in taking part in exercise but now they want to do it for longer time and are always looking forward it.

"The group helps me relieve my stress and my mind is distracting from negative thinking, it refreshes me - that is the best thing about it"
"We want to go out more often, especially when it's summer, we want to meet outside & go on tours rather than sitting here"
They have visited the church, where she gained new information. Everyone has their bus pass but if someone does not have it, the leaders

They have visited the church, where she gained new information. Everyone has their bus pass but if someone does not have it, the leaders provide them. They hang a notice so whoever wants to come writes their name on it.

Women who either get serious health problem or women who are not pensionist if they get a job, then they discontinue but generally women love coming here. Women here are courageous and want to try out & explore new things.

Interview 2 w/ Vesterbro group-participant

Name: Nusrat Bano

Type: Contextual Interview

Demographics

Age: 65 years old Pensionist, married

Lives with her husband independent of her children

Living in Denmark for 37 years

Knows good Danish, can also read & write; also speaks English, Urdu &

Punjabi

Uses smartphone, Ipad; able to check e-boks, bank statements, make doctor's appointment etc.

Had worked her entire life

Daily routine: cleaning, cooking, praying, reading Quran, very interested

in religion

Experience with the group

A relative told her about the group

Has been coming for 3 years, mostly regularly unless have a doctor's appointment or visiting family

Also participated in nearby exercise club e.g. performing yoga I feel relaxed coming here, relieve stress and tension. We also learn from each other, new information what is happening around? You become isolated and confined staying at home. It makes you stay active. There are 2-3 women who can understand enough Danish but the rest

There are 2-3 women who can understand enough Danish but the rest knows very little.

If they face any difficulty, all of them try to help.

The staff leaders understand our problems very well, they are very loyal and keep privacy of our private issues, and they respect & give priority to our religious and cultural values. They have restricted a room for prayer, so these women can comfortably pray when they are here. They want to go on tours outside Denmark as well e.g. Spain, London but lack funds and anyone to handle and lead the group. The one who is knowledgeable, wise and has experience with travelling and taking

control of groups. (On being asked if she sees herself in that role) "If someone can guide me, I may become a leader, however, I have never tried it before or Afsana (group-leader) could be who I think is wiser than me" "I am a confident person but lack experience in such things."

Interview 3 w/ Vesterbro group-participant

Name: Shehnaz

Type: Contextual Interview

Demographics

Age: 60 years old

Lives in Sydhavn independently, has children living separately Living in Denmark for 36 years; can speak Danish properly, hasn't

worked at all

Daily routine: housework, praying, reading Quran and visiting family Interests: loves to do cooking for others, travelling with group partici-

pants. Doesn't like staying at home

Facing some health problem: blood pressure & leg pain

Naseem knows the train/bus routes very well and travels on her own, able to do things herself e.g. making doctor's appointment

Not interested in using social media

Also go to another Pakistani local group in Dybbølsbro -> a place given by the municipality

Experience with the group

Became aware from the municipality "I asked them if there is any place for spending time, I am alone at home"

Has been coming to the group for 16 years, never participated in any other group before. There was almost no Pakistani when she came, she spend time with Turkish women.

She loves spending time in the group more than spending time with family. Lively environment. "I wait for the weekend to end so I can come here" "Now this is my family"

"I asked my relative to come as well but she doesn't come because of long-travel distance, expensive ticket and unaware of the train/bus routes". She has a friend who also doesn't know the train/bus routes -> cannot travel alone.

She didn't know any participant before, except one who is her neighbour

They also make their own plans in the Pakistani group e.g. dining out.

APPENDIX 11

Interview w/ potential participants

Type: Convenience Interview

Purpose: To learn about the lifestyle and needs of Pakistani elderly women, their experience and thoughts on local activity groups Type:

Interviewee: 5 Pakistani women **Location:** Private social gathering

Demographics

Age-group: above 50

Most were widow Pakistani women

3 live with their son/daughter & grandchildren, 2 with husband & chil-

dren

All have been living in Denmark for 20-30 years Almost all know little bit Danish except one

3 have worked most of their life and 2 have never worked

Daily routine: All have the same routine of doing housework and praying. Some do grocery shopping and stitching & knitting clothes.

Activities & interests:

Overall the interviewees mentioned stitching & knitting, watching TV and YouTube videos (religious & informative).

One mentioned reading books and meeting friends & family.

2 mentioned going to fitness training centre and physiotherapy.

2 interviewees are associated with an Islamic organization where they go once a week to study & learn the Quran as well as socialize with other Pakistani women.

Participation in local groups:

All except one are aware of the facility of local activity centres. One of the interviewees goes to the activity centre in Dybbølsbro once a week where there participate women from different cultural backgrounds mainly Pakistani, Turkish, Arabic and a few Danish. She likes to spend time and socialize with women from other ethnicities, eat together, share personal stories or issues to get advices from each other to

Interview w/ former group-leader

ease her stress and feel fresh. Women are able to communicate with a little bit Danish they know.

Another interviewee used to go the activity centre in Nørrebro, but do not go anymore because she didn't like the environment and felt like wasting her time. She had been there only for a month. She is now associated with her son's organization, Pakistan Peoples Society in Denmark where she consoles families on the death of their loved ones. Another also used to go to Vesterbro activity centre of Pakistani group where she used to socialize, eat together and stitch clothes. She had

where she used to socialize, eat together and stitch clothes. She had only been there for a few months. Due to lack of time and far distance, she is not participating anymore, however, she wants to arrange a place in her local area for social gatherings for Pakistani women. The obstacle is that it requires forming an organization or association.

The ones who have never participated is either because they are not used to going out to such activities and are now used to being at home, however, are interested to participate if her needs are met i.e. being among Pakistani women and healthy atmosphere.

