

Using Service Design to Explore and Optimize Collaborative Envisioning Sessions

Master Thesis in Service Systems Design

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I

Abstract

This thesis examines the concept of Collaborative Envisioning Sessions and explores how the customer journey can be optimized through service design. The thesis uses Boxing Future Health, a project developed by the Danish Design Centre (DDC), as a case to address the concept of Collaborative Envisioning Sessions. The thesis has been conducted in collaboration with the Danish Design Centre (DDC), taking place from February to May 2019.

Boxing Future Health is a project created with the purpose to provide public and private organizations the possibility to explore the future in healthcare in Denmark in 2050. For this purpose, four alternative future scenarios have been developed based on foresight- and design methods. The future scenarios are transformed into a physical space where people can “visit” them collaboratively. The experience of the “visit” is designed as an immersive experience where the senses are stimulated to enhance the feeling of being in the future scenario. The future scenarios are integrated into a workshop called *‘Touch the Future’* offered to healthcare organizations. *‘Touch the Future’* provides an opportunity for organizations to relate to the future and explore its strategic opportunities.

The focus of this case is the DDC’s service offering *‘Touch the Future,’* as we categorize: Collaborative Envisioning Sessions. The service offering is organized across a sequence of touchpoints, where the service provider interacts with the customer. By conducting a service design process, we have explored the customer journey of a Collaborative Envisioning Session using primarily qualitative methods and service design tools. A journey map is

used, as the primary tool, to provide insights into the customers’ experience, needs, and motivation through the journey. The case is concluded with a service concept building on the existing service offering. We are proposing additional steps and touchpoints to the current journey of the Collaborative Envisioning Session with a focus on optimization. The optimization concept is based on findings and development conducted through our design process. We identified that previous customers of the Collaborative Envisioning Session are challenged in applying the knowledge produced and disseminating what they have experienced. The focus is, therefore, on the outcome by encouraging and assist the customer in continuing the work and in general, improve the overall experience.

One of the touchpoints from the optimization concept was tested in May 2019 during a Collaborative Envisioning Sessions at the DDC. The rest delivered to the DDC is the product report with proposals of how the steps can be integrated into the existing service journey and what value it could provide both for the customer and the service provider.

Furthermore, based on the case, this thesis will reflect and discuss the service design process and how our findings can be relevant for other organizations working with Collaborative Envisioning Sessions.

Keywords: service design, collaborative envisioning session, customer Journey

II Acknowledgements

We would like to give a special thanks to our thesis collaborators from the Danish Design Centre **Anne Danielsen** and **Sara Gry Striegler**, our unofficial supervisors, who gave us the opportunity to explore Boxing Future Health and provided us with guidance and expert knowledge.

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III

Thesis Group

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IV Terminology

Definitions

Collaborative Envisioning Session: are the workshop activities providing the context (setting and tools) for collectively envisioning or imagining how something might be in the future.

The Danish Design Centre (DDC): is the service provider in relation to our case. The DDC will also be referred to as experts of the studied field, and in Collaborative Envisioning Sessions, we describe them in the role of facilitators.

Participants: is the term used during the thesis to describe customers in situations where they are participating in a Collaborative Envisioning Session. An example could be an employee in a medico company or head of education at a health education. 'Participant' is also used to describe the stakeholders we are interacting with during our research activities such as interview participant.

Customer: is the term used to describe the coordinator and the participant collectively. Further, it is used to refer to customers for Collaborative Envisioning Session in general.

Organization: is used to cover both public and private healthcare- company and organization.

Healthcare industry: is used as a term to cover all sectors of Boxing Future Health's target group, e.g. the pharmaceutical industry.

Acronyms

CES: Collaborative Envisioning Session (only used in figures)

DDC: Danish Design Centre

UCC: University College Copenhagen (only used in figures)

V

Learning Objectives

Official Learning Objectives

During our master's program Service Systems Design at Aalborg University Copenhagen, we have acquired subject-relevant learning competencies, skills, and knowledge gained through lectures, group projects, and internships. This section will present the official learning objectives provided by Aalborg University (AAU) as well as personal learning objectives created by the group.

According to the curriculum of the master program of Service Systems Design (2017), students who complete the module will obtain the following qualifications:

Knowledge

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

Skills

- Must be able to work independently, to identify major problem areas (analysis) and adequately address problems and opportunities (synthesis)
- Must demonstrate the capability of analysing, designing and representing 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

Competencies

- 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)

Personal Learning Objectives

- Gain experience of collaborating with an organization throughout a service design process
- Learn from the process of collaborating with stakeholders from different professional backgrounds and synthesize the insights to create value in the service context
- Learn more about design in future scenarios and how they can be applied in practice
- Learn how to organize a workshop that contributes with insights to use
- in the further phases of a design process

During the project, we will apply and explore the mentioned learning objectives, which will be reflected during the thesis. We will use the project to strengthening our confidence within the service design field and our position as service designers.

1.

Introduction



Introduction



The continuation of societal issues, increasing environmental problems, and rapid technological development that we face today is both complex and causes uncertainty. These issues can be approached from several different angles and disciplines, where we will first be mentioning: foresight and design. From a foresight perspective, organizations will, in uncertain times, particularly need to focus on strategic thinking. Strategic thinking integrates uncertainty-based scenarios with strategic planning methods to cope with challenges and exploit opportunities in the business environment (Lindgren & Bandhold, 2003).

Within recent years an increase of organizations, such as the large consultant agencies McKinsey and Deloitte, are working strategically with future scenarios. Disciplines in this field like foresight and futures studies are categorized with different terms depending on the time in history and geographical area (Sardar, 2010). Other similar disciplines can be mentioned, such as strategic foresight, scenario planning, and corporate foresight. Foresight consists of a broad range of studies and approaches and is described as a *‘very fuzzy multi-field’* (Marien, 2002). Similar to these approaches is the development of future scenarios that are used in a strategic process. During the thesis, we will use the term *foresight* when referring to the discipline of working strategically with future scenarios.

Future scenarios are described by Hines and Zindato arguing that in foresight scenarios are macro-scale application and *“[...] they present alternative of futures and are*

generally presented using storytelling and reports.” (2016, p. 185). This is how we will use the term future scenario forwardly.

In foresight, future scenarios can be developed without the support of design methods, such as storytelling and reports (Hines & Zindato, 2016), but also where foresight is integrated into a design-led process of envisioning methods. An example where design has been used to expand the immersive experience is the project “Hawaii 2050” created by amongst others Jim Dator and Stuart Candy, who seek to transform the future scenarios into experiential scenarios (Candy, Dator, & Dunagan, 2006). The integration of design to support the imagination draws benefit in enhancing the immersive experience: *“And the more comprehensive or immersive the intervention, the more effectively future-shaping (i.e., catalytic of the actual change) it is liable to be.”* (Haldenby & Candy, 2014, p. 5).

These design-based future scenarios will be the focus of our thesis, where we will use Boxing Future Health as a case. Boxing Future Health is an ongoing project linking foresight and design thinking and was established in 2016 by the Danish Design Centre (DDC). The DDC is a Danish semi-public institution whose purpose is to disseminate knowledge about design and its economic effects in the business community (Danish Design Centre, 2016b). The project was created based on a hypothesis that shaping the future with the use of scenarios would make it easier for stakeholders to relate to the future and explore new business models, collaborations, and innovative products and services (Dansk

Design Center, n.d.). The project foundation is explained by the program director, Sara Gry Striegler:

“Technology will change the way our society works - the products, the services, the business models, and the value creating systems. Our understanding of health will change. But how will it change - and how can we act more proactively and shape the future as decision makers and decide wisely and responsible where to go? This was the aim and still is the focal point of Boxing Future Health: To step consciously into the future and start making demands for technology from a human perspective. Starting with the human experience as the goal, not technology in its own.” Sara Gry Striegler (e-mail, December 19, 2018).

Boxing Future Health is a project addressed to primarily Danish private and public organizations in the healthcare and offered in three different versions as a way for the organizations to work with the abstract future more concretely. The three offered versions are: (1) *‘Listen to the Future,’* (2) *‘Touch the Future,’* and (3) *‘Create the Future.’* *‘Listen to the Future’* is mainly a presentation and does not contain the physical elements of the scenario experience. For this reason, we have chosen to limit us from this offering in the thesis. Furthermore, *‘Create the Future’* is an innovative course, and the DDC has until now only had one organization through. Therefore, our focus of this case is *‘Touch the Future,’* commonly a one-day workshop.

Service Design as an Approach

The Danish Design Centre (DDC) has been offering the *'Touch the Future'* workshops from summer 2018 to the beginning of 2019 and has evaluated the process of the workshops and the participant experience through post-self-evaluations and in some cases via evaluation meetings. However, in-depth evaluation and impact measurement have not been conducted. We perceive the opportunity of using service design to explore the *'Touch the Future'* workshop process as a way to gain an understanding and insight into the customer journey and thereby potentially provide opportunities for optimizations.

Reason, Løvlie and Flu claims that service design can assist in understanding and designing for the customer journey that is visualized in the customers movement of **before** engaging with the service, the customer's **beginning** relationship with the service, what happens **during** the service and how the customer experience is **after** using a service (2016). It points out the importance of not only focusing on what happens during the service but considering the service offering as part of a customer's journey that can assist the service provider in gathering insight to optimize the customer journey.

Organizations can use service design both to improve existing services and to develop new value propositions (Stickdorn, Hormess, Lawrence, & Schneider, 2018). We found that design-based future workshops already exists in different forms, where Boxing Future Health is one. Therefore, service design can be particularly relevant as it takes a holi-

stic human-centered approach and offers methods for first identifying the problem space, by including relevant stakeholder needs, followed by identifying a solution space, in an iterative process.

The focus of this case is the DDC's service offering *'Touch the Future.'* From the preliminary work conducted, we found that *'Touch the Future'* could be categorized as an envisioning session done collaboratively, which is why we forwardly will refer to them as **Collaborative Envisioning Sessions**. We define the Collaborative Envisioning Session as the constellation of workshop activities providing the context (setting and tools) for collectively, envision, or imagine how something might be in the future. This will be elaborated in the literature review.

The focus on *'Touch the Future'* (Collaborative Envisioning Session) provides the opportunity of using service design to explore the customer journey to identify a problem space and focus on optimizing based on the solution space.

The increase of design used in foresight and its commonalities with collaborative sessions and envisioning projects used in service design provides an interesting, relevant, and motivating case for the thesis. Further, one of the group members interned at the DDC from August to December 2018, which provided a good foundation for our process. Collaborating with the DDC that are working professionally within the discipline of service design is a unique opportunity that can support us with expert knowledge.

Structure of the Thesis

Chapter 2 presents the background for the case, introducing our collaborator and service provider the Danish Design Centre (DDC) and the project Boxing Future Health. The final part of the chapter will present our case and problem statement.

Chapter 3 contains a literature review where the theoretical context is examined concerning our problem statement and concluded with our research question.

Chapter 4 introduces our methodological approach and framework for this thesis.

Chapter 5-8 contains the analytical description of our design process, organized in the four phases of the Double Diamond. Discover, describes how we explored our topic and identified pains and gains. Define, examines the gathered research to provide a direction for the project. Develop presents how we used our gathered data to develop a service concept, and after developing this concept, we converged the outcome from the previous chapter in order to present the deliverables in a product report to the DDC in Deliver.

Chapter 9-10 consists of the reflections and discussion of the design process, the research question, and learning goals. The final chapter will be concluding on the thesis.

2. Context

This chapter first introduces the service provider the Danish Design Centre (DDC) and the Boxing Future Health project to understand the context and outset for our case, which will afterward be described and finalized with a problem statement.

The Service Provider

The Danish Design Centre (DDC) is a Danish semi-public institution (*selvejende institution*) founded by the Danish Design Council in 1978 placed under the Ministry of Industry, Business and Financial Affairs¹. In 2015, the Ministry established the commercial foundation Design Society as the parent company encompassing the DDC, INDEX: Design to Improve Life, and the Danish Fashion Institute (see Figure 1) as part of the growth plan for creative businesses design.

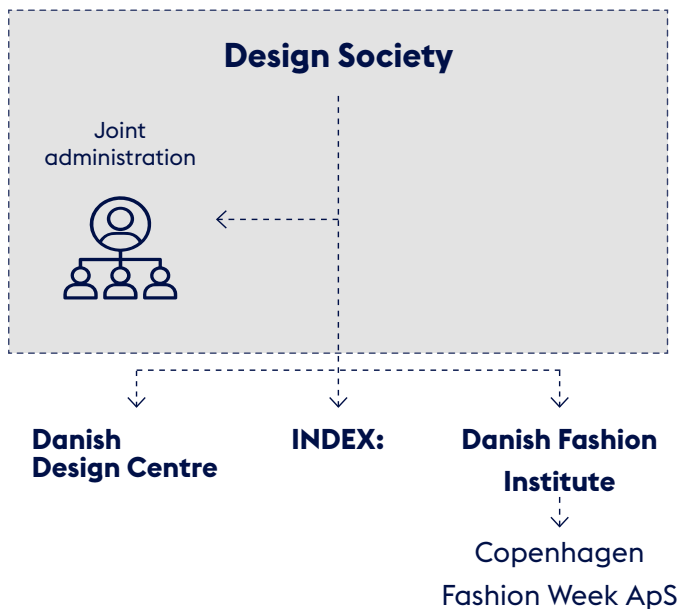


Figure 1: Organization diagram

The financial foundation of Design Society is based on contributions from the government, the Growth forum Capital, and are co-financed by private funds and donations (The Ministry of Business and Growth, 2015). Christian Bason is the CEO of both Design Society and the DDC where his role is to establish the overall strategic direction of the organization

Vision for the Danish Design Centre

"Empowering business, people and society to shape the next."

- Rasmussen & Bason (2019, p. 6)

Mission for Future Health

"The mission is to create spaces where companies and public organizations together shape valuable health solutions of the future."

- Rasmussen & Bason (2019, p. 15)

(Danish Design Centre, 2019b). The vision for the DDC and mission for Future Health are shown above. The vision is reflected in the DDC's five departments or strategic focus areas called **platforms** (see Figure 2 on the next page). Each platform has ongoing **projects**. The projects are investigating how to create design-based value in companies through systematic experimenting, learning, and sharing (Danish Design Centre, 2016a). Our thesis case is based on the project Boxing Future Health placed under the platform Future Health, which will be described in the following section.

¹ The Ministry of Industry, Business and Financial Affairs was formerly categorized as the Ministry of Business and Growth.

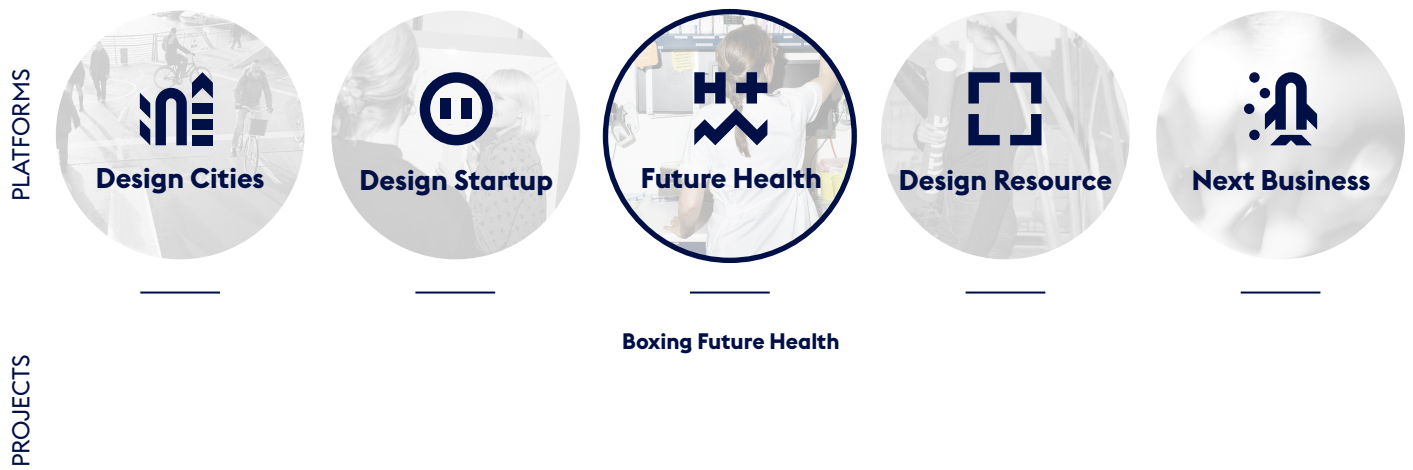


Figure 2: The Danish Design Centre's five platforms, and the project *Boxing Future Health* placed under *Future Health*.

Boxing Future Health

Boxing Future Health is a program developed from 2016 to 2018. The program was established with the purpose to provide public and private organizations the possibility to explore the future in healthcare in Denmark in 2050. The organizations can use it to discover new markets, business potentials, and strategic opportunities, more concretely to create the starting point for strategy, competence, and product development or to define the future consumers of health (Dansk Design Center, n.d.).

2.2.1. Background

Boxing Future Health is a project developed from 2016 to 2018. The project was established with the purpose to provide public and private organizations the possibility to explore the future in healthcare in Denmark in 2050. The Boxing Future Health team has in collaboration with Public Futures² and an additional 100 experts related to the healthcare developed four future macro scenarios (Danish Design Centre, 2016a). The process of this development is based on foresight methods and has been planned as a forecasting-scenario process with the main phases of framing, scanning and scenario development where co-creational workshops have been applied (Svendsen & Olsen, 2018).

The future scenarios are developed based on a 2x2 matrix with four opposite poles of how the future might develop in the healthcare sector. Each scenario contains two main dimensions. They are represented by two axes that intersect, whereby a matrix with the four

quadrants appears. Each quadrant represents a future scenario universe (Svendsen & Olsen, 2018). The matrix is shown in Figure 3.

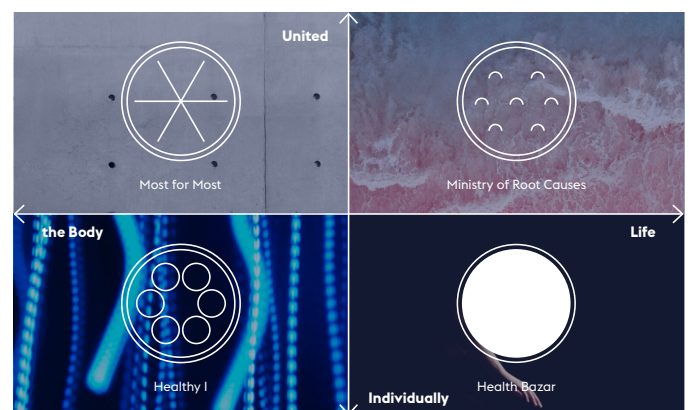


Figure 3: Matrix with four quadrants each representing a future scenario. The matrix poles are vertically: United-Individually, and horizontal: The body-Life.

2.2.2. Boxing Future Health service offerings

Boxing Future Health provides service offerings where organizations can use it to discover new markets, business potentials, and strategic opportunities, more concretely to create the starting point for strategy, competence, and product development or to define the future consumers of health (Dansk Design Center, n.d.). Boxing Future Health's offerings have been available from summer 2018 to January 2019 as a test phase, where approximately 2000 people have experienced the scenarios.

The Boxing Future Health service offerings are offered in a Business-to-Business (B2B) context targeting public and private organizations

² The company was founded in 2005 by partners Steen Svendsen and Søren Steen Olsen. Steen is an M.Sc. in Political Science, and Søren is an M.Sc. in Economics both from the University of Copenhagen. Their core competencies comprise future research, policy and strategy development, vision processes, top management consulting, process management, analyses and national economics (Svendsen & Olsen, 2019a).

within the healthcare. The offerings are customized according to the participating organization, but the DDC provides a description of three suggested service offerings called: *'Listen to the Future,' 'Touch the Future,'* and *'Create the Future'* (Danish Design Centre, 2016a).

The three Boxing Future Health service offerings are centered around the four future scenarios from the matrix. The future scenarios are designed as an immersive experience, in large cylinders (see Figure 4), where people can “visit” and explore the future. In this thesis, we are, as mentioned earlier, focusing on *'Touch the Future,'* which we during this thesis, refer to as a Collaborative Envisioning Session. A description of the two additional offerings, *'Listen to the Future'* and *'Create the Future,'* which are not the focus of the thesis, can be found in Appendix I.

'Touch the Future' (Collaborative Envisioning Session) as a service offering has a consultancy aspect but built around a workshop that contains some standardized exercises, but elements are customized to some extent for each organization. The session consists of different exercises amongst others, a collective exit poll seen in Figure 5. However, a generalization of a high-level journey is visualized in Figure 6 (see the next page). *'Touch the Future'* takes place at the DDC and last on average 4-5 hours but can also last up to two days. During the session, the future scenarios are explored, and the outcome can, for example, be a design brief supporting the organization in continuing their process (Danish Design Centre, 2016a).

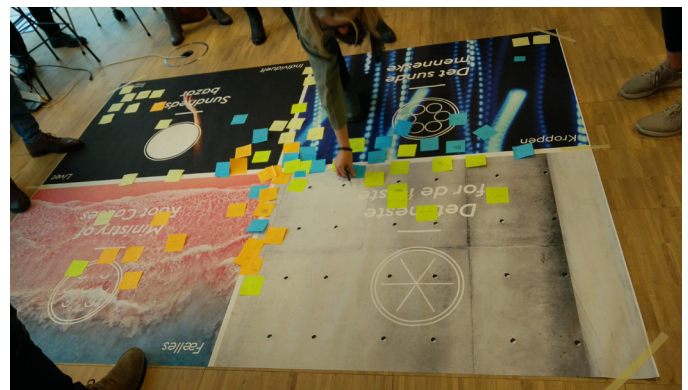
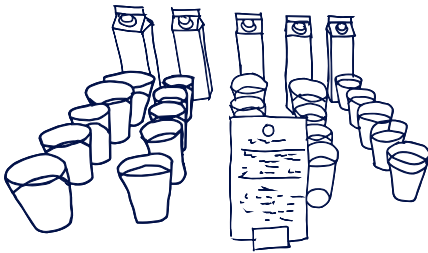


Figure 4: Picture of the scenario cylinders at the Danish Design Centre

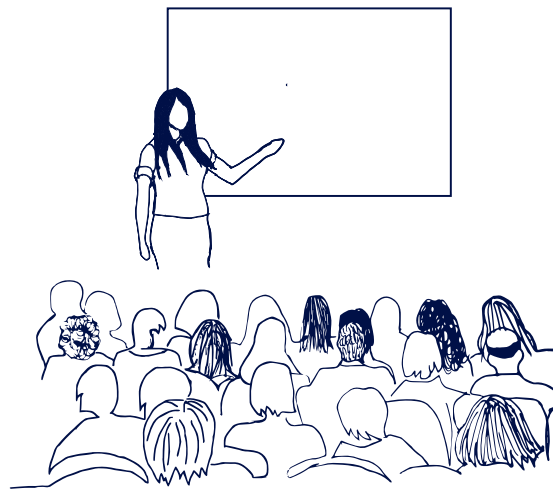


Figure 5: Picture of exit poll exercise during a *'Touch the Future'* Session

The **food station** is where the participants receive the first taste of the scenarios, and the first time their senses are stimulated.



Each **future scenario** is represented in an abstract way where various elements and objects have been orchestrated for one to feel, smell, and listen that supports the immersive experience. The abstract representation should make it possible for the participants to individually explore and imagine what the abstract content signals about the future.



Participants are greeted at the food station

Presentation

The **presentation** should provide the participants with knowledge for them to understand the workshop purpose.

Experience the scenarios through the cylinders, audio narratives and reflection cards

The **audio narratives** should support the participants own imaginations of the surroundings and personas.

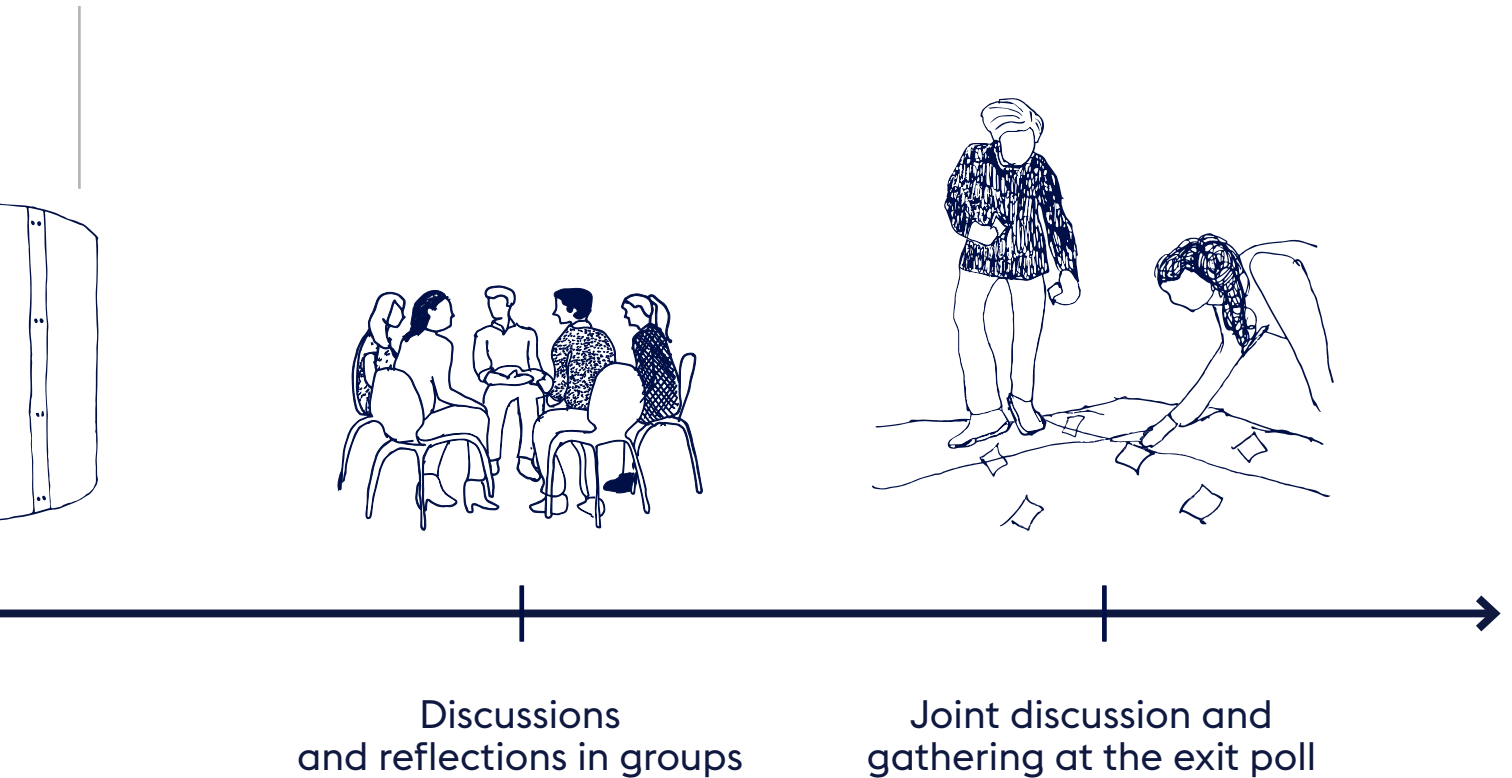
Figure 6 - Journey of the service offering 'Touch the Future'. Adapted from text description (Danish Design Centre, 2016a)



**10-24
participants**

**4-5 hour
duration**


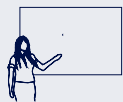




The **reflection cards** should ensure that the participants individually have time to reflect on both opportunities and threats for each scenario.



The individual part of the **exit-poll exercise** pushes the participants to consider their beliefs on the future direction. The collective aspect of the exercise provides the participants in seeing and hearing about the other participants' choices and arguments.

2.2.2.1. Activities, tools, and methods

'Touch the Future' (Collaborative Envisioning Session) consist of various exercises, tools, and methods for the participants to experience and interact with. A description of these is introduced below:

	What is it? - and what does it contain?
Food station 	<p>The food station consists of two kinds of food and two kinds of beverages, each representing one of the four future scenarios. The food station is presented in the beginning to set the stage.</p>
Presentation 	<p>The presentation usually contains an introduction of the DDC, design, and the prior development of the four scenarios based on foresight. The presentation is usually customized for the particular offering and organization where the focus on each topic can vary. Sometimes external presenter can be a part of it.</p>
The four Scenarios 	<p>The four future scenarios are constructed as cylinders and are each approx. 3 meter in diameter. The four cylinders each contain different elements. A description can be found in Appendix 2.</p> <p>The four cylinders each represent an alternative future of 2050 and are color-coded; pink, blue, black and gray. Two of the cylinders can be seen in Figure 4. The colors emphasize the narrative of each scenario while also contribute to distinguish and memorize each scenario.</p> <p>Due to the space consuming physical cylinders, the DDC are currently redesigning the scenarios as a theatre concept. The concept is renamed: Boxing the Next. The theatre space will be designed to switch from the scenario theatre into a standard working space providing flexibility while keeping the immersive experience.</p>
Audio narratives 	<p>Three personas have been created each with a medical condition, e.g., a broken leg. The story of each persona is created as audio narratives, one for each scenario. The audio narratives are similar to radio plays where actors and actresses take the role of the persona, and background noise effects are applied. The audio files can be accessed from this link: http://boxingfuturehealth.dk/en/ (Illustrations are also adapted from this site)</p>
Reflection cards 	<p>After being introduced to the future scenarios, the participants are asked to reflect on questions regarding how they see their organization in each future scenarios and to write it down on a reflection card.</p>
Exit poll - Matrix 	<p>The matrix illustrated in Figure 5 is printed on a 2x1,5 m canvas, where each quadrant represents a future scenario. The matrix is either placed on the floor or the wall. The participants are asked to place post-its based on the matrix according to questions asked by the facilitators, e.g., "<i>which future do you hope to experience?</i>" or "<i>which future do you expect to experience?</i>". Afterward, the participants will have a collective overview of their hopes and expectations for the future.</p>

In the following section, the case and collaboration for our thesis project will be described.



During the thesis, the collaboration with the Danish Design Centre (DDC) has primarily been with two contact persons: Sara Gry Striegler and Anne Danielsen. Program Director Sara Gry Striegler manages the Future Health platform. She has experience and knowledge within design thinking and has previously worked with the implementation of new innovation policies regarding operation management and teaching innovation methods at the Capital Region of Denmark (Danish Design Centre, 2016e).

Our second contact person is Senior Service Designer Anne Danielsen, the project manager of Boxing Future Health. She focuses on how design can affect health and how a service can place the patient in the center (Danish Design Centre, 2016b). The terms agreed for the collaboration was primarily a meeting with Sara Gry Strigler or Anne Danielsen every 2-3 weeks between 30-60 min.

The outset for the collaboration with the DDC is as mentioned based on our group member's internship at the DDC where she was primarily connected to the Boxing Future Health project. During the internship, she co-facilitated six of the *'Touch the Future'* workshops, participated in workshop preparations, and performed several other related tasks. She gained an in-depth knowledge of the project, such as the organization of the offerings and the DDC's choice of methods, which was a beneficial asset during our thesis process.

2.3.1. Choosing 'Touch the Future'

We started the preliminary work before we chose to focus on 'Touch the Future' workshop (Collaborative Envisioning Session), and the thesis project officially began in February 2019. The project started with a collaboration concerning Boxing Future Health but at the time not with a specific problem area. This meant that we in the group brainstormed several topics to explore and through meetings with Anne Danielsen discussed, merged, discarded, and validated the topics.

Before we chose to focus on the 'Touch the Future,' we decided to focus on how the three existing service offerings are organized. To get an overview of the three service offerings we mapped a journey for each, primarily seen from the service provider's perspective as the knowledge at this point stemmed from the group member's internship knowledge, desk

research, and one meeting with the DDC. The journeys' were mapped with broad generic steps, including the role and tasks of the DDC, seen in Figure 7.

We used the journeys to obtain a visual overview of the three offerings that could assist us in identifying how the DDC had designed the offerings while providing us with a common language when talking about the offerings. It opened up a discussion about the differences between the three offerings and their purpose, which lead to the decision of choosing one of the offerings for further work process. During this discussion, we looked at the possibilities and challenges that each offering could provide for our service design process, and chose 'Touch the Future' to use as a case for our focus area.

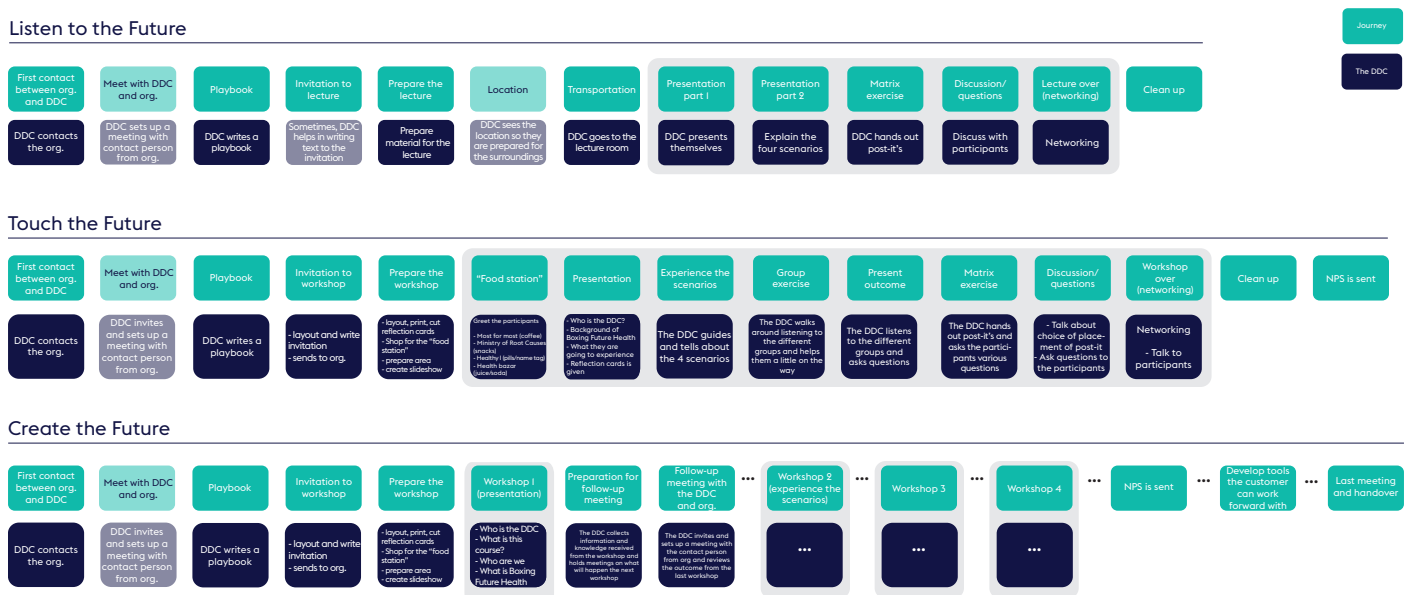


Figure 7: Overall journey of the three service offerings

2.3.2. Initial project direction

The Collaborative Envisioning Sessions are organized across a sequence of touchpoints, where the DDC interacts with the customer. Seeing the session as a service, that takes place over time, we believe that mapping the journey from the customers perspective, could be particularly helpful in providing insights of the customers' experience, and reveal opportunities for optimization.

A customer journey can provide insight into what takes place before the customer arrives at the DDC for the Collaborative Envisioning Session and reveal unidentified touchpoints

or experiences during the session. A customer journey can also provide insight into what happens after the session, such as the outcome.

The initial problem statement is based on exploring these Collaborative Envisioning Sessions by using service design methods and by analyzing the current customer journey of the participating organizations while using the insights to potentially optimize the journey. Our problem statement is specifically formulated:

Problem statement:

How might we use service design to explore and optimize the customer journey of the collaborative envisioning sessions organized by the Danish Design Centre?

3. Literature Review

In the following literature review, we will present the existing research by particularly focusing on those contributions that can help us address the problem statement.

Theoretical Rationale Behind the Collaborative Envisioning Sessions Offered by the Danish Design Centre

To approach the Collaborative Envisioning Sessions offered by the Danish Design Centre (DDC), we will first take a theoretical view to examine the rationale behind them. This is done from a collaborative and envisioning perspective used in design- and strategic processes.

Doing activities collaboratively during a design process is one of the core principles in service design where diverse stakeholders can be brought together to participate for different purposes. For this our framework are often referred to as a workshop. A workshop life cycle can be divided into four phases: (1) Define clear purpose, (2) Plan workshop, (3) Run workshop, and (4) Follow-up on workshop, as seen in Figure 8 (Burtonshaw-Gunn, 2008).

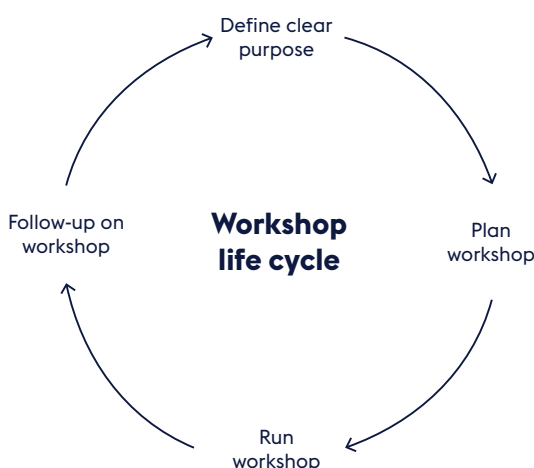


Figure 8: Workshop life cycle. Adapted from (Burtonshaw-Gunn, 2008)

In participatory design, the practice of **collaborative sessions** is, amongst others seen in co-creation that refers to “[...] *any act of collective creativity, i.e., creativity that is shared by two or more people.*” (Sanders & Stappers, 2008, p. 6). Sanders & Stappers term co-design as the collective creativity between designers and non-designers that is conducted throughout the whole design process (2008). The stakeholders involved during this process are the participants of the session, and a facilitator, who needs to be able to facilitate people with different levels of creativity (Sanders & Stappers, 2008).

Establishing that a collaborative session will include more people interacting with each other; this requires a need for communication and thereby a common language between the participants in order to discuss and understand each other. Working collaboratively and interacting with others can lead to innovative approaches, more feedback, more ideas, and distribution of work and responsibilities (Lindeke & M Sieckert, 2005). To conduct an effective future strategy session, initially a group must define some common goals and guidelines for the organization and to further make these goals the most satisfactory for the majority of the organization, several co-workers must be involved (Huxham & Vangen, 2004). The discipline is as mentioned increasingly being approached with the use of design, which will be elaborated in the following section.

3.1.1. Design and collaborative envisioning

Envision is described in the English Oxford Living Dictionary as the act to “[i]magine as a future possibility” and to “visualize” (Oxford Dictionaries, 2019). Envisioning how the future might or could be, can impose obstacles for people as the future is, described by Candy during a TEDx Talk, inherently abstract: “it’s remote from our present experience, which makes it very hard for any considerations on that long term timeframe to compete with the urgent material present concerns that we have today.” (2014-9:08). To support the imagination, design-based approaches such as speculative design is found as a way to imagine possible futures and use them to understand the present better:

“This [speculative design] form of design thrives on imagination and aims to open up new perspectives on what is sometimes called *wicked problems*, to create spaces for discussion and debate about alternative ways of being, and to inspire and encourage people’s imaginations to flow freely. Design speculations can act as a catalyst for collectively redefining our relationship to reality.” (Dunne & Raby, 2013, p. 2)

Design fiction is another approach defined by Sterling: “*Design fiction is the deliberate use of diegetic prototypes to suspend disbelief about change.*” (Sterling, 2013). Both speculative design and design fiction borrow methods from other fields to create things and ideas utilized as, e.g., thought experiments and fictional worlds (Dunne & Raby, 2013; Sterling, 2013). Enhancing the imagination with the use of props is about people suspending their disbelief willingly (Dunne & Raby, 2013). The

use of methods can, therefore, support the experience of imagining by targeting emotions. Candy terms the difference between future scenarios as represented and as experienced as the ‘experiential gulf’: “*It is the difference between how we imagine or expect something to seem in advance, and what it’s actually like being there.*” (Candy, 2010, p. 73). He argues that it is needed to narrow this gap and move closer to the sense of actuality rather than solely the sense of possibility.

In experience-centric services, Zomerdijsk and Voss recognized sensory design being used by design oriented companies that “[...] *deliberately addressed customers’ five senses to influence their emotions and their experience.*” (2010, p. 74) through the customer journey. This argues for the use of design, and other experience methods being considered when designing for services. Specifically, the experience is related to the customer and can be influenced by both the service provider and external factors: “[...] *the customer experience construct is holistic in nature and involves the customer’s cognitive, affective, emotional, social and physical responses to the retailer.*” (Verhoef et al., 2009, p. 32). Pine and Gilmore, argues that experience should be memorably supported by the encounters between the customer and the provider and that engaging the five senses can support the memorability (1998). Furthermore, when remembering experiences, the brain often thinks in images and words. Dreams are often forgotten because the mental images created are not put into words. By combining text and words and using more components, the brain strengthens its ability to remember

and create memories (Lester, 2013). Italian physician and educator Maria Montessori (1989) found that acting less as a teacher and more as a facilitator and observer; the students will learn through exercises, senses and educate themselves through their own efforts. This approach helped the students to create their own impression of things, they learned faster, gained more independence and ownership of their learning and illustrated the concept of multiple interpretations of the same experience (Montessori, 1989).

Furthermore, Associate Professor Micah Murray (Gordon, n.d.) explores Montessori's approach and how simultaneously use of multiple senses interacts to perceive information. The multidisciplinary use of senses assists the brain in remembering specific memories more efficiently. However, when conducting an experiment where images and sounds were combined, the feedback from the volunteers varied. Some benefitted from the multiple uses of senses, while others only focused on the task and ignored all stimuli. These volunteers were put at a disadvantage because they found it challenging having too many focus points and impressions at once (Gordon, n.d.). Design can be used to stimulate people's ability to envision seen in amongst others design fiction and speculative design, with the use of, e.g., visual design and props. Further, it can be used as a tool to influence the participant's emotions and experience, and it can support memory when learning. However, when stimulating more senses at a time, the combination should not overload the senses to avoid the message not being received as intended. Examples of similar Collaborative Envisioning Sessions are examined in the next section.

3.1.2. Similar work

An example of using the design on a smaller scale is the '**Future Workshop**,' an approach developed by Jungk and Mullert during the 1970s proposing five phases for organizing and conducting a workshop (Vidal, 2005). It makes use of creative tools such as brainstorming, roleplay, and picture stimulation. Here, the participants are generating ideas about how they want their future to be (Vidal, 2005). The purpose is to assist the stimulation of the participants in envisioning some of the unknown when generating ideas.

A well-known futures studies researcher Jim Dator, who works with futures studies in politics, developed the '**Envisioning Alternative Futures**' approach in 1993. The approach was created based on the Future Workshop that Dator criticizes for their choice of arranging the Fantasy phase after the Critique phase:

"I think it is a serious mistake to ask people to engage in any kind of a preferred futures envisioning exercise until they been challenged to examine their own various ideas about future first. This is where the futurist plays her most important role: not of course in predicting the future and telling the enthralled throng what the future Will Be, but rather in structuring the situation so that the participants themselves are led to express, clarify, and modify their own individual and consensual images of the future." (Dator, 1993, p. 4).

In the progress of Envisioning Alternative Futures, Dator includes an external futurist to present elements, trends, or components that could affect the future, to the participants. The participants have the opportunity to

contribute with inputs and ideas, which will ultimately create some alternative futures. Afterward, people are divided into groups and asked to work with one of the alternative futures where each reflects by themselves and afterward discusses how this future might affect their everyday life, career, etc. (Dator, 1993).

Another project conducted in 2006 by Stuart Candy, Jim Dator, Jake Dunagan from Hawaii Research Center for Futures called “Hawaii 2050”. It was an immersive Futures Workshop, using **experiential scenarios**, to promote a broadened sense of what the future possibilities could be. To create an immersive experience, four “futures room” were staged in separate rooms using design thinking, artifacts from the future, and experiential scenario storytelling (Candy, 2006a). In the Hawaii 2050 case, the scenarios were only used at this workshop and were not meant as an ongoing offering.

The Future Workshop is not based on any foresight approaches as a reference framework to work from. In this case, design-based methods and tools were used both for the participants to imagine the future and for them to generate ideas. The Future Workshop and Envisioning Alternative Futures differ from “Hawaii 2050” in the lower level of design elements such as visual props and materials created to support the participants in envisioning. The “Hawaii 2050” workshop constructed scenarios in a theatrical setting supporting the immersive experience.

3.1.2.1. Boxing Future Health and similar work

It is seen that design methods used for translating the future scenarios created can range from storytelling and simple design objects to the DDC’s version combining more design tools and with increased complexity. This is precisely the use of design to create an immersive experience that the Boxing Future Health has applied.

Dator’s and the Collaborative Futures approach to working with envisioning and the future contains many similarities to the Collaborative Envisioning Session. However, the Collaborative Envisioning Session presents the alternative futures as future scenarios, which has been developed in advanced in cooperation with several futurists and experts within the healthcare (Danish Design Centre, 2019a). Furthermore, the process is focused on the user experience and letting the participants form their impression of the future in groups. Even though the scenarios in Boxing Future Health are already created based on concrete foresight material, the representation is depicted in an abstract way where the props in the scenarios are familiar such as mirrors that represent a surveillance society but used as a metaphor instead of representing concrete representations. This provides the opportunity for the participants to create their own visions and afterward in facilitated discussions to collaboratively envision the future scenarios.

Exploring and Optimizing the Customer Journey Through Service Design

Service design has arisen in response to the change in the economic, social, and technical trends (Reason et al., 2016). Pine and Gilmore (1998) propose the progression of the **economic value** from the extraction of commodities to the making of goods to the delivery of services, to the staging of experiences. This is a shift in focus to not think of the product or service as creating value but think of the offered experience, whether a product or service as the factor that creates value for the customer. This leads to the **social trend** of increase in customer expectations, causing the need for organizations to increase the customer experience and the expansion of customized offerings (Reason et al., 2016). The rapid **technical development** and continuous development of new digital systems that both create new opportunities but also create risks of developing services that do not consider people.

Service design can contribute to solving the right problems by understanding the needs of multiple stakeholders and thereby *“[...] use service design to improve the services that they offer now and to develop whole new value propositions, perhaps based on new technology or new market development.”* (Stickdorn et al., 2018, p. 15). Service design takes a holistic approach by amongst others identifying all stakeholders and addressing their needs (Stickdorn et al., 2018). One of the tools used in service design to explore the stakeholders' movement through the service is a customer journey. Exploring a customer journey of new or existing services can visualize experiences and show how a

customer is interacting with the organization in a sequence of steps and touchpoints (Stickdorn et al., 2018). Customer journeys and touchpoints *“[...] can be a valuable tool for improving customer experiences”* (Zomerdijk & Voss, p. 79) when designing from this perspective.

A journey can be mapped with different levels of scales and integrate different perspectives and actors depending on the purpose. Touchpoints are all the steps where the customer interacts with the service provider - service encounters, and all these service encounters will affect the overall experience (Clatworthy, 2011; Stickdorn et al., 2018).

Customer journeys also make it possible to explore the customer's pains and gains of a service experience with for example including an emotional journey that can lead to a more in-depth understanding of problems in the journey (Stickdorn et al., 2018).

The journey can be used as a boundary object to assist the communication of a process and create a common language (Carlile, 2002; Stickdorn et al., 2018). Boundary objects can be particularly helpful when stakeholders with different background are brought together during the design process.

This can assist the service provider in the pursuit of delivering the right experience for the customers (Reason et al., 2016). A service is relevant for customers to fulfill a perceived need. These needs will vary at different points in their experience throughout the customer

journey (Reason et al., 2016). This highlights the importance of the service provider to understand their customers and their journey and experiences in the movement through the journey.

Service design takes a holistic view of the service by exploring the stakeholders and including them in the process. This can be useful when exploring and optimizing a service as different perspectives can be represented and taken into account. This can also provide an identification of different actor roles in terms of, e.g., organization type or objectives. The actor can e.g. be represented as a customer group or group of employees (Stickdorn et al., 2018).

There are many examples of using service design to improve existing service offerings. From the literature review conducted, we have established that customer journeys are embedded as a recognized method used mainly in service design to analyze and optimize a customer journey. We have presented cases of how Collaborative Envisioning Sessions can differentiate in how design is used to support people in envisioning. Also, how an existing workshop was optimized with use of foresight. However, we have not yet discovered much literature examining how service design is used as the approach to explore and optimize existing Collaborative Envisioning Sessions specifically.

Research Question:

How might we use service design to explore and optimize the customer journey of collaborative envisioning sessions?

4.

Methodology

Framework for the Design Process

Conducting a thesis within the realm of service design and in the context of our problem area, we have chosen the Double Diamond (Design Council, 2007) as the framework to structure our design process. The framework proposes the four phases: Discover, Define, Develop, and Deliver, as well as the discipline of thinking divergent and convergent during the process, which is illustrated in Figure 9. **Discover** covers the beginning of the project. In this phase, insights are gathered, and questions, hypotheses, or issues are explored. In **Define**, insights are analyzed and synthesized in order to develop a clear design brief that frames the fundamental design challenge. In the **Develop** phase, solutions are designed through iterations of prototyping and testing until they have become concrete products or services. In the **Deliver** phase, the completed service concept is finalized, produced, and launched (Design Council, 2007). The Double Diamond is depicted in a somewhat linear process, which provides an advantage in communicating and visualizing the process during this report in a simplified manner. However, in reality, the design process is iterative meaning that we perform activities that assist us in adapting and moving forward in iterations of diverging and converging (Stickdorn et al., 2018). The Double Diamond does not provide

a step-by-step guide on how to conduct a design process but provides method suggestions for each phase. However, the selection and application of methods vary, at least from our early project experience, from one project to another. Conducting design projects assist us in gaining experience as service designers and strengthens our ability to apply and adjust methods and tools for different situations and purposes. Our approach to the design process provided by the framework is based on the service design principles provided by Stickdorn et al. (2018) that can also influence the methods and tools applied during the project:

“It is a human-centered, collaborative, interdisciplinary, iterative approach which uses research, prototyping, and a set of easily understood activities and visualization tools to create and orchestrate experiences that meet the needs of the business, the user, and other stakeholders.” (Stickdorn et al., 2018, p. 27)

It reflects some of the research progress within the field of service design such as the inclusion of a broader perspective on cross-disciplinary stakeholders as collaborators in the design process which we perceive essential in a service design project.

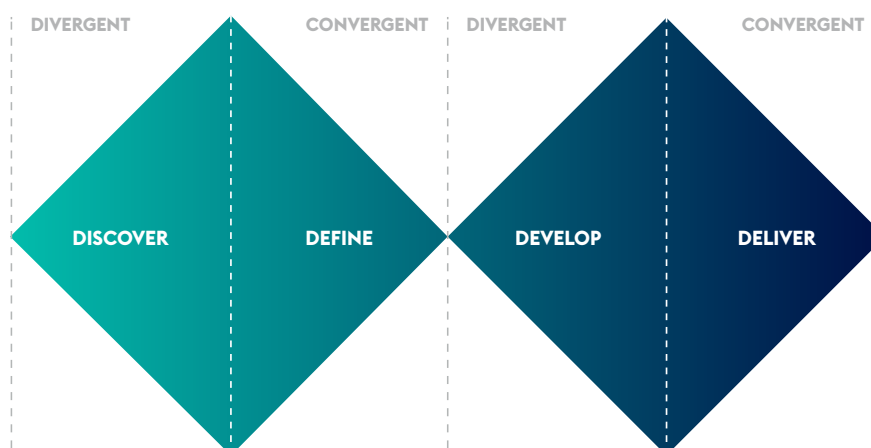


Figure 9: Double Diamond model.

Research Approach

Qualitative research has been conducted during the process to address the research question and problem statement. *“Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem.”* (Creswell, 2014, p. 32).

Service design research can use both quantitative and qualitative methods but tends to fall mostly into the qualitative category (Stickdorn et al., 2018) due to the human-centered focus of getting a deep understanding of the participants' behavior and motivation. On the other hand, qualitative methods should not be perceived as rigid and distinct categories or seen as the contradictory to quantitative methods (Creswell, 2014). A tendency to focus on the differences between the qualitative and quantitative philosophies rather than on the similarities is pointed out by Bjørner (2015c). He further describes both methods as producing and describing data while speculating on the reasoning behind the outcome. However, the format of the data can be different because qualitative methods are often framed in words or visuals, and quantitative methods often framed in numbers. The consideration of primarily using qualitative methods is to obtain insights about people's motivation and needs. However, when gathering data for a customer journey, Reason et al. (2016) emphasizes the value mixing the qualitative and quantitative approach for combining market facts with insights and understanding customer behavior. The qualitative methods can identify different perceptions, acts, beliefs, attitudes, cultures, and lifestyles. Overall, it can cover what, how, and why questions

(Bjørner, 2015c). It can assist us in exploring the participants experience through the Collaborative Envisioning Session journey and to focus on examining a specific question or topic more in-depth in the participants own words and self-evaluation (Bjørner, 2015c). A weakness of qualitative methods, which we should be aware of during our research activities, are biases. A consideration is that one of the group members previously interned at the DDC and which biases can influence the process (Creswell, 2014).

Project Milestones

At the beginning of the project process, we clarified our joint expectations and aims of this thesis (see Learning Objectives). To specify how to achieve these objectives, the group developed a timeline of the complete design process with important milestones. The timeline also presents an overview of the different phases of our design process. The timeline of the thesis process is visualized in Figure IO.

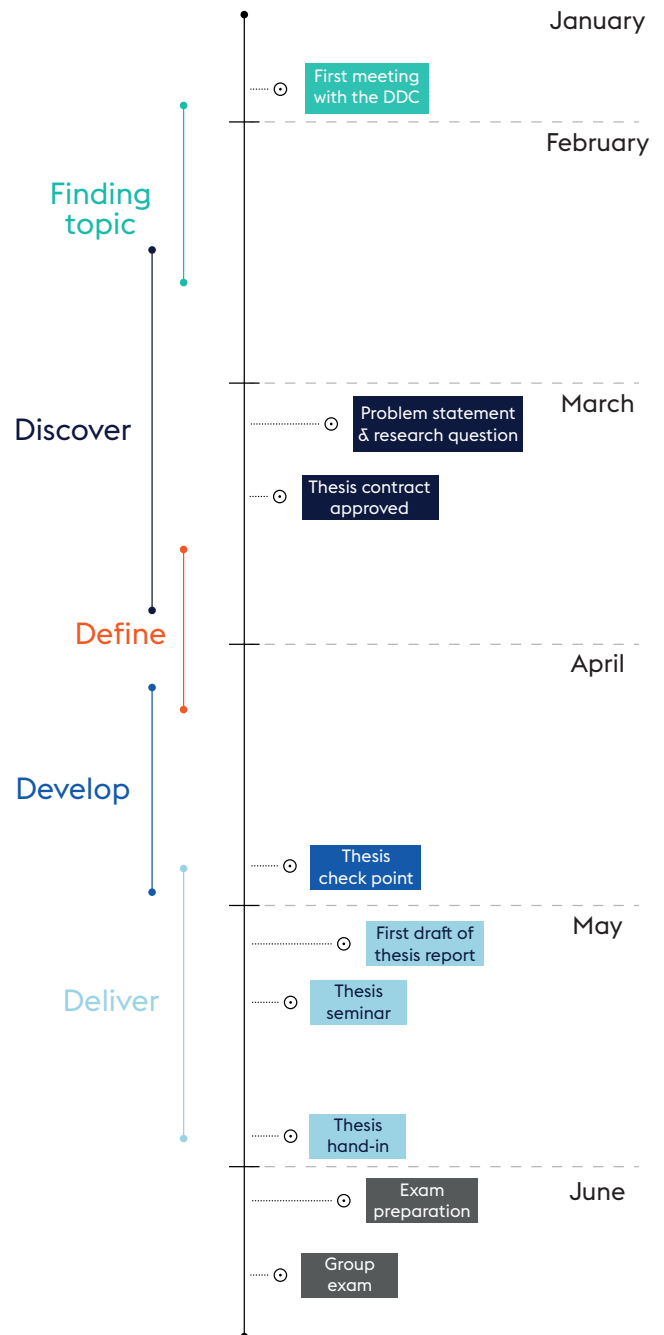


Figure IO: Timeline with milestones of the thesis process

In the following chapters, we will present an analytical description of the design process. The analytical description is represented in four chapters according to the four phases of the Double Diamond, presented in the previous chapter. Each chapter will contain a description, purpose, and reflection of the methods chosen as well as our findings and insights.

- **Discover** Chapter 5
- **Define** Chapter 6
- **Develop** Chapter 7
- **Deliver** Chapter 8

5. Discover

This chapter will describe how we explored the topic to give a direction for the project. We started by building up knowledge about the Danish Design Center (DDC), their target group, the Future Health program, and exploring how others have been working with future scenarios. The following sections will explain the research methods we used and how have used them to address our problem statement and research question and further present the findings.



5.1

Research Activities

Figure II shows the research activities and demonstrates an overview in a timeline of our collection of empirical data. The research activities are divided into **desk research**, for getting an understanding of the field, and **field research** covering conducted meetings, interviews, and observations.

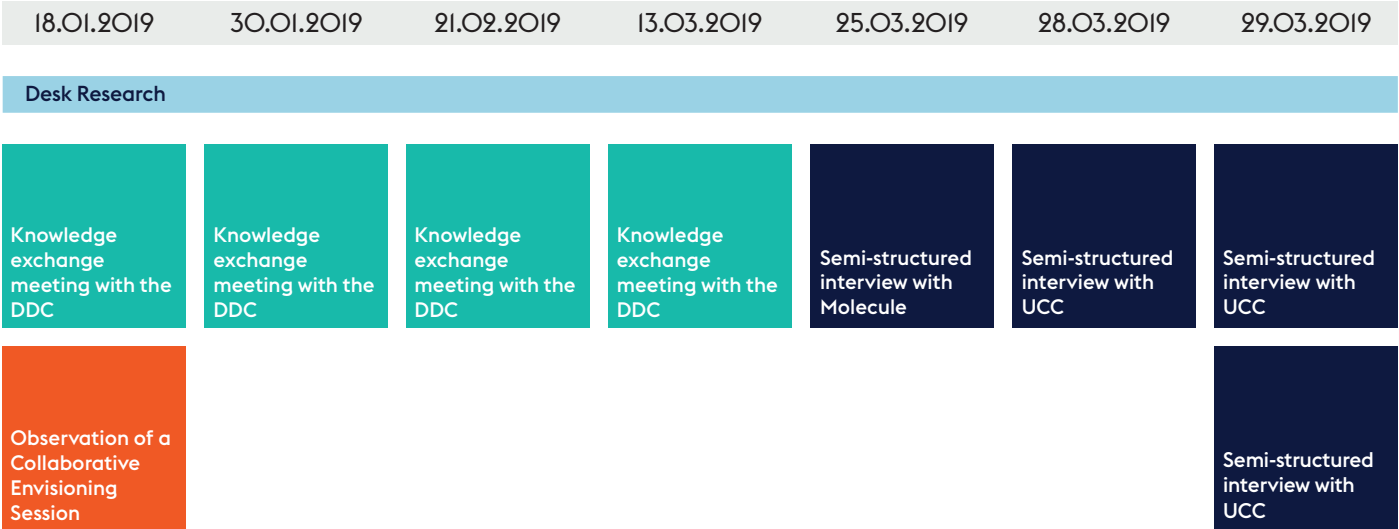


Figure II: Timeline of our research activities

Desk Research

Desk research has been conducted throughout our thesis process. From the beginning, we had already acquired some knowledge about the Danish Design Centre (DDC) and Boxing Future Health due to the previous internship.

5.2.1. Boxing Future Health's current evaluation method

Examining how the DDC is currently managing their projects and operations, it was found that a customer post-rating evaluation is used on all the DDC's platforms.

The specific post-rating system used is a Net Promoter Score (NPS), stemming from Fred Reichheld's article in 2003. An NPS is a self-reported metric that measures the customer's loyalty primarily based on the question: "How likely is it that you would recommend this to a friend or colleague?". The respondents can rate between 0 (not at all likely to) to 10 (extremely likely to) (Tullis & Albert, 2013). These ratings are then divided into the categories of Detractors (0-6), Passives (7-8) and Promoters (9-10), as shown in Figure 12. The NPS is calculated as follows, resulting in an integer score between -100 to +100:

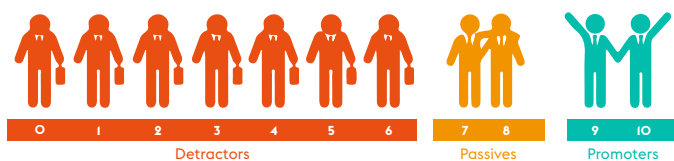


Figure 12: The Net Promoter Score division of respondent rates: detractors, passives, and promoters. Adapted from [PeoplePulse](#).

$$\frac{(\text{Number of Promoters} - \text{Number of Detractors})}{(\text{Number of Respondents}) \times 100}$$

The DDC sends out the NPS to the participants approximately a week after the conducted sessions. Besides the rating, the respondents are asked a question depending on their rating:

- Promoters: "What is the reason for your positive assessment?"
- Passively satisfied: "What does it take for you to answer 10?"
- Detractors: "What can we do to obtain a better assessment?"

The DDC provided access to seven of the NPS's conducted for the DDC's Collaborative Envisioning Session of Touch the Future. By structuring the data, we found that the NPS was sent to a total of 147 participants with a response rate of 47%, shown in Figure 13.

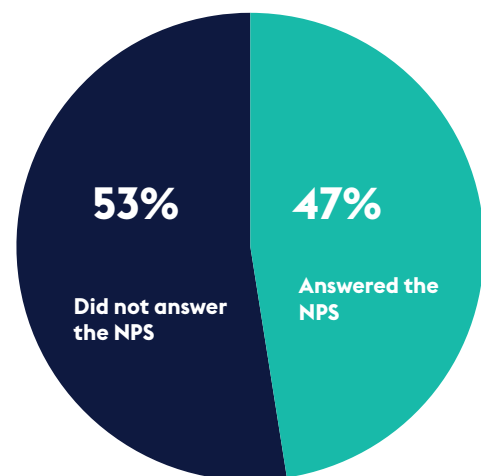


Figure 13: The response rate of the NPS's received based on a total of 147 potential respondents



Figure 14: Average score of seven organizations' NPS responses

Further, the calculated score is 48 out of a potential score between -100 to +100, as shown in Figure 14. So what can the score be used for? The DDC can e.g. assess it in comparison with other service offerings on their platforms. Relationwise, a Danish company working with NPS propose as a rule of thumb that an NPS between -100-0 is bad, 0-50 is good and above 50 excellent (2019).

The additional NPS questions provides responses of what the respondents liked or what could be improved. Examining these responses, we identified the limitation of not being able to follow up with additional questions, and it quickly led to interpretation and assumptions.

An example of a response is: "Utilizing more background knowledge about the four scenarios." This comment can from our perspective be interpreted in at least two ways: the respondent requests more background knowledge about the creation of the four scenarios, or more knowledge about the scenarios in general, and therefore both viewpoints will be taken into account. Another response is: "Does not know the premise for the assignment." This comment can be interpreted as both the assignments the participants were asked to do during the Collaborative Envisioning Session or the session itself. Therefore both perspectives can be considered as potential guidelines for improvement of the Collaborative Envisioning Session. The NPS

score and responses indicated in an early stage that in general, that the participants of the Collaboration Envisioning Session were delighted with the experience. However, the responses could be used to assist in what to explore further.

Field Research

The following section describes the field research conducted through knowledge exchange meetings with the Danish Design Centre (DDC), an observation, and semi-structured interviews with previous participants of the Collaborative Envisioning Session. These activities initiated the group in uncovering some pains and gains of the DDC's Collaborative Envisioning Session, which were examined and further used in the Define phase.

5.3.1. Knowledge exchange meetings

Through our process, we had four one-hour meetings with Sara Gry Strigler and Anne Danielsen at the DDC. The meetings functioned as a combination of interview, feedback, reflections, considerations, and guidance, which is the reason we refer to them as knowledge exchange meetings. The value exchange of these meetings is shown in Figure I5.

Before each meeting, we sent a mail with an agenda and update to let them know where in the process we were and what we needed to

discuss during the upcoming meeting. Some of the essential points are described below.

5.3.1.1. Findings

Throughout the project, these meetings provided us with relevant knowledge and a view on our process and relevance of focus area from the DDC's perspective. The activities in the Collaborative Envisioning Session are standardized but are, to some degree, customized for each organization. The Collaborative Envisioning Sessions have, in general, been held in two versions: one where employees from different organizations participate together and another where the participants are all from the same organization.

We learned how important it is for the DDC that Boxing Future Health is creating growth within Danish organizations. For the DDC, it is not only about selling but about teaching organizations to think different and prepare them for the future. Currently, the DDC's most selling workshop is *'Touch the Future'* (Collaborative Envisioning Session), but the

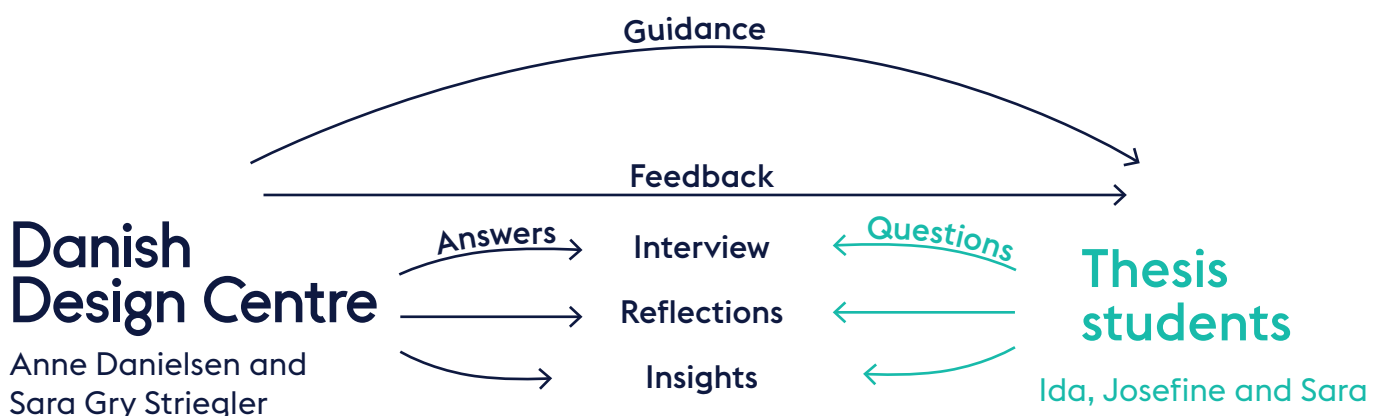


Figure I5: The value exchange between the group and the Danish Design Centre during the knowledge exchange meetings

goal is to get more organizations through the innovation course *'Create the Future'* because they know that the organizations can get much further and become more concrete in their strategic work with the future scenarios.

5.3.2. Non-participant observation

At the beginning of the process, we had the opportunity to conduct an observation of a Collaborative Envisioning Session at the DDC. It was arranged during a knowledge exchange meeting at the DDC the morning of January 31, 2019. The group was offered to observe a Collaborative Envisioning Session scheduled to take place at the DDC from 3 PM to 6 PM the same day.

The observation conducted was a non-participant observation, which means that we, as the observers, did not participate actively in the Collaborative Envisioning Session and did not interact with the participants. Belk et al. and Herbert argue that the strength of observations lies in the capturing and understanding the gap between what people do and what they say they do (as cited in Groes, 2015, p. 177). In interviews, Groes argues that participants often recount their behavior in an idealized way, how things ought to be, leaving out the exceptions, and the negotiations, which is part of human behavior (2015). This can provide insight into values, motivations, and aspirations behind the actual behavior. The observation can, on the other hand, include more social context observing participants' interactions during activities (Creswell, 2014; Groes, 2015).

5.3.2.1. Our role

Due to the fast arrangement, the specifics about our behavior and presence during the observation was not explicitly agreed upon. We, therefore, placed ourselves at a couch section close to the scenario cylinders but at a distance from the section where the presentations took place. Considering that the observation was conducted early in the process, the primary purpose was to observe the participants engaging in the activities and their reactions. During the session, we took notes of our observation to be able to recall what happened. We acted as "invisible" and natural as possible, so the participants would not feel uncomfortable or monitored. A **limitation** of the observation was situations when people spoke in a low voice during the presentations and the group exercises, which sometimes made it difficult to hear what was being said. During the scenario experience, we had the opportunity to observe how people reacted before and after entering the cylinders and in one scenario also during. It provided insight about the journey, what the participants are going through, and how they can respond individually to the same experience.

5.3.2.2. Findings

The participants took many pictures of the food station and the cylinders, which we interpreted as a positive reaction to the elements. One of the scenarios require the participants to take off their shoes, which was observed, for some participants, to be uncomfortable as they hesitated, and one even kept his shoes on. The participants were from another Scandinavian country, and we noticed a confusion what language the DDC should use during the presentation. After an inquiry from the participants, the DDC shifted from speaking Danish to English, but later it was observed that they shuffled between the languages.

5.3.3. Journey visualization

In the preliminary work, described in the Case section, we created the first version of the Collaborative Envisioning Session journey. Through the conducted research, some inconsistencies were recognized in the preliminary version of the journey. In order to prepare relevant questions for the interviews, we, therefore, found it relevant to revise the journey map. During this process, the actors and touchpoints were explored. The steps from the preliminary journey were used, shown in Figure 7 and Appendix 5, which we placed on the wall with large post-its. The process, shown in Figure 16, made it possible to eliminate and quickly replace steps in the journey.

The mapping of the journey assisted us in identifying different actor roles:

- **The facilitator**, who are the employees at the Boxing Future Health
 - Primary facilitator: organizer
 - Co-facilitator
- **The coordinator**, who participates in coordinating the Collaborative Envisioning Session with the DDC facilitators (can also be a participant)
- **The participants**, who will attend the Collaborative Envisioning Session

The mapping assisted us in the basic structure of the coordinator and participant journeys,

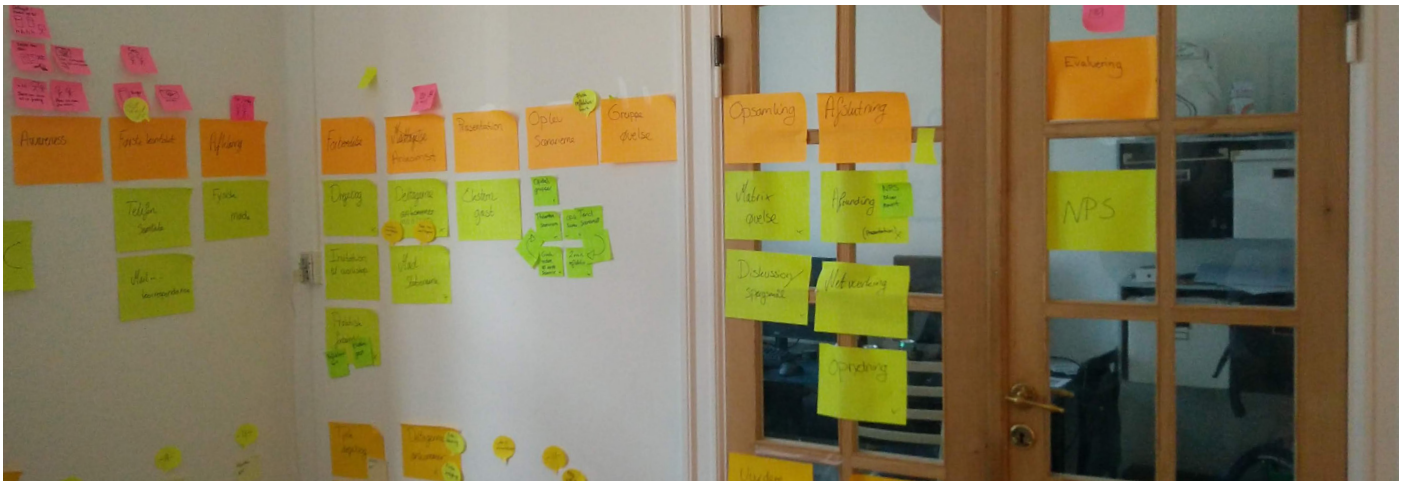


Figure 16: Process of mapping the journey using post-its

and it created a common language internally in our group, making it easier to communicate about the journey. The journey is seen in Figure 17, and a larger version is found in Appendix 5.

After the journey was adjusted, we evaluated it during a knowledge exchange meeting with the DDC and asked if they had any additions. They validated the journey and commented that it was a great overview and something they could use during meetings with new customers. This could become an additional touchpoint for our development of optimizing the Collaborative Envisioning Session journey that we could take further.

In order to create a customer journey from this mapping, we wanted to get access to former participants, who had engaged in the Collaborative Envisioning Sessions. This was done through interview sessions, which will be elaborated in the next section.

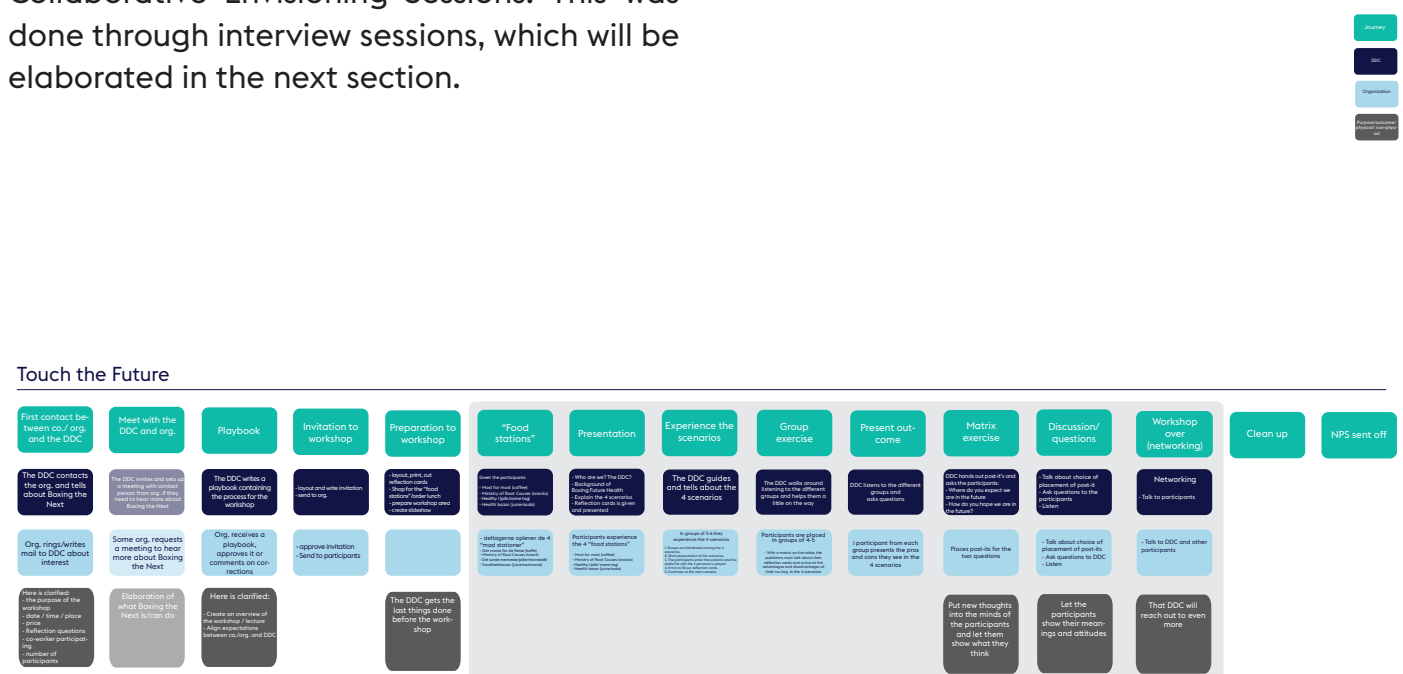


Figure 17: Visualization of the journey map

5.3.4. Interviews

For identifying and getting an understanding of the participants' experience of the Collaborative Envisioning Session, we found it necessary to conduct interviews with people who had participated in the session. The interviews should assist us in identifying steps, pains, gains, and touchpoints in the journey based on the participants' experience that could provide insights for the further process.

5.3.4.1. Participant selection

Since the summer of 2018, the DDC's Collaborative Envisioning Session has been conducted nine times. Some of the sessions were held with participants from different organizations and others with participants from the same organization. Our group member, who interned at the DDC, knew which particular organizations had participated in the Collaborative Envisioning Sessions. However, we had to get access to the participants through Sara Gry Striegler due to the DDC's confidentiality and data sharing policies.

During a knowledge exchange meeting, we discussed what organizations would be relevant for the interviews. Our ambition was to get access to participants of the Collaborative Envisioning Sessions. Furthermore, we sought participants who had recently participated as it might be difficult for them to remember something that took place for four hours, six months ago. Also, we found it suitable with 2-4 organizations, both public and private and 2-3 people from each organization.

5.3.4.2. Participants

Sara Gry Striegler established contact with two organizations. **The first organization**, University College Copenhagen (UCC), is a public organization that works with healthcare

educations, from where we got access to three interview participants. They had participated in the innovation course '*Create the Future*,' consisting of four workshops, where the second workshop was similar to the Collaborative Envisioning Session (see the journey of '*Create the Future*' in Appendix I). The three participants had different roles. One, had the role of both a coordinator, taking part in the planning before the session, and the role as a participant during the session. The two other we interviewed from this organization had the role of participants.

The other organization, is the private company Molecule Consultancy, a consultancy for pharma companies, where we got one interview with the coordinator. The Collaborative Envisioning Session she participated in was different from the regular one as the participants were Molecule's clients coming from different companies, and the session functioned as a "morning meeting." The interview participants are seen in Figure I8.



Figure I8: Visualization of the four interview participants

Three out of the four interviewees we got access to had participated in the long process 'Create the Future'. Therefore we had to consider our problem statement and research question, which is based on the Collaborative Envisioning Session. Since the three participants had been through a Collaborative Envisioning Session as part of the long process, we still found our problem statement and research question relevant. However, we saw a challenge for the interviews where we should take into account to distinguish the sessions from each other.

5.3.4.3. Interview method

We conducted the interviews on March 25, 28, and two 29, 2019, lasting around 1,5 hours each. Our goal with the interviews was to explore the participant's experience of the Collaborative Envisioning Session. We spend a great amount of time to discuss and consider what the interview should contain and what we wanted to get out of it. The interview method was chosen as a semi-structured in-depth interview. In-depth is especially suited to situations where you interview

people with particular knowledge involved in a special event or questions about a specific topic, which was the case (Bjørner, 2015b). A semi-structured interview could provide us with a guideline but also make it possible to be flexible during the interview (Bjørner, 2015b). This was found particularly helpful since their experiences and focus could be different depending on the participant. We had in mind that the questions should not be leading and thereby affecting their answers as little as possible.

We chose to audio record all the interviews. By audio recording it could limit distractions from digital note taking and avoid focus away from the interview and to make sure we got everything as objectively as possible, as biases can influence the interpretation of situations during an interview. This choice also assisted our later work as we could go back and use exact quotes.

5.3.4.4. Structure of the interviews

The interview session was divided into three parts, as seen in Figure 19:

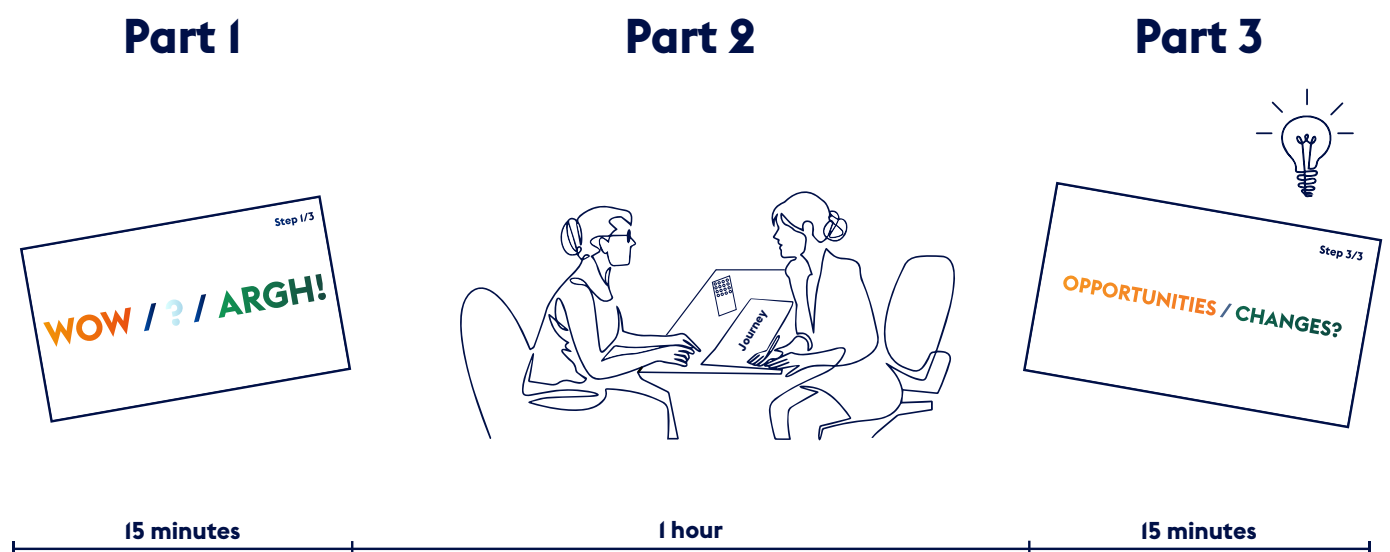


Figure 19: The three parts of the interview session

Part 1 • Three simple questions

The first part was chosen to explore what the participants could remember. We started by asking three simple questions: (1) something they found impressive, (2) something they wondered about, (3) something that was off. It was presented on a paper with the words: “WOW,” “?,” and “ARGH!.” The questions were presented to the participants, as shown in Figure 19, part 1.