Another who never joined is because she is unable to go out alone, she always needs a family member to be with her.

About BDM organisation: None of these women know about the BDM organisation

Interest in joining local groups: All of them showed interest in joining a local group if their needs are met of being with Pakistani women, the distance is not far, able to do activities of their interests as well as improving their health and most importantly, a friendly positive environment. One of them showed concern about her health issues in going alone.

Name: Maria

Position: Bydelsmor, group-leader of former local group in Sydhavn

Type: In-depth Interview

About the local group:

Worked with 2 other bydelsmor on elderly project.

The aim was to arrange a activity place for women from different ethnic minorities, sharing the facilities but staying in their own groups.

The strategy was that BDM only initiates the project but the participants would eventually take over and lead the project themselves.

Issues/Challenges:

Location had been a challenge to start the local group. Initially, they found a place given by Cultural House (Kulturehuset) in Sydhavn and it was a really nice open place for gathering. The problem was that women wanted to come when they have their own privacy and didn't want to mix with other groups. In the beginning, the place owner agreed on booking a specific time only for the ethnic minority group, but when it was the time to start the activity group, they couldn't continue with the agreement. This had demotivated the women who were excited to join, especially because of the location.

The project couldn't even start in Sydhavn because of problem of location and then demotivation of women to take part. Also because the funds were limited for a year time period.

Another problem was that BDM was responsible for all the tasks. Another location by cultural center was given to them but the issue was that they were not allowed to leave anything at the center and had to take all the materials and things with them.

Women didn't want to pay for any membership, it was planned to place a requirement of 50 DKK per month fee, but women didn't agree on it and showed distrust towards bydelsmødre.

Interview w/ External Expert

Name: Elna Fredsgaard Larsen

Position: Project Manager and Fundraiser at Mødestedet, Intercultural

Employee

Type: Expert Interview

Location: Mødestedet, Vesterbro

About Mødestedet

Living room of the church is open for everyone despite of their differences in culture, values or beliefs.

The idea is to having a warm, welcoming and friendly tea meeting point Initially more Turkish women started to come, now more and more Pakistani and Moroccan women have joined.

66 different nationalities, both men and women

Fewer men are coming, mostly women are coming

To be able to speak same language is important for integration and prolonging conversations.

Gym practise or going out helps for better integration, mixing of different groups speaking different languages.

Danmission is well-known for engagement is dialogues between different religions, cultures. They are working globally.

Elna (the project-leader) is responsible for people for their issues like personal, administrative problems. Help people to become part of Danish society and improve their life.

This place is distinctive in terms of allowing people to practise their religion, in accepting religion as an important element in people's life. Very few places reckon religion as a necessity for people. Here people can share their views and experiences based upon religion. Thus, it brings them connect better, they are understood better and their respect towards each other increases.

"I have been very critical about this place in bringing understanding of needs and values of people coming to this place."

Danish elderly sometimes get scared of the different languages. Sometimes people get annoyed or paranoid due to different groups speaking different languages.

About the women & activities

Turkish elderly group has a tradition of becoming inactive when they get old, whereas among Pakistani elderly women become more eager to explore the world, get to know new things, as they feel free of responsibilities.

Trips are arranged in a way that people can make these trips themselves the next time. They use public transport to get access to places in order to make easement for people to independently move around. Some people are not used to public transport.

The organisation pushes people to dare to do things themselves. Many women coming to the organisation face difficulties in making decisions for themselves, as they have never been used to deciding for themselves, people around them take charge always.

The organisation educates people about various fields like Arts via exhibitions, Paintings, taking tours to Museums. They invite spokesperson, professionals to educate them. They invite pharmacists who talk about diabetes, pills etc.

They hire spokesperson who can speak in Danish, Urdu or Turkish etc. Spokesperson deliver speech in Danish, but then they talk in Urdu, Turkish etc. in smaller groups to ensure everyone understands well or get benefit from them.

Age groups have not been formalised yet for this organisation, but there has not been any restriction on just having old people; young people also come sometimes for resolving their certain social issues

Some Turkish women having been coming since childhood

There is no defined old groups focus, it is just because they have time to come more often

Tours are mostly made for ones who are coming on daily basis

Relation with BDM organisation

They are going to have meeting with bydemøder about future, whether they will invest money; closed-groups cannot be here as this organisation has all sorts of people, groups

She believes that they together with bydesmøder can help a lot as

Ethnography w/ Amager group-leaders

bydesmøder can be used to get insights on people's culture
At the moment they dont have effective collaborative work but in future
they expect to devleop one
Sometimes bydesmøder are coming
They are also working with some NGO's to assist in their work
She is helping people to get right place/contact person to enter into various activities like language school etc.

Who: Amager 4 group-leader/BDM Situation: Meeting for evaluation and planning future activities for Amager local group

Observations:

- BDM do not have time, only 2 of them are active
- 2 BDM who are younger are able to book tickets for a theatre film
- Discussed that there is no more age-limit for the participation, it is open for any age-group, mostly women come here because they feel lonely and depressed at home. Although they live with family, but either their children are busy or are living in hostel.
- They want to make one of the participants as part of the group-leader, they see a potential in a younger woman of the age 44 years, who is already acts as a helper to senior women.
- Discussed the challenge of fundraising within the group, asking for donation from women because some of them distrust the leader and thinks that the municipality already pays them.
- Lack of funds at this stage, still waiting for a response from KK
- Women only planned outdoor activities that women will enjoy but didn't think about availing opportunities that will teach women about the society or improve their health or enhance their skills etc.
- It is challenging for BDM to do every task and they feel the women are entirely dependent on them; there are too many responsibilities that they want to divide among the participants, so there should be days when participants initiate and lead the group themselves.