Part 2 • Customer journey as a tool

The second part of the interview was about exploring and identifying the participants’ journey of the Collaborative Envisioning Session.

A customer journey can be used and developed in different ways. Some map the customer journey with the participants and the advantage is that it can lead to expansion of the journey, the addition of new touchpoints and relevant actors that are not expected to be a part of the journey. The journey will, in this case, be open for discussion and does not risk becoming a product of our limited outlook and biased interpretation (Groes, 2015). Mapping the customer journey with the participants was

considered because we found it relevant to see and hear what the participants remembered from the Collaborative Envisioning Session. However, we chose to use a predefined journey to provide the same framework for all the interviews and make sure that we had time to go through the whole process.

Therefore we used the journey previously mapped and added an emotional journey as a tool during the interviews. The current journey is based on gained knowledge and our assumptions of how the participants’ journey through the Collaborative Envisioning Sessions occur but primarily based on what happens from the DDC’s perspective. We used the customer journey as a tool during the interviews to provide more detailed information about the participant’s experience and the different touchpoints they encounter (Groes, 2015).

The journey map was printed on two A3’s and is shown in Figure 20. Further, we created stickers with touchpoint icons (see Figure 21) for the participants to place on the journey map during the session, to assist in identifying touchpoints and their associated experience. We asked the participants to assess their



Figure 20: Journey map with emotional journey used during the interviews

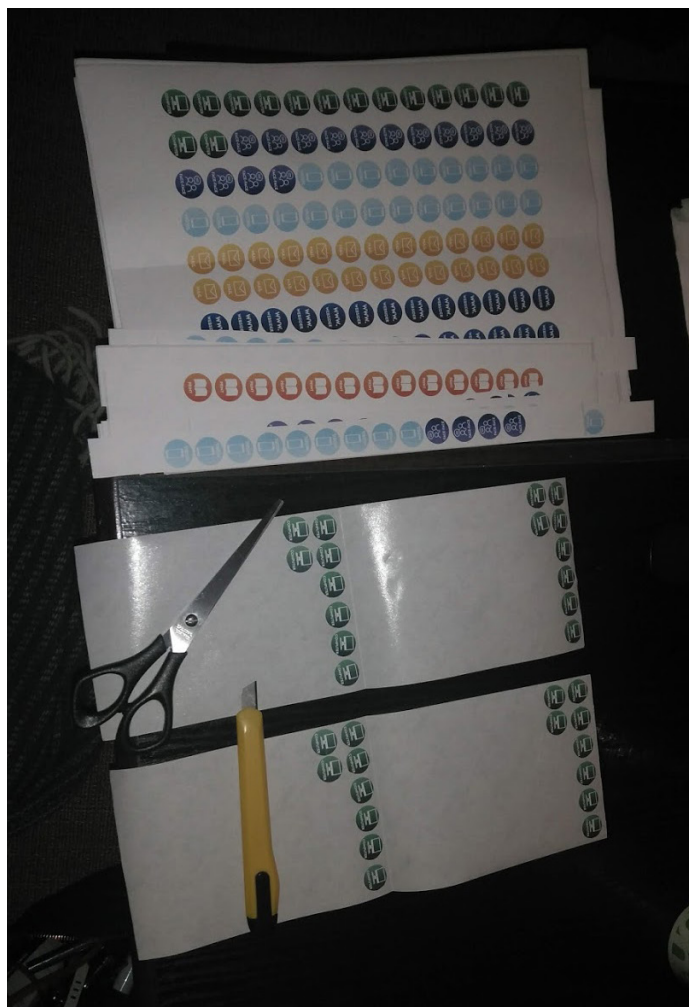
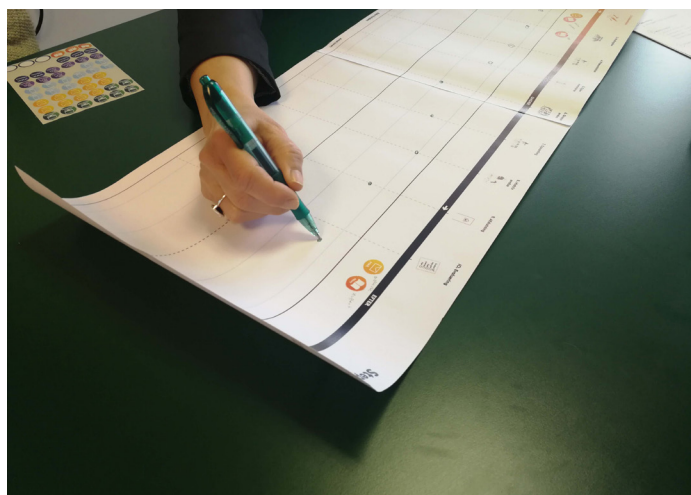


Figure 2I: Pictures during the interviews

emotional condition on a scale from -2 to +2 illustrated with smiley icons (see Figure 21 and Figure 22). The reason for adding the emotional aspect to the journey was to be able to ask and specify the reason for their emotional status (Stickdorn et al., 2018).

Part 3 • idea generation

For the last part of the interview we had prepared a small idea generation activity where we asked the participants for ideas or improvements for the Collaborative Envisioning Session, with the question: Do you have suggestions for opportunities or changes to the workshop? The questions were presented, as shown in Figure 19, part 3.

5.3.4.5. Findings

Besides the coordinator and participant roles described in Journey visualization, the role of **the decision maker** was identified during the interviews. The decision maker is the customer who has the mandate to determine whether or not the organization can participate in a Collaborative Envisioning Session.

The results from the emotional journeys are shown collectively in Figure 22; the emotional

condition of satisfaction assessed was all quite high. Few of the emotional conditions were placed a little lower than the average, and the interviewees' confirmed it was due to lack of memory of the step. The majority of the steps forgotten concerned the group exercise and the exit poll.

During part 2, the interviewee was also asked to place touchpoint stickers while reviewing the steps of the customer journey. The interviewee's seemed excited about the stickers when introducing them, which, according to them, helped 'set the scene' and illustrated effort from our side.

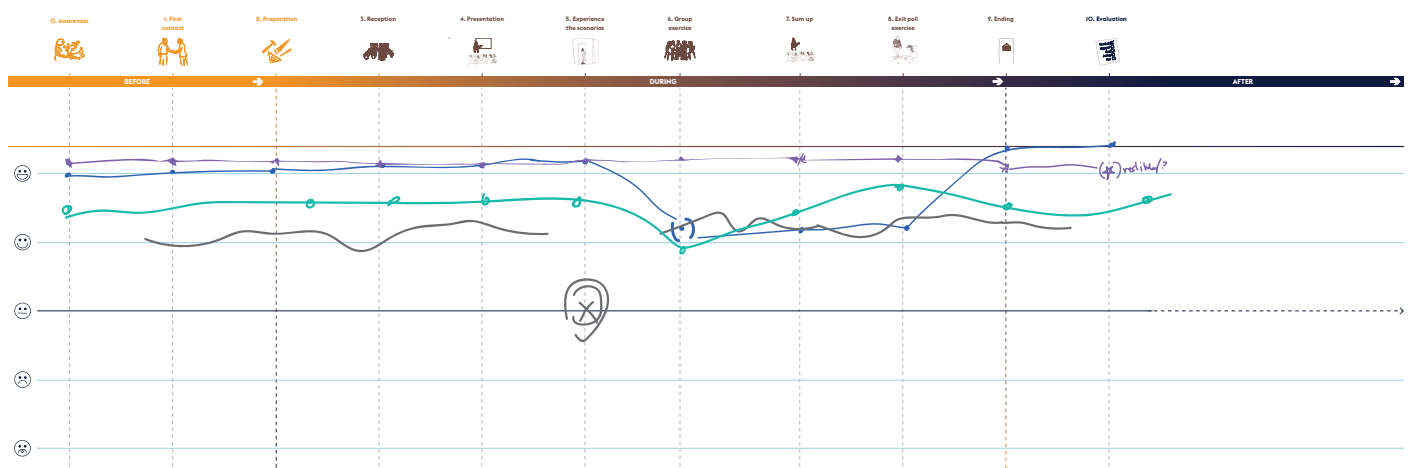


Figure 22: Emotional journeys of the Collaborative Envisioning Session conducted by former participants

5.3.5. Examining the research

To gain an overview of the research we used the journey map created for the interviews, and framed the information into four columns: “before,” “during,” “after,” and “process” in a shared excel sheet. This was done for the findings from the observation, knowledge exchange meetings, Net Promoter Score evaluations, and interviews. The purpose of this approach was to assemble all the collected information in one framework to find patterns and similarities.

The first step to analyze the data from the interviews was to transcribe the audio recordings, which was done shortly after the interviews were conducted. We did this to make sure we were not only basing the findings on personal recollection and interpretation to avoid the risk of biased results. This is also important to improve the validity of these results (Bjørner, 2015a). We ended up with six hours of audio recordings, which we divided between the group members and each transcribed their appointed audio recordings. Some of the interviews were fully transcribed, and some were transcribed based on relevant themes and statements due to time limitations. After the transcription process, we each added quotes from the interviews in the shared excel sheet, seen in Figure 23.

Since we had each transcribed different interviews, we decided to present the themes and related quotes to each other in a **download session** where key information was shared in the group by presenting verbally and visually on post-its (IDEO, 2015).

Journey Map													
Before				During				After				Process	
Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score	Net Promoter Score
Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation	Observation
Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange	Knowledge exchange
Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews	Interviews
1. Identify what is in our baggage (e.g. theory, assumptions, bias, etc.) and what we want to achieve (e.g. understanding, insight, etc.)				2. Develop a research plan (e.g. what to do, how to do it, when to do it, etc.)				3. Implement the research plan (e.g. what to do, how to do it, when to do it, etc.)				4. Reflect on the research process (e.g. what to do, how to do it, when to do it, etc.)	
5. Analyse the research data (e.g. what to do, how to do it, when to do it, etc.)				6. Synthesise the research data (e.g. what to do, how to do it, when to do it, etc.)				7. Communicate the research data (e.g. what to do, how to do it, when to do it, etc.)				8. Evaluate the research data (e.g. what to do, how to do it, when to do it, etc.)	
9. Reflect on the research process (e.g. what to do, how to do it, when to do it, etc.)				10. Reflect on the research process (e.g. what to do, how to do it, when to do it, etc.)				11. Reflect on the research process (e.g. what to do, how to do it, when to do it, etc.)				12. Reflect on the research process (e.g. what to do, how to do it, when to do it, etc.)	
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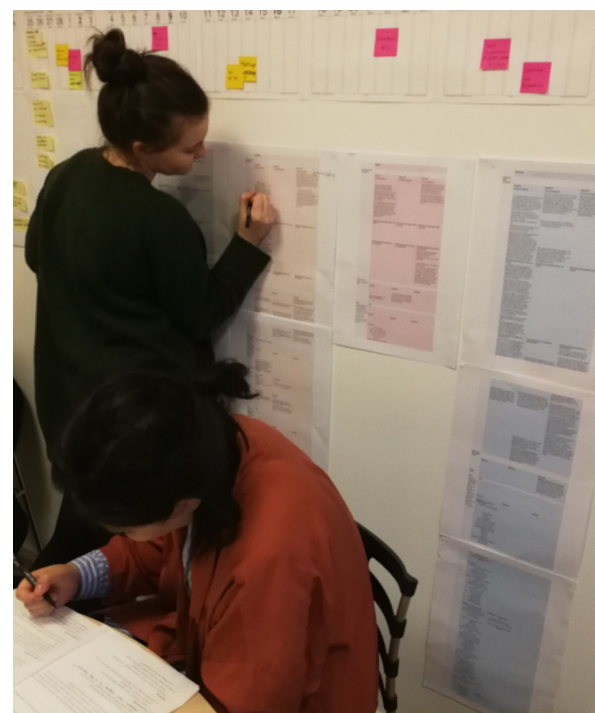


Figure 23: Excel sheet containing the gathered data collected during the Discover phase

5.3.6. Key findings

The following key findings are presented according to the Collaborative Envisioning Session journeys phases of what happens **before**, **during**, and **after**.

5.3.6.1. Before

The main finding related to the *Before* phase was internal and external factors that could influence an organization's decision to participate in a Collaborative Envisioning Session.

The DDC prefers organizations choosing the longer process '*Create the Future*' as they recognize a higher chance of impact for the organization compared to only participating in the Collaborative Envisioning Session.

One of the challenges is the **heavy level of innovation** and long horizon compared to what the organizations are usually working with (Danielsen, I, Appendix 3). Another challenge related to the decision of participating is time, money, and outcome of the Collaborative Envisioning Session. **Time** is related to prioritization as the employees already have daily tasks to perform, and also it can be challenging to coordinate a time slot where everybody is available to participate in a Collaborative Envisioning Session. For the managers, there is a focus on budgets that will be planned for at least a year (Tauber, Appendix 3). If the organizations should continue the work, it will require more time for the organization besides the hours spend during the Collaborative Envisioning Session.

The **external factors** found that could influence the decision is the legislation and rules, which can be an obstacle for organization changes. In addition, the multiple stakehol-

ders in the healthcare and the politicians with diverse and sometimes contradictory opinions of the healthcare direction create further challenges to make changes in the industry (Hornum-Stenz, Appendix 3).

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5.3.6.2. During

For the *During* phase, the findings are related to the participant's well-being during the session influenced by the physical setting, guidance, and attitude of the facilitators. Also, the possibilities of structuring and optimizing the ending of the Collaborative Envisioning Session was found.

One of the factors that can influence the participant experience is the **conditions of the Collaborative Envisioning Session**. With conditions, we refer to the setting, the facilitator's body language, and the practical guidance between the activities that should all support a pleasant atmosphere and smooth experience. An example from one of the interviews was the case of breaks during the Collaborative Envisioning Session. The tight schedule sometimes caused delays, which decreased the planned breaks. Additionally, the facilitator verbally expressed that it was time for a break, but her body language signaled the opposite by continuing performing practical tasks, and the participant was unsure if she should continue working. This might be perceived as a small issue; however, it can result in lack of motivation and concentration.

As mentioned previously, an issue with the **language** used for presentations and materials during the Collaborative Envisioning Session was discovered. During the observation, the participants were from another Scandinavian country, and it was noticed that there was confusion about what language to speak, shifting between Danish and English. Later during a knowledge exchange meeting, we were told that there had been negative comments about the language confusion. However, during the planning meeting between the coordinator and the DDC, they

had discussed what language to speak, which was not a concern for the coordinator but found as a nuisance for some participants.

The physical materials provided during the Collaborative Envisioning Session received positive feedback from the interview participants. They appreciated that the materials were physical and not created as digital interfaces they had to interact with. They had all saved the materials provided but had not looked at it since they participated.

Another result of the tight schedule is that the **ending of the Collaborative Envisioning Session** causes the exit poll discussion, being the last activity, to end abruptly. In addition, a staged ending is not a fixed part of the Collaborative Envisioning Session, and the last announcement from the facilitator is: *"If you are curious about learning more, then please contact us."* (Danielsen and Winther, Appendix 3)

In general, **the facilitation** during a Collaborative Envisioning Session is extremely important as it will influence the participant's engagement and interaction with each other. In the Collaborative Envisioning Session, the interaction and active participation is a crucial element since this is the activity that enables them to discuss, challenge each other, and create a common language and understanding. The facilitation of the Collaborative Envisioning Sessions has been highly appraised among the former participants, amongst others in the facilitator's pedagogical ability to present and interact with the participants.

5.3.6.3. After

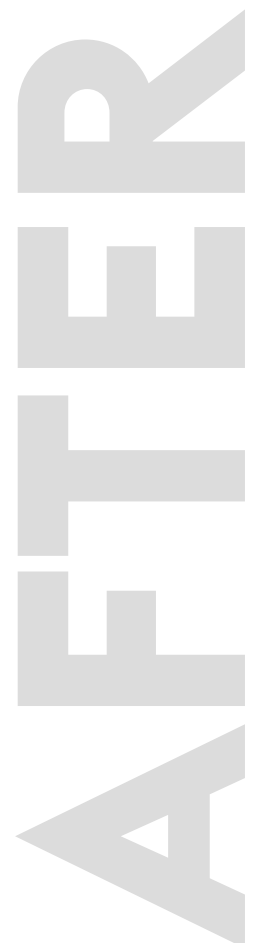
We found challenges in the *After* phase, such as participants having difficulties disseminate what they had experienced. The DDC regards the Collaborative Envisioning Sessions as a step towards continuing a design-led innovation process either in collaboration with the DDC or by themselves.

The DDC recognizes the potential in the phase after the workshop of engaging the organizations to use it and the possibility of the DDC extending their role in the subsequent phase, e.g., moving the participating organizations from *'Touch the Future'* (Collaborative Envisioning Session) into the extended innovation process *'Create the Future'* (Sara Gry Striegler, I, Appendix 3). So far, organizations that have participated in a Collaborative Envisioning Session have not extended the process by participating in *'Create the Future'*.

One of the interviewees had participated in a Collaborative Envisioning Session three months ago and said that the memorable experience was now fading out and added that if the newly gained knowledge is not maintained it will easily be forgotten (Tauber, Appendix 3). The participants are busy with their regular tasks, and therefore, it is important to establish a **"sense of urgency"** for the participating organization. This could be an opportunity for the DDC to remind them of the experience in order to nudge them to continue or begin the work.

During the Collaborative Envisioning Session, the participants receive information about Boxing Future Health verbally and in writing. However, an issue that was mentioned frequently was **dissemination**. The participants

found it difficult to express to other people what they had experienced during the Collaborative Envisioning Session. Especially one explained that she had iteratively spent time on creating her own narrative of the experience to be able to communicate it to other people. Spending time on this indicates a sign of motivation and engagement. Since the knowledge and insights obtained during the Collaborative Envisioning Session is relevant for employees in the organization, who did not participate, it is **essential that the information is further communicated**. Therefore, the challenge of disseminating is crucial for continuing working with it.



Preliminary Reflections on the Research Question

During the *Discover* phase, the qualitative methods; observation and interview were used to a larger extent than the quantitative, which only consisted of the evaluation survey NPS. The NPS was useful for the further process of qualitative methods. The mixed-use provided a stronger validation of the data that showed similar patterns. It provided more research insights to support the iteration of the customer journey in becoming less assumption-based.

The visualized journey used contained illustrations of the steps and descriptive titles to support the tool. As a boundary object, it was used internally by the group, between the Danish Design Centre (DDC) and the group and between the interview participants and the group. The boundary object supported in all cases a common language and thereby simplifying the communication. The journey also helped us to refresh the participants' memories of activities that enabled them to recall experiences and situations (Alsted, 2015).

The map was also helpful for structuring and preparing the interview questions as the questions could be organized for the three phases, and according to the steps. The participants could follow the journey during the interview and could work as an indicator of where in the process we were.

An emotional journey and touchpoint stickers were prepared as a way for the participants to interact with the map while providing insights into the experience. However, we sometimes forgot to remind the participants

to place the stickers, which might have caused a lack of insight for some touchpoints. Also, the emotional journey points were in some cases placed at the end of the interview, and thereby, we were not able to follow up with elaborating questions of why.

6. Define

In the Define chapter, the research from the Discover phase is gathered in order to define the project direction. The Define phase allowed us to gain an overview and structure of the conducted findings and minor issues or corrections, which could more conveniently be applied in the customer journey of the Collaborative Envisioning Session.

Additionally, we will elaborate on the target group and the stakeholders who are involved in the Boxing Future Health Collaborative Envisioning Session. At the end of this phase, we should have a clear problem space and the needs and expectations of the stakeholders.



6.1 Themes

After the download session where we collected the findings on post-its, described in the previous Discover chapter, we categorized the post-its in two themes; **Enable/Empower** and **Experience**, which concerns improving and optimizing the Collaborative Envisioning Session.

Enable/Empower: The participants should, to some degree, be able to continue the process of working with the future.

Experience: The participants' experience during the session is related to the facilitation conditions and concerns how the Danish Design Centre (DDC) is going to continuously improve the overall experience of the Collaborative Envisioning Session journey. These are primarily based on minor tangible issues of the Collaborative Envisioning Session identified during the Discover phase.

The identified insights are illustrated in Figure 24.

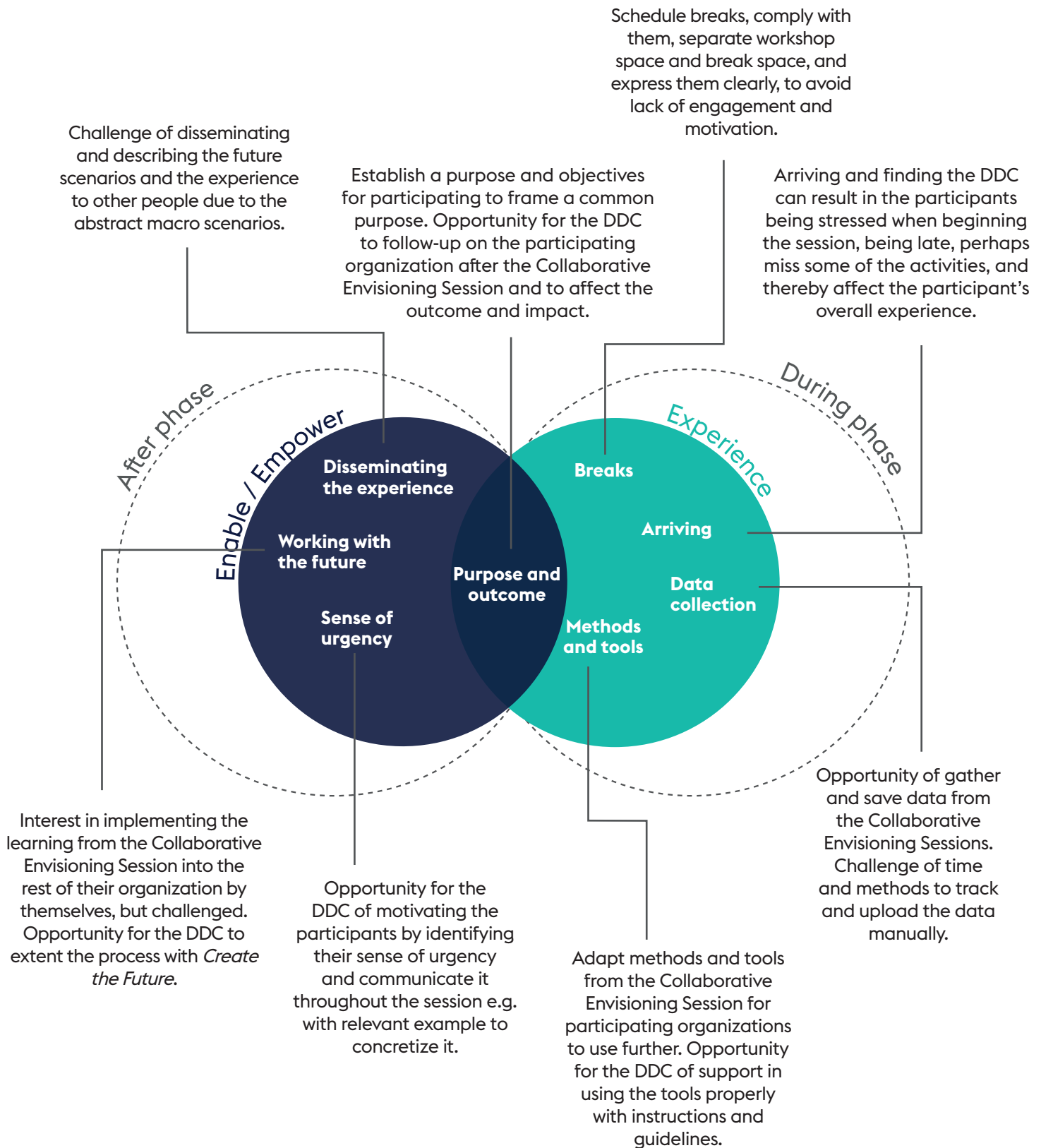


Figure 24: Illustration of the two themes

People, We Are Designing For

A stakeholder map is shown in Figure 25 (see next page). Stakeholders can be described as groups of individuals who could be involved both direct or indirect, e.g., users or communities, and has the power to influence, or is influenced by the stakeholders one is engaging with (Dam & Siang, 2019; Newcombe, 2003). A stakeholder map is a visualization of the stakeholders put into a map or system which is developed according to specific prioritizations (Stickdorn et al., 2018). Furthermore, we have illustrated the information flow from the participants to the rest of the organization they are working in, and finally who the organization can affect.

The stakeholder map is structured within three levels, “Primary,” “Secondary” and “Indirectly Affected” in order to differentiate the importance of the influential stakeholders. The center of the stakeholder map holds the DDC’s Collaborative Envisioning Session. The “Primary” category represents the participants of the DDC’s Collaborative Envisioning Session, whom are generally leaders and managers in organizations operating in the healthcare. The “Secondary” category contains the rest of the organization who will have to know about the Collaborative Envisioning Session from their leaders and managers. The “Indirectly Affected” category represents the stakeholders who are not directly interfering with or influencing the Collaborative Envisioning Session. It involves people and organizations who have not participated or worked on any projects that originated from it. However, their workplace or

job position can still be affected by any of the previously mentioned. The service is targeted towards organizations (B2B) that are operating within the healthcare industry (Danish Design Centre, 2019c), such as hospitals, educations within health care, and medicine. All these organizations have their own target group and end users, such as patients and relatives, which can also be affected by the Collaborative Envisioning Session. So even though the DDC targets specific participants when organizing the session, it still affects multiple individuals or citizens.

The people participating in the Collaborative Envisioning Session are there in a work context, as employees. The context of the experience and the value might, therefore, differ from their role as private people. However, since it is the same person, emotions of experiences can remain the same. A difference might be seen in the phase after what motivates the employee to continue the work, affected by colleagues, the management, resources, and organizational culture. The DDC aims at inviting leaders and managers who have a certain level of influence and determination within the organization, which can be referred to as C-level operators. The reason behind that decision is that the DDC finds that the most efficient way to implement changes in an organization is through the C-level operators (Danielsen, I, appendix 3). Therefore by participating in the DDC’s Collaborative Envisioning Session, the C-level operators have the power to create organizational change.

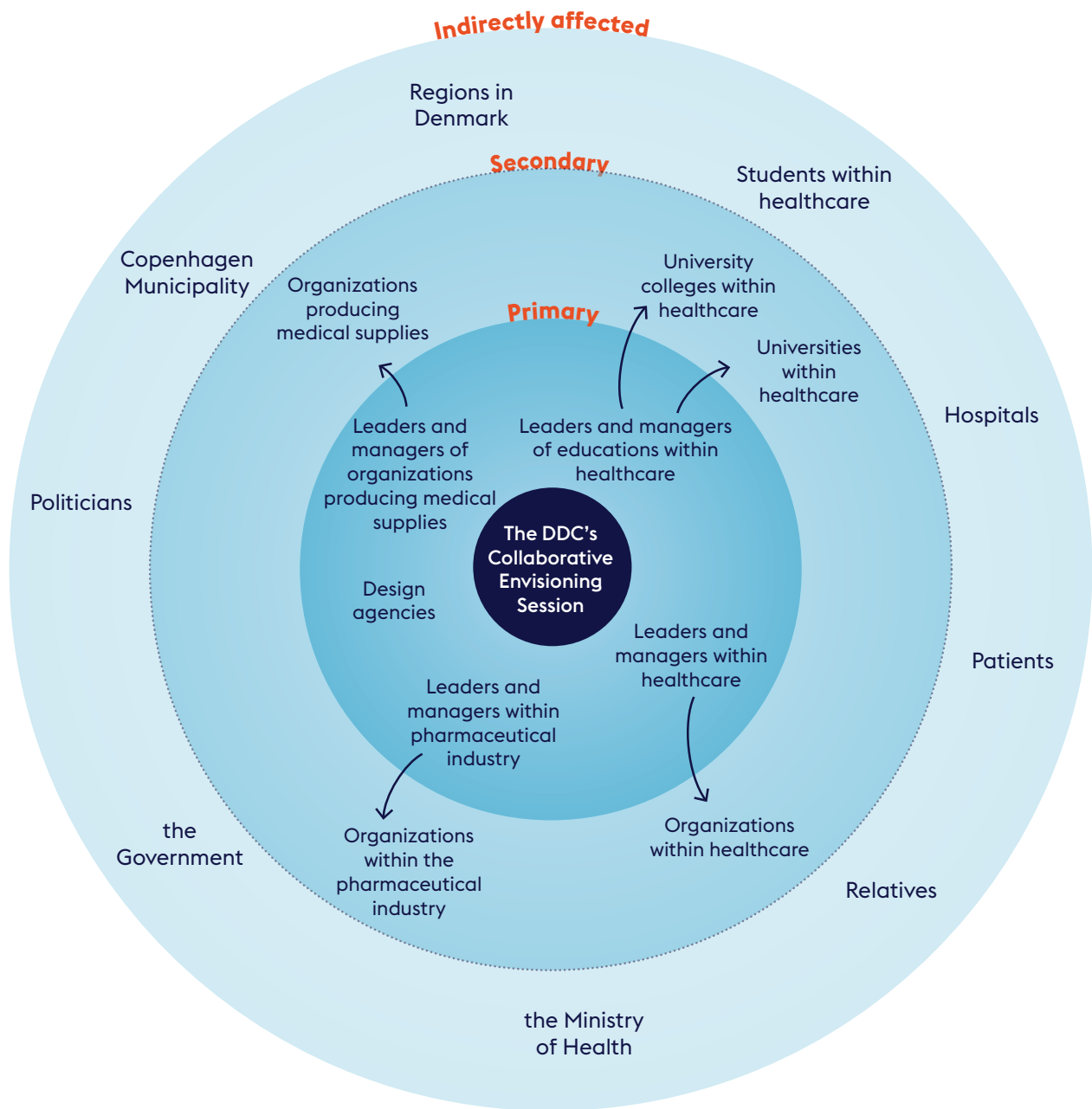


Figure 25: Stakeholder map

6.2.1. Customer profiles

Based on insights from the former intern's observations and knowledge exchange meetings with the DDC, we have collected knowledge about the people who are often in contact with the Collaborative Envisioning Session. The DDC offers the Collaborative Envisioning Session to all Danish organizations, with the general characteristics:

- Public and private organizations
- C-level operators
- Men and women between 33-55 years old
- Mostly operating within healthcare

Certain characteristics are also found in customers' behavior. These features are presented in three customer profiles, seen in Figure 26, which can provide an impression of the behavioral characteristics of the customers:



The Decision Maker



Job Position

- Top manager in an organization



Skills

- Accustomed to thinking ahead
- Has a clear overview
- Disseminating important information



Work Pattern

- 80% of working task consists of meetings
- Takes full responsibility for major decisions
- Often not present at the office



The Coordinator



Job Position

- Works to assist the Decision Maker



Skills

- Takes full responsibility for major decisions
- Has a clear overview
- Able to have a lot on one's plate



Work Pattern

- 80% of working task consists of meetings
- Have long working days
- Often not present at the office
- Check the employees' calendars frequently



The Participant



Job Position

- Manager in a department



Skills

- Disseminating important information



Work Pattern

- Works concrete to achieve goals
- 50% of working task consists of meetings
- Responsible for minor decisions
- Gains new knowledge through lectures and traditional presentations

6.3 Customer Journey

Based on the findings in the Discover phase, we have revised the customer journey and further added the different customer profiles, with touchpoints, and new steps. The customer journey is shown in Figure 27. It was decided to only show the journey of the participant and the coordinator since the coordinator, and the decision maker in many cases is the same person. However, whenever the coordinator is interacting with the decision maker, it will be mentioned in the specific steps. The customer journey is divided into before, during, and after the Collaborative Envisioning Session.

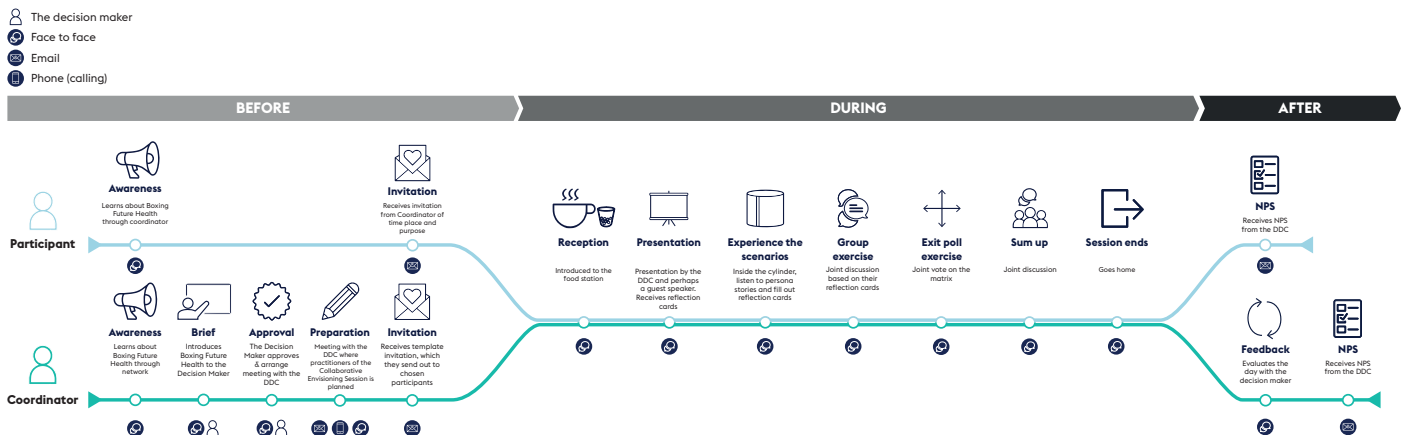


Figure 27: Customer journey of the participants and coordinator

Alternative After-phases

After studying the participants' customer journeys and its values from different perspectives, the group decided to focus on the participant's further actions after the Collaborative Envisioning Session, which we suggest could end in three alternative paths we have named after-phases, seen in Figure 28.

After-phase #1: ***"It was a fun day out of the office, but afterward, nothing happened."*** The initial after-phase is when the Collaborative Envisioning Session is compared to an event or a conference. It is an inspiring day where the participants gain new knowledge, and their current state of thinking is challenged. However, when the session ends, the participants continue the work as usual, and nothing has further changed.

After-phase #2: ***"I would like to work forward with it, but something prevented me."*** The second after-phase concerns participants who have been inspired and motivated to work forward with the knowledge they gained during the session. Nevertheless, they are somehow prevented from fulfilling that goal.

After-phase #3: ***"I have been assisted in working forward with this."*** The third after-phase concerns participants who have been inspired learned something new and is capable of continuing to work further with it.

The three after-phases will further on be used to develop ideas for a final service concept further.

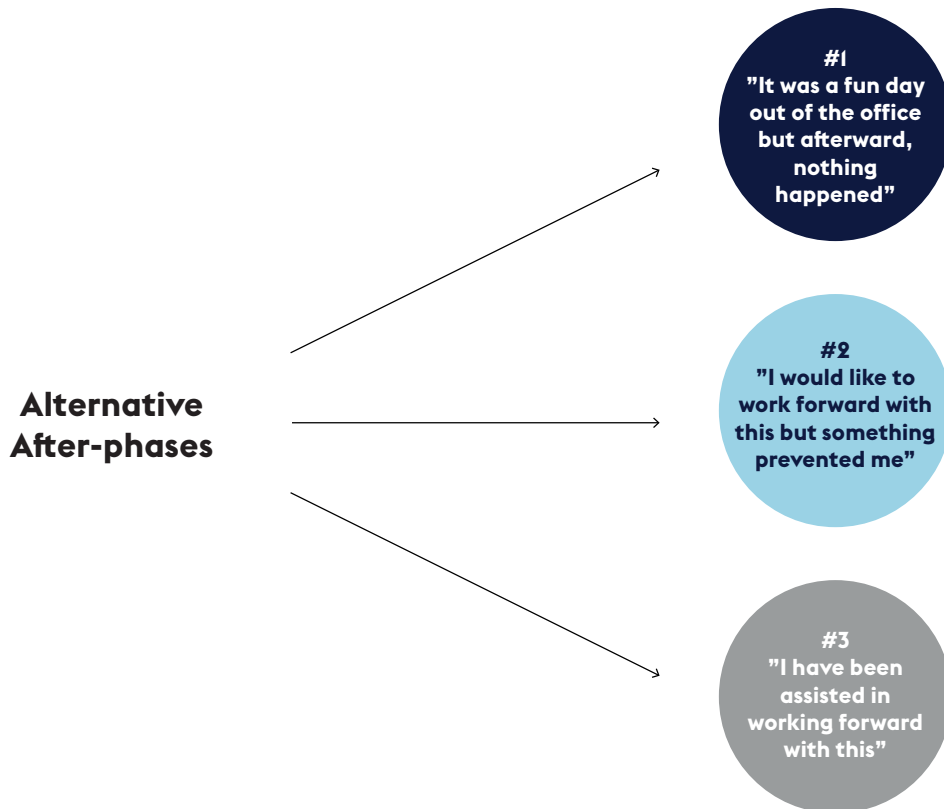


Figure 28: The three alternative after-phases of participating in the Collaborative Envisioning Session

6.5

Design Brief

To define the design challenge, we created a design brief before entering the Develop phase. This section shortly presents the problem, whom we are designing for, the goal of a potential outcome, and how we want to achieve this goal.

We Know

- There can be three alternative after-phases
- The participants have difficulties disseminating the experience
- The future is abstract to work with
- The Danish Design Centre (DDC) does not follow up on former participants continued work after an ended session
- Participate in a work context as employees
- The DDC is interested in moving the customers from the Collaborative Envisioning Session to *'Create the Future'*.

Problem

- The abstract future scenarios are not translated into concrete actions
- Theme: Create a sense of urgency
- It does not reach out to the rest of the organization and thereby does not have any effect or impact
- Participants from the Collaborative Envisioning Session are not continuing in *'Create the Future'*.

Goal

- Our goal is to create a set of guidelines together with a service concept, which can help the DDC optimizing the customer journey of the Collaborative Envisioning Session, which should contribute added value for the customer's experience and support in their further work.

Designing for

- C-level leaders working within the healthcare who has not yet been participating in the Collaborative Envisioning Session.

Behaviors

- No one feels responsible for taking the task
- Three months after the Collaborative Envisioning Session, former participants have difficulties remembering the session
- Most of the participants are not used to work with the future within their workplace and abstract thinking in general.

Want to Avoid

- The DDC and the participants spending too much money and resources on maintenance
- The participants forget about Boxing Future Health.

How

- By optimizing the customer journey of the Collaborative Envisioning Session with touchpoints that support the participants' experience and enable them in their further work.

Preliminary Reflection on the Research Question



From the Discover phase, the customer journey was used to structure the findings in the phases of before, during, and after. In the Develop phase, these findings were further divided into two themes: Enable/Empower and Experience.

Furthermore, we revised the customer journey and iterated with the gained insights and added steps for the two customer profiles presented in this chapter. This supported us in identifying their different journey's and where they each could be relevant when continuing the development phase. The customer profiles were described with a focus on their role since, in this context, the participants of Collaborative Envisioning Sessions are attending as employees, and therefore, their functionality was found relevant.

We propose to establish what these sessions should lead to by proposing three after-phases of potential after situations for participating organizations, as this will be important for our further development and the general considerations for our research question.

7. Develop

The Define phase gave a clearer understanding of the participants' journey through the Boxing Future Health Collaborative Envisioning Session, and the insight was summed up in a design brief. In this chapter, we will first introduce a preliminary ideation session conducted by the group and explain how we continued the idea generation and validation in an ideation workshop and how the ideas are gathered into a concept. The validation of the concept is afterward validated with feedback from our contacts person Anne Danielsen from the DDC.



Idea Generation Session by the Group

An ideation session was conducted by the three group members to kickstart the development. Our approach was inspired by a combination of Stickdorn and Schneider's *Ideas from journey mapping* and *Brainwriting* (2018). *Ideas from journey mapping* involve generating ideas by critically examining a current journey or process from the customer's perspective while referring to the conducted research. In *Brainwriting* a group is initially asked to sit silently and write or sketch ideas individually. Afterward, the ideas are collected, clustered, and the group will begin discussing and selecting (Stickdorn, Hormess, Lawrence,

& Schneider, 2018). For five minutes, we each had to write all our thoughts and ideas for solutions, which we collected and placed in categories on the table, seen in Figure 29. The session led to 19 ideas where some had overlapping themes and therefore merged into one, which gave us a total of eight ideas. The eight ideas were illustrated on small cards, shown in Figure 30, on the next page, which we decided to bring to the ideation workshop with the Danish Design Centre (DDC). This will be elaborated in the next chapter, along with a description of the ideas.