Ethnography w/ Amager group-participants

Who: Pakistani women local group in Amager

Situation: Trip to Vanløse Shopping center from Amager station

Problems/Issues:

- Disturbed by other women being late for the trip, the leader BDM had to wait until 15-20 mins before leaving; she didn't know who is coming & who is not
- The head of the group had to keep an eye on women so none of them gets lost or is left alone.

About the women

- 50+ age group
- 4 BDM leading the group: Memona & Nagma are the main who started and lead the group... Fatima & Shakila are younger BDM who also give guidance
- They enjoyed travelling & shopping together
- Most of them are neighbours and know each other for many years
- some has husbands alive & living with them, one woman's husband died recently so she is living with her married daughter currently
- Most live with their children & grandchildren
- they have worked for sometime, and knows how to use public transport and the routes.. but now they mostly travel by car so are not aware of it completely due to lack of usage
- many don't know much Danish because in old times language was not a requirement for job...
- Shagufta, the youngest one of them just turned 50 has only lived in DK for 25 years and has learned Danish but is still struggling with it, she has young 3 children of which the eldest is 24 years old

Use of technology on location:

- The two head of the group took in charge of the ticket process that are also BDM (Memona + Nagma)
- Not everyone were aware of how is the ticket purchased for their travel (a woman asked about the ticket and wasn't sure if they can

About the local group

- They like to come to the group because they are mostly at home doing housework and don't often go out, so they enjoy spending time with each other
- They are mostly neighbours so they found out about the group by word of mouth
- Most have joined the group for a couple of years... they were also together before in plejehjem. One of them told that they liked the place at plejehjem because it had more space and a big kitchen and was nearby, but they had to leave the place because of some misunderstanding with the Danish elderly group. One of the BDM said, ""they (the Danish elderly) didn't like that we used to chit chat around and they didn't like the smell of our food when we used to cook there, so some restrictions were set. If they want us to come to the activity center, then they should also understand and accept us and our culture" (Nagma)
- Most of them come by bus or walk to the group.. one of the elderly also come by bike...
- Those who are irregular is because of their health issues or the activity center is far for them or sometimes they have to look after their grandchildren if no one is there to attend them.
- They sometimes cook & eat breakfast together, do exercise on their own or sometimes led by one of the BDM (Fatima), they don't have exercise equipments so they do whatever their doctor have told them, one of them mentioned that it did help her with her back pain... sometimes they also sew and have sewing machine there.. they plan out going to different parts of the city which they haven't explored or seen before

Concept validation w/ KK

Name: Lluis Armangue

Position: Special Consultant, Section for Elderly Life

Department: Department for Elderly life

Copenhagen Municipality Health- and Care Services

Center for Care and Rehabilitation

Purpose: To validate the concept and learn about the role and expecta-

tions of KK in the context

Feedback on service concept:

It is a good idea, but right now cannot say if it is realistic. The important things to be considered would be the infrastructure needed to implement it, the interest of the different stakeholders and the specific details of the concept.

Regarding women going to the hospital to give the products in the last scene of the scenario- the hospital might not agree with it due to health and hygiene issues. However, going to plejehjem would be a good choice. Apart from it, it seems a good idea.

It would also be good to think about what is it that the service gives to the women, what it attempts to change if we were to go further with the idea. For instance, with free cooking classes, it would be relevant to see who would be interested in doing that and what benefits would they gain out of it.

Another thing is that you have to pay rent for the place to arrange local group activities, and it is important to think about the finance if it were to start in other districts.

Peder Lykke center is another elderly residential place who are interested in working together with other local groups than Danish citizens. It would also be relevant to collaborate with them. They are also working with similar ethnic minority groups and doing such activities.

Practical issues in building communities:

Building local communities for women to socialize and develop networks is something that the municipality is very much interested in, however, the question is about how to motivate these women to participate. There is a need to develop group-leaders for these activity centers to activate women to participate.

In the case of starting the elderly project, initially bydelsmødre were very motivated and interested in running these groups, however, it was challenging for them to establish it. There has been some practical issues, especially, finding the right location that suits women's needs and values that they feel comfortable being in. There are some activity centers in the municipality and they have membership fee, but this is quite a challenge for some of ethnic minority women to pay for it. Another reason is the culture that they are not used to paying for such places. This had been the case in some of the districts where women had to pay a membership fee that demotivated them.

Other projects:

The municipality is currently not working on any projects related to this issue, however, for instance with peder lykke center there are some actors from the municipality giving support and guidance.

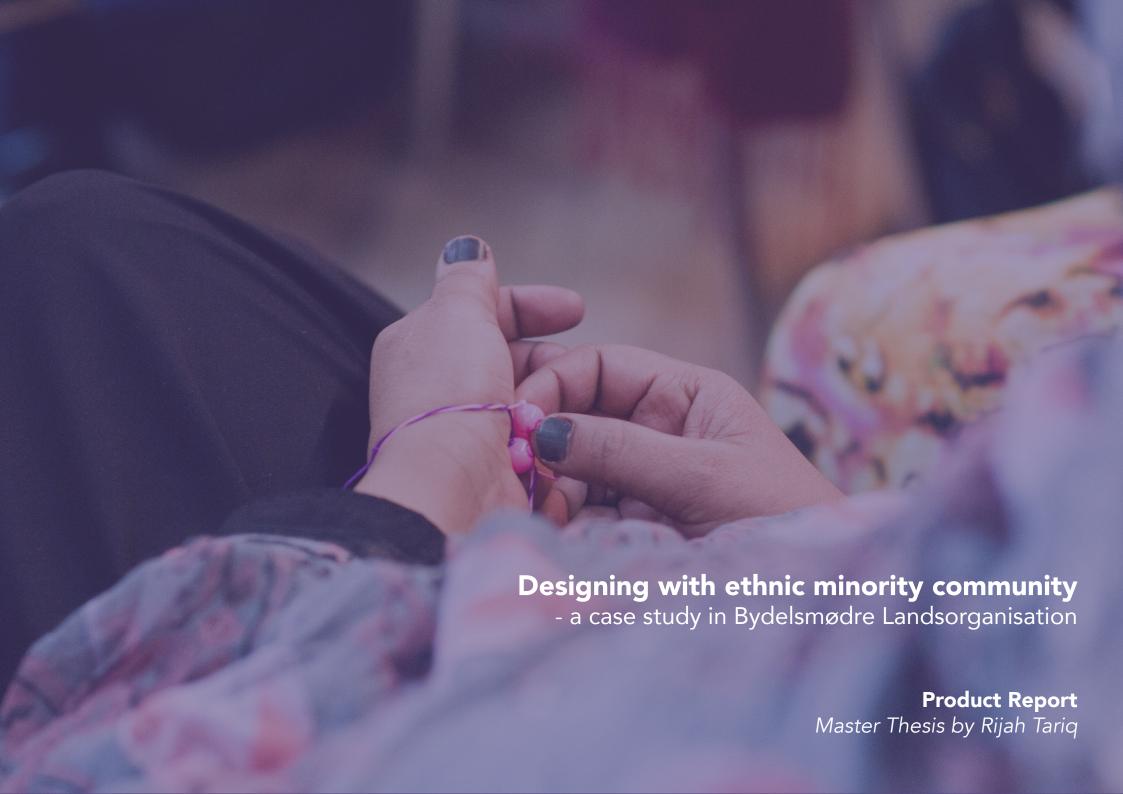


TABLE OF CONTENTS

Introduction	2
Process Overview	3
Problem Area	4
Problem Statement	4
Delimition	4
Service Concept	5
User Journey Map	7
Stakeholder Map	9
Motivational Matrix	10
Storyboard	11
Community Canvas	12
Practical Considerations	13
Next Steps	14
Conclusion	14

INTRODUCTION

This product report proposes an improved service concept to Bydels-mødrene Landsorganisation, presenting specific details using service design tools. The concept is developed in close collaboration with the Bydelsmødre National Secretary as well as the potential beneficiaries of the service. The report further outlines the practical considerations for the service implementation and guides the client with the next steps.

The thesis was conducted for a period of 4-months during the spring of 2018 as the final project of Masters in Service Systems Design at Aalborg University in Copenhagen.

It consists of two parts: a process report and a product report. The process report presents in-depth explorative research, analysis and identification and design of the solution. While this report, which is the product report, is the delivery for the client giving a brief overview of the process, proposes the solution and strategy for next steps along with suggestions for implementation.

PROCESS OVERVIEW

The process along with the service design methods and tools involved at each stage of the Design Thinking Process, introduced by Institute of Design at Stanford, are described in detail in the process report. This section briefly gives an overview of the key activities performed during the five iterative phases of the methodology to develop the proposed service concept.

Finding the right problem

The most crucial and the first step was to gain a deep understanding of the needs and challenges of the beneficiaries to allow designing a service that is relevant for the people concerned. Besides that, to get a holistic view of the existing service

and open space for opportunities, involvement of experts and their perspectives were also significantly relevant. Using the design expert knowledge, I synthesized the gathered findings and defined the key problem to be addressed by balancing the goals of the local group project with the needs of the beneficiaries.

Finding the right solution

It was important for me as a service designer to actively engage the beneficiaries and experts throughout the process. Co-design sessions were conducted that led to selecting the potential service concept, *bydelsleder* that was further developed together with BDM national secretary.

Validating the concept

The key aspect of the service was visualized as a storyboard to validate it with beneficiaries to see if they find it interesting and relevant. Further, evaluation and suggestions on improvements were also attained from Copenhagen municipality (KK) as the key stakeholder of the service concept. Final adjustments are made and steps for further development are presented for the client.

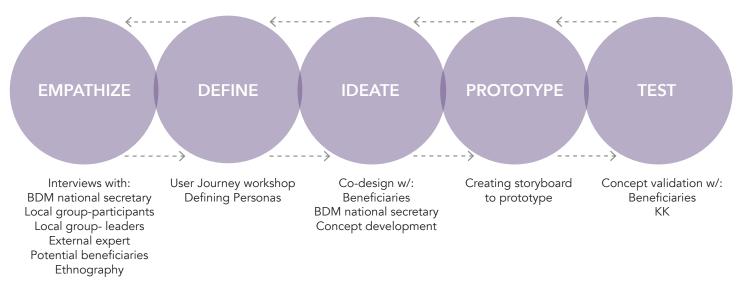


Figure 1: The Design Thinking Process by Institute of Design at Stanford

PROBLEM AREA

The case study of Amager activity center is one of the few examples of a local group that targets the needs of ethnic minority women. Apart from the fact that it serves as a community to socially engage women of the same cultural background and facilitate the group with some activities, the need to make them independent is yet unmet, which is also one of the intended goals of the project.

The participants are interested in activities to help improve their health, to enhance and gain new skills and knowledge about the system around them so they can better take care of their lives independently. However, as Amager group-leaders are also voluntarily working as BDM, they are unable to invest more time in it and meet the demands of these women. In addition to lack of time, BDM have inadequate knowledge and training in planning activities relevant to women's needs rather than their 'wants' - also specified by BDM national secretary.

PROBLEM STATEMENT

Based on the specified context and problem area, the initial problem statement was reformulated as the following:

How might we help Bydelsmødre organisation to re-design or improve the local activity centers to facilitate Pakistani women in becoming self-dependent and combating isolation?

DELIMITATION

Location

The research was limited to the area of Copenhagen as to gather valuable insights and propose a desirable solution. Regarding the solution, it is specifically proposed for the Amager local group, however, it also reflects upon how the service can be replicated to other districts.