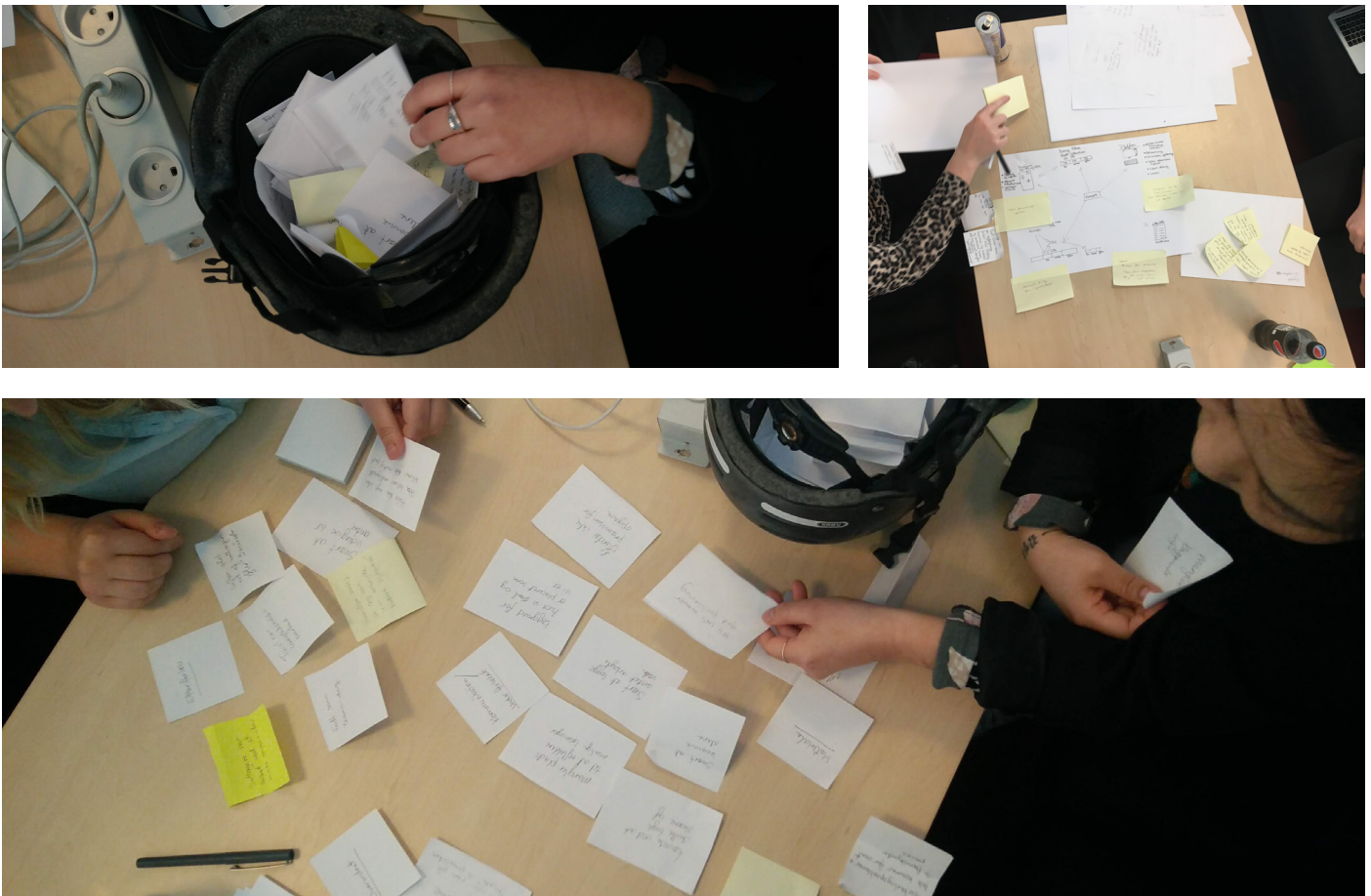
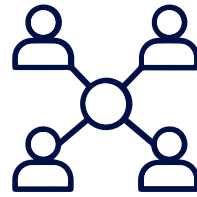


Figure 29: Ideation session with post-it's conducted by the group

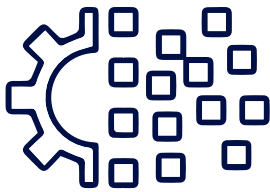
Evaluation Form



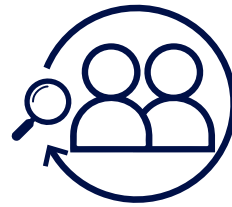
Cooperation with design agencies



Transforming from physical to digital



Follow-up exchange session



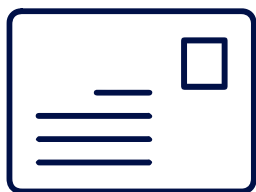
Digital Platform



Additional personas to the toolbox



Postcard to Future Self



Guidelines



Figure 30: The eight ideas generated by the group

Ideation workshop with the Danish Design Centre

7.2.1. Selecting the data for the ideation workshop

The ideation workshop was planned with the three main purposes:

1. Present data to the DDC

The workshop should not only result in new ideas but also provide the DDC with our gathered data, which they could use further in other projects. We wanted to pinpoint the most critical and essential phases to establish the problem space for the following ideation.

2. Generate ideas

Create new ideas together with the participants.

3. Receive feedback

Since the DDC is the service provider, their feedback and validation were relevant for bringing new ideas to the table and our choices of ideas for further development.

For the preparation, we first looked at the findings from the Discover and Define phase to select what was relevant to bring to the ideation workshop. We sorted all the quotes from the transcribed interviews in similar themes. From similar quotes, we chose the one we found most adequate in describing the essence in the best way. This process is shown in Figure 31.

We decided to use the customer journey to present the quotes. The customer journey should help us to in a clear way, present what the interview participants had said about the Collaborative Envisioning Session by using quotes and the illustration of the emotional journeys. The process of placing the quotes accurately on the customer journey is shown in Figure 32.

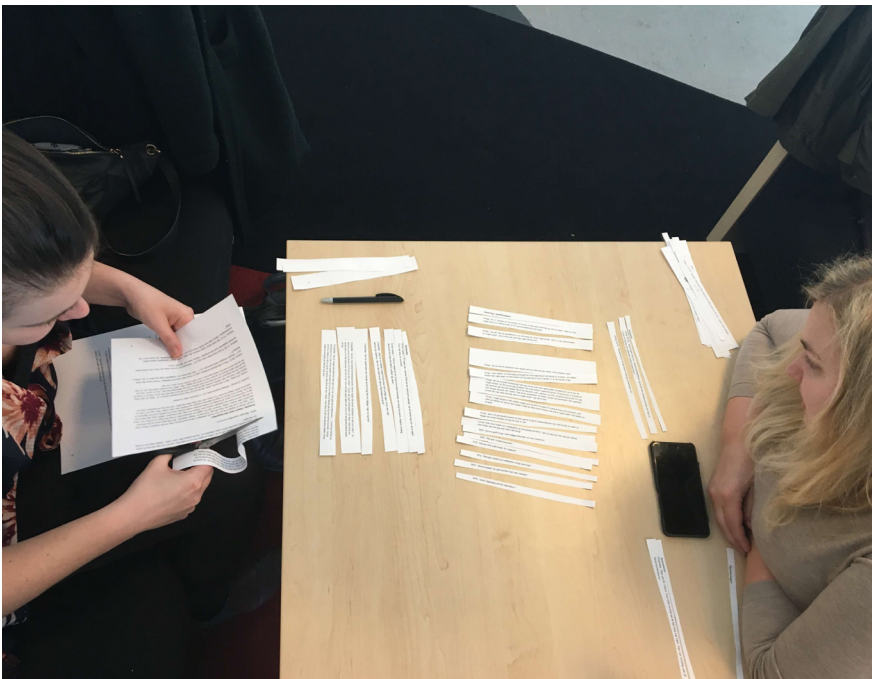


Figure 31: Picture of our process for selecting workshop quotes

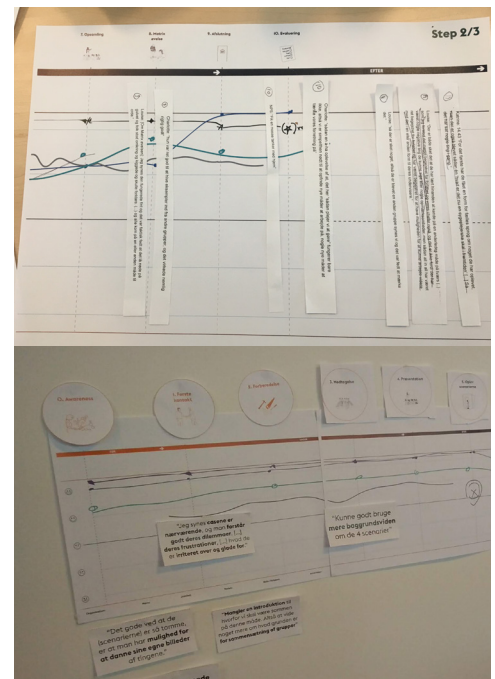


Figure 32: Pictures of our process for placing quotes on the customer journey

7.2.2. Participants

During the process of selecting quotes, we found that the three alternative after-phases, presented during the Define chapter, could provide for an additional tool to present quotes that did not necessarily fit the customer journey steps.

The three after-phases, mentioned in Define, referred to the participant's situation after participation in the Collaborative Envisioning Session:

#1: Nothing

#2: Motivated but something prevented me

#3: I can continue working

We chose to use this as an additional way to present the rest of the quotes from the interviews because the three alternative after-phases could lead the workshop from us presenting data to in collaboration with the DDC ideate upon the three after-phases. The way we presented the quotes in the three after-phases is illustrated in Figure 33.

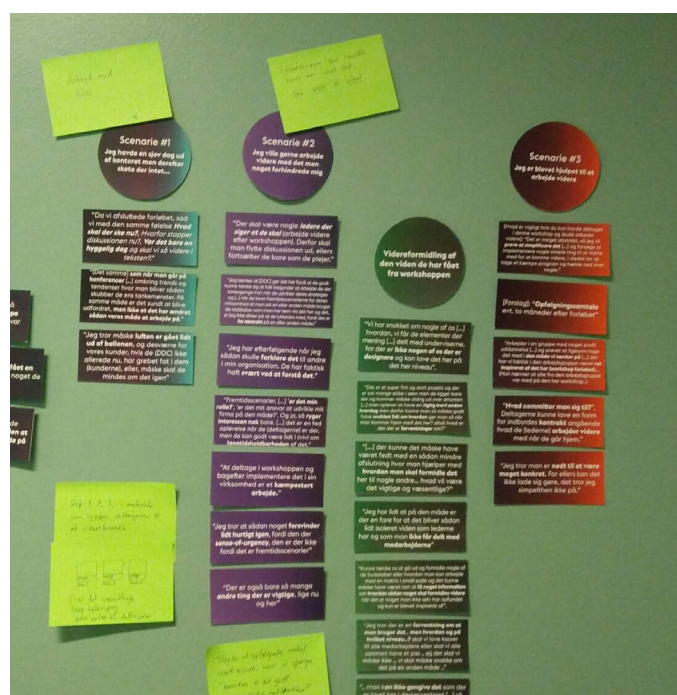


Figure 33: Presentation of quotes for the three after-phases during the workshop

From an early stage in the process, we were aware that it would be useful to include employee from the DDC knowing that they are experts in the design and workshop field. Early in the process, we considered which employees at the DDC would be relevant for our ideation workshop. This was discussed during a knowledge exchange meeting with Sara Gry Strigler. We suggested participants with workshops expertise and were familiar with the Collaborative Envisioning Session. This constellation could reduce the time for explaining the Collaborative Envisioning Session and faster relate to the ideas brought.

Because of the tight schedules employees are facing at the DDC we needed to send the invitations early in our process to ensure that the relevant people would be available for the workshop. The invitation was sent to three employees, where two had the opportunity to participate:

Anne Danielsen is one of our contact persons at the DDC. She is as mentioned the head of Boxing Future Health and an expert in workshops. During her time at the DDC, Anne Danielsen has been organizing and facilitated most of Boxing Future Health's service offerings.

Sidsel Winther is project manager at the DDC and works primarily with design-driven and customer-centric business development. She has co-facilitated some of the Collaborative Envisioning Sessions.

7.2.3. Preparation

During the preparation of the ideation workshop, we considered that our research findings and insights should be presented as objectively as possible to minimize the risk of biases influencing the participants. We, therefore, wanted to present the data as unwrought as possible and to create a space for them to ask questions, share reflections, and to come up with suggestions. At the same time, we needed to structure and present the findings clearly so the participants could quickly obtain an overview. As mentioned, the participants are professionals in this field, so we were aware of not managing the workshop too much.

7.2.4. The process and outcome of the ideation workshop

We arranged a two-hour workshop, from 4-6 PM April 8, 2019, at the Danish Design Centre (DDC)'s office where two employees from the DDC participated. We created the workshop plan in parallel with the previously presented quote preparation and organized the workshop in two parts.

1. In the first part, we started by presenting ourselves, our project, and data from the NPS's. Next, we presented the customer journey with the chosen quotes and ended the presentation with the three after-phases.
2. In the second part, we collaboratively with the two workshop participants generated ideas and presented our eight ideas mentioned in section 7.1, p. 68, which the participant commented and validated.

After the first part, Anne Danielsen and Sidsel Winther were asked to write thoughts and ideas. They wrote them on post-its while

talking about them and placed them on the customer journey, as demonstrated in Figure 34. The ideas were primarily related



Figure 34: Pictures from the ideation workshop at the DDC

to things the DDC should be aware of and touchpoints, which could be used for further development of guidelines. The exercise mainly led to discussions about the end phase of the Collaborative Envisioning Session. Anne Danielsen mentioned that one of the purposes of guiding customers through the Collaborative Envisioning Session is to inspire the participants to continue a longer process with the *'Create the Future'* course. We talked a lot about what the DDC can do to improve the phase from where the participants leave the Collaborative Envisioning Session for the DDC to get in contact with them again.

We had through our research found that some participants saw the Collaborative Envisioning Session as a fun day out of the office and that it did not result in changes in their work. Anne Danielsen mentioned that this lack of changes was not the intention. Further it would be of great value to find a way for the Collaborative Envisioning Session going from WOW to WHAT, meaning going from being overwhelmed by what they had experienced to being concrete in knowing what to do next. Currently, the Collaborative Envisioning Session ends with an open discussion exercise, and instead, the ending could become more concrete. The last thing the DDC mentions in the Collaborative Envisioning Session right now is: *"If you are curious to know more, then contact us"*.

After this discussion, we presented our raw ideas, which are shown on the next page with comments and feedback:

Evaluation Form

The idea of an evaluation form for the participants to complete before the session ends. The purpose is to receive more in-depth insights for continuous improvement.



Opportunities

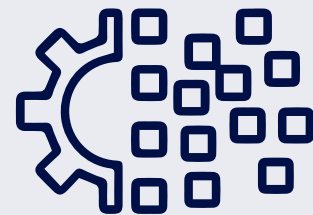
- They proposed to retrieve the participants' challenges from the evaluation form.

Challenges

- They mentioned that they are currently testing it on another DDC program called Sprint where they ask the participants: "What do you see as the biggest challenge in this field within the next year?"
- Besides that, they mentioned that their NPS response rate of 47% is otherwise quite high compared to the other platforms.
- They validated the emphasis on making sure that an evaluation form should provide value for both parties.

Transforming from physical to digital

The idea of transforming experiences from the Collaborative Envisioning Session to digital experiences. The purpose is to gather exit poll results for the DDC to archive and interested stakeholders to access.



Opportunities

- They mention that it is something they have mentioned for their communication department. Right now Boxing Future Health has a website containing the persona audio recorded stories but they found it relevant also to be able to access how other had voted during the exit poll matrix and in general to expand the Boxing Future Health universe at the website.

Challenges

- They comment that it is an excellent idea, but it is easier said than done.
- Resource demanding to collect the results whether conducted manually or implementing a digital solution.

Additional personas to the toolbox

The DDC commented that it is a good idea and that they are already looking at it in connection with the new scenarios being created.



Opportunities

- The idea is to create more personas, than the existing three, for the toolbox. The purpose is to extend the selection to reach the needs of more organizations.

Follow-up exchange session

The idea is that from each Collaborative Envisioning Session a participant is selected to participate in a collaborative follow-up session 3 month after to exchange experiences of e.g. continued work or challenges.



Opportunities

- They believe it is difficult to get people to sit and discuss based on a Collaborative Envisioning Session where you may not have had a choice about it yourself.
- They suggested, if we work further with it, we instead offer a follow-up meeting to a handful of participants who have been at the same Collaborative Envisioning Session. The DDC does not believe in mixing participants from different Collaborative Envisioning Sessions.

Cooperation with design agencies

This idea consists of three related ideas. The idea is that design agencies in collaboration with the DDC offer Collaborative Envisioning Sessions in some version.



Opportunities

- The DDC was excited about these ideas.
- The DDC mentions that they had a collaboration previously where a design agency brought a customer to a Collaborative Envisioning Session, which was a success.
- The DDC ends by mentioning that when the Collaborative Envisioning Session have been simplified and is mature enough, this could certainly be a good option. The idea fits in perfectly with the DDC's mission and vision.

Challenges

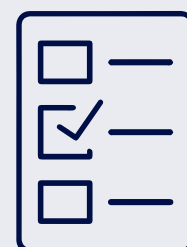
- Boxing is now 2,5-3 years old and much have already happened. They do not believe that the Collaborative Envisioning Session is mature enough. They mention there may be problems in the development time.
- They mention that this idea requires quite a lot of investment on their part and that the design agencies do not have e.g. 200.000 DKK to pay the DDC for such a training program. The DDC mentions that this is not something important for the design agencies and that they would only start this up if they have a company willing to pay.

Guidelines

The idea is to provide guideline suggestions for the Collaborative Envisioning Session.

Opportunities

- Find out small things that fit your target audience
- Even small things that might seem unimportant can affect the participants experience. An example is that the chair is bad to sit in. Do not undermine how much it means that the surroundings must be comfortable.



Digital Platform

The idea is to create a platform where the participants after the workshop can go in and review the scenarios, read about others who have experienced the scenarios, network, and download tools for further work.



Opportunities

- They were excited about parts of it.
- They suggested it could be fun to create the scenarios in a digital version and it could make sense to add a small presentation. The presentation could be used by the participants as a tool later if they wanted to tell others about it.

Challenges

- They comment that the networking idea was too much for so little. It should probably not be a new LinkedIn.
- They mention that we need to be aware of that it is expensive and takes a lot of work to create a platform that should contain all the things we have presented and that the platform should be easy to maintain.

Postcard to Future self

The idea is that the participants, as a final exercise in the session, should write a postcard to themselves in the future. After some month the DDC will send them to the participants.



Opportunities

- When we mentioned the idea, one exclaimed: *"It is a REALLY GOOD IDEA! That's really like 2019"*. And the other: *"Fuck it is a funny idea!"*
- *"It is a simple idea, that captures quite well all the complicated things you have mapped"*. E.g. how do we remind the participants about what they should move forward with.
- It is a pretty good touchpoint and it does not require much work
- It is a little service to prove that the DDC did it a little more delightful again to be reminded of a seemingly good experience
- It does not cost much and it is physically nice
- It has something personal
- They came with suggestions for sentences on the postcard the participants could finish: I really need to remember getting better at focusing on.... I have been very inspired by ... or it is important for me to ... tomorrow I will ...
- Including something concrete you can look at after three months and think *"I have not done that at all"*
- The conversation ends by the DDC saying *"we will already use this idea by tomorrow"*

Besides the feedback, we received from the DDC; they also proposed some new ideas based on the presented findings and their existing knowledge during the ideation workshop.

Four simple slides



The idea is to create four simple slides with the main point for the participants. The DDC has received requests about the powerpoint slides used in the presentation from former participants. The DDC does not see the slides as a valuable element for the participants due to the lack of explanations. Therefore, the DDC suggested the development of slides targeted towards the participants with essential notes, which could be sent to them after the Collaborative Envisioning Session. After completing the Collaborative Envisioning Session, the participants can use them for, e.g., disseminating what they had experienced on a small scale to their colleagues. This idea can support the problems of formulating their experience of what the future scenarios can be used for.

Follow-up meeting



The idea is to include a follow-up meeting in the Collaborative Envisioning Session journey by adding an extra step three months after the session. The purpose of a meeting between the coordinator and the DDC is to evaluate on the status such as if they have been working with the future and what they find difficult, and further to remind them of the importance. Also, it could support the DDC in moving the organizations to the process *'Create the Future.'*

Pre-meeting with a coordinator



The idea is to add a meeting at the beginning of the Collaborative Envisioning Session journey between the DDC and the coordinator to clarify the purpose.

7.2.5. Decision making process

After the ideation workshop, we had 11 ideas, which was first narrowed down to nine based on the comments from the DDC. The selection process is shown in Figure 35. The two ideas discarded were:

- **Adding more personas to the toolbox**
Because the DDC is already looking at this idea
- **Networks follow-up meetings**
Because the idea is changed to the 'Follow-up meeting'

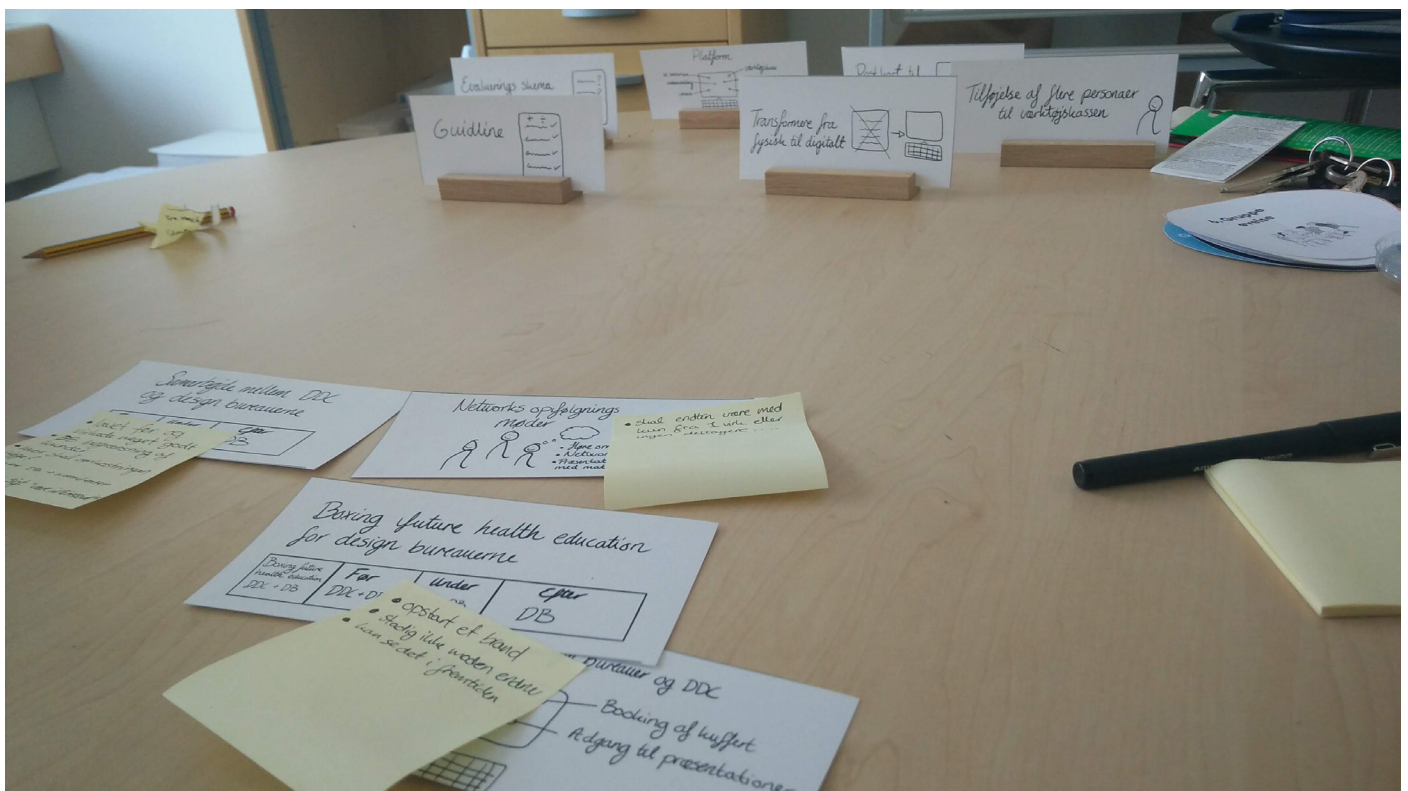


Figure 35: Picture of our selection process after the ideation workshop

The nine ideas are evaluated in accordance to the value provided for the DDC and the participants, seen in Figure 36.

	Value for the DDC	Provides value for customers
Idea 1: Evaluation Form	<ul style="list-style-type: none"> Receive in-depth insights for continuous improvement Increase the chance of getting customers to continue in <i>Create the Future</i> 	
Idea 2: Transforming from physical to digital	<ul style="list-style-type: none"> Gather data that can be used for presentations 	<ul style="list-style-type: none"> Can increase the speed of exercises during the Collaborative Envisioning Session
Idea 3: Platform	<ul style="list-style-type: none"> Gather data for optimization 	<ul style="list-style-type: none"> Access to previous information Read about the four future scenarios Network with previous participant from other organizations Download tools for further work
Idea 4: Postcard to future self	<ul style="list-style-type: none"> Extend the contact with the participants Increase the chance of getting the participants to work further with the future by reminding them 	<ul style="list-style-type: none"> Fun reminder
Idea 5: Cooperation between the DDC and design agencies	<ul style="list-style-type: none"> Get more participants through the Collaborative Envisioning Session Scaling Boxing Future Health 	<ul style="list-style-type: none"> Receive a more customized program
Idea 6: Guidelines	<ul style="list-style-type: none"> Improve the Collaborative Envisioning Session 	<ul style="list-style-type: none"> Improve the experience of the Collaborative Envisioning Session
Idea 7: Four Simple Slides	<ul style="list-style-type: none"> Increase the chance of dissemination to the rest of the customer organization Reach broader and more publicity 	<ul style="list-style-type: none"> Support the problems of formulating the experience Increase the chance of dissemination to the rest of the customer organization
Idea 8: Follow-up exchange meeting	<ul style="list-style-type: none"> Receive feedback about problem areas for further work Increase the chance of getting the participants to work further with the future by reminding them 	<ul style="list-style-type: none"> Opportunity to receive help for further work
Idea 9: Before meeting with coordinator	<ul style="list-style-type: none"> Possibility of customizing the session by establishing a concrete purpose Support becoming more concrete 	<ul style="list-style-type: none"> Receive a more customized program

Figure 36: Value of ideas for the DDC and for the customer

The nine ideas left was added in a matrix in order to obtain an overview and being able to select ideas providing value for the process. The matrix is shown below in Figure 37:

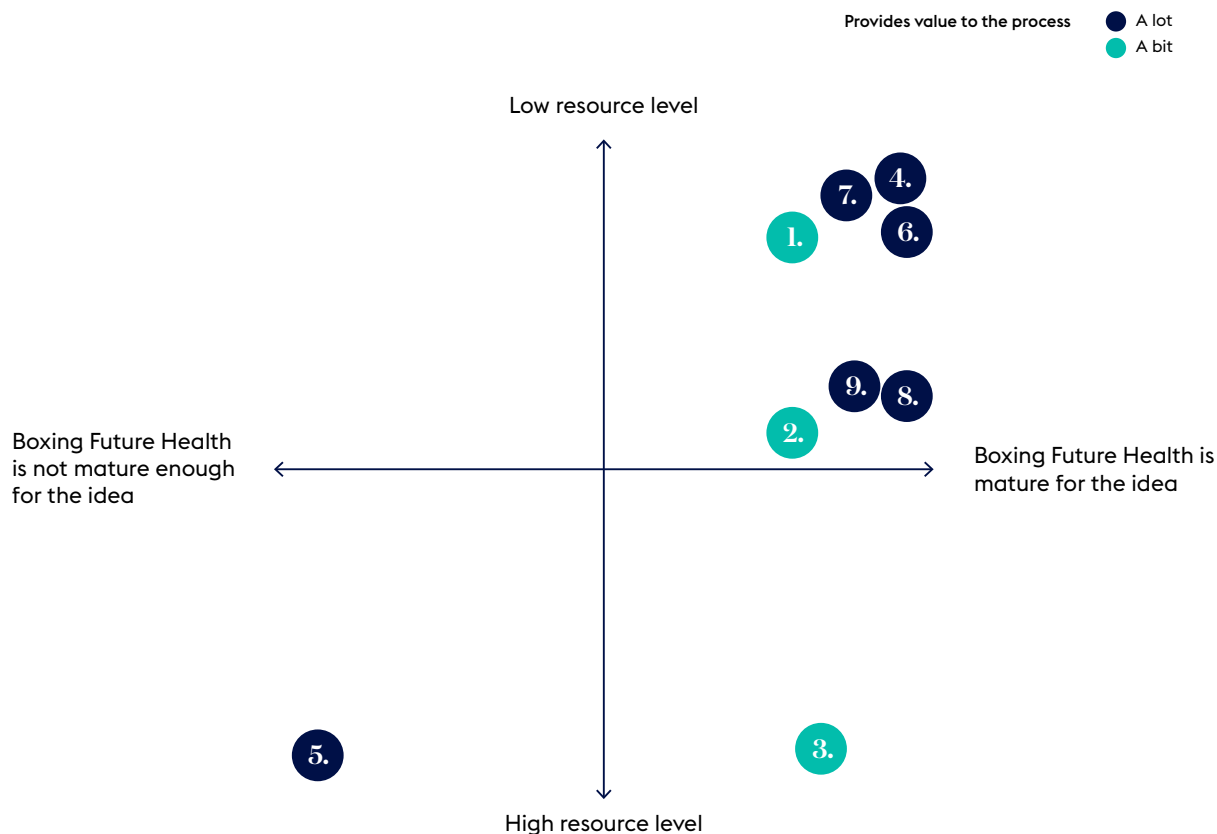


Figure 37: Matrix showing degree of resources versus maturity, with ideas positioned. (1) Evaluation form, (2) Transforms from physical to digital, (3) Digital Platform, (4) Postcards for future self, (5) Cooperation between the DDC and design agencies, (6) Guidelines, (7) Four simple slides, (8) Follow-up exchange session, (9) Pre-meeting with a coordinator

Based on the matrix in Figure 37, we found six ideas that could provide the most value for the Collaborative Envisioning Session (blue numbers in the matrix). The ideas were compared with the two main topics, Enable/Empower and Experience, and our three alternative after-phases that fit well together. Most of the ideas have the same purpose, but a difference is found in the level of required resources.

After a discussion, we found the selected six ideas most suitable for our thesis and the final delivery, but we needed to categorize them. The six ideas are organized into two concepts. The first has a limited implementation perspective (idea 4, 6, 7, 8 and 9) whereas the second

idea is for future development opportunities (idea 5) as the Boxing Future Health project will mature over the following years:

- 1. Optimization** of the Collaborative Envisioning Session journey by supporting the participants in taking the next step (enable) and the participants' experience during the session.
- 2. Opportunities for the future development of how the DDC could create education and collaboration with design agencies.** The value of scaling the Collaborative Envisioning Sessions by making them more accessible and potentially broaden the awareness.

Expert Validation

In order to present and receive feedback for validation and adjustments from the Danish Design Centre (DDC), a final meeting was arranged on May 13, 2019.

7.3.1. Preparation

For the meeting, we wanted to present our process conducted since the last meeting (ideation workshop) with a focus on the concept development. The concept for optimization includes additional steps to the current Collaborative Envisioning Session journey, and therefore, the group found it most fitting, presenting it in a journey map. A printed version of the revised journey with touchpoints (see Figure 38 on the next page) was brought along with text descriptions of the ideas, so the DDC had the opportunity to provide comments.

7.3.2. Execution

Present at the meeting was Anne Danielsen from the DDC, the three group members, and our supervisor Luca Simeone. Besides the agenda that helped to structure the meeting, the setting was quite casual. The group presented the revised journey and final concepts, which received an overall positive response.

7.3.3. Feedback and validation

Anne Danielsen found the touchpoints in the revised journey map confusing since we had not provided descriptions. Besides, the

touchpoint “face to face” was too generic and could be divided into more touchpoints (Danielsen, 3, Appendix 3). The title “four simple slides”, indicates that the amount of slides is predetermined. This was questioned as maybe more slides would be needed for the purpose. During the discussion, we started to develop a potential template for the content of the slides and in which order it should be placed. It was mentioned that the conclusions from the last collective discussion based on the exit poll exercise could become part of the slides (Danielsen, 3, Appendix 3).

For the pre-meeting, it was suggested to add a contract between the coordinator and the DDC with the organization’s goals and purposes of participating in the Collaborative Envisioning Session. These goals and purposes should be shared with the rest of the participants before the beginning of the Collaborative Envisioning Session and further presented to them during the presentation conducted by the DDC.

Anne Danielsen was excited about all of the steps added and could see them be implemented in the current Collaborative Envisioning Session journey, in particular, the postcard. In addition to the final reflections and conclusions, which could be part of the four simple slides, this postcard exercise could also function as a method for the participants to generate some citations and statements to add in the slides. Furthermore, it could help the participants to put into words what knowledge they gained and what they wanted to bring to their workplace.

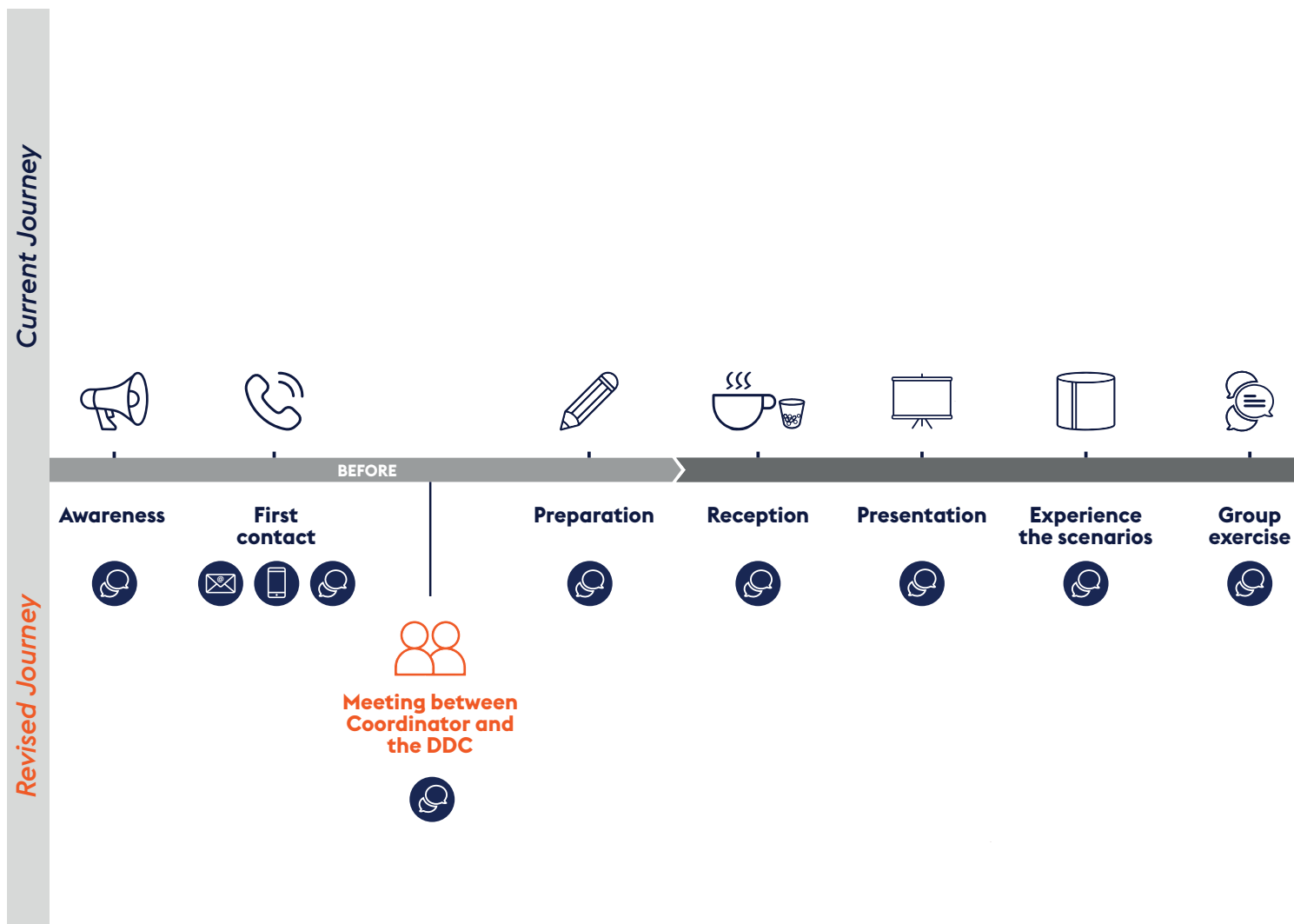
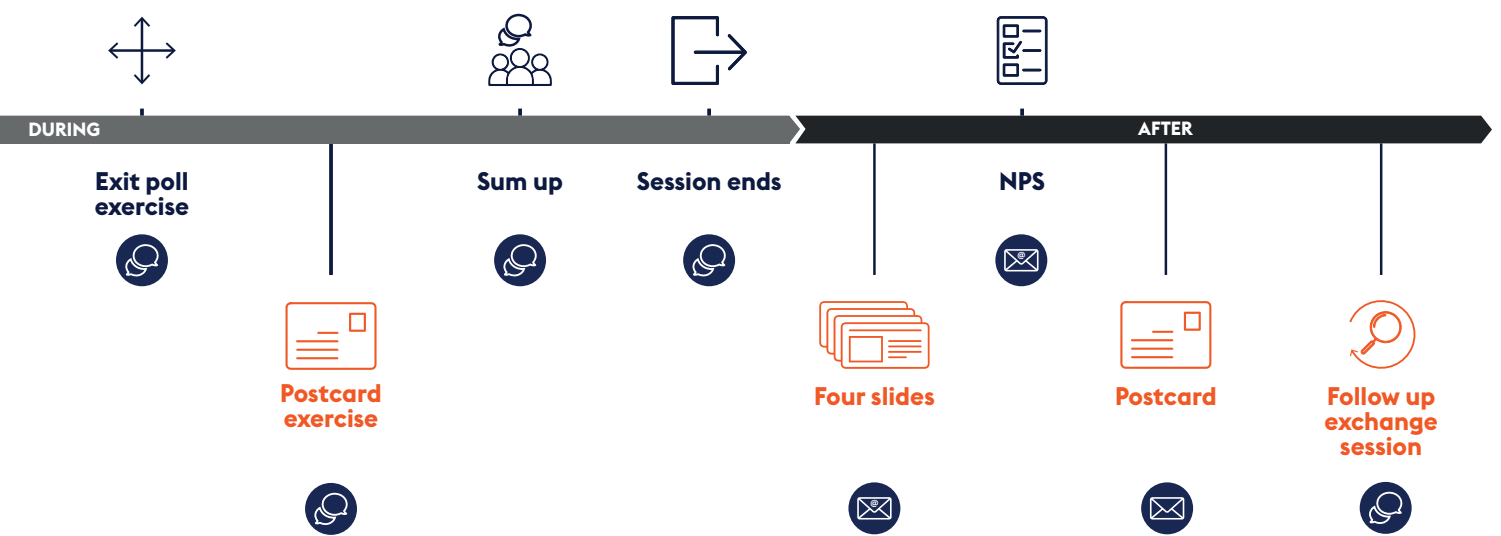


Figure 38: Current and revised journey of the DDC's Collaborative Envisioning Session



7.4

Test Session

During the meeting with Anne Danielsen, she gave us the opportunity of developing prototypes of the postcards in order to test it during a Collaborative Envisioning Session held the following day, May 14, which we saw as a valuable opportunity. We agreed on preparing 34 different postcards, which could be tested. We did not participate in the testing session, but we received feedback on the evaluation through Anne Danielsen.

7.4.1. Prototyping

The prototyping of the postcards was conducted as a brief prototyping session. It consisted of iteratively creating predetermined sentences for the postcards, choosing images, and layout the graphics, based on the feedback received from Anne Danielsen. After 3-4 hours, the prototypes were finalized, printed, cut, and handed over. The postcards are seen in Figure 39.

7.4.2. Evaluation

According to Anne Danielsen from the DDC, the postcard exercise was received very positively. Pictures from the session are shown in Figure 40 on the next page. The postcard exercise was placed right before the final sum up of the Collaborative Envisioning Session, which functioned very well as a final reflection. The DDC will send the postcards in 2 months to the participants and, therefore, this part of the test session will not be evaluated in this thesis. Reflections on how it could be evaluated could be to identify if any of the participants who receives the postcard are getting in contact with the DDC. However,

from a service design perspective, it would be interesting to conduct a test session to explore their reaction and potential value.