Time Frame

The service concept has been developed considering the four month thesis time constraint. Due to which the validation of the entire concept was not conducted, therefore, it is recommended for the client to proceed with more testing of the concept before implementation, as discussed later.

Resource limitation

With the limited resources to work on the project and considering the non-profitable aspect of the organization, service has been designed in accordance to these parameters. As it is a volunteer-based organization, money and human resources are important factors considered while designing a new concept.

Target group

Due to the project scope and time frame, the research and proposed service is limited to Pakistani isolated women, living in Denmark as the ethnic minority community. Also because Amager activity center, led by bydelsmødre, is the only on-going local group, which involves only Pakistani women.

PROPOSED SERVICE CONCEPT

SERVICE CONCEPT: BYDELSLEDER

The chosen concept is named as "Bydelsleder" translated as "city-share-leader" with the intention to relate it to the name of the organisation and the most important stakeholder, Bydelsmødre. As bydelsmødre is the title given to the women who complete the 4-month course gaining knowledge of the local area and training in approaching the beneficiaries. The same applies to women becoming Bydelsleder but are educated and trained in leading and running a local group of isolated ethnic minority women that are mostly elderly. It should be a group of 3-4 bydelsleder including both elderly and adult age group of women, who will run the local group as a team. Therefore, it will not be a burden on a single leader, but tasks can be divided and the collaborative work will help them share each other's competences and knowledge for delivering a better service to the beneficiaries.

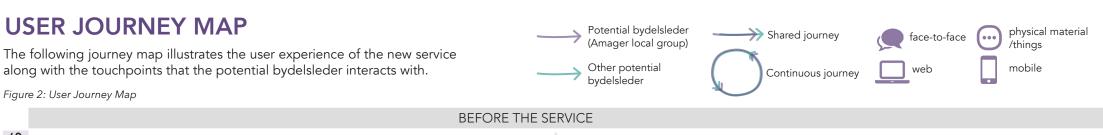
The potential bydelsleder include the participants of Amager local group, the existing group-leaders (BDM) and other BDM. BDM will become Bydelsleder so they will not further have to perform tasks as a BDM, instead entirely focus on running the local communities.

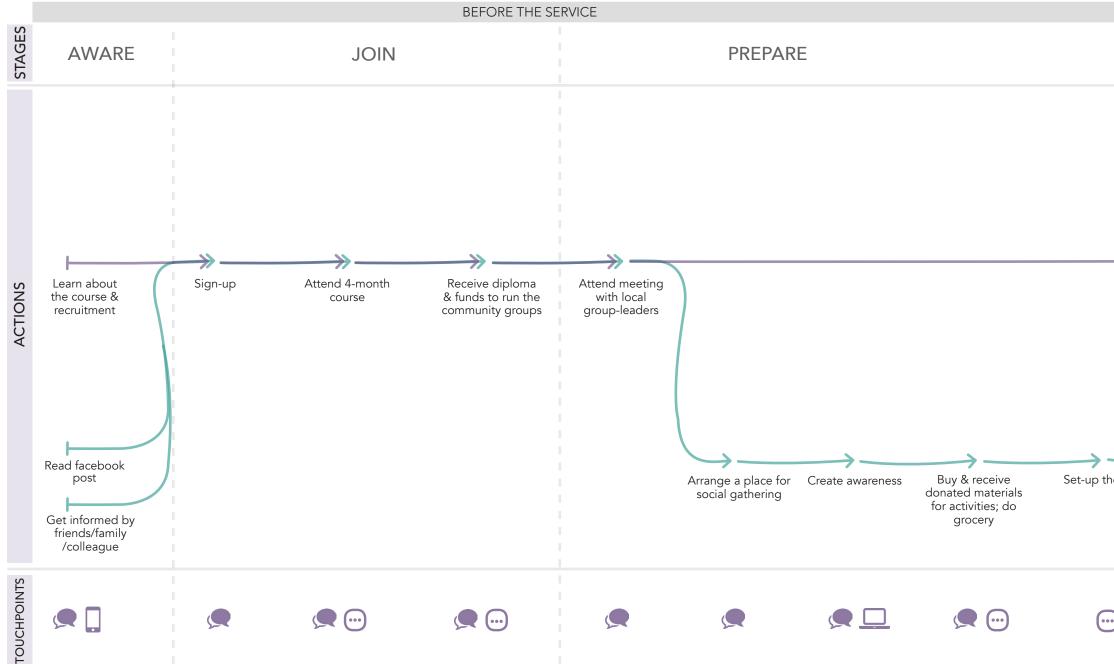
THE COURSE

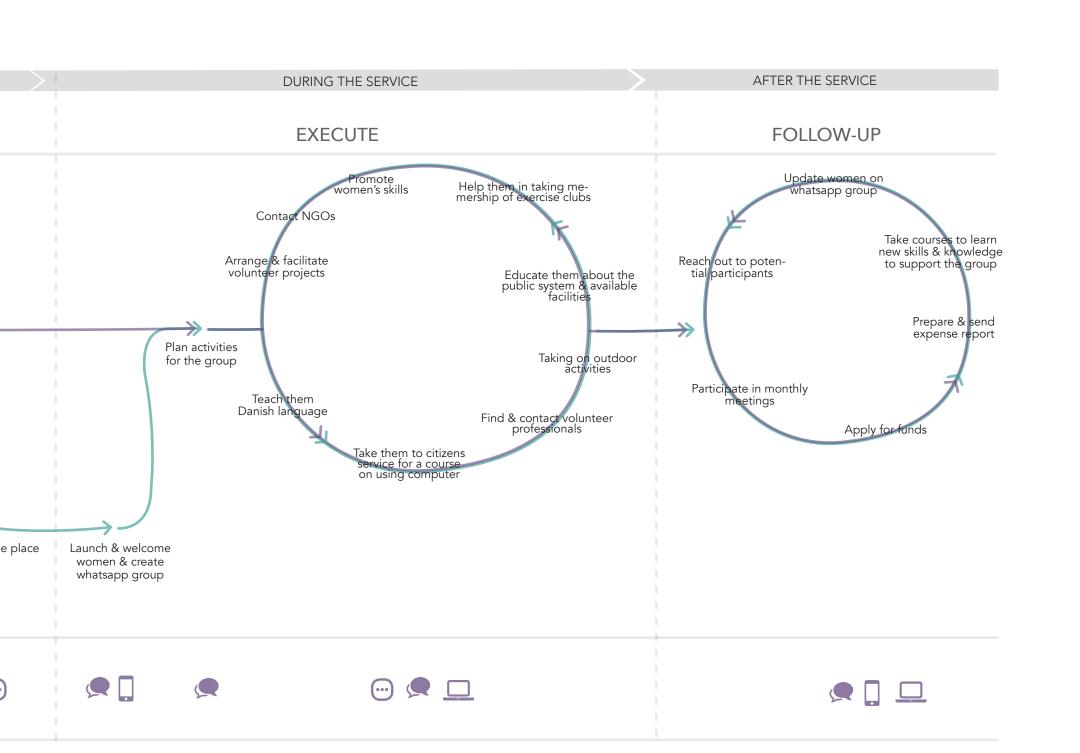
The contents of the course will be specifically designed to educate and train ethnic minority women to become bydelsleder (group-leaders) to be able to establish and run local communities in line with needs of the beneficiaries. Some of the topics may include knowledge about the opportunities and services in the neighborhood that elderly women can avail e.g. to improve health or do activities that interest them or have the skills for. After becoming a bydelsleder, they should be able to apply for funds, use funds effectively, plan out relevant activities for the group and so on, which are also the project goals. The course should also train them in using computer that is new to them such as making doctor's appointment and checking nem-id, e-boks, bank etc, so they can further pass the knowledge and skills to the beneficiaries.

COMMUNITY BUILDING

The purpose of the concept is to build a local community that will facilitate ethnic minority women with ways to combat social isolation and loneliness as well as to become self-dependent. It is rather a community than a local group where women not only gather for socializing and spending time to overcome loneliness but it steps further by providing opportunities to empower them, give them tools to learn and enhance skills so they are no longer dependent on their children/extended family to perform everyday tasks and hence, can move forward in their lives. Furthermore, women will have a purpose and a direction in life by using their skills in benefiting others and in return explore new skills in themselves. Some of the examples of volunteer works that women can do based on their interest and skills: free cooking classes, help Pakistani children with Urdu homework or teaching Urdu, sewing or knitting products for different causes and visiting old-age homes to spend time with Danish elderly. The local services are available to facilitate activities e.g. computers can be booked in borgerservice or a kitchen in a local school to arrange cooking classes, this is where bydelsleder acts as the "missing link" to mediate and bridge the gap between beneficiaries and these local services. The service concept as a design intervention will help the diffuse designing capability to emerge and increase its capacity to contribute to the society.







STAKEHOLDER MAP

The figure presented shows the existing as well as the new stakeholders involved in the service and the way they interact with each other directly and indirectly.

Please note: The text in bold represents the new stakeholders of Amager local group

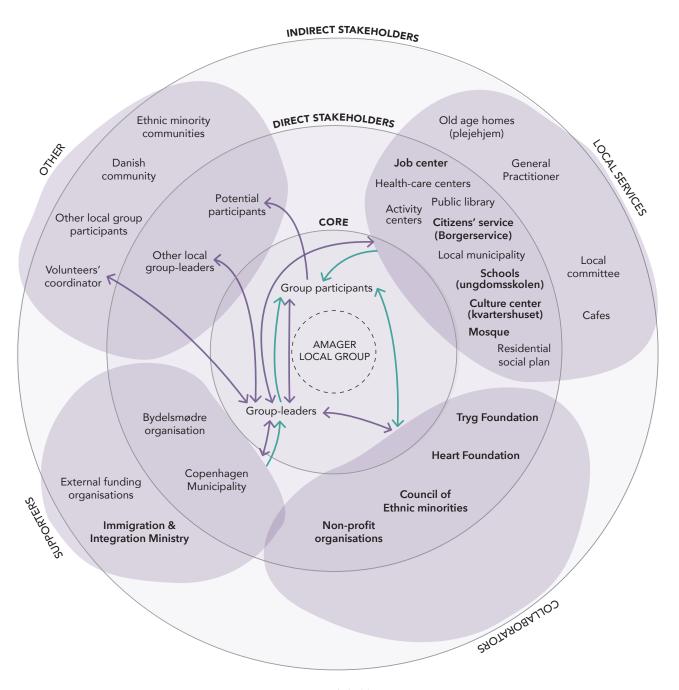


Figure 2: Stakeholder Map

MOTIVATIONAL MATRIX

The below figure presents the key stakeholders involved in the solution and their expected benefits that gives rise to interactions between them. The highlighted sections indicate the most important aspects of gains and gives.