Figure 39: Postcards

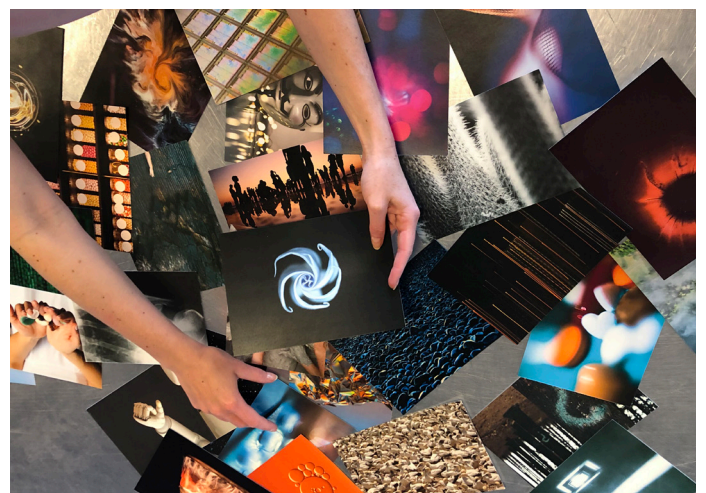
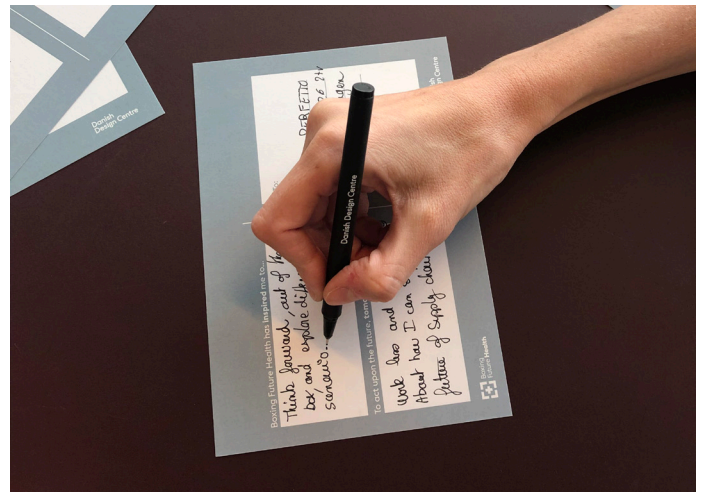


Figure 40: Pictures from the postcard exercise

Concept for Optimization

Through the process, we found that the Collaborative Envisioning Session has its limitations for organizations to take action afterward. Since the Danish Design Centre (DDC) is already offering a longer innovation course '*Create the Future*' where the Collaborative Envisioning Session is only one part, we are aware that the current Collaborative Envisioning Session should not offer the same result for the participating organizations. Our final concept is built upon the existing concept provided by the DDC, which is illustrated in Figure 4I.

The optimization concept proposed addresses the second alternative after-phase of limiting the challenge for organizations to take action. The suggested optimizations can benefit the DDC in the short implementation perspective, being low in cost, and not too extensive in time resources. The purpose of the new concept is to support the best opportunities for the participants in working further with the future by enabling and empower them. Further, the participants' experience during the session is related to the facilitation and the purpose. This is reflected in the concept and described as general considerations of Collaborative Envisioning Sessions in the following.

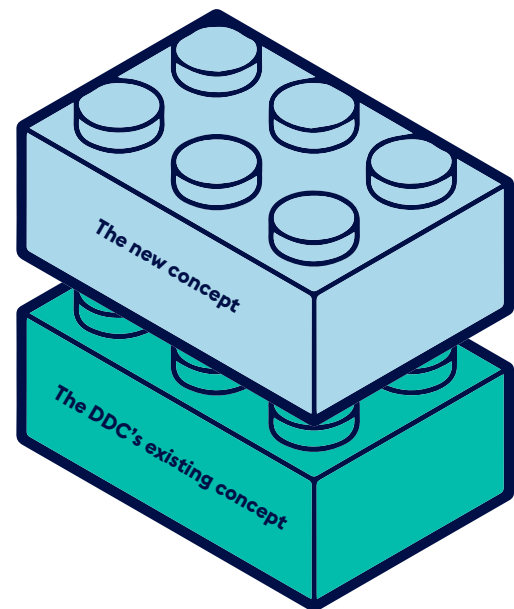


Figure 4I: The new optimization concept is placed on the existing Collaborative Envisioning Session concept

7.5.1. Facilitation and organization

We propose the following, based on our research. The facilitators' language comprises of both verbal and non-verbal communication. Since the facilitator and the participants might come from different backgrounds, the language should be considered at different levels.

The **spoken language** should be agreed upon beforehand, as it will influence the language used, the presentation slides, and the audio persona stories. Another factor is the **jargon and terminology** used. The DDC is normally working in a high design embossed environment, unlike many health organizations. Understanding who the participants are can assist in the message getting the right effect. Using design tools to facilitate also requires that the participants understand how to interact with them.

A **non-verbal language** important to consider is body language. An intensive session of 3-5 hours is short seen in the context of what the participants should learn, take in, reflect, and discuss. However, it can be experienced long and intensive for the participants precisely because of the activities planned. Therefore it is important to prioritize breaks during the session and that the facilitator makes clear verbally when to take breaks. Via the facilitator body language, it should also be reflected that it is okay to take the breaks, so the participants feel comfortable and not pressured to continue a discussion. This could support the motivation and concentration.

The final part of the Collaborative Envisioning Session was identified as an exercise followed

by discussions, and the participants afterward left the session. As the last exercise of the session, it is an opportunity to become more concrete and going from a **WOW to a WHAT** feeling to address the barrier creating of the session's effect. Further, it could strengthen the last memory of the experience.

7.5.2. Optimization ideas

The new concept consists of three ideas for optimizing the current Collaborative Envisioning Session journey by adding steps to the existing journey. The ideas with included steps are:

- #1 Pre- and post meeting**
- #2 Postcard to future self, and**
- #3 Four simple slides.**

The journey in Figure 42 shows the current journey with the new steps added, which are highlighted in yellow. Further elaboration will be described on the next page.

New Journey Map

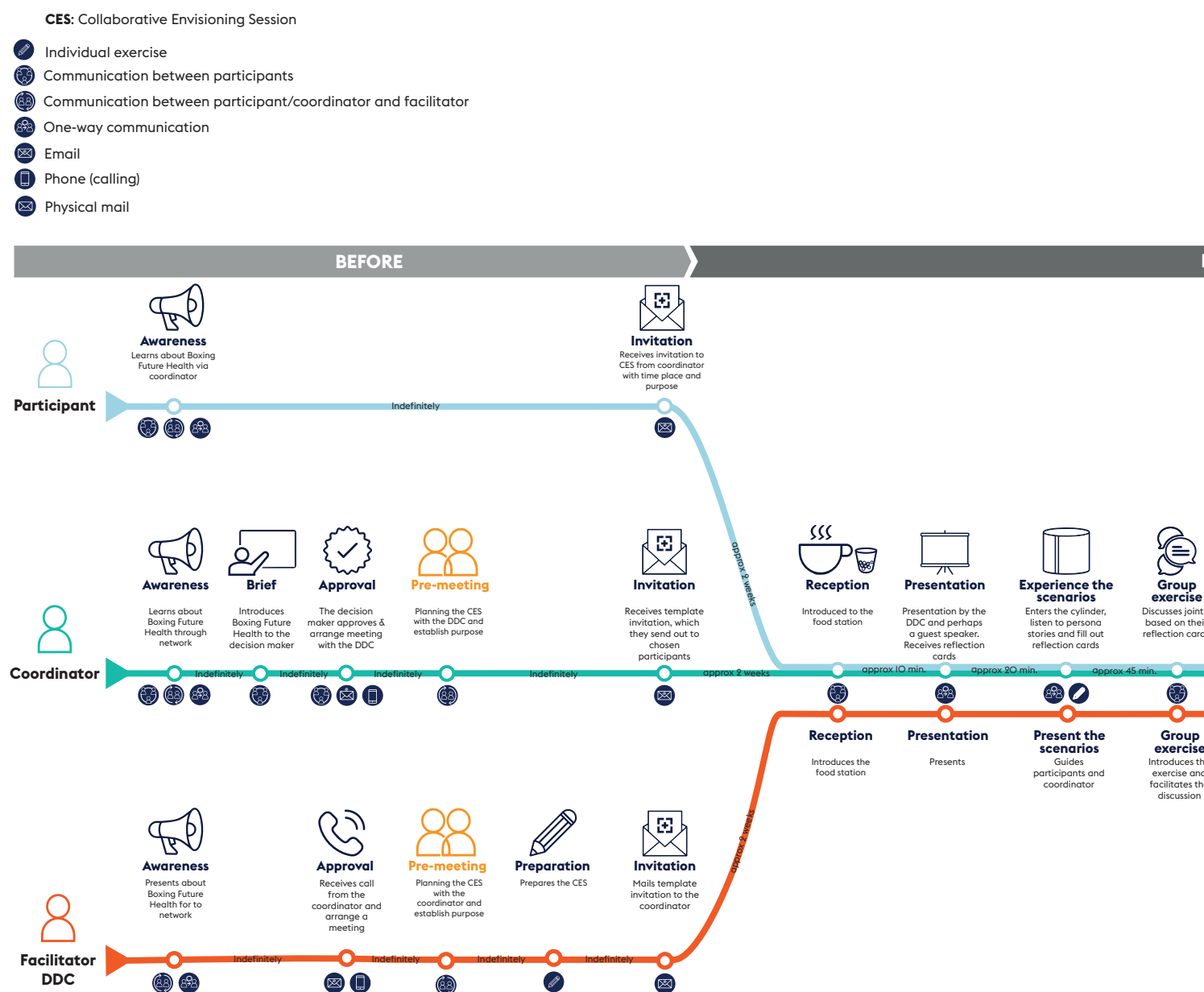
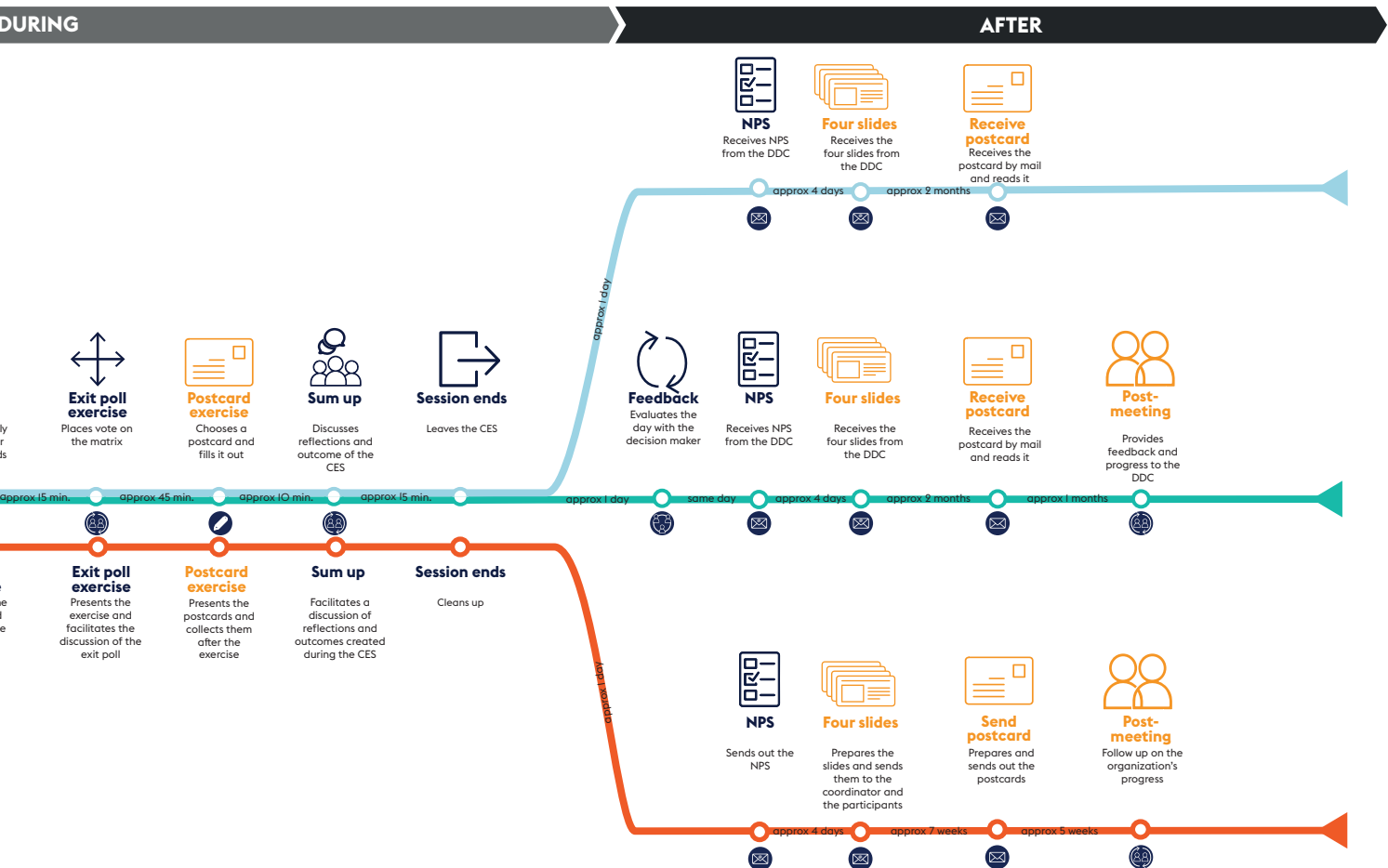


Figure 42: Journey Map with new steps



7.5.2.1. #1 Pre- and post meeting

This idea concerns the following steps in the journey: *Pre-meeting*, *Presentation*, *Sum up*, and *Post-meeting*, seen in Figure 43 and highlighted in yellow (see next page). The *Pre- and Post meetings* are meetings between the coordinator and the facilitator from the DDC. The purpose of conducting these meetings is to substantiate the importance of working with the future and establish the organization's purpose of participating, which can be followed and evaluated through the journey. Further, more responsibility has to be imposed on the customer, thereby making them feel obligated to continue working.

The first new step shown in the journey is *Pre-meeting*. Due to the chosen scale of the journey visualized, the *Pre-meeting* is shown in more detail with the journey in Figure 44. At the meeting, the facilitator and the coordinator collectively establish a purpose and goal of participating in the Collaborative Envisioning Session. The coordinator must select an employee who takes responsibility for ensuring that the work of the session continues afterward. The DDC should create a "sense of urgency" for the customer. Perhaps discuss the choice of external speakers.

To assist the meeting, we propose a *Travel guide* tool that can be used during the meeting. The *Travel guide* contains questions, which should be answered during the *Pre-meeting* and questions, which should be answered at the *Post-meeting*. During the *Presentation*, the participants are introduced to the content of the *Travel guide*, as illustrated in Figure 45 and during the *Sum up* shown in Figure 46.

Currently, the only participant evaluation that the DDC receives is the NPS (Net Promoter Score), which are mailed to the participants within a week. Though the DDC scans them for comments and can follow the rated score as an indicator of the experience, it does not provide insight into whether or not the customer is continuously working with the scenarios. Therefore, we suggest the *Post-meeting* to help the DDC to explore if the organizations have continued the work, and what made it (im)possible, what the challenges of continuing the work might be, and perhaps arrange an extended course with the DDC. A detailed journey of the *Post-meeting* is shown in Figure 47.

The *Travel guide* was prototyped with illustrated mockups to propose how they could be materialized. The mockups are shown in Figure 48.

Journey of #1 Pre- and post meeting

CES: Collaborative Envisioning Session

- Individual exercise
- Communication between participants
- Communication between participant/coordinator and facilitator
- One-way communication
- Email
- Phone (calling)
- Physical mail

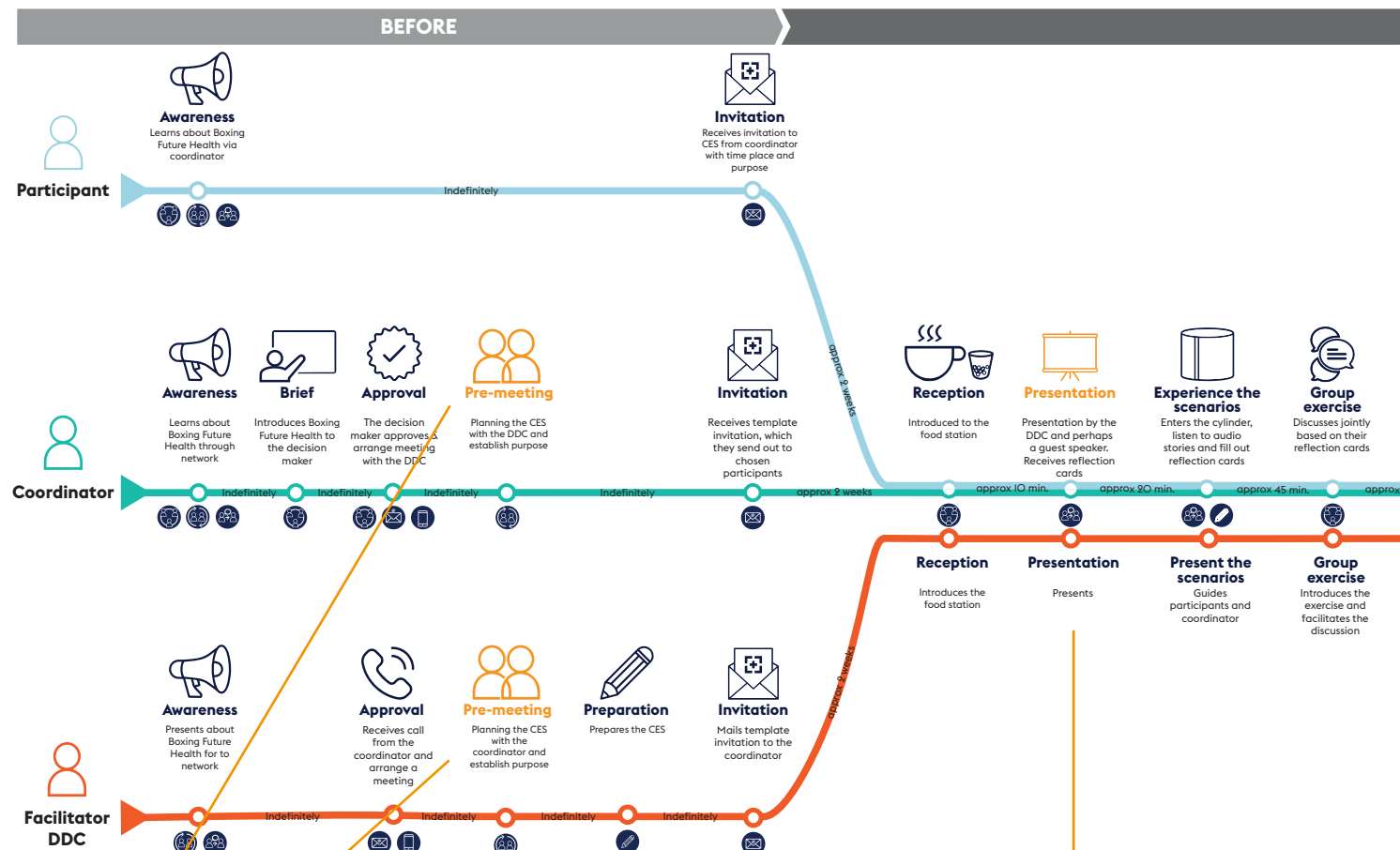


Figure 43: Pre- and post meeting in the new customer journey



Figure 44: Step for Pre-meeting



Figure 45: Step for Presentation

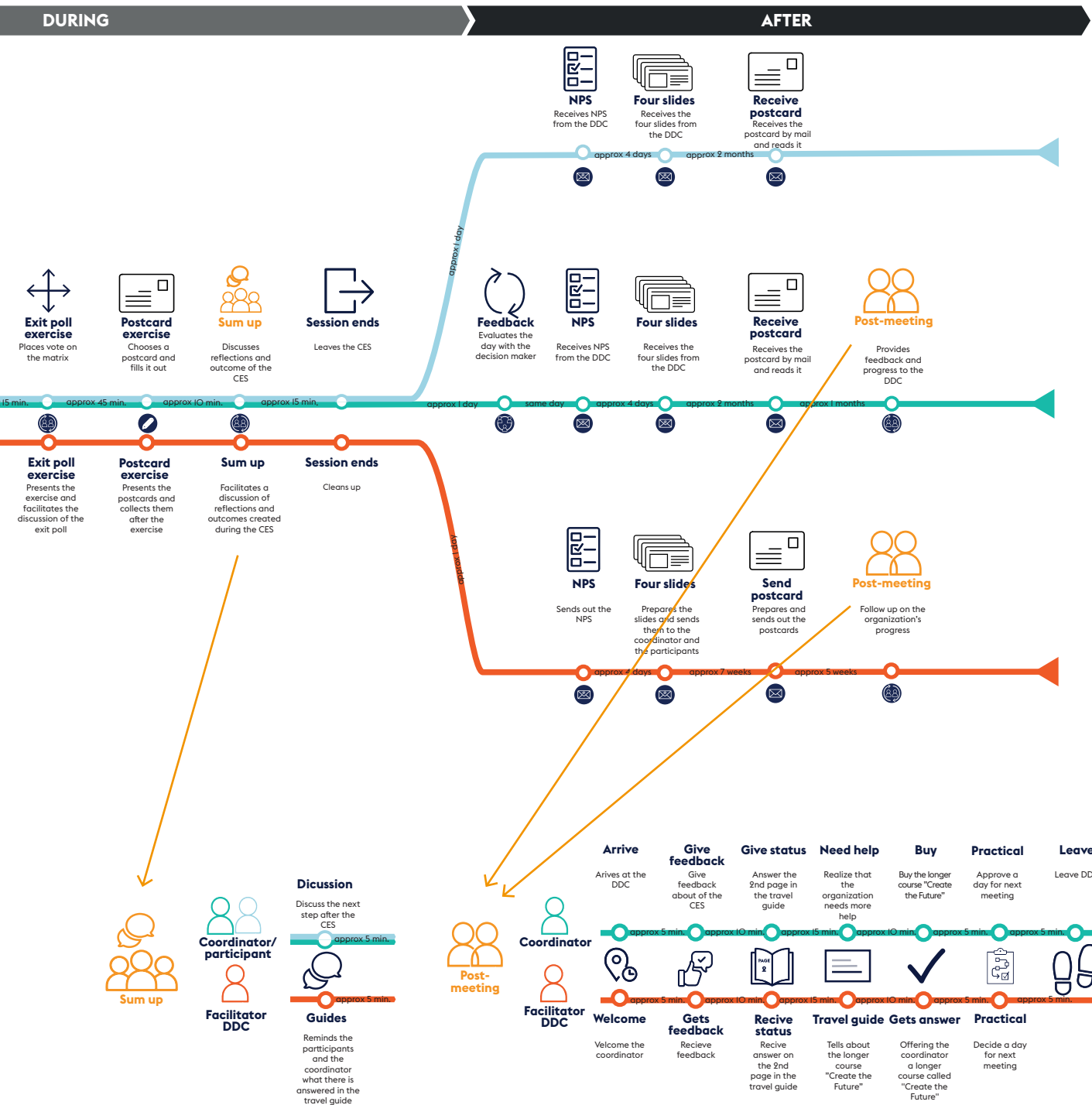


Figure 46: Step for Sum up

Figure 47: Steps for Post-meeting

Mockup of Travel Guide



Figure 48: Mockup of the Travel guide

7.5.2.2. #2 Postcard to future self

This idea concerns the following steps in the journey: *Postcard exercise*, *Postcard receive*, and *Postcard send*. The purpose of adding the postcard to the Collaborative Envisioning Session is to provide the participants and the coordinator an opportunity to reflect on the learning and their future goal. The steps are highlighted in yellow in Figure 50 on the next page.

The participants are selecting and writing a postcard to themselves with pre-determined sentences to answer, as shown on the mockups in Figure 49. The *Postcard exercise* steps are shown in more details in Figure 51. This is included as an activity during the session and not as something they can do afterward, where the participants might be eager to get home.

In the steps *Send the postcards* and *Receive the postcard* shown in Figure 52, the DDC send the postcard to the participants and the coordinator three months after the Collaborative Envisioning Session. The postcard is a reminder of the session and the importance of continuing their work, either by continuing by themselves, contacting the DDC, or contact others for assistance if the organization does not have the internal capacity.

Mockups of Postcards



Figure 49: Mockup of postcards

Journey of #2 Postcard to future self

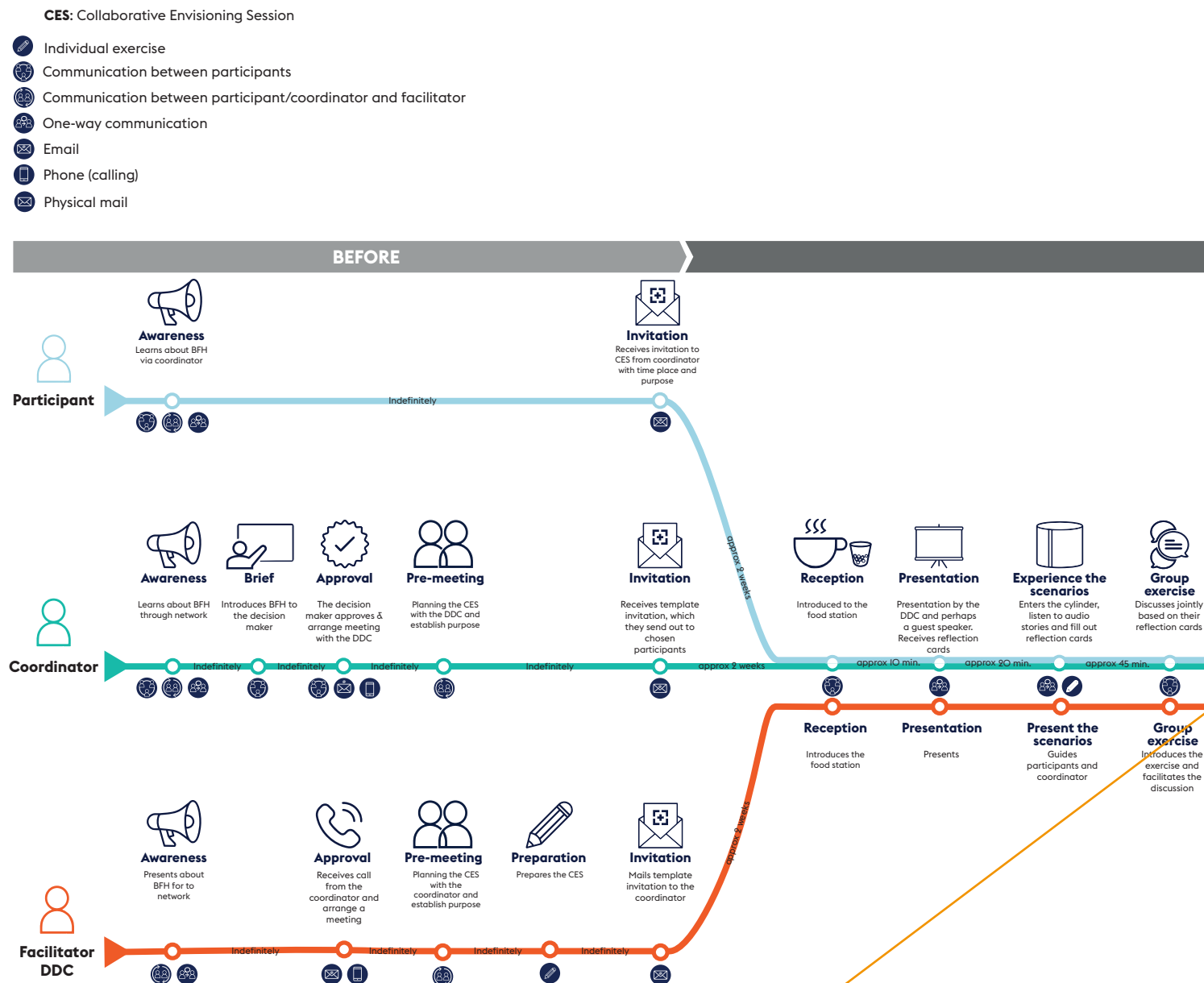


Figure 50: Postcard to future self in the new customer journey

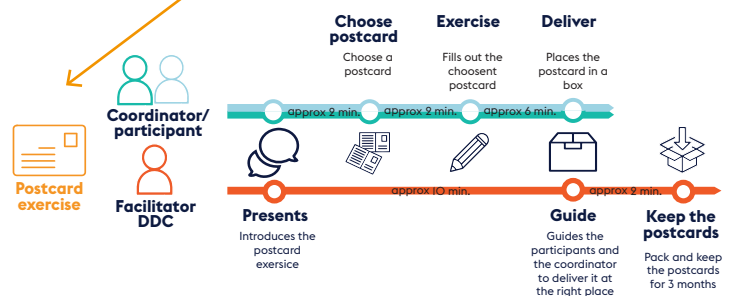


Figure 51: Postcard exercise steps

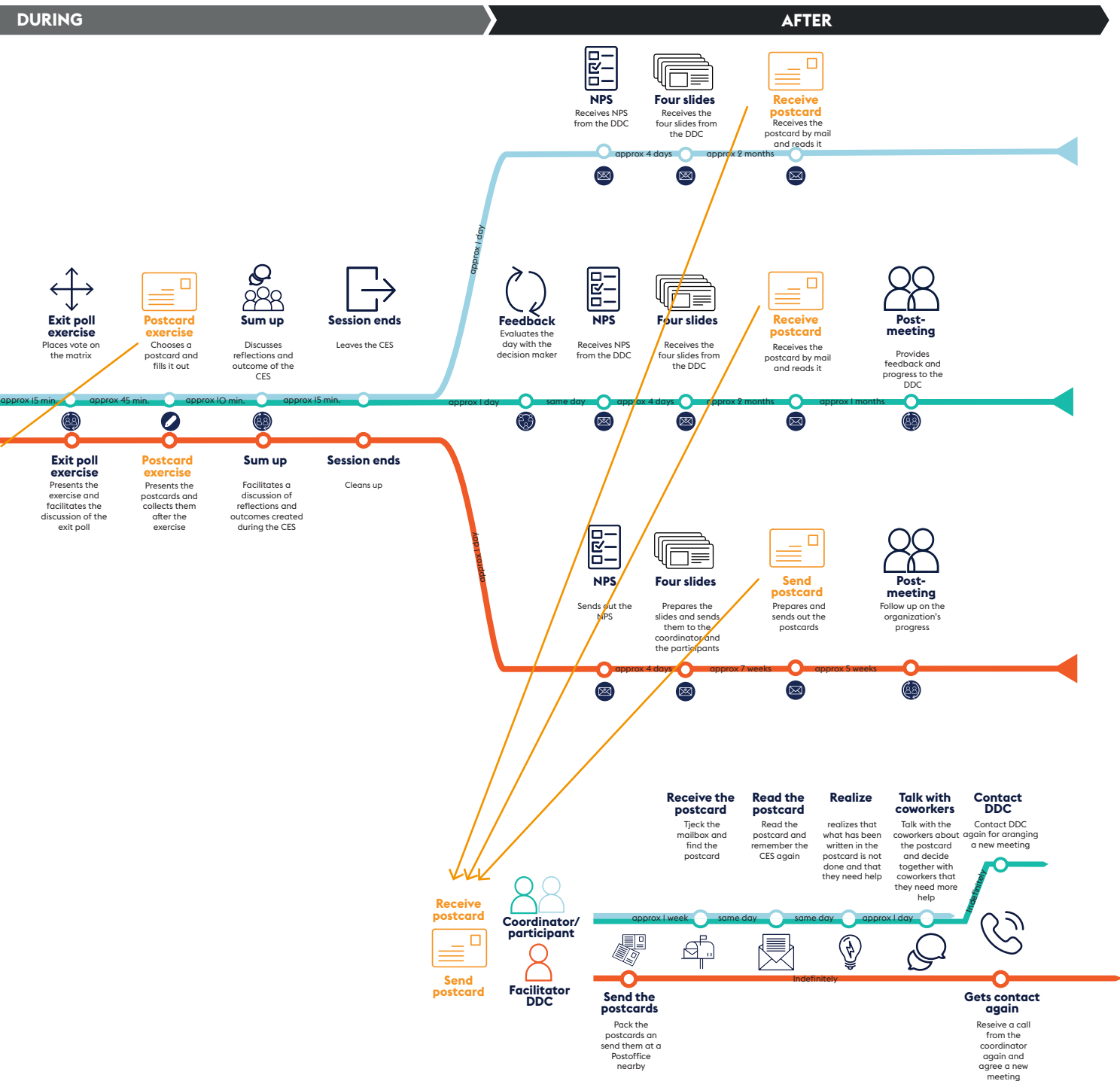


Figure 52: Steps for receiving and sending the postcards

Storyboard of #2 Postcard to Future Self

The Postcard to future self is also illustrated in a storyboard (Figure 53) to suggest how a scenario could play out with a more personalized emphasis.

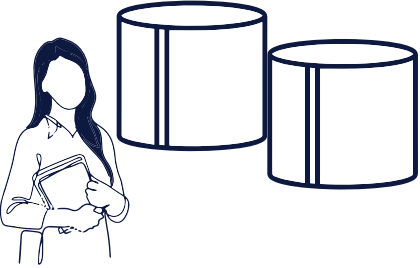

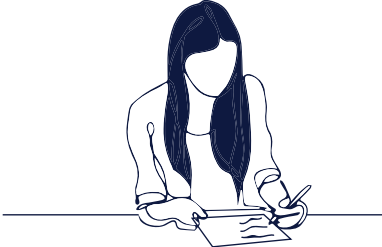

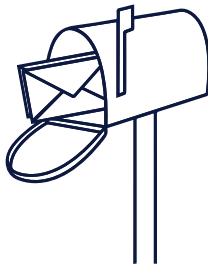




		
<p>Annette is participating in a Collaborative Envisioning Session at the DDC</p>	<p>During the last exercise "Postcard to future self", the participants are asked to choose a postcard that moves them or awakens reflections</p>	<p>Annette looks at the different postcards and picks one with an abstract image in bright colours</p>
		<p>2 months later</p> 
<p>She reflects upon the predetermined sentences and writes on the postcard</p>	<p>She puts her postcard back on the table and joins the rest of the group for a final sum up</p>	<p>Annette comes home from work and checks her mailbox where she finds the postcard from the Collaborative Envisioning Session</p>
	<p>The next day</p> 	
<p>First she doesn't recognize it but is quickly reminded. She reads the postcard and is reminded of the inspirations and promises she made to herself</p>	<p>Annette brings her postcard to work and talk with her colleagues, who also received their postcards</p>	<p>Her workplace starts talking and discussing about what they have been doing since</p>
		
<p>Realizing that not much has been done at the workplace, the coordinator arranges a meeting to discuss what to do next</p>	<p>They conclude that they need further assistance. They start preparing for the "post-meeting" with the DDC.</p>	<p>The coordinator sits down with the DDC and develops an action plan for their organization</p>

Figure 53: Storyboard of a "Postcard to future self" scenario

7.5.2.3. #3 Four simple slides

The idea is related to the three steps: *Presentation*, *Sum up*, and *Four slides*. It was found important that the participants are supported in the challenge of disseminating the scenarios experienced and disperse them throughout the rest of the organization as this was an obstacle for continuing working with them. This idea concerns the steps highlighted in yellow in Figure 55 on the next page.

Mockups of the slides were created and are shown in Figure 56. During the Presentation step, the participants are introduced to the presentation slides, but it is during the Sum up step, the DDC is explaining how the slides could be used, as shown in Figure 54. The participants will then after the Collaborative Envisioning Session, receive the slides and be able to present them to others who might be interested.

Mockup of Four Simple Slides

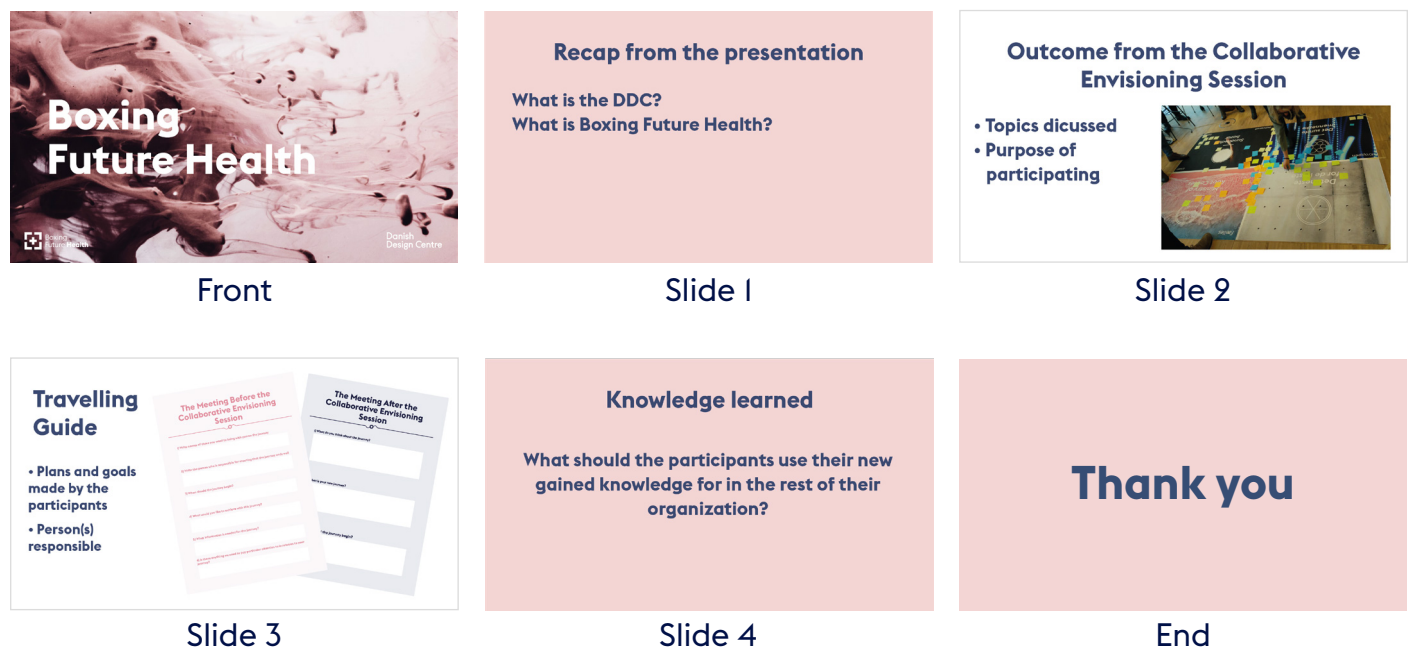


Figure 54: Mockups of the four simple slides

Journey of #3 Four Simple Slides

CES: Collaborative Envisioning Session

- Individual exercise
- Communication between participants
- Communication between participant/coordinator and facilitator
- One-way communication
- Email
- Phone (calling)
- Physical mail

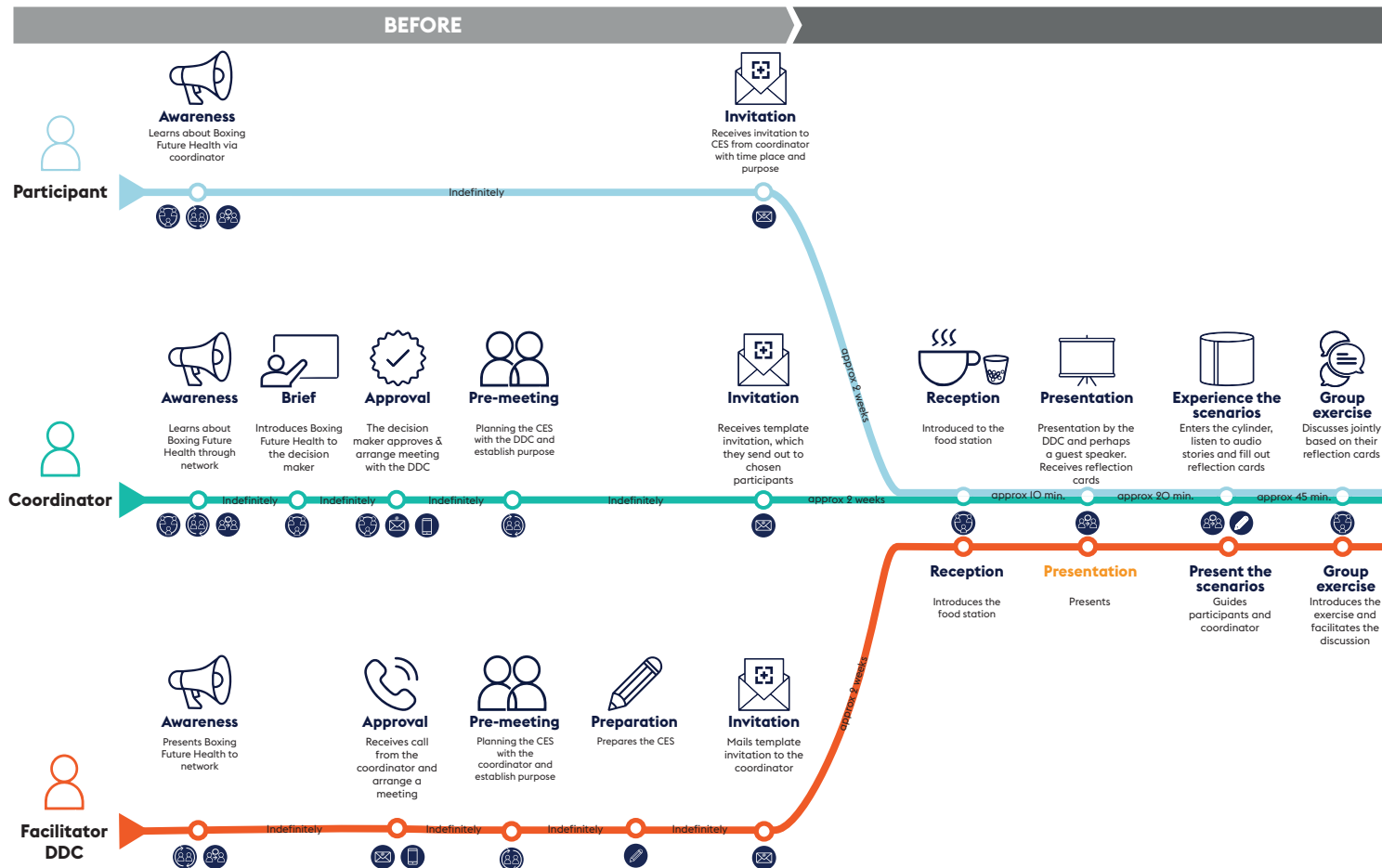


Figure 55: Customer journey four slides

DURING

AFTER

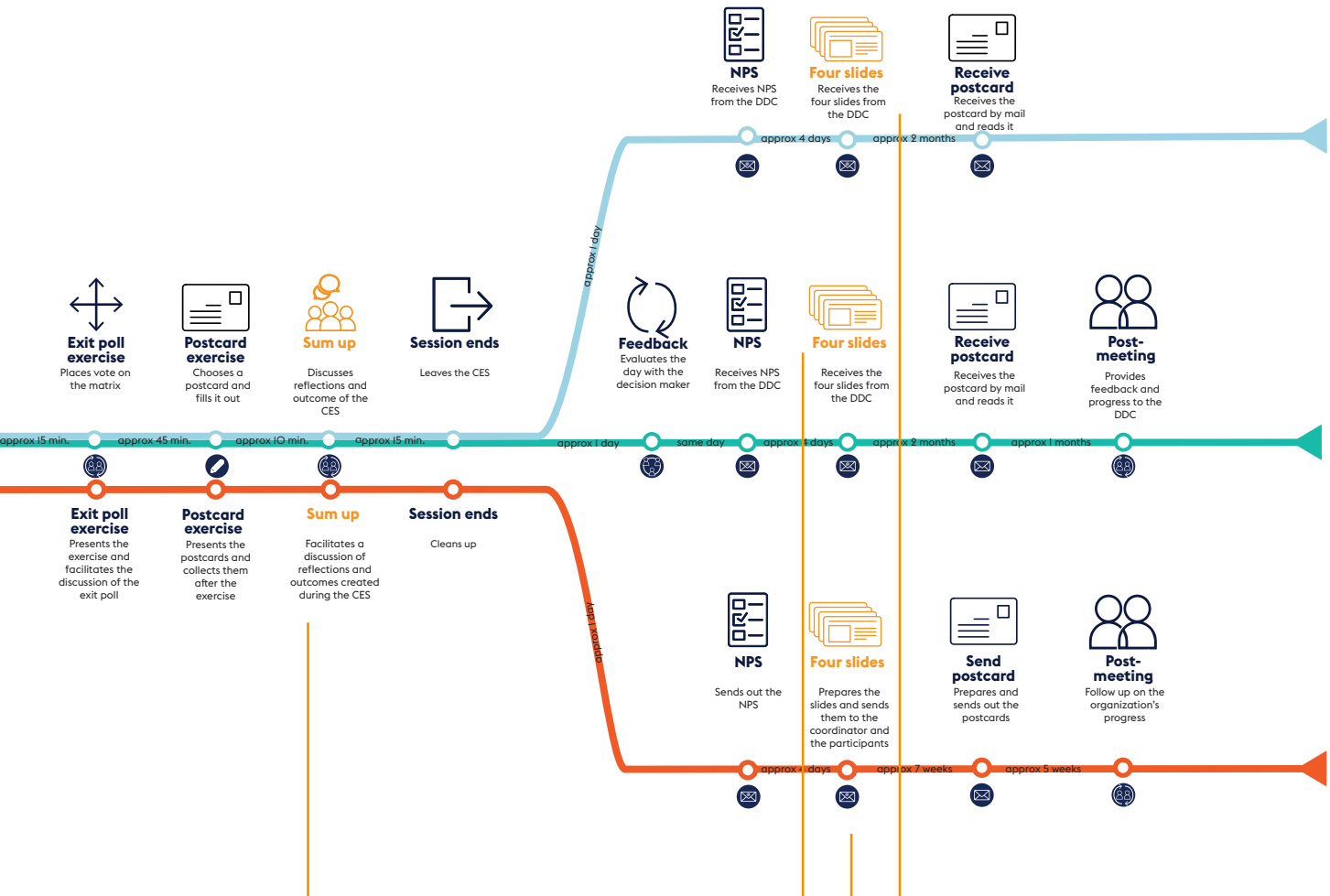


Figure 56: Sum up step



Figure 57: Four slides step



Service Blueprint of #3 Four Simple Slides

To get an overview of the system of the step, four simple slides, a **service blueprint** was developed (see Figure 58). The blueprint assisted us in specifying the details of the front stage and backstage of the touchpoint, the interactions between the participants and the service provider and the information flow (Stickdorn et al., 2018).

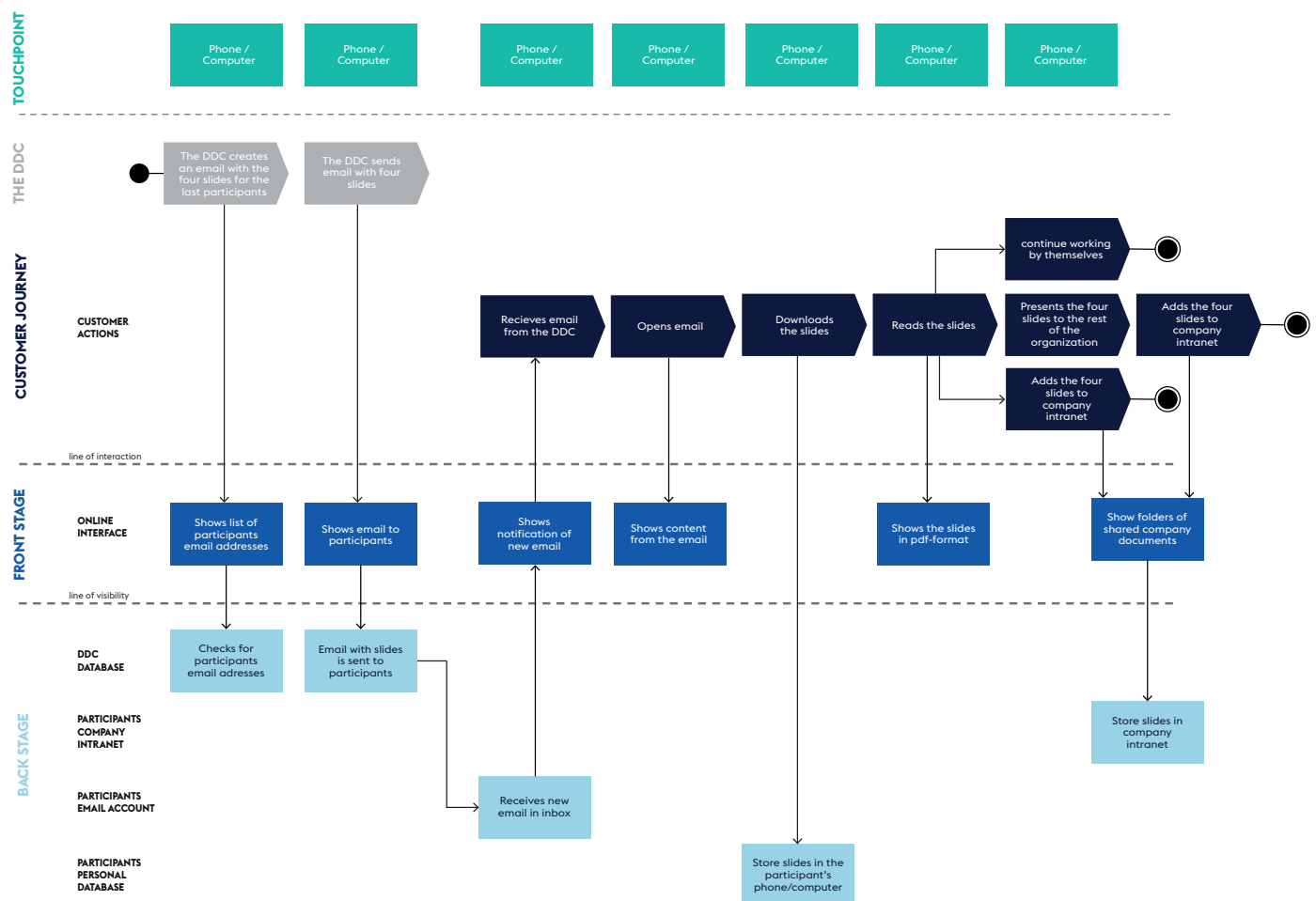


Figure 58: Service Blueprint of Four Simple Slides

Value Proposition

To verify how our service concept could assist in improving and optimizing the Collaborative Envisioning Session organized by the DDC, a Value Proposition Canvas was utilized. The Value Proposition Canvas consists of a Value Map, describing how the service will create value for the customer, and a Customer Profile that clarifies the understanding of the customer (Osterwalder, Pigneur, Bernada, & Smith, 2014). The focal point of the canvas is to describe the expected benefits for the customers provided from the service or product (Osterwalder et al., 2014). The Value Proposition Canvas (see Figure 59) helped us in creating an overview of the pains and gains of our customer segment, how our final service concept could create value and reducing pain points, and confirm if our service concept matches with our design brief.

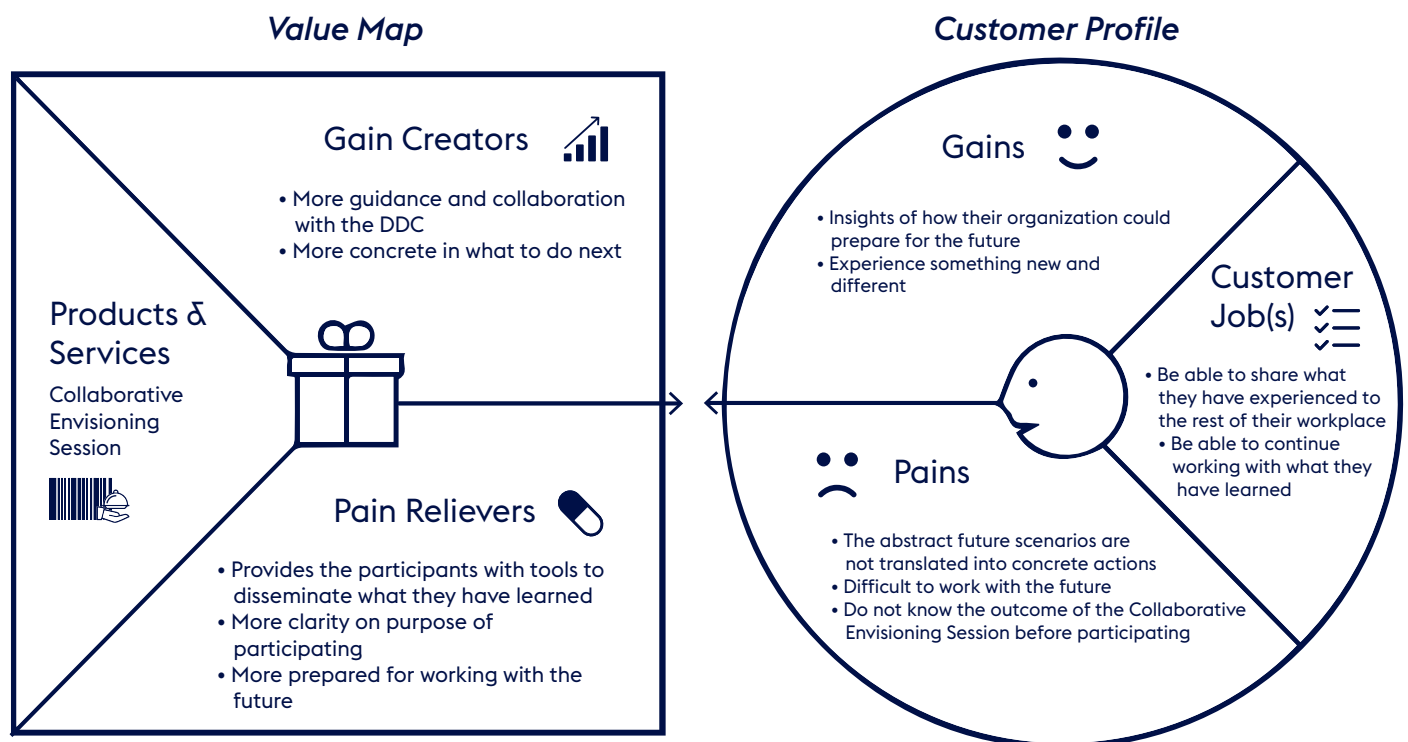


Figure 59: Value Proposition Canvas

Concept for Future Development

Inspired by one of the industries the Danish Design Centre (DDC) is operating within, the design industry, we have further suggested a service concept for future development. The concept involves a collaboration between the DDC, in particular, Boxing Future Health, and other design agencies (see Figure 60). According to Anne Danielsen from Boxing Future Health (Anne Danielsen, e-mail, May 15, 2019), the DDC is partially supported by public funds and can therefore not engage in distortive activities. This means that when the DDC is performing an assignment that could be conducted by a private design agency, the DDC's payment must be on market terms,

meaning charging the average market price. This business approach positions the DDC as an attractive business partner for other design agencies.

However, Boxing Future Health is an original service offering developed by the DDC and is therefore not in direct competition with ordinary consulting tasks. Furthermore, the DDC aims at disseminating the Boxing Future Health method to other design agencies so similar projects can be conducted by others than the DDC (Anne Danielsen, e-mail, May 15, 2019).

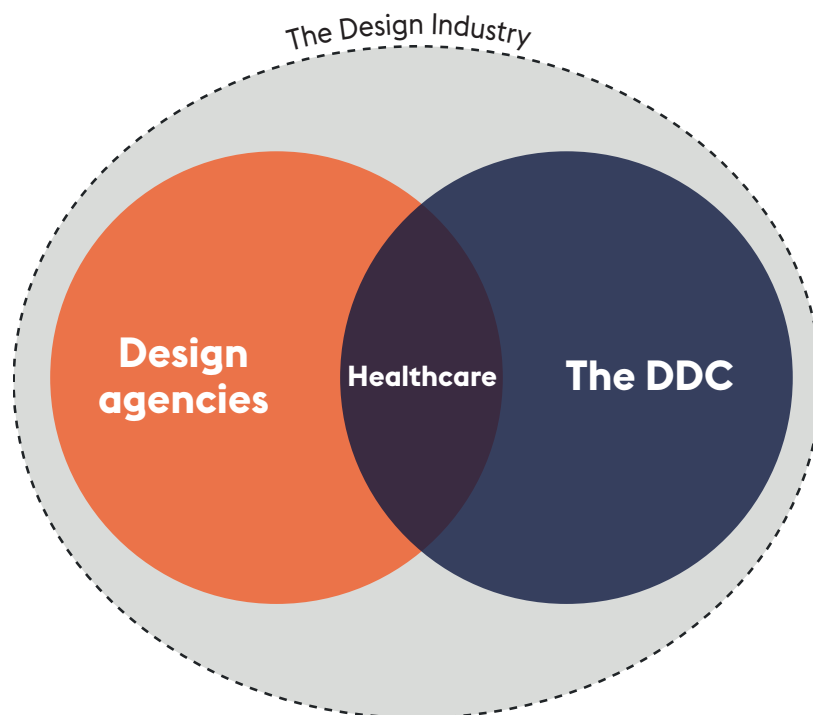


Figure 60: Potential collaboration between the DDC and design agencies

7.7.1. Suggested future service concept

The DDC has already experienced a successful collaboration between a design agency and its partner participated in the Collaborative Envisioning Session and would like more of these collaborations (Danielsen, I, Appendix 3).

As explained in section 7.2.3 on page 72, a future service concept could be a collaboration between the DDC and design agencies in order to reach out to more organizations and thereby create more growth. However, as stated previously by Anne Danielsen from the DDC (Danielsen and Winther, Appendix 3), it is a great idea with great potential, but they fear that the Boxing Future Health is not mature enough for this service concept. By involving a consultancy, the price of a Collaborative Envisioning Session will increase. Boxing Future Health is still not established enough and needs further development, such as more standardization of the Collaborative Envisioning Session, more simplifications in order to expeditiously educating a new facilitator, and more publicity before design agencies would consider investing in it.

The service concept might have potential in a couple of years where Boxing Future Health and the Collaborative Envisioning Session are more concrete in its setting. By then, more people might be involved in facilitating, more organizations have participated, and some might have experienced a positive impact on their organization.

We suggest the future concept to be approached by firstly establish cooperation with design agencies. The journey will involve a design agency and its customer who has established a project collaboration where Boxing Future Health’s scenarios method can be used.

In the before phase the customer is guided by the design agency, then the DDC will facilitate the Collaborative Envisioning Session, and the design agencies will guide the participants in working forward with the knowledge they have gained in the after phase (see Figure 6I).

After a period where this approach has been stabilized, the DDC can move forward by developing a training program for the design agencies to facilitate a Collaborative Envisioning Session, which they can lead their customers through.

Furthermore, we propose a Boxing Future Health digital platform. The purpose of the platform is for the design agencies to download different tools, such as presentations about Boxing Future Health, and to rent the mobile scenarios. The service concept will provide value for both the DDC, the design agencies, and the organizations participating. It is an opportunity for the DDC to develop a closer relation to the design agencies, and for the Collaborative Envisioning Session to increase the reach of organizations.



Figure 6I: Proposed journey for the future service concept

The design agencies can learn new competencies, involving future scenario within organizations and be inspired to learn new facilitation skills. Finally, the organizations participating will be guided through the entire design process and reassured they would receive an outcome of their investment.

7.7.2. Further considerations

Conducting a quick online research shows an amount of approximately 40 Danish design agencies in Denmark. The focus of the design agencies customers should be healthcare for the scenarios to be relevant, which further limits the market size. Since the market of Danish design agencies is small, further cooperation with other consultant agencies could be relevant. This collaboration is shown in Figure 62. Molecule is an example of a consultant agency operating exclusively with the healthcare organizations. Additionally, opportunities for cooperating with major consultant agencies such as Accenture, Deloitte, or PwC could be explored.

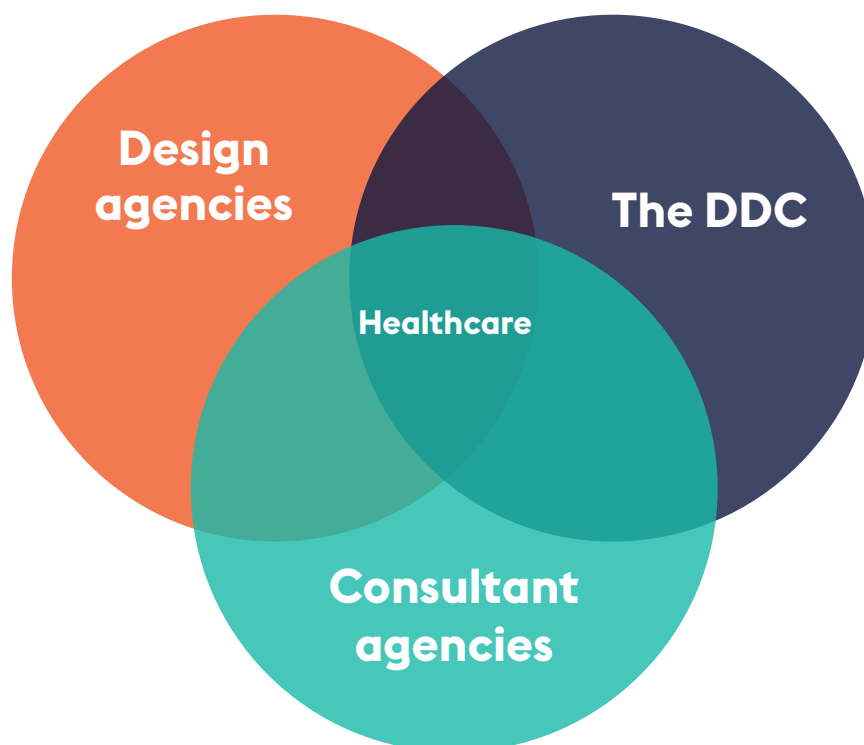


Figure 62: Potential collaboration between the DDC, design agencies, and consultant agencies

Preliminary Reflection On the Research Question

In the Development phase, we used the customer journey as a boundary object again, this time to present the empirical insights for the Danish Design Centre (DDC) during the ideation workshop and the expert validation meeting. The journey map served in both cases as a way to transfer knowledge. For the ideation workshop, the journey map was presented with quotes on the specific steps, where some were only orally presented, and some read by the participants. The journey map was useful for the participants to get an overview and served as a tool for them to place comments on post-its.

The ideation part of the workshop was planned to be conducted based on the presented findings with the use of post-its. However, we found it difficult to kick-start the ideation. Therefore, we presented the ideas developed earlier by the group and discussed based on those instead. The intention of reducing our influence was thereby compromised as the new ideas for optimization generated were created based on ours. Other methods for idea generation could have been considered and possibly led to other directions and findings.

For the expert validation meeting, we redesigned the visuals of the journey as we found that the illustrated drawings were difficult to see. The many steps and the colors there are chosen did not provide the best conditions for obtaining the journey instantly. We, therefore, changed the illustrations into simplified icons and reduced the use of colors. The map was used to present the current journey with the new steps and touchpoints developed during the phase, and it functioned as a tool to discuss.

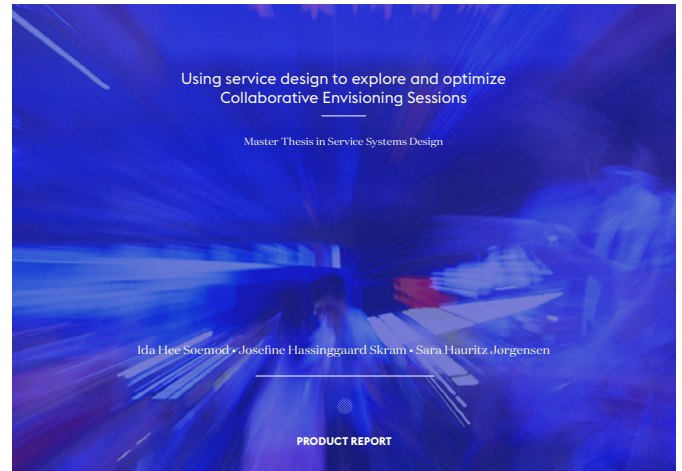
8. Deliver

In this chapter, we will describe what we are going to deliver to our collaborator, the Danish Design Centre (DDC).



Product Report

The Product Report can be found in Appendix 6. It will display the primary findings from the design process desired by the Danish Design Centre (DDC), the identified customer profiles, and the proposed service concept. The reason for the chosen content of the Product Report is to create an overview of the important findings and conclusions from our thesis and to make suggestions for how the proposed service concept can be integrated in the existing Collaborative Envisioning Session offered by the DDC.



9. Reflection

The reflection chapter is divided into two parts. In the first part, we will reflect on our design process with a focus on the methods and tools chosen and the stakeholder involvement. We have conducted a design process based on an existing service where we have applied different methods to explore and optimize a customer journey.

Reflection on the Design Process

A draft of the timeline and a Double Diamond Model was created at the beginning of the process and furthermore dates of meetings with our supervisor every second week and with the Danish Design Centre (DDC) every third week. Reflection on this is overall good compared to the time limit and short-term deadlines. It helped us to keep our deadlines, but at the same time, it also limited our flexibility for planning the various phases.

Through our design process, we have **cooperated with the DDC**. In previous semesters we did not have close contact with a collaborator through our service systems design projects, and this has created different opportunities and challenges. The process had to be accessed differently in the sense that significant decisions had to be taken jointly and we should also comply with the DDC's data law for examples with contacts to earlier participants of the Collaborative Envisioning Session. Besides, they have provided us with great assistance during the knowledge exchange meetings providing guidance and advice. Further, we had the opportunity to validate ideas and receive feedback for improvements. By collaborating with field experts, we avoided providing a long explanation before discussions. On the other hand, we realized that it prevented us from explaining the case to others.

Working as a group of three during the design process was beneficial due to diverse competencies that could contribute to the process in, e.g., discussions and the ideation process. It has provided us with additional experience of organizing a project collaboratively, by

discussing and compromising, which we perceive as an advantage as we as future (hopefully) service designers will most likely be part of diverse teams. On the other hand, working in a group of three much time was spent on continuously inform, discuss, and update each other. We further experienced the challenge of our individual interpretations, which led to misunderstandings in the group. During the process, we, therefore, increased the use of visuals as a communication tool to support explanations.

9.1.1. Choice of tools and methods

During the previous semester projects, our design process has been approached with the aim of developing a new service. However, in this project, we are proposing suggestions for optimizing a customer journey of an existing service. To assist us in the design process, we have used the customer journey, which has been a helpful tool and method. The customer journey was useful in combination with the qualitative and quantitative research methods and helped to gather insights, structuring, understanding, and exploring the unknown. It was also appropriate to identify the participants' experience during the journey. The qualitative methods and tools as the customer journey and emotional journey allowed us to obtain insights from in-depth interviews and gain an understanding of the participant's experience. During the process, we also discovered some obstacle of primarily using qualitative methods. The gathered qualitative data was not statistical measurable, it was not representative, and generalizations cannot be made based on participants' sub-

jective opinions in small sample sizes (Bjørner, 2015c). Further advantages were its ability to generate hypotheses and for opening up the design process.

9.1.1.1. Service design tools

The journey map was used for different purposes and iterated along the process as a living document (Stickdorn et al., 2018). The initial journey map was visualized as a current-state map and primarily assumption-based (Stickdorn et al., 2018). Through the process, the assumption-based journey developed into a more research-based journey through the gathered data. Figure 63, on the next page, illustrates how the journey map evolved during our process.

The initial journey map was created based on the group member's internship knowledge and provided as a tool for the rest of the group to obtain an overview and understanding of the existing service offering. It was used as a tool to discuss and led to further questions and considerations. During the process, the journey map served as a boundary object between the stakeholders involved and us. For the interviews, a journey map was used in combination with a semi-structured interview. The journey map was created with an emotional journey and touchpoint stickers, where both functioned as a way for the participants to interact with the map. The semi-structured approach assisted the participants in being able to bring up what they found important (Bjørner, 2015b). However, our intention of having the participants add their assessed emotional level and touchpoint sticker on the journey steps was limited by the semi-structured approach. It may have resulted in a lack of insight of the touchpoints that were not placed, and we were further not able to

follow up on their emotional assessment. On the other hand, the participants' reaction of excitement to the stickers could provide for an indication of providing other effects such as increased participant motivation and professionalism as the participants also praised our journey map and told us that it created a nice overview and helped them memorize.

The journey map helped to structure the interview, stimulate the participants' memory, and provided a common language, which simplified the communication between the participant and us as interviewers. The first part of the interview was initially prepared as an exercise where the participant was asked a question and to write down thoughts. During the first interview, we realized that the exercise did not work as intended. We, therefore, changed it from writing to talking for the following interviews. This also reflects how the design process enabled us to try out different methods while also requiring being reflective, flexible, and quickly adjust.

During the ideation workshop, the journey map was used to present our findings mostly through participant quotes. The journey was useful to gain an overview. However, the large number of placed quotes were not all read by the workshop participants, and they mentioned that we should consider simplifying the quotes as some were difficult to read. The choice of using the quotes was based on presenting the data not too refined and to add a personal aspect that could increase the relatability. Reflecting on the choice of using quotes, we could have decreased the amount of quotes and the length of the quotes. However, the bias of presenting data and findings is something to consider and be aware

of. During the expert validation meeting, we had prepared a current journey map and added the new steps with touchpoints of our concept. The new ideas and associated steps were presented orally, and some were supported with visuals and prototypes. The postcard was presented with a mood board of images to show our idea of the front design and with prototyped postcards in different sizes to provide a tangible feeling. This was extremely useful as a reference framework as the concreteness of images and size could immediately be validated.

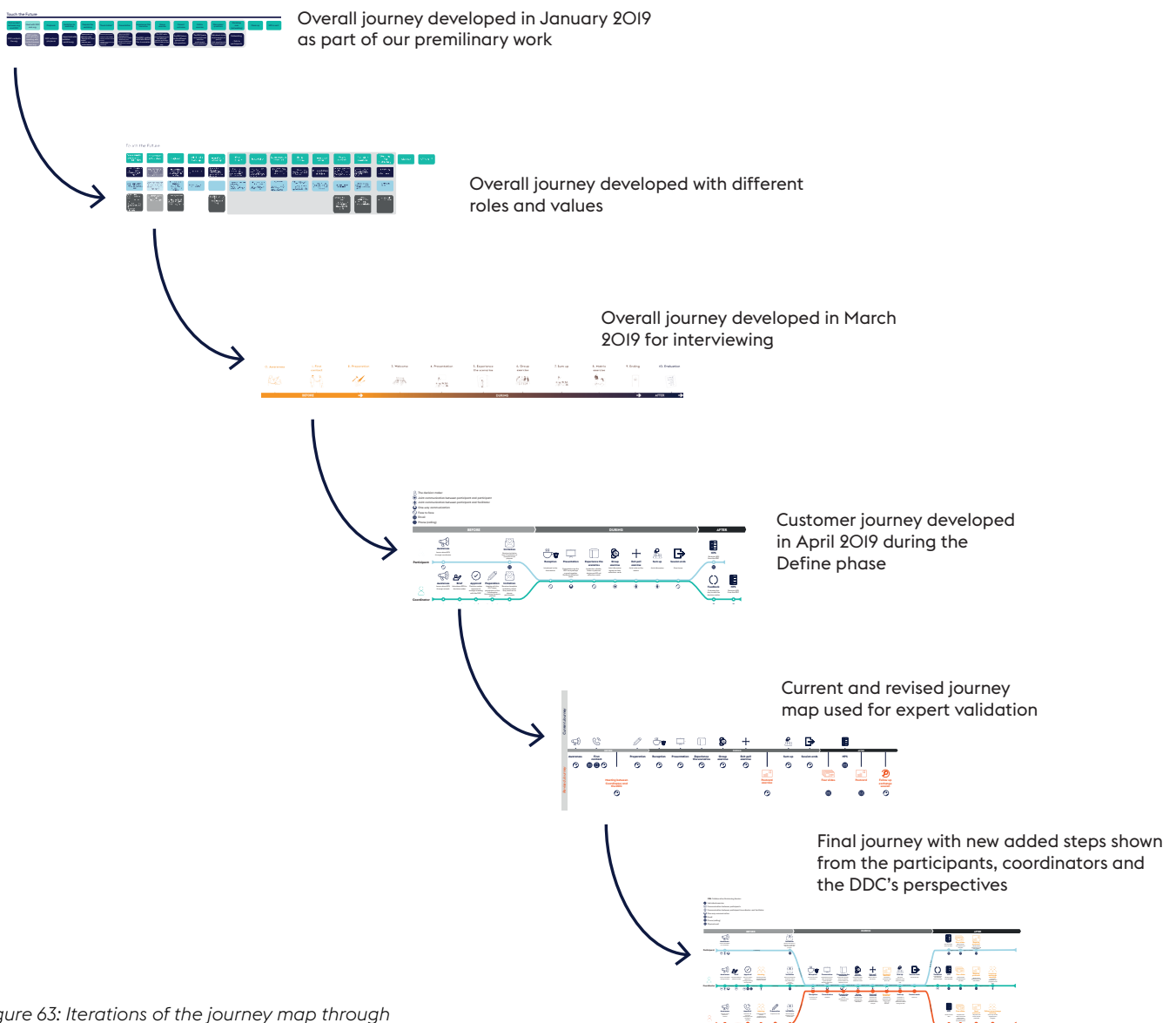


Figure 63: Iterations of the journey map through the design process

9.1.1.2. Stakeholder involvement

Service design is about improving the experience of the interaction between the customer and the service provider:

“To value your customer, you need to spend some time understanding the interactions they have with your service, and that means two things. First, viewing your service through the customers’ eyes. And second, designing in such a way that customers receive consistent experiences over time that they consider valuable.” (Stickdorn & Schneider, 2011, p. 109)

From a service design perspective, taking a **human-centered approach** requires the consideration of “[...] the experience of all the people affected by the service.” (Stickdorn et al., 2018, p. 27). This is something we sought to obtain during the process, also when it was not possible to directly include them in the process. We did this by considering their value and experience during the development phase based on the gathered research.

The **collaborative principle** in service design of actively including diverse stakeholders during the design process was also considered. The stakeholders involved during this project were primarily two employees from the DDC representing the service provider and previous participants of the Collaborative Envisioning Session representing the customer. Where the service provider was involved in different phases of the project, the customer was only involved in one phase for interviews.

The limited access to the participants, resulted in organizing the interview to both explore their experienced journey but also to generate ideas. This was a limitation for our process as it would have been relevant to include them

in the later ideation and testing phase. The stakeholders involved in a Collaborative Envisioning Session should be considered as this can influence how the optimization is approached related to the facilitation, organization, design tools, and behavior. The stakeholders can, therefore, have an effect on the design process, which can further affect the optimization outcome.

Reflection on the Research Question

In the following section, a reflection on our approach and learning during the process will be discussed to explore possible answer for our research question:

“How might we use service design to explore and optimize the customer journey of collaborative envisioning sessions?”

9.2.1. Customization of Collaborative Envisioning Sessions

Collaborative Envisioning Sessions have the overall purpose of supporting people in envisioning how the future could be. Primarily scenarios are used as a way to represent alternative futures, which can be approached with the use of different methods and tools. We have specifically examined scenarios created with the use of foresight and design.

It is found that the purpose defined for the Collaborative Envisioning Session will influence how it is organized, what activities should be planned, how they are carried out, and how the session should be finalized. An example is Candy’s experiential scenarios “Hawaii 2050”, whose purpose was “[...] to promote a broadened sense of what the possibilities could be.” (Candy, 2006b). In comparison to the DDC’s Collaborative Envisioning Sessions, the desired outcome of “Hawaii 2050” might not entail specific actions to be taken by the participants afterward.

Based on our case, we found that participating in only one Collaborative Envisioning Session, which is not part of a longer process, did not lead to a continuation of working

with the future. We, therefore, suggest how to increase the focus on becoming more concrete by customizing as a way to support the customer in seeing the value of continuing the process. A general consideration for Collaborative Envisioning Sessions is: customization. Collaborative Envisioning Sessions as a service offering can consist of predefined activities where some can be customized according to the organization participating. Customization will, to some degree, induce an increase of resources for the service provider and the customer. Therefore, the customization should be considered in connection to the value produced for all stakeholders. During our design process, it was identified how defining the purpose of attending a Collaborative Envisioning Session between the service provider and the customer could be supported during and after the session.

By identifying the purpose beforehand, this could be applied as a way to follow up and meet the issue of becoming concrete. Consideration could be of how the purpose can be reflected on, during the Collaborative Envisioning Session, and integrated into the exercises, especially the sum-up and potentially as an activity after the Collaborative Envisioning Session to follow the progress. This also argues for the benefits of using journey maps when exploring and optimizing a Collaborative Envisioning Session. Customization is also relevant for communication, motivating, and creating a sense of urgency for the participants since customers might be from different backgrounds, and the relevance can be organization- or case specific.

9.2.2. Designing memorable and immersive experiences

The future does not exist yet and is inherently abstract and might be difficult to imagine and put into words. When designing the scenario experience, supporting people in envisioning is a central concern. Envisioning relates to how the participants are presented these alternative scenarios using design methods and tools to stimulate their imagination and memory.

Sensory stimulation, also referred to as sensory design, was found in the literature to be effective for the experience and the related memorization (Pine & Gilmore, 1998; Verhoef et al., 2009; Zomerdijk & Voss, 2010). Conducting interviews with previous participants, we saw that some experiences of the Collaborative Envisioning Session were easily recalled, some recalled when looking at the journey map and some with the additional use of spoken description. We found patterns in the level of what they memorized. An experience that all the participants remembered was the pink scenario, especially laying in the pillows. This scenario invites for a more intimate and atypical way of interacting with colleagues, which might produce emotions that increases the memory of the experience. An experience, which was found less memorable was the grey scenario where the participants are walking continuously in a revolving door. This might resemble a more typical situation and therefore, not be as memorable. The designed interaction of what the participants are doing during the experience is seen related to sensory design. This could indicate that when emotions are provoked, this will be more likely memorized.

Design-based methods and tools to support people in envisioning such, as design fiction objects to experiential scenarios can affect the effect of envisioning and the level of immersive. When more tools are combined in the designed scenario experience, the complexity of validating the effect of each increase. An interesting topic is the level of design and other methods needed to design an immersive experience. A consideration of representing scenarios is how to balance the ability to explore while still being concrete:

“How do you choreograph things so that the right amount of material is provided and the learning process effectively scaffolded, with as little fat on it as possible? Too prepopulated can be stultifying; but too open can be confusing and inefficient, a recipe for wasting precious cognitive and creative cycles.” (Candy, 2006a, p. 141)

9.2.3. Collaborative knowledge and facilitation

From our research, we found that the facilitation could influence the participants experience during a session, both positive and negative, and consist of both verbal and non-verbal communication. *“Facilitation is concerned with encouraging open dialogue among individuals with different perspectives so that diverse assumptions and options may be explored.”* (Hogan, 2002, p. 10).

An essential aspect of these sessions is the involvement of different and sometimes

diverse stakeholders. This requires a language for different situations of communication, depending on the purpose. Discussed in the literature review, design-based tools can be used to assist in creating a common language between the stakeholders.

The considerations of a design-based approach to facilitate the communication can be discussed in relation to knowledge transfer that is moved across boundaries: *“Knowledge transfer in organizations is the process through which one unit (e.g., group, department, or division) is affected by the experience of another.”* (Argote & Ingram, 2000, p. 151). Knowledge transfer in Collaborative Envisioning Sessions occurs between the facilitator and participants (one way and two-way) and between participants (two-way). The knowledge transfer is concerned with how knowledge is translated into practice: *“Translating knowledge involves processing new knowledge, interpreting it according to the needs and interests of a specific organization and transforming it into forms that are more suitable for the specific organizational context of application.”* (Simeone, Secundo, & Schiuma, 2017, p. 6). A mechanism for translation is boundary objects that can assist that facilitation of a collective knowledge transformation process (Carlile, 2002).

“Design as a translation mechanism can be seen in accordance with two perspectives: on the one hand as a quasi-linear movement across various stages of design (i.e., a designer who translates his/her idea into a sketch) and, on the other hand, as a more complex and ambiguous interactions and negotiations among various stakeholders and partners.” (Simeone et al., 2017, p. 8)

The scenarios presented function as the starting point from where the participants are facilitated in collectively creating a common understanding by contributing with own reflections and knowledge. The knowledge translation is, in this case, concerned with the more complex interaction described by Simeone et al. (2017). In the Collaborative Envisioning Session researched, boundary objects during the facilitation are used for the participants to frame the discussion by using graphic tools and visuals with references to the future scenarios.

Reflection on the learning goals

During our thesis semester, we have acquired subject-relevant learning competencies, skills, and knowledge, and thereby should have met the learnings goals described. We worked independently, to identify problem areas and adequately address problems and opportunities for the Collaborative Envisioning Session. We applied appropriate methodological approaches and knowledge about design theories and methods that focus on the design of advanced and complex product-service systems to explore, analyze, design, and represent a concept for optimization and a concept for future development. We learned to independently take responsibility for own professional development and specialization and be able to master design and development work in complex and unpredictable situations.

Our personal learnings were also achieved. We collaborated with the Danish Design Centre (DDC) and learned to corporate with an organization throughout a service design process. We collaborated with stakeholders from different professional backgrounds and synthesized the insights to create value in a service context. We gained experience in gathering insights with use of qualitative methods and service design. At the end of our design process, we succeed in prototyping and testing an idea from the optimization concept in a real-world context. The postcard was tested during a Collaborative Envisioning Session, which resulted in good feedbacks.

10. Conclusion



This thesis has explored the customer journey of a Collaborative Envisioning Session organized by the Danish Design Centre (DDC) by conducting a design process developing suggestions for optimization of an existing service offering. Through a service design approach, the process included both desk research and field research, which consisted of interviews, observations, workshops, and service design methods and tools to assist us in developing a final solution. The case was used as a means to address and answer our research question of how service design might be used to explore and optimize the customer journey of collaborative envisioning sessions.

To answer our research question on how to explore and optimize the customer journey of Collaborative Envisioning Sessions, we have provided an example of how service design can be used for concrete optimizations. Basing our research on one case causes limitations of directly applying the optimizations in other Collaborative Envisioning Sessions. However, for generalization purposes we have developed a set of proposals with opportunities for further research.

We found that even though a participant of a Collaborative Envisioning Session had an extremely good experience, shown in the high emotional journey, it might still not result in them using the knowledge they gained. The participants of the Collaborative Envisioning Session had difficulties in continuing the process after the session. Therefore we propose that the Collaborative Envisioning Sessions journey should contain elements that encourage and increase the capacity of being able to continue, which could be supported

before the Collaborative Envisioning Session, during, and after. An overall conclusion of this thesis is that defining the purpose, between the service provider and the customer, of participating in a Collaborative Envisioning Session is essential as the session should be customized to support and increase the value for the customer. This can help the session in becoming more concrete and relevant for the customer.