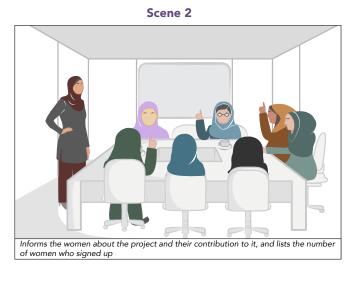
Gives to	Participants (beneficiaries)	Leaders (bydelsleder)	BDM org. (service provider)	KK (key suppporter)	Local service providers	NGOs	Other collaborators
Participants (beneficiaries)	- value - shared experiences - sense of local community	- sense of leadership - trust & reliance - sharing tasks	- new members - potential bydelsleder - promotion	- trust - involvement in activity centers	- making use of available offerings	- skills - volunteer work - support efforts	- participation in courses/workshops
Leaders (bydelsleder)	- trust & reliability - support & guide - facilitate activities	- exchange info - support by sharing tasks - assistance	- volunteer hours - info - new beneficiaries - support	- volunteer work - support efforts - info & report	- access to ethnic minority women - info	- info - exposure - serve as a mediator b/w women & NGO	- info - mediator b/w women & collaborators
BDM org. (service provider)	- support - info - trained leaders	- courses - support - info	- collaborative working - reach goals	- info - access to ethnic minority women - volunteers	- info - support efforts	- awareness on promotional channels	- info - promotion - support efforts
KK (key suppporter)	- support - funds - promote women's needs	- bydelsleder course - support - access to local services - incentives	- course development - support - info	- reach goals - improve citizens' life quality	- info		
Local service providers	- access to resources & facilities - promotion of women's skills	- support - info - access to network - location	- course development - support - info	- support - network of profes- sionals & experts	- network - support - share info	- promotion of efforts	
NGOs	- facilitation of activities - skills & knowledge - promotion	- info - exposure - new experiences	- promotion				
Other collaborators	- courses/workshops - info - resources	- funds - incentives - support - courses	- funds - support - resources - promotion				- support - may collaborate

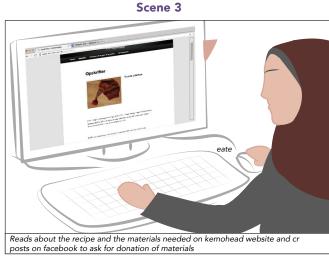
Figure 3: Motivational Matrix

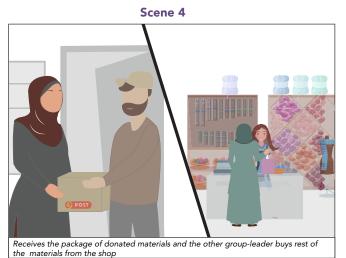
STORYBOARD

The presented storyboard illustrates the series of scenes where the service is being used by the beneficiaries and the role of potential bydelsleder is highlighted in a particular imaginary scenario.

Scene 1 Pti, I would like to know about it.... Becomes aware of the organisation (kemohead) from the monthly meeting of group-leaders & calls the contact person to find more about it







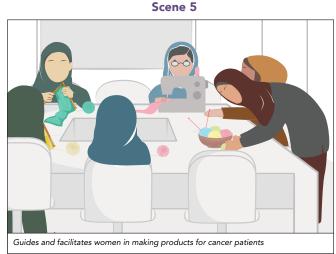




Figure 4: Storyboard

COMMUNITY CANVAS

The canvas illustrated in fig. 5 gives details on the core ingredients needed to run and establish meaningful and strong local communities.

Figure 5: Community Canvas

SELECTION

Open for all ethnic minority women No age requirement Members join whatsapp group

RITUALS

Welcoming & introducing new members Going out on tours once a month Celebrating cultural & religious festivals Eating together

SHARED EXPERIENCES

Doing activities and volunteer projects Sharing experiences, knowledge & stories Sharing opportunities & facilities in the group

CONTENT

Stories of communities promoted on BDM promotional channels Spread the word faceto-face

Info communicated through bydelsleder Planning & evaluation once a month with

TRANSITION

Inactive members less likely be selected for going on outdoor tours - to motivate them to re-engage

Active members contact inactive ones to re-engage them

RULES

Expected to inform about participation

Debates on political & religious matters are to be avoided

Equal rights & share of involvement

PURPOSE

Facilitate activities to combat isolation among target group; make them self-dependent & a contributor to the society

IDENTITY

Diversity: appeal to monen's needs & values; communicate on mbat oup; ty Ethnic minority women facing loneliness; wants to stay active; unaware of society & opportunities; dependent on others of particity level; more wongs, on eniets, on eniets, in all of one months and services are services and serv

of participants; women able to of participants, women able to of participants, more wongs of the scrivity level; which is the scrivity of the scrivity level; which is the scrivity of the scrivity level; which is the sc

NOILINIJON

ROLES

3-4 women are bydelsleder (group-leaders)

activities such as leads cooking session, or help others

ORGANIZATION

BDM org. is the service provider Bydelsleder gets training to run & lead the communities

GOVERNANCE

Collaborative decision-making - BDM secretary, bydelsleder & members are also invited

DATA MANAGEMENT

Bydelsleder registers no. of participants everytime; participate in monthly meetings to share data & insights; make expense report & send to KK & other funders

FINANCING

KK is the main funder; Immigration & Integration Ministry finance the course; external funders; internal crowd-funding (in future)

Members take different roles during

Local services to support activities with facilities & promote Word of mouth Update members on whatsapp group

PRACTICAL CONSIDERATIONS

This section gives suggestions on how to overcome practical challenges in implementing the service concept.

FUNDING

Regarding the bydelsleder course and building local communities, KK will be the main provider of funds. In addition, KK will give access to a network of experts to participate in developing the course content and material. The reason being is the responsibility and the future goal of the municipality to accommodate and adapt the activity centers to attract all citizens regardless of ethnic background (SST, 2013). Moreover, KK has shown interest in the concept and acknowledged the need to initiate such a course for local group-leaders if practical challenges are resolved (appendix), which are further discussed under scaling-up. Besides KK, other collaborators of BDM organization who have had funded the BDM course previously, such as the Immigration and Integration Ministry financing the training of first volunteer BDM groups, can potentially contribute to also funding the new course if approached by BDM organization underlining its significance.

PROMOTION

The service will be promoted on the existing communication channels i.e. mainly Facebook page, website and word of mouth. The awareness about the course will be created at monthly meetings of BDM groups in four districts after the concept evaluation with the same group.