Further, the session consists of divergent and convergent activities. In the translation of foresight-based scenarios, the consideration of tools supporting the experience should support the divergence of people being able to explore. Design, art, film, and other methods were found used as tools in creating future scenarios with an immersive experience, which Candy names experiential futures. A convergent activity during the Collaborative Envisioning Session concerns the aspect of becoming concrete. This can, amongst others, be facilitated with the use of boundary objects, which can be utilized throughout the journey.

Using service design and primarily a qualitative approach to explore and optimize a customer journey while involving the service provider and customers was found valuable for the process. It assisted in suggesting how a Collaborative Envisioning Session can be explored and optimized. Seeing how the visual customer journey has provided value for communicating a process to people who might not be familiar with the tool, and how it can be used for different purposes and evolve during a process, it provided as a useful tool for exploring and optimizing the service journeys.

11.

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12.

Appendices

Appendix I: Boxing Future Health Offerings

Offering I: *Listen to the Future* is a one-hour interactive, inspirational presentation usually taking place at the customer and can be part of a larger theme day, seen in the case of Copenhagen Health's conference held November 13, 2018, where 450 people participated (CPH Health, 2019).

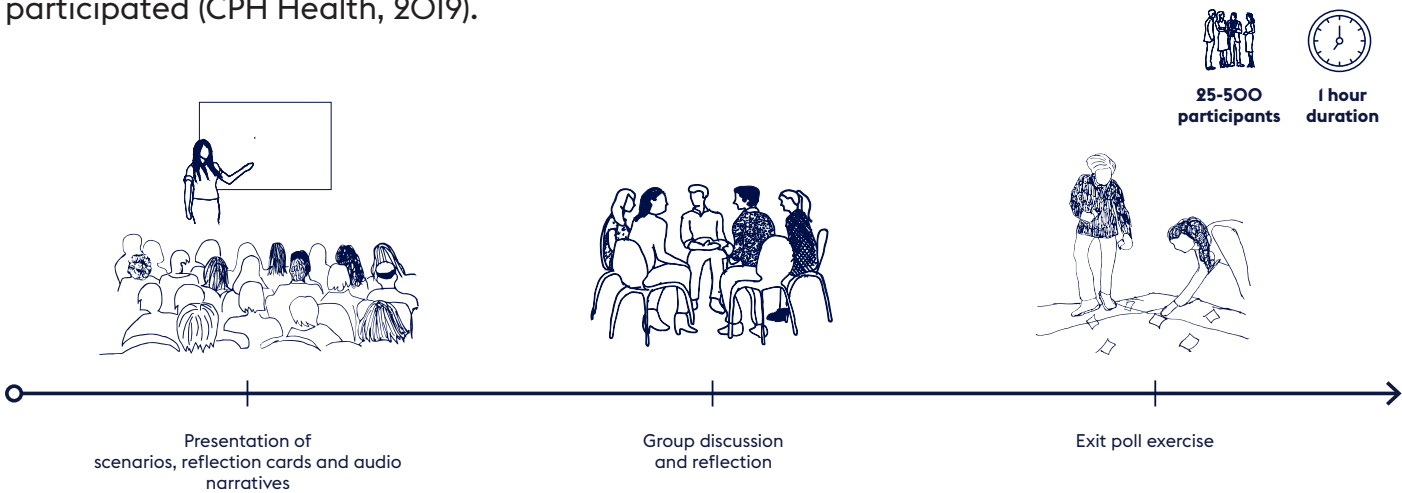


Figure 64: Journey of the service offering *Create the Future*. Adapted from text description (Danish Design Centre, 2016a)

When an organization wishes to experience ***Touch the Future*** but is not able to be present at DDC's office, DDC travels to the organization with a mobile version of the scenarios (Danielsen, 2019).

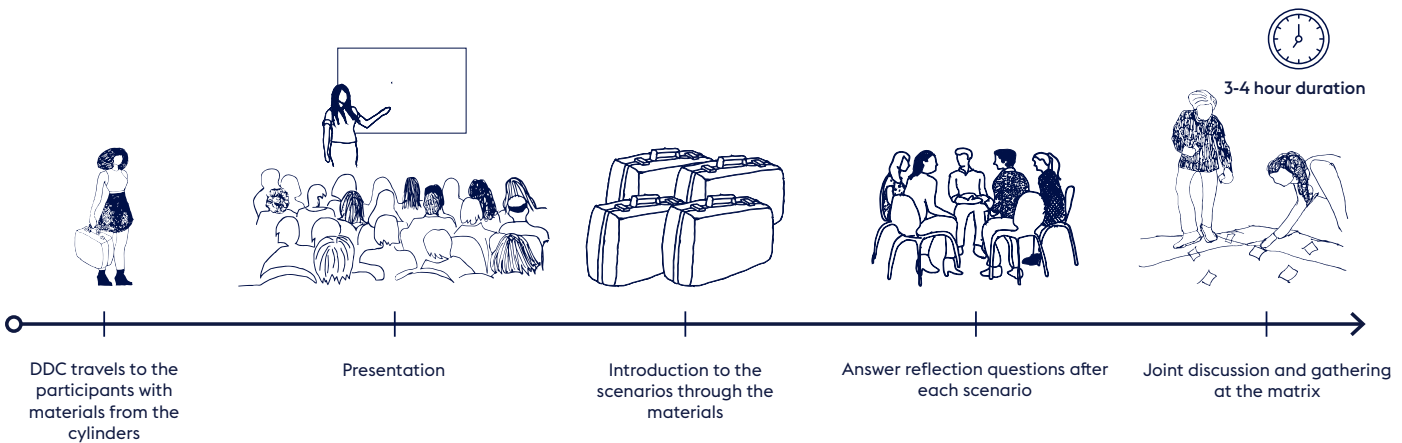


Figure 65: Journey of the service offering *Mobile Future*, which is a mobile version of *Touch the Future*. Adapted from text description (Danish Design Centre, 2016a)

Offering 3: *Create the Future* is a 3-5 month innovation process. The course is developed over two-three sprints, each containing a full-day workshop taking place at the DDC. The course is customized according to the participating organization's innovation goals (Danish Design Centre, 2016a). This customization makes it difficult to generalize the journey in more details than shown in the figure.

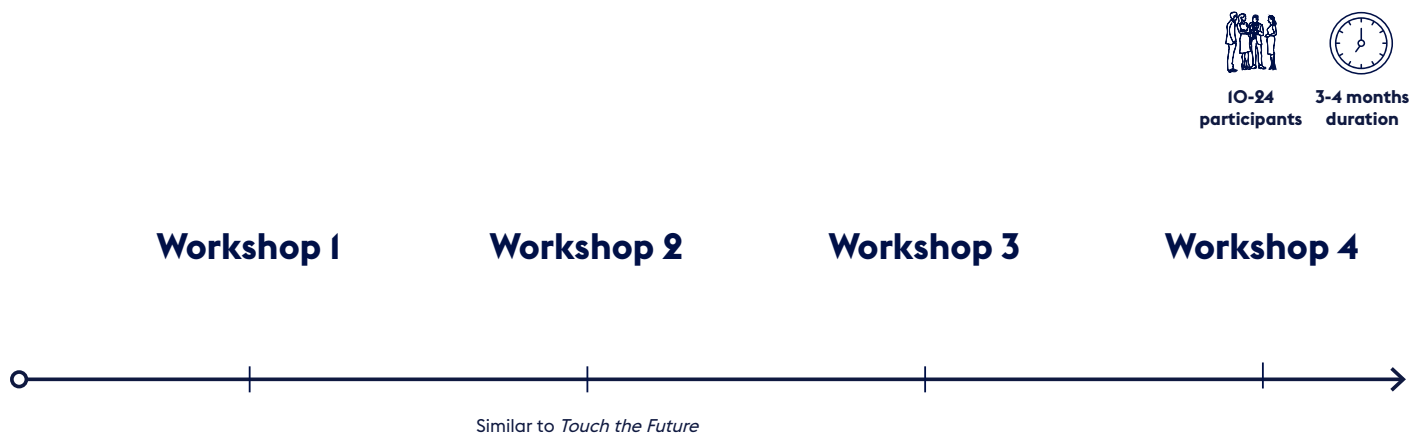


Figure 66: Journey of the service offering *Create the Future*. Adapted from text description (Danish Design Centre, 2016a)

Appendix 2: Scenarios of Boxing Future Health

12.2.1. Most for Most

Despite many changes, the health service still maintains its position within Danish society. All citizens have free and equal access to healthcare although not on all levels due to economy and prioritizations, and the health service concentrates around public core welfare. Changes and new conditions require adjustments and choices, and Denmark has chosen the majority. The health care aims at increasingly improving the average life expectancy and treatments of public health. Similarity within health care is important aspirations thus most patients with the most common diseases receive the best treatment. However, even though the Danish health care has chosen its priorities, the decision affects Denmark in the sense that the country cannot be at the forefront of the latest treatments and health technologies (Steen Svendsen & Olsen, 2018), p. 24).

12.2.2. Healthy I

The emergence and fusion of genetic engineering, digitization and Artificial Intelligence have increased the understanding and boundaries of what a human is and can become. The technology forms the basis of on-going personal health care. To summarize, the hospitals have been moved into the home and into the cloud. The public health service is struggling to keep up with these new opportunities, but generally has a basic role as public utilities. The Danish citizen is deeply occupied to their personal health and takes advantage of the many new opportunities regarding prevention, diagnosis, treatment and performance improvement. However,

new dynamics have led to increased social inequality in health (Steen Svendsen & Olsen, 2018), p. 26).

12.2.3. Ministry of Root Causes

The Ministry of Root Causes is an essential part of the health policy. The task is to eliminate sources of disease, promote sources of health, and creating healthy framework conditions for a healthy society. Health has become an argument for significant societal changes, and this requires understanding and coordination across disciplines and sectors. Not everything has succeeded, but the direction is clear. Denmark wants a healthy society. Environment, working life, traffic, food production, life patterns, close relationships are integrated together, health concerns are manufactured into all policy areas and are an important driving force in the development of society (Steen Svendsen & Olsen, 2018), p. 28).

12.2.4. Health Bazar

Health is about more than the body and the absence of disease. It concerns life itself, and people are searching for meaning. From many perspectives, the narrow and questioning view of disease in the classic biomedical health paradigm is addressed. The result is not a whole new paradigm, but a noisy bazaar of divergent and rival approaches. The health-conscious citizens are trying to orient themselves in the many directions, but also with an increasing acceptance that health and illness are probably a lifelong learning process without clear answers (Steen Svendsen & Olsen, 2018), p. 30).

United



Most for Most

MATRIX



Ministry of Root Causes

Life

the Body



Healthy I



Health Bazar

Individually

12.2.5. Description of the Cylinders in Boxing Future Health

The black cylinder: This scenario is called "Health Bazar":

When you enter the black scenario, it is decorated with a lot of shelves. On the shelves there are various things that most people do not know what is or to use. You can see an example of the shelves in figure ____.



Figure 67: Inside of the 'Health Bazar' cylinder

When the participants entering the scenario are the room inside the cylinder completely dark. When everyone is inside, the sound file with the persona talking starts and while it is playing there are different lights that switch on and off. The lamps shine on the different shelves and make people look in the different directions. During the act are the participants welcome to touch the different things from the shelves. When the sound file is finish goes the participants out of the cylinder again.

The pink cylinder: This scenario is called "Ministry of route courses":

When you look into the pink cylinder you see a lot of pink pillows on the floor, a large mirror with a light chain around the ceiling and three small surveillance cameras hanging down. In figure ____ you can see a picture of it.



Figure 68: Inside of the 'Ministry of Root Causes' cylinder

When the participants enter the scenario, inside the cylinder there is a soft light from the light chain and the participants are told that they must sit well in the pillows. Then the sound file with the persona talking starts and the participants can while listening laying and look themselves in the mirror. When the sound file is finish goes the participants out of the cylinder again.

The gray cylinder: This scenario is called "Most for Most":

The gray cylinder contains a large swing door. In each door in the swing door there is a small window so the participants can look into the next swing door room. An example is shown in figure _____. Four different places on the cylinder wall are hanging a small note. On the first note is written "examined", on the next "treatment", and then "cured" and finally "printed".



Figure 69: Outside of the 'Most for Most' cylinder

When the participants enter this scenario they have to walk around in the swing door and while the sound file with the personas plays they have to keep walking around. When the sound file is finish goes the participants out of the cylinder again.

The blue cylinder: This scenario is called "Healthy I":

Inside the blue cylinder, there are 5 blocks in the middle of the floor and on the wall around it is played a video with a lot of pictures. The pictures are for example pills, needles, etc.



Figure 70: Outside of the 'Healthy I' cylinder

When the participants enter the blue scenario, a lot of pictures are played in a video on the cylinder wall. Participants are asked to keep going while standing on a block in the room. The audio file with the personas playing and when is played the participants go out again.



MOST FOR MOST

Keywords

Consensus, acceptance of limits for treatment, stability, efficiency, prioritization, security.

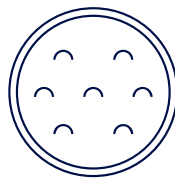
Understanding of illness / health

Health is the absence of disease, illnesses are a condition and can affect anyone.

Society must provide treatment within budget.

Organisation of health care

Health is part of the core public welfare and the health care system is a safety net that makes citizens feel secure. Experts strongly and professionally prioritize new drugs and treatment options to ensure the widest possible consideration within the framework of a reasonable economy (Svendsen; Olsen, 2018, p. 25).



MINISTRY OF ROOT CAUSES

Keywords

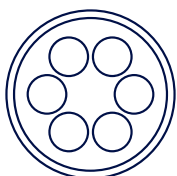
Framework for health and disease, health as a social responsibility and a broadly rooted culture, comprehensive thinking and advanced prevention.

Understanding of illness / health

Health and disease occur with the individual, but there is consensus that the basic is a product of the framework conditions. Society must fit people, not vice versa, including food, working conditions and constructive social relations. Breakthroughs in epigenetics, big data and AI characterise the development.

Organisation of health care

MORC is at the forefront of policy development and health policy considerations are managed in all policy areas. Big data, AI and involvement of municipalities, local communities, companies and volunteers help to anchor and create development (Svendsen; Olsen, 2018, p. 29).



HEALTHY I

Keywords

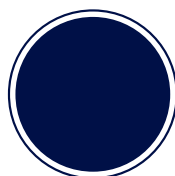
Health technology interest and breakthroughs, individualisation, market driven, dynamics, individualised / personal approaches, digitisation, globalisation.

Understanding of illness / health

Health is the greatest possible bodily and mental well-being. It is a personal project and the individual's responsibility to keep healthy and to use the many technological opportunities in the market to strengthen itself physically and mentally.

Organisation of health care

The commercial healthcare market is growing rapidly globally, digitally and dynamically. The public health service draws on innovation power in the commercial market, but primarily carries out basic and emergency tasks and is comparable to other public utilities (Svendsen; Olsen, 2018, p. 27).



HEALTH BAZAR

Keywords

Increased awareness of health, new paradigms challenge the biomedical paradigm, search for meaning, individualism, global, digital grassroots, networks and suppliers.

Understanding of illness / health

Health and illness is about more than the body, it is about life. We look for meaning, wholeness and coherence. The biomedical paradigm is challenged by many new approaches, many parallel existent responses that create fragmentation, tension and conflicts.

Organisation of health care

Public health services are challenged and complemented by alternative approaches. There is a multitude of health services at grassroots level in civil society and on the market. New health paradigms are formed with associated networks, communities and movements (Svendsen; Olsen, 2018, p. 31).

Appendix 3: Audio Files

During our knowledge exchange meetings, interviews and workshop, we have audio recorded our conversations. To get access to the audio files use this [link](#)

Danielsen, 1: Knowledge exchange meeting with Anne Danielsen, the DDC January 18, 2019

Danielsen, 2: Knowledge exchange meeting with Anne Danielsen, the DDC January 30, 2019

Gry Striegler, 1: Knowledge exchange meeting with Sara Gry Striegler, the DDC February 21, 2019

Gry Striegler 2: Knowledge exchange meeting with Sara Gry Striegler, the DDC March 13, 2019

Tauber: Semi-structured interview with Charlotte Tauber, Molecule Consultancy March 25, 2019

Vorre Strømstad: Semi-structured interview with Grisja Vorre Strømstad, University College Copenhagen March 28, 2019

Horum-Stenz: Semi-structured interview with Katrine Horum-Stenz, University College Copenhagen March 29, 2019

Dupont Heidemann: Semi-structured interview with Louise Dupont Heidemann, University College Copenhagen March 29, 2019

Danielsen and Winther: Ideation workshop with Anne Danielsen and Sidsel Winther, the DDC April 8, 2019

Danielsen, 3: Expert validation meeting with Anne Danielsen May 13, 2019

Appendix 4: Consent Forms

12.4.1. Consent Form signed by Charlotte Tauber

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

Angående brug af billeder i studiegruppens specialerapport, Google Drive, workshops, brugertests, eller andet eksternt målrettet informativt materiale.

I ovenstående sammenhænge vil vi som studiegruppe gerne have mulighed for at anvende billeder af dig/jer, enten som situationsbilleder eller portrætter (hvor ansigtstræk er tydelige).

Billeder kræver en skriftlig tilladelse (samtykkeerklæring), som vi vil bede jer om at give, hvis I skulle kunne optræde i ovennævnte sammenhænge.

Jeg/vi CHARLOTTE TAUBER / MCLELLAN

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 25/3-19



underskrift

Etiske regler

Studiegruppen har ud over ovenstående retningslinier indført et sæt etiske regler vedr. brug af billeder i den endelige rapport.

Ved valg af foto skal studiegruppen vurdere billedet ud fra følgende regler:

1. Fotoet skal vise noget om specialets emne/konflikt eller hvordan personen/personer interagerer med det
2. Fotoet må ikke vurderes som ydmygende eller krænkende på personerne
3. Fotoet må ikke kunne skade personen nu eller på længere sigt
4. Der skal tages hensyn til personens religion og kultur
5. Der skal stå i rapporten at billederne ikke må bruges i andre sammenhænge
6. Hvis personen eller pårørende ønsker det, skal fotoet fjernes hurtigst muligt
7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

12.4.2. Consent Form signed by Grisja Strømstad

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

Angående brug af billeder i studiegruppens specialerapport, Google Drive, workshops, brugertests, eller andet eksternt målrettet informativt materiale.

I ovenstående sammenhænge vil vi som studiegruppe gerne have mulighed for at anvende billeder af dig/jer, enten som situationsbilleder eller portrætter (hvor ansigtstræk er tydelige).

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Jeg/vi Grisja Strømstad _____

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 28.3 2019

Grisja Strømstad _____

underskrift

Etiske regler

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7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

12.4.3. Consent Form signed by Katrine Hornum-Stenz

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

Angående brug af billeder i studiegruppens specialerapport, Google Drive, workshops, brugertests, eller andet eksternt målrettet informativt materiale.

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Billeder kræver en skriftlig tilladelse (samtykkeerklæring), som vi vil bede jer om at give, hvis I skulle kunne optræde i ovennævnte sammenhænge.

Jeg/vi KATRINE HORNUM-STENZ

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 24-3-2019


underskrift

Etiske regler

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7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

12.4.4. Consent Form signed by Louise Dupont Heidemann

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

Angående brug af billeder i studiegruppens specialerapport, Google Drive, workshops, brugertests, eller andet eksternt målrettet informativt materiale.

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Billeder kræver en skriftlig tilladelse (samtykkeerklæring), som vi vil bede jer om at give, hvis I skulle kunne optræde i ovennævnte sammenhænge.

Jeg/vi Louise Heidemann , _____

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 29/5-19

Louise Heidemann

underskrift

Etiske regler

Studiegruppen har ud over ovenstående retningslinier indført et sæt etiske regler vedr. brug af billeder i den endelige rapport.

Ved valg af foto skal studiegruppen vurdere billedet ud fra følgende regler:

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7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

12.4.5. Consent Form signed by Anne Danielsen

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

Angående brug af billeder i studiegruppens specialerapport, Google Drive, workshops, brugertests, eller andet eksternt målrettet informativt materiale.

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Jeg/vi ANNE DANIELSEN / _____

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 8.4.2019



underskrift

Etiske regler

Studiegruppen har ud over ovenstående retningslinier indført et sæt etiske regler vedr. brug af billeder i den endelige rapport.

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7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

12.4.6. Consent Form signed by Sidsel Winther

Service Systems Design, Aalborg Universitet København, _____

SAMTYKKEERKLÆRING

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Billeder kræver en skriftlig tilladelse (samtykkeerklæring), som vi vil bede jer om at give, hvis I skulle kunne optræde i ovennævnte sammenhænge.

Jeg/vi Sidsel W.H., _____

Giver herved dags dato samtykke til, at portrætbilleder af mig/os kan anvendes i ovennævnte sammenhænge.

Dato: 8.4

Sidsel Winther Hansen
underskrift

Etiske regler

Studiegruppen har ud over ovenstående retningslinier indført et sæt etiske regler vedr. brug af billeder i den endelige rapport.

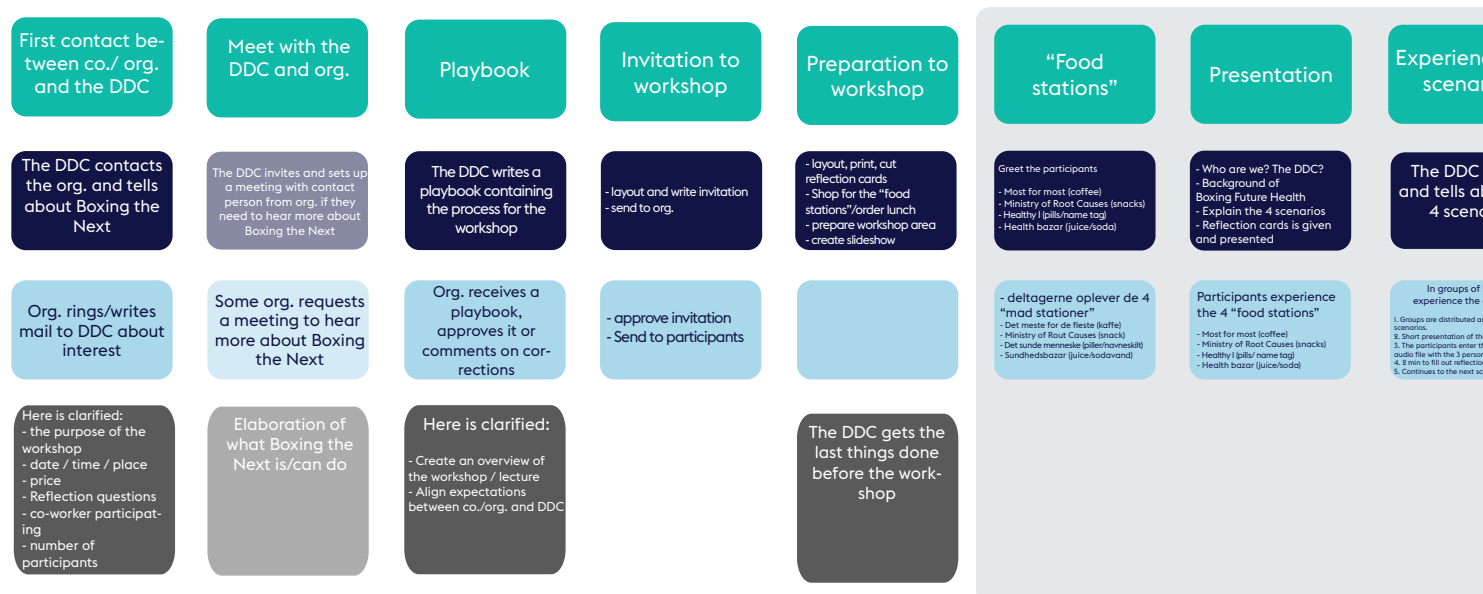
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7. Alle skriftlige tilladelser kan til enhver tid **skriftligt** trækkes tilbage

Appendix 5: Figure 7



Touch the Future

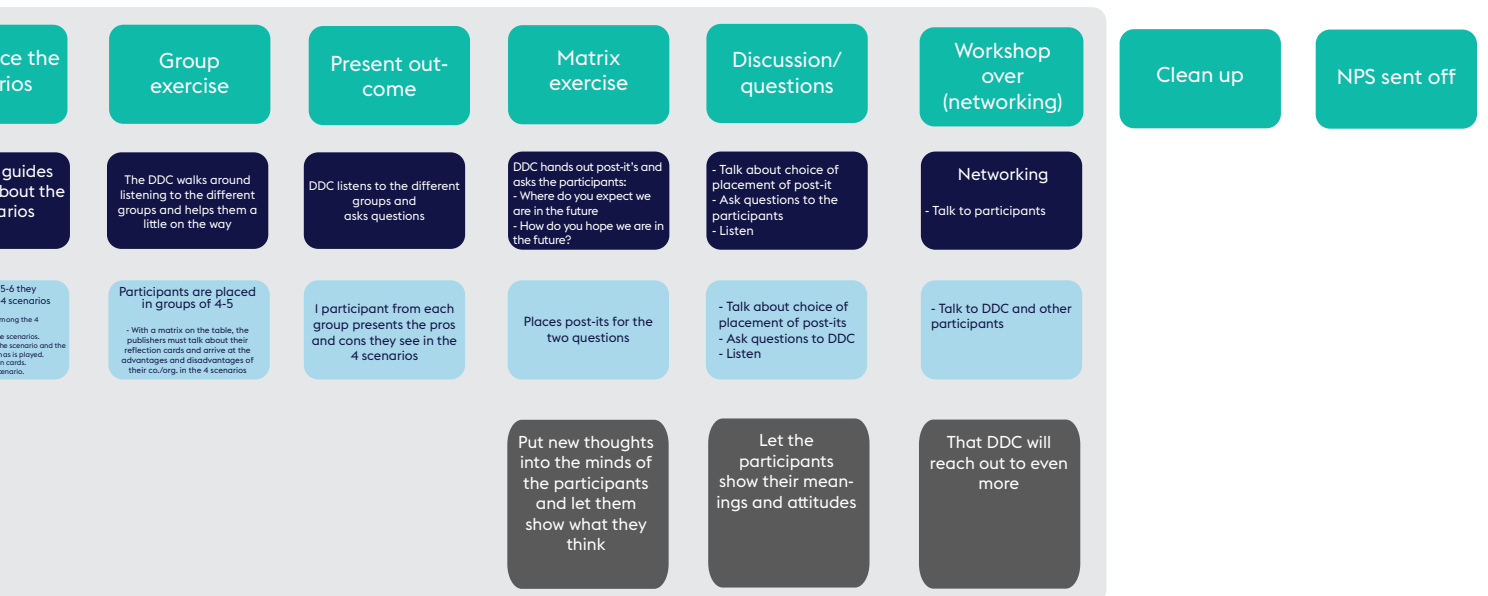


Journey

DDC

Organization

Purpose/outcome/
physical/ non-physi-
cal



Appendix 6: Product Report



The Product Report begins on the next page.

Using Service Design to Explore and Optimize Collaborative Envisioning Sessions

Master Thesis in Service Systems Design

Ida Hee Søemod • Josefine Hassinggaard Skram • Sara Hauritz Jørgensen



PRODUCT REPORT

Service Systems Design

AALBORG UNIVERSITY COPENHAGEN MASTER THESIS

TITLE	Using service design to explore Collaborative Envisioning Sessions	
SEMESTER	10 th	
PROJECT PERIOD	February 2019 - May 2019	
COLLABORATOR	Danish Design Centre Bryghusgade 8, 1473 København K	
CONTACT PERSONS	Anne Danielsen, ada@ddc.dk Sara Gry Striegler, sgs@ddc.dk	
PAGES	33	
SUPERVISOR	Luca Simeone, lsi@create.aau.dk	
HAND-IN DATE	28.05.2019	
PROJECT GROUP	Ida Hee Søemod Josefine Hassinggaard Skram Sara Hauritz Jørgensen	Study no.: 20143703 Study no.: 20177402 Study no.: 20171953



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1. Introduction

This product report is created as part of our thesis project with the purpose of presenting the final service concept developed through a design process, described in the process report. The project was conducted from February to May 2019 by Ida Hee Søemod, Josefine Hassinggaard Skram, and Sara Hauritz Jørgensen in collaboration with the Danish Design Centre (DDC). The product report is a deliverable to the DDC.

The thesis is based on the case Boxing Future Health, a project developed by the DDC, where future scenarios, based on foresight and design, are used as a method for organizations to work with the future. It consists of four future scenarios involving Danish healthcare in 2050. Boxing Future Health has three service offerings, and one of them is a Collaborative Envisioning Session.

We define the term Collaborative Envisioning Session as a workshop with activities providing the context (setting and tools) for collectively envisioning or imagining how something might be in the future. This product report explores the concept of Collaborative Envisioning Sessions offered by the DDC and explores how the customer journey can be optimized through service design.

This product report will shortly introduce the project approach and our findings, which led to our final service concept. We will present

the service concept, which is built upon the current journey of the Collaborative Envisioning Session, and further present how it will provide value for both the service provider and the participant. Lastly, we will present some future considerations for Boxing Future Health and how it could be distributed in a couple of years when the project has matured and become standardized.

2. Project Approach

Through our design process, we have used the Double Diamond as a framework for our design process. Qualitative methods and tools such as observation, interviews, and knowledge exchange meetings were used to a larger extent than the quantitative methods, which only consisted of an evaluation of NPS surveys conducted by former participants of the Danish Design Centre's (DDC) Collaborative Envisioning Session.

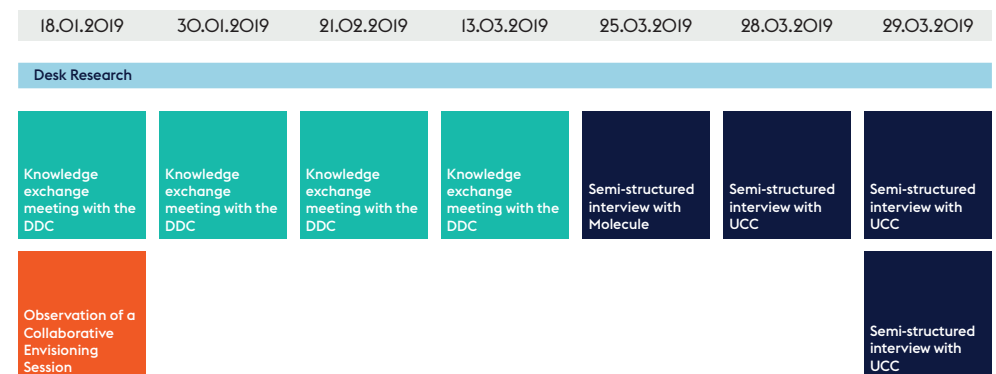


Figure 1: Research activities

3.

Project Context

By using these methods and tools, some findings were discovered and categorized in two themes; **Enable/Empower** and **Experience**, which both involves improving and optimizing the DDC's Collaborative Envisioning Session (see Figure 2).

Enable/Empower: The participants should, to some degree, be able to continue the process of working with the future.

Experience: The participants' experience during the session is related to the facilitation conditions and concerns how the Danish Design Centre (DDC) is going to continuously improve the overall experience of the Collaborative Envisioning Session journey.

Through the design process, we found that the Danish Design Centre's (DDC) Collaborative Envisioning Session has its limitations for its participants to take action afterward. Since the DDC is already offering a longer innovation course where the Collaborative Envisioning Session is only one part, we are aware that the current Collaborative Envisioning Session should not offer the same result for the participating organizations.

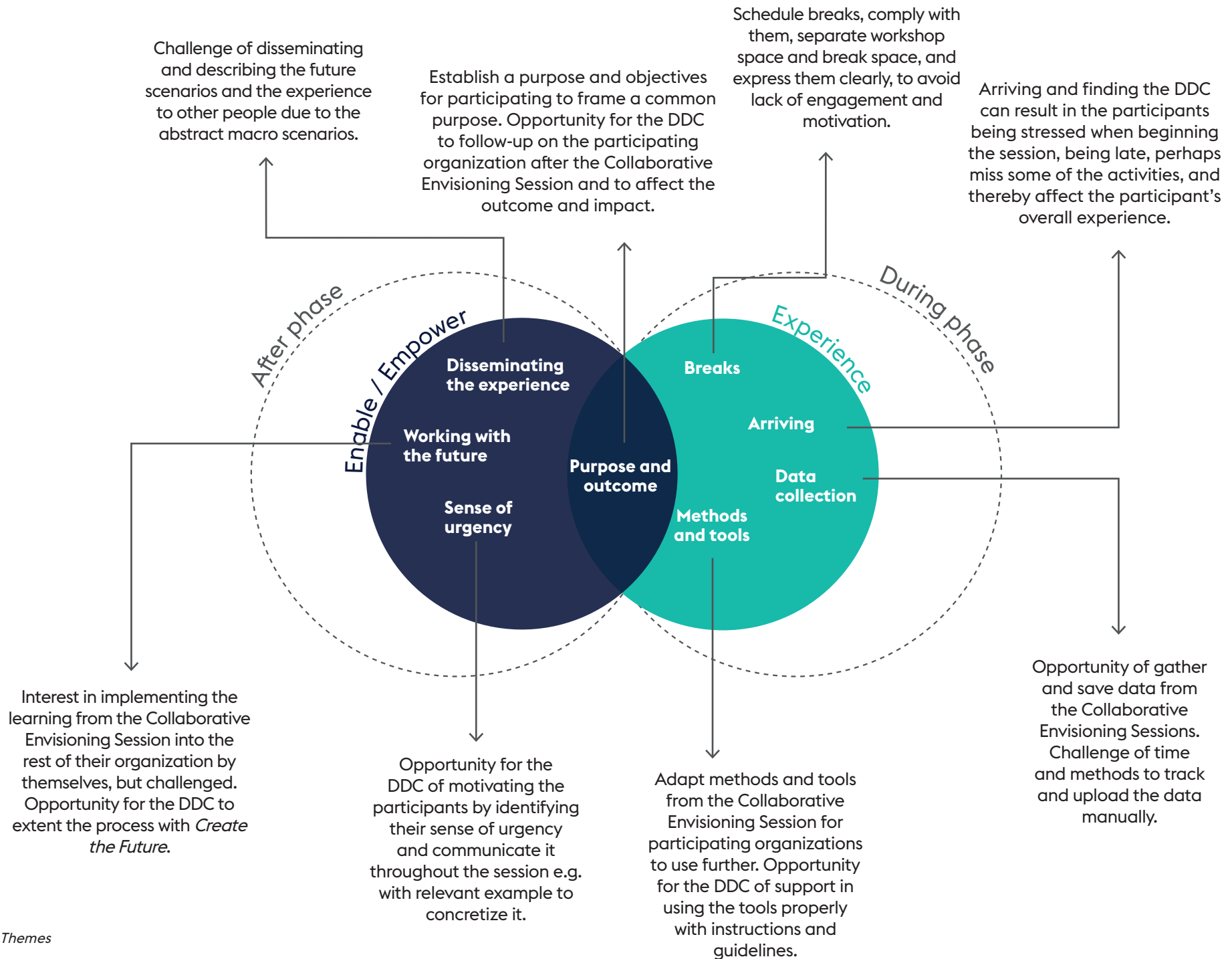


Figure 2: Themes

3.1. Stakeholders

A stakeholder map is shown in Figure 3. Stakeholders can be described as groups of individuals who could be involved both direct or indirect, e.g., users or communities, and has the power to influence, or is influenced by the stakeholders one is engaging with (Dam & Siang, 2019; Newcombe, 2003). A stakeholder map is a visualization of the stakeholders put into a map or system which is developed according to specific prioritizations (Stickdorn et al., 2018). Furthermore, we have illustrated the information flow from the participants to the rest of the organization they are working in, and finally who the organization can affect.

The stakeholder map is structured within three levels, “Primary,” “Secondary” and “Indirectly Affected” in order to differentiate the importance of the influential stakeholders. The center of the stakeholder map holds the DDC’s Collaborative Envisioning Session. The “Primary” category represents the participants of the DDC’s Collaborative Envisioning Session, whom are generally leaders and managers in organizations operating in the healthcare.

The “Secondary” category contains the rest of the organization who will have to know about the Collaborative Envisioning Session from their leaders and managers. The “Indirectly Affected” category represents the stakeholders who are not directly interfering with or influencing the Collaborative Envisioning Session. It involves people and organizations who have not participated or worked on any projects that originated from it. However, their workplace or job position can still be affected by any of the previously mentioned.

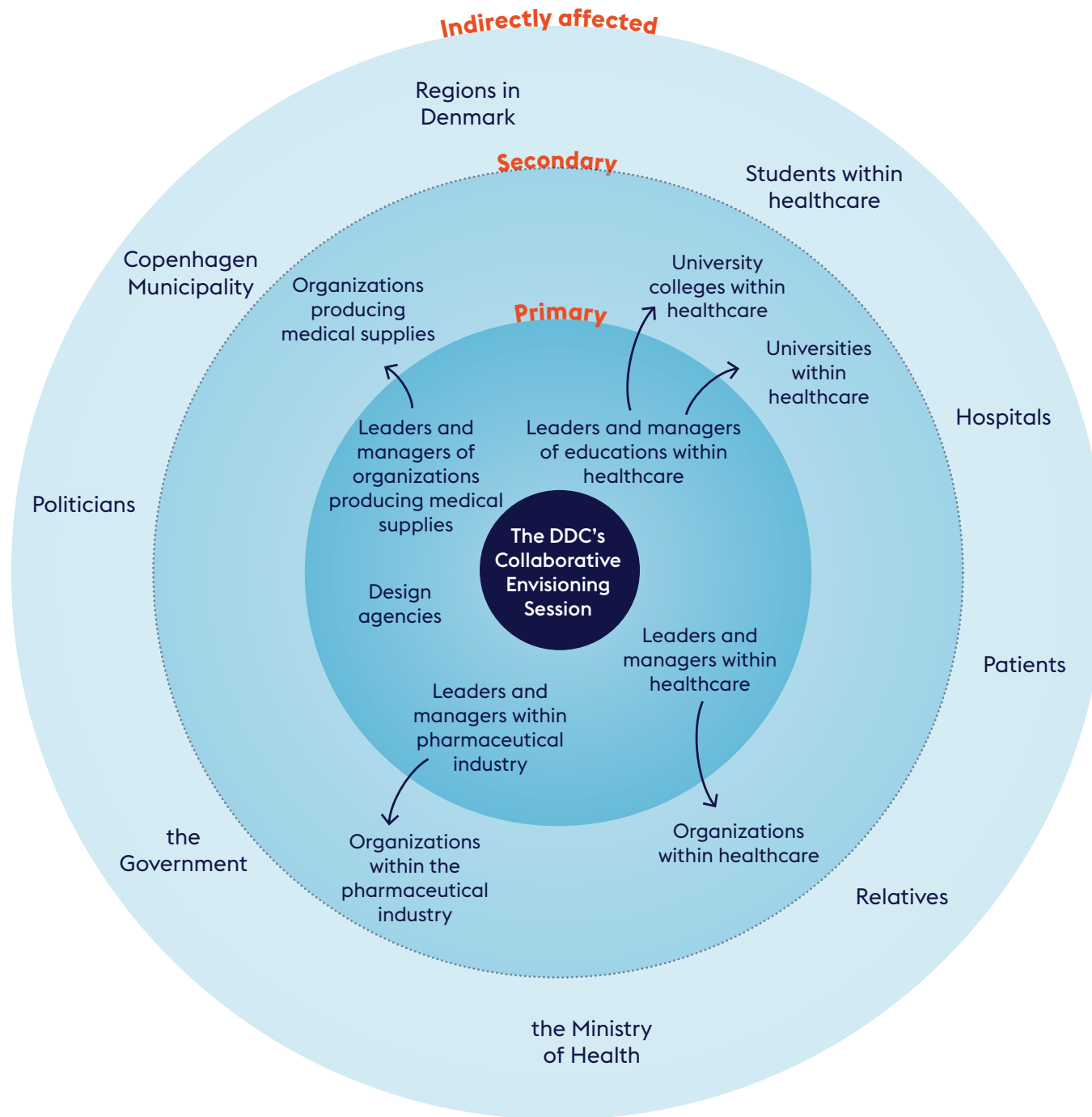


Figure 3: Stakeholder map

3.2. Customer Profiles

The service is targeted towards organizations (B2B) that are operating within the healthcare industry (Danish Design Centre, 2019c), such as hospitals, educations within health care, and medicine. All these organizations have their own target group and end users, such as patients and relatives, which can also be affected by the Collaborative Envisioning Session. So even though the DDC targets specific participants when organizing the session, it still affects multiple individuals or citizens. The participants are usually chiefs and leaders with higher influence in the organization, averagely between 33-55 years old, and a close to equal division of men and women.

The people participating in the Collaborative Envisioning Session will be there in a work context, as employees. The context of the experience and the value might, therefore, differ from their role as private people. However, since it is the same person, emotions of experiences can remain the same. Besides is certain characteristics also found in customers' behavior. These features are presented in three **customer profiles**, seen in figure 4, which can provide an impression of the behavioral characteristics of the customers.