INCENTIVES

As found during concept validation, bydelsleder have many responsibilities as a group-leader and their interest is crucial to the service offering, therefore, to motivate women to become bydelsleder and continue leading the group, rather than terminating in the middle of the process, some incentives should be provided. It may include discount to physiotherapists, foot therapist, exercise club, steam baths and swimming club in accordance to their needs.

SERVICE LAUNCH

To initiate the service, it is suggested to implement it in the same 4 districts that it started out with: Valby, Sydhavn, Nørrebro and Amager. As the client is aware of the details on how, where and when the course should be implemented due to their experience with BDM course, the service will be embedded into the existing framework. The course will mainly employ BDM/group-leaders of former local groups that will be interested in becoming a bydelsleder and no longer continue as a BDM, and other BDM if interested.

In the case of Amager local group, it should specifically target Amager participants to undertake the course to test out how the elderly age-group of participants experience the course and iterate with new ways of training and educating. To establish the communities in the four districts, the team of local Bydelsleder will plan to find out the way the group should be organized, it may bring

together women from different ethnic minorities sharing activities and facilities yet staying in their own cultural groups, however, it will vary from neighborhood to neighborhood.

LOCATION

Location has been the critical factor in establishing the ethnic minority local communities. In order to overcome the obstacle, I suggest the municipality to play a role in mediating between local activity centers and the ethnic minority participants to acknowledge women's needs and create awareness from top down. Consequently, women will be given a place according to their needs and cultural values, in the existing public spaces such as local activity centers, cultural clubs or old age homes. Although it will come as a gradual change, it might be the possible realistic solution to finding the proper location when expanding the service to other regions, as the purpose of such centers is to facilitate community building.

NEXT STEPS

This section gives recommendation to the client on the next steps to be taken after I as the design expert leave the domain.

CONCEPT EVALUATION

The first step would be that the Bydelsmødrene organisation continues with more rapid prototyping and concept validation before starting the implementation process. This is relevant because there are yet other aspects of the service that require evaluation before investing on it, particularly to see if women would be interested in undertaking the course and the tasks of a bydelsleder. To do so, a prototyping workshop can be conducted with bydelsmødre and participants of Amager local group as well as Vesterbro local group and bydelsmødre of former local groups. Creating a storyboard would be a pertinent choice of a prototype as storytelling is something the client already uses as a tool to communicate about the bydelsmødre course to ethnic minority women. It would be suggested to keep the concept open to new ideas and feedback from the workshop participants.

SERVICE DETAILS

After evaluating the concept with potential bydelsleder, the next step is 'sustaining', the fourth stage of social innovation that involves sharpening and streamlining ideas to move forward with innovation (Murray et al., 2010). I would recommend involving the different internal actors of the organization from board of directors to BDM in decision-making and detailing the individual aspects of the service. Further, approaching key supporter of the service i.e. KK to present the concept, create an understanding of its relevance, detail the course development and identify funding to ensure the long-term financial sustainability and commitment to the new service. It is important to build a collaborative working relationship with both internal and external stakeholders to get a holistic and multiple viewpoints on the service. Multidisciplinary and collaborative working allows "transfer of hidden or tacit knowledge between stakeholders, which is essential for reaching innovative outcomes"

CONCLUSION

The product report outlines the proposed service concept for the client, Bydelsmødre Landsorganization to enhance their specific service offering for the beneficiaries. It concludes with suggestions on how to overcome the challenges in implementing the concept and guides the client with taking further steps in finalizing the concept before its implementation. The proposed service concept attempts to balance the goals of the project, set by the client, with needs and interests of the beneficiaries and allows the possibility to replicate the service to other districts. Due to this aspect, it has the potential to be relevant and effective for both the key stakeholders.

Concept validation w/ KK

Purpose: To validate the concept and learn about the role and expectations of KK in the context.

Interviewee: Lluis Armanque

Position: Special Consultant, Section for Elderly

Department: Department for Elderly life

Copenhagen Municipality Health- and Care Services

Center for Care and Rehabilitation

Feedback on service concept:

It is a good idea, but right now cannot say if it is realistic. The important things to be considered would be the infrastructure needed to implement it, the interest of the different stakeholders and the specific details of the concept. Regarding women going to the hospital to give the products in the last scene of the scenariothe hospital might not agree with it due to health and hygiene issues. However, going to plejehjem would be a good choice. Apart from it, it seems a good idea.

It would also be good to think about what is it that the service gives to the women, what it attempts to change if we were to go further with the idea. For instance, with free cooking classes, it would be relevant to see who would be interested in doing that and what benefits would they gain out of it.

Another thing is that you have to pay rent for the place to arrange local group activities, and it is important to think about the finance if it were to start in other districts.

Peder Lykke center is another elderly residential place who are interested in working together with other local groups than Danish citizens. It would also be relevant to collaborate with them. They are also working with similar ethnic minority groups and doing such activities.

Practical issues in building communities:

Building local communities for women to socialize and develop networks is something that the municipality is very much interested in, however, the question is about how to motivate these women to participate. There is a need to develop group-leaders for these activity centers to activate women to participate.

In the case of starting the elderly project, initially bydelsmødre were very motivated and interested in running these groups, however, it was challenging for them to establish it. There has been some practical issues, especially, finding the right location that suits women's needs and values that they feel comfortable being in. There are some activity centers in the municipality and they have membership fee, but this is quite a challenge for some of ethnic minority women to pay for it. Another reason is the culture that they are not used to paying for such places. This had been the case in some of the districts where women had to pay a membership fee that demotivated them.

Other projects:

The municipality is currently not working on any projects related to this issue, however, for instance with peder lykke center there are some actors from the municipality giving support and quidance.