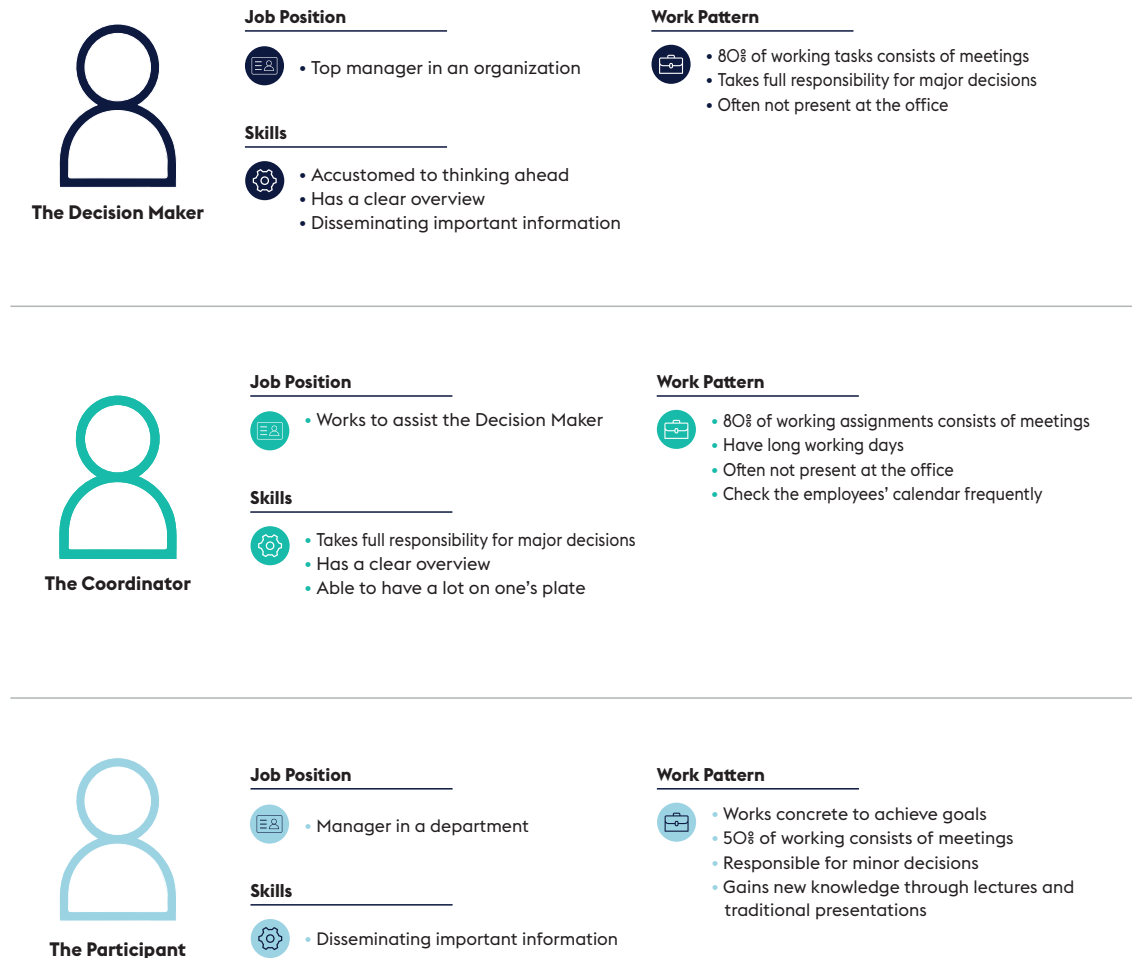


Figure 4: Customer Profiles

3.3. Design Brief

This section shortly presents the problem, whom we are designing for, the goal of a potential outcome, and how we want to achieve this goal.

Goal

- Our goal is to create a set of guidelines together with a service concept, which can help the DDC improving and optimizing the customer journey of the Collaborative Envisioning Session, which should contribute added value for the customer's experience and support in their further work.

Problem

- The abstract future scenarios are not translated into concrete actions
- Theme: Create a sense of urgency
- That it does not reach out to the rest of the organization and thereby does not have any effect
- Participants from the Collaborative Envisioning Session are not continuing in *Create the Future*

We Know

- There can be three alternative after-phases
- The participants have difficulties disseminating the experience
- The future is abstract to work with
- The DDC does not follow up on any of the former participants after an ended session.
- Participate in a work context as employees
- The DDC is interested in moving the customers from the Collaborative Envisioning Session to *Create the Future*

How

- By optimizing the customer journey of the Collaborative Envisioning Session with touchpoints that support the participants' experience and enable them in their further work

Want to Avoid

- The DDC and the participants spending too much money and resources on maintenance
- That the participants forget about Boxing Future Health.

Behaviors

- No one feels responsible for taking the task
- Three months after the Collaborative Envisioning Session, former participants have difficulties remembering the journey of the session.
- Most of the participants are not used to work with the future within their workplace and abstract thinking in general.

Designing for

- C-level leaders working within the healthcare who has not yet been participating in the Collaborative Envisioning Session

4.

The Service Concept

The service concept is built upon the existing Collaborative Envisioning Session offered by the DDC, as illustrated in Figure 5. The new concept consists of three ideas for optimizing the current Collaborative Envisioning Session journey by adding steps to the existing journey. The ideas with included steps are:

#1 Pre- and post meeting

#2 Postcard to future self

#3 Four simple slides

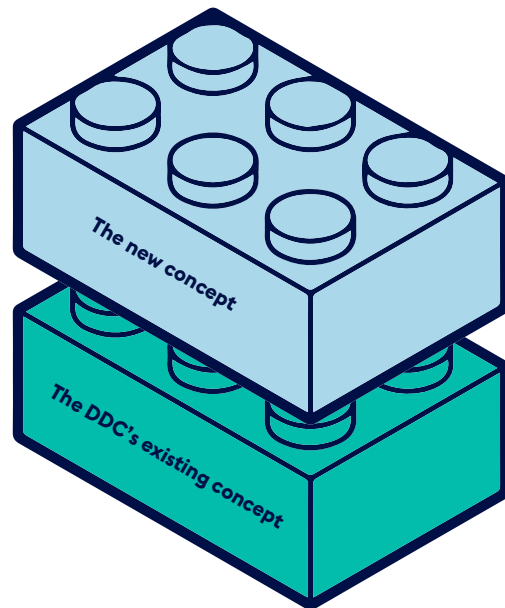


Figure 5: Showing how the new concept is placed on the existing

The journey in figure 6 shows the current journey with the new steps added, which are highlighted in yellow. The optimization concept proposed addresses the problem of limiting the challenge for organizations to take action. The suggested optimizations can benefit the DDC in the short implementation perspective, being low in cost, and not too extensive in time resources. The purpose of the new concept is to support the best opportunities for the participants in working further with the future by enabling and empower them. Further, the participants' experience during the session is related to the facilitation and the purpose. This is reflected in the concept and described as general considerations of Collaborative Envisioning Sessions in the following.

- CES: Collaborative Envisioning Session**
- Individual exercise
 - Communication between participants
 - Communication between participant/coordinator and facilitator
 - One-way communication
 - Email
 - Phone (calling)
 - Physical mail

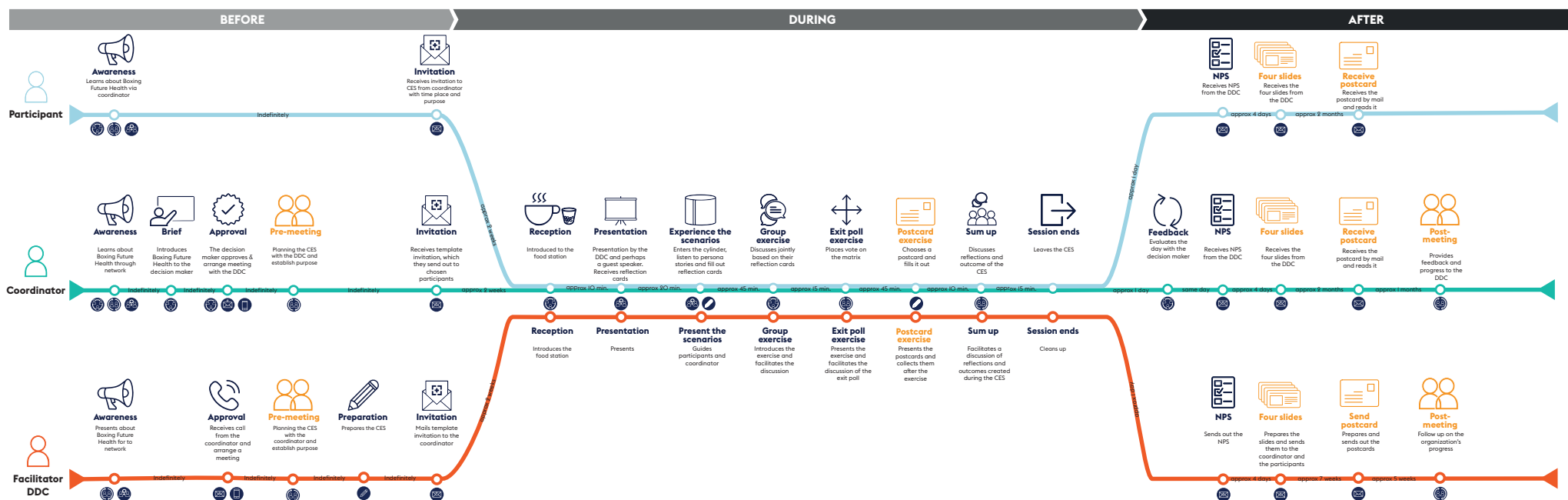


Figure 6: Pre- and post meeting in the new customer journey

4.1. #1 Pre- and Post-meeting

This idea concerns the following steps in the journey: *Pre-meeting*, *Presentation*, *Sum up*, and *Post-meeting*, seen in Figure 7 and highlighted in yellow. The *Pre- and Post meetings* are meetings between the coordinator and the facilitator from the DDC. The purpose of conducting these meetings is to substantiate the importance of working with the future and establish the organization's purpose of participating, which can be followed and evaluated through the journey. Further, more responsibility has to be imposed on the customer, thereby making them feel obligated to continue working.

The first new step shown in the journey is *Pre-meeting*. Due to the chosen scale of the journey visualized, the *Pre-meeting* is shown in more detail with the journey in Figure 8. At the meeting, the facilitator and the coordinator collectively establish a purpose and goal of participating in the Collaborative Envisioning Session. The coordinator must select an employee who takes responsibility for ensuring that the work of the session continues afterward. The DDC should create a “sense of urgency” for the customer. Perhaps discuss the choice of external speakers.

To assist the meeting, we propose a *Travel guide* tool that can be used during the meeting. The *Travel guide* contains questions, which should be answered during the *Pre-meeting* and questions, which should be answered at the *Post-meeting*. During the Presentation,

the participants are introduced to the content of the *Travel guide*, as illustrated in Figure 8 and during the sum up shown in Figure 10.

Currently, the only participant evaluation that the DDC receives is the NPS (Net Promoter Score), which are mailed to the participants within a week. Though the DDC scans them for comments and can follow the rated score as an indicator of the experience, it does not provide insight into whether or not the customer is continuously working with the scenarios. Therefore, we suggest the *Post-meeting* to help the DDC to explore if the organizations have continued the work, and what made it (im)possible, what the challenges of continuing the work might be, and perhaps arrange an extended course with the DDC. A detailed journey of the *Post-meeting* is shown in Figure 11.

The Travel guide was prototyped with illustrated mockups to propose how they could be materialized. The mockups are shown in Figure 12.

CES: Collaborative Envisioning Session

- Individual exercise
- Communication between participants
- Communication between participant/coordinator and facilitator
- One-way communication
- Email
- Phone (calling)
- Physical mail

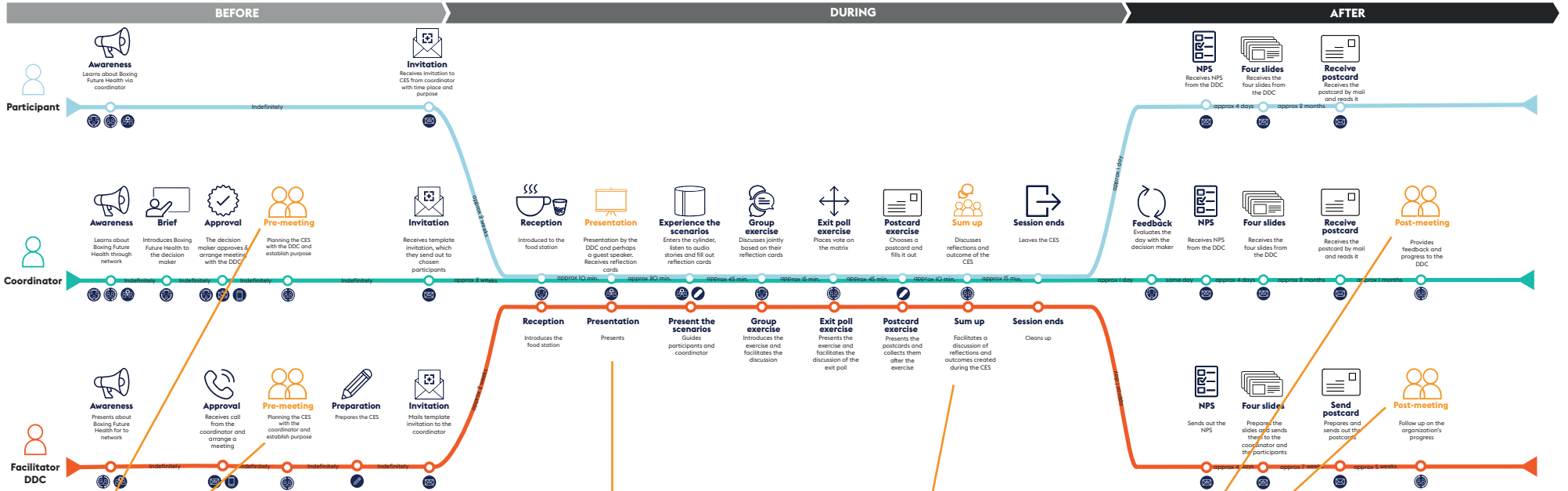


Figure 7: Pre- and post meeting in the new customer journey

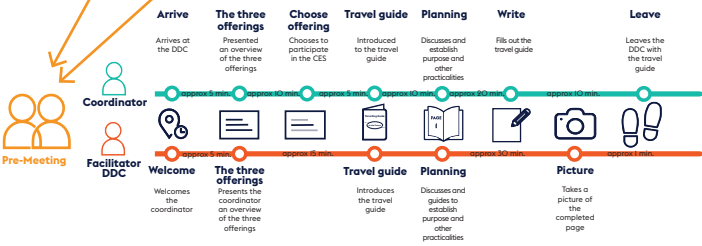


Figure 8: Pre-meeting

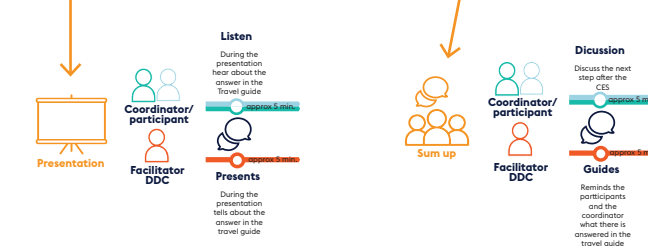


Figure 9: Presentation

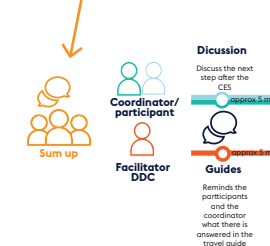


Figure 10: Sum up



Figure 11: Post-meeting



The Meeting Before the Collaborative Envisioning Session

- 1) Who are you going to bring with you on the journey?
- 2) Who is responsible for ensuring that the journey ends well?
- 3) When should the journey begin?
- 4) What would you like to achieve with this journey?
- 5) What information is needed for the journey?
- 6) Is there anything we need to pay particular attention to in relation to your journey?

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- 6) Is there anything we need to pay particular attention to in relation to your journey?

The Meeting After the Collaborative Envisioning Session

- 1) What do you think about the journey? (What challenges and opportunities have you met?)
- 2) Which destinations have you been since your trip to the future?
- 2) What is your new journey?
- 3) When is the journey taking place?

Figure 12: Mockup of travel guide

4.2. #2 Postcard to future self

This idea concerns the following steps in the journey: *Postcard exercise*, *Postcard receive*, and *Postcard send*. The purpose of adding the postcard to the Collaborative Envisioning Session is to provide the participants and the coordinator an opportunity to reflect on the learning and their future goal. The steps are highlighted in yellow in Figure I3 on the next page.

The participants are selecting and writing a postcard to themselves with pre-determined sentences to answer, as shown on the mockups in Figure I6. The *Postcard exercise* steps are shown in more details in Figure I4. This is included as an activity during the session and not as something they can do afterward, where the participants might be eager to get home.

In the steps *Send the postcards* and *Receive the postcard* shown in Figure I5, the DDC send the postcard to the participants and the coordinator three months after the Collaborative Envisioning Session. The postcard is a reminder of the session and the importance of continuing their work, either by continuing by themselves, contacting the DDC, or contact others for assistance if the organization does not have the internal capacity.

- CES: Collaborative Envisioning Session**
- Individual exercise
 - Communication between participants
 - Communication between participant/coordinator and facilitator
 - One-way communication
 - Email
 - Phone (calling)
 - Physical mail

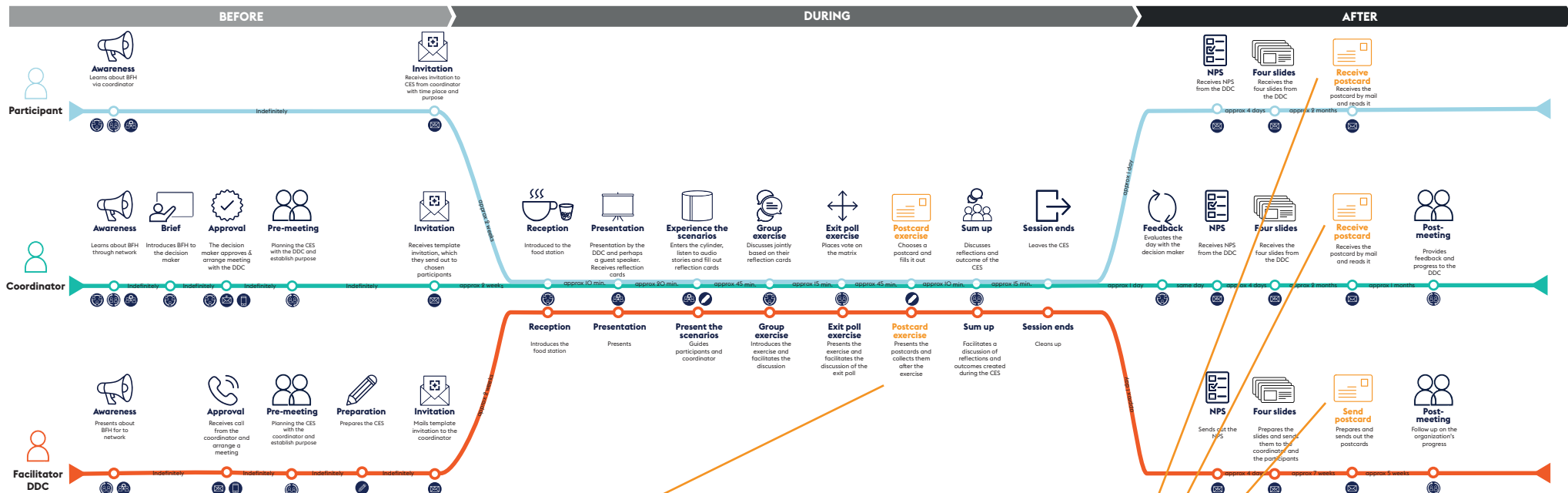


Figure 13: Customer journey - Postcard



Figure 14: Postcard

Figure 15: Customer journey receives postcard



Figure 16: Mockups of postcards.



Figure 17: Pictures from the postcard exercise

Storyboard of #2 Postcard to Future Self

The Postcard to future self is also illustrated in a storyboard (Figure 18) to suggest how a scenario could play out with a more personalized emphasis.



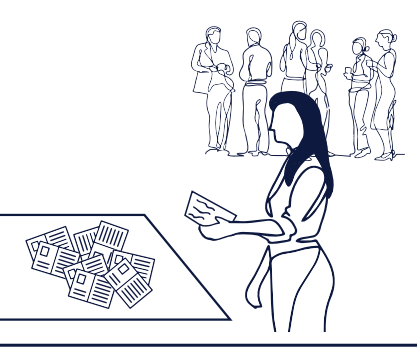

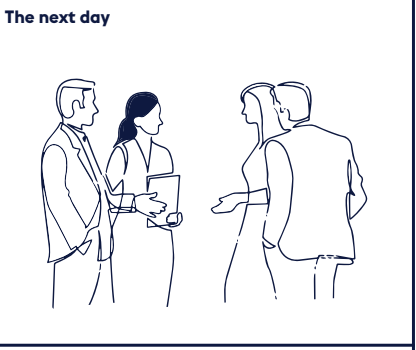


			
Annette is participating in a Collaborative Envisioning Session at the DDC	During the last exercise "Postcard to future self", the participants are asked to choose a postcard that moves them or awakens reflections	Annette looks at the different postcards and picks one with an abstract image in bright colours	She reflects upon the predetermined sentences and writes on the postcard
	2 months later 		The next day 
She puts her postcard back on the table and joins the rest of the group for a final sum up	Annette come home from work and checks her mailbox where she finds the postcard from the Collaborative Envisioning Session	First she doesn't recognize it but are quickly reminded. She reads the postcard and is reminded of the inspirations and promises she made to herself	Annette brings her postcard to work and talk with her colleagues, who also received their postcards
			
Her workplace starts talking and discussing about what they have been doing since	Realizing that not much has been done at the workplace, the coordinator arranges a meeting to discuss what to do next	They conclude that they need further assistance. They start preparing for the "post-meeting" with the DDC.	The coordinator sits down with the DDC and develops an action plan for their organization

Figure 18: Storyboard of "Postcard to future self"

4.3. #3 Four simple slides

The idea is related to the three steps: *Presentation*, *Sum up*, and *Four slides*. It was found important that the participants are supported in the challenge of disseminating the scenarios experienced and disperse them throughout the rest of the organization as this was an obstacle for continuing working with them. This idea concerns the steps highlighted in yellow in Figure 19 on the next page.

During the *Presentation* step, the participants are introduced to the presentation slides, but it is during the *Sum up* step, the DDC is explaining how the slides could be used, as shown in Figure 21. The participants will then after the Collaborative Envisioning Session, receive the slides and be able to present them to others who might be interested.

To get an overview of the system of the step, four simple slides, a **service blueprint** was developed (see Figure 23). The blueprint assisted us in specifying the details of the front stage and backstage of the touchpoint, the interactions between the participants and the service provider and the information flow (Stickdorn et al., 2018).

- CES: Collaborative Envisioning Session**
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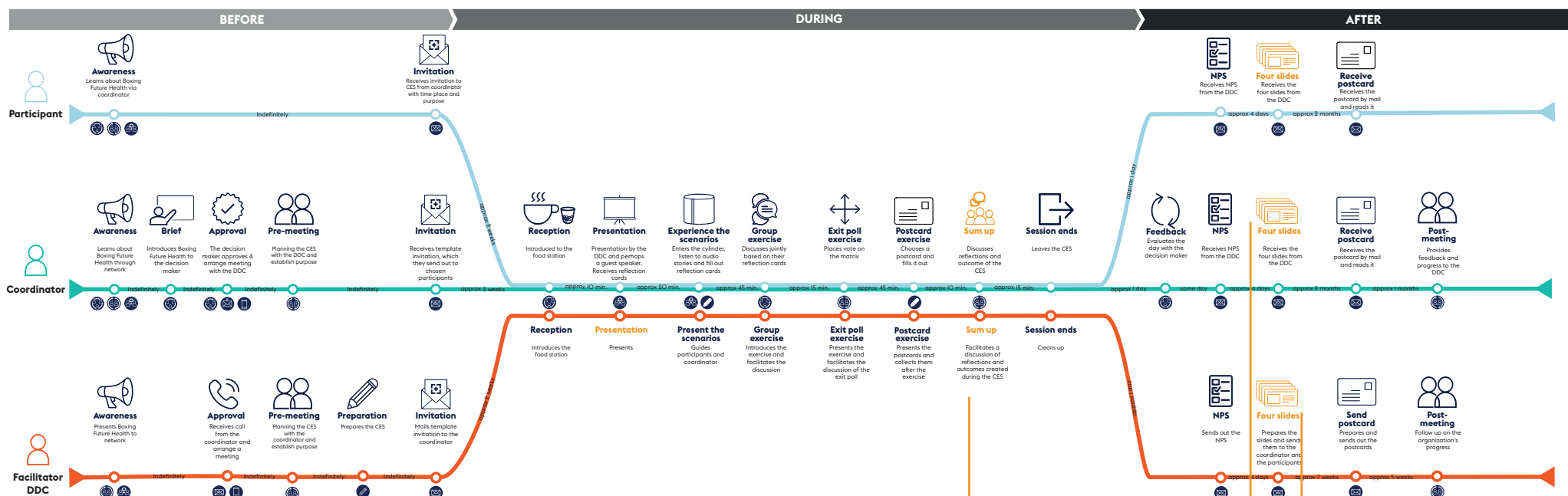


Figure 19: Customer journey four slides

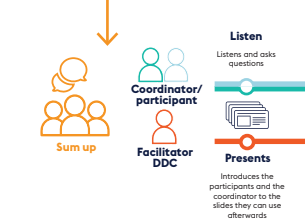


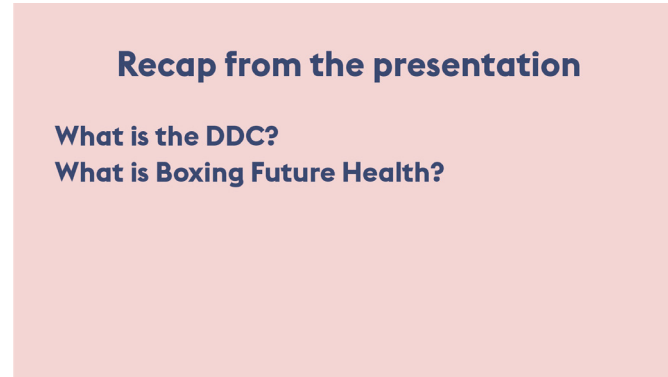
Figure 20: Sum up



Figure 21: Four slides



Front



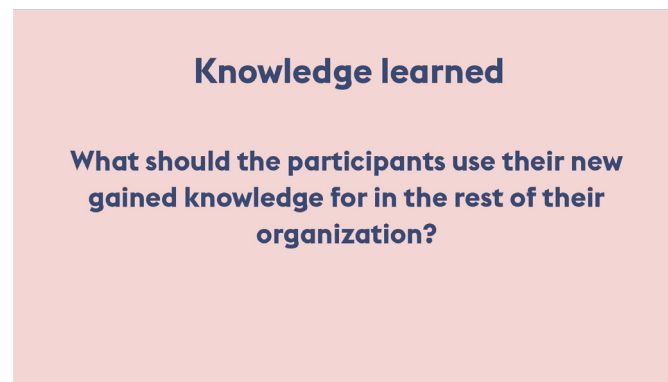
Slide 1



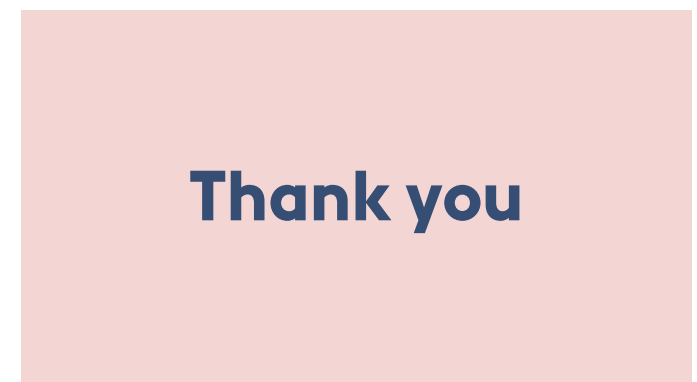
Slide 2



Slide 3



Slide 4



End

Figure 22: Mockup of the Four Simple Slides

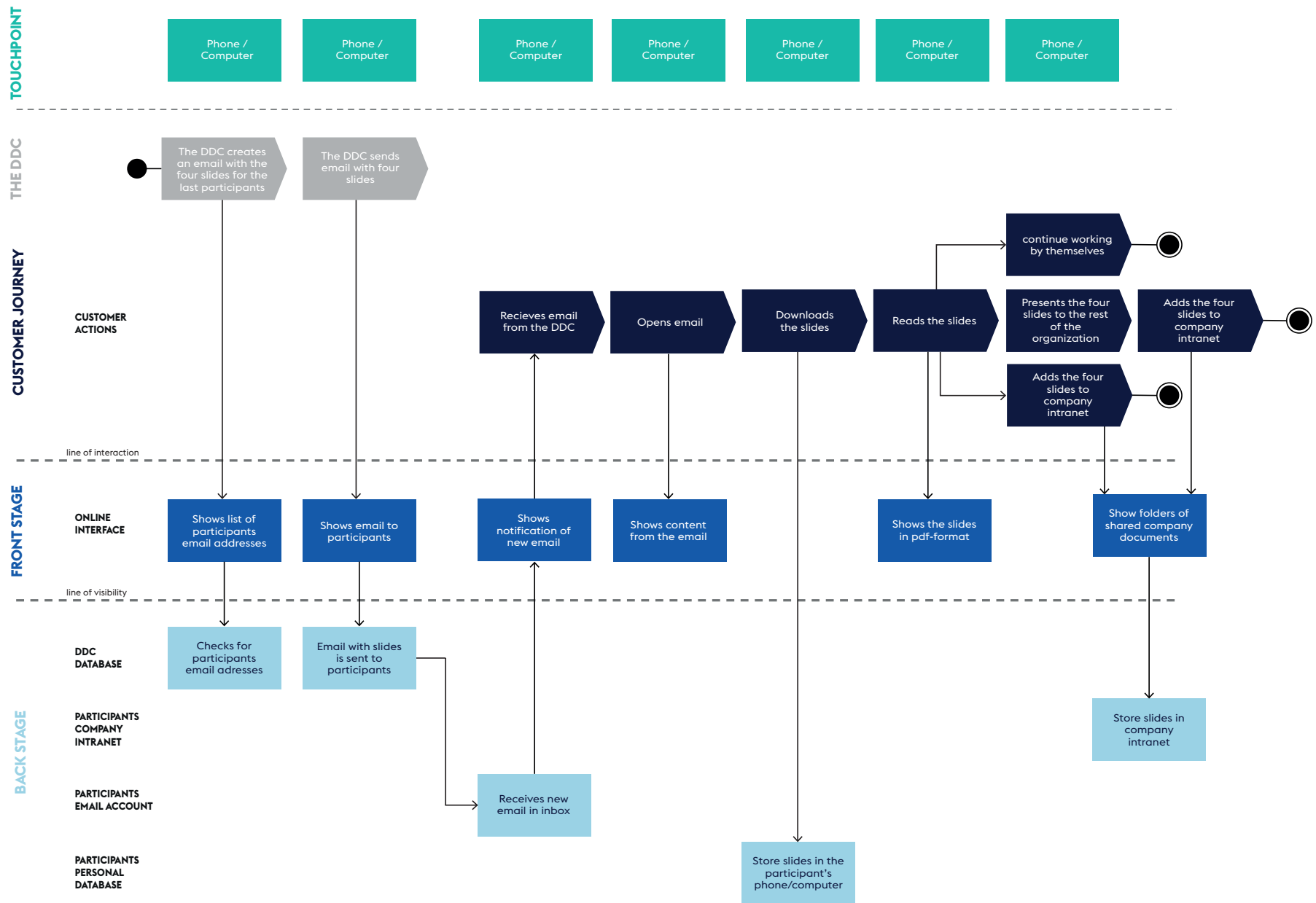


Figure 23: Blueprint of "four simple slides"

4.4. Value Proposition

To verify how our service concept could assist in improving and optimizing the Collaborative Envisioning Session organized by the DDC, a Value Proposition Canvas was utilized. The Value Proposition Canvas consists of a Value Map describing how the service will create value for the customer and a Customer Profile that clarifies the understanding of the customer (Osterwalder, Pigneur, Bernada, & Smith, 2014). The focal point of the canvas is to describe the expected benefits for the customers provided from the service or product (Osterwalder et al., 2014). The Value Proposition Canvas (see Figure 24) helped us in creating an overview of the pains and gains of our customer segment, how our final service concept could create value and reducing pain points, and confirm if our service concept matches with our design brief.

Value Map



Customer Profile

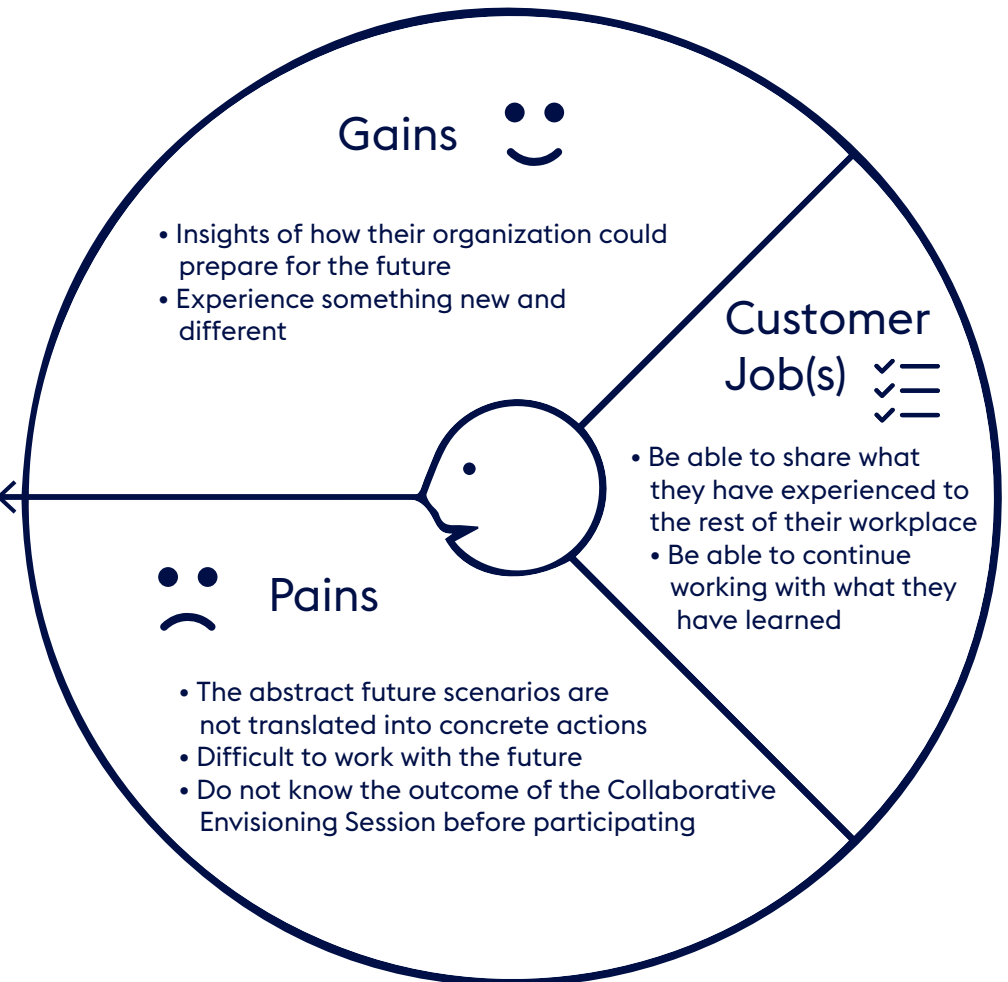


Figure 24: Value Proposition

The Concept for Future Development

Inspired by one of the industries the Danish Design Centre (DDC) is operating within, the design industry, we have further suggested a service concept for future development. The concept involves a collaboration between the DDC, in particular, Boxing Future Health, and other design agencies (see Figure 25). According to Anne Danielsen from Boxing Future Health (Anne Danielsen, e-mail, May 15, 2019), the DDC is partially supported by public funds and can therefore not engage in distortive activities. This means that when the DDC is performing an assignment that could be conducted by a private design agency, the DDC's payment must be on market terms, meaning charging the average market price. This business approach positions the DDC as an attractive business partner for other design agencies.

However, Boxing Future Health is an original service offering developed by the DDC and is therefore not in direct competition with ordinary consulting tasks. Furthermore, the DDC aims at disseminating the Boxing Future Health method to other design agencies so similar projects can be conducted by others than the DDC (Anne Danielsen, e-mail, May 15, 2019).

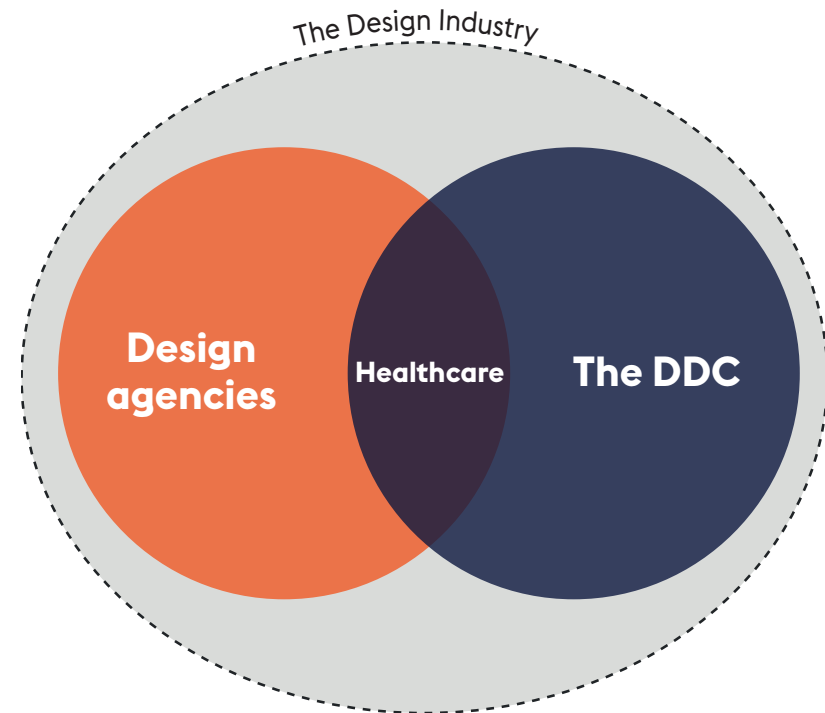


Figure 25: Potential collaboration between design agencies and the DDC as stakeholders in the design industry

The DDC has already experienced a successful collaboration between a design agency and its partner participated in the Collaborative Envisioning Session and would like more of these collaborations (Danielsen, I, Appendix 3).

A future service concept could be a collaboration between the DDC and design agencies in order to reach out to more organizations and thereby create more growth. However, as stated previously by Anne Danielsen from the DDC (Danielsen and Winther, Appendix 3), it is a great idea with great potential, but they fear that the Boxing Future Health is not mature enough for this service concept. By involving a consultancy, the price of a Collaborative Envisioning Session will increase. Boxing Future Health is still not established enough and needs further development, such as more standardization of the Collaborative Envisioning Session, more simplifications in order to expeditiously educating a new facilitator, and more publicity before design agencies would consider investing in it.

The service concept might have potential in a couple of years where Boxing Future Health and the Collaborative Envisioning Session are more concrete in its setting. By then, more people might be involved in facilitating, more organizations have participated, and some might have experienced a positive impact on their organization.

5.1. Suggested Future Service Concept

We suggest the future concept to be approached by firstly establish cooperation with design agencies. The journey will involve a design agency and its customer who has established a project collaboration where Boxing Future Health's scenarios method can be used.

In the before phase the customer is guided by the design agency, then the DDC will facilitate the Collaborative Envisioning Session, and the design agencies will guide the participants in working forward with the knowledge they have gained in the after phase (see Figure 26).



Figure 26: Proposed journey for the future service concept

After a period where this approach has been stabilized, the DDC can move forward by developing a training program for the design agencies to facilitate a Collaborative Envisioning Session, which they can lead their customers through. Furthermore, we propose a Boxing Future Health digital platform. The purpose of the platform is for the design agencies to download different tools, such as presentations about Boxing Future Health, and to rent the mobile scenarios.

The service concept will provide value for both the DDC, the design agencies, and the organizations participating. It is an opportunity for the DDC to develop a closer relation to the design agencies, and for the Collaborative Envisioning Session to increase the reach of organizations. The design agencies can learn new competencies, involving future scenario within organizations and be inspired to learn new facilitation skills. Finally, the organizations participating will be guided through the entire design process and reassured they would receive an outcome of their investment.

5.2. Further Considerations

Conducting a quick online research shows an amount of approximately 40 Danish design agencies in Denmark. The focus of the design agencies customers should be healthcare for the scenarios to be relevant, which further limits the market size. Since the market of Danish design agencies is small, further cooperation with other consultant agencies could be relevant. This collaboration is shown in Figure 27. Molecule is an example of a consultant agency operating exclusively with the healthcare organizations. Additionally, opportunities for cooperating with major consultant agencies such as Accenture, Deloitte, or PwC could be explored.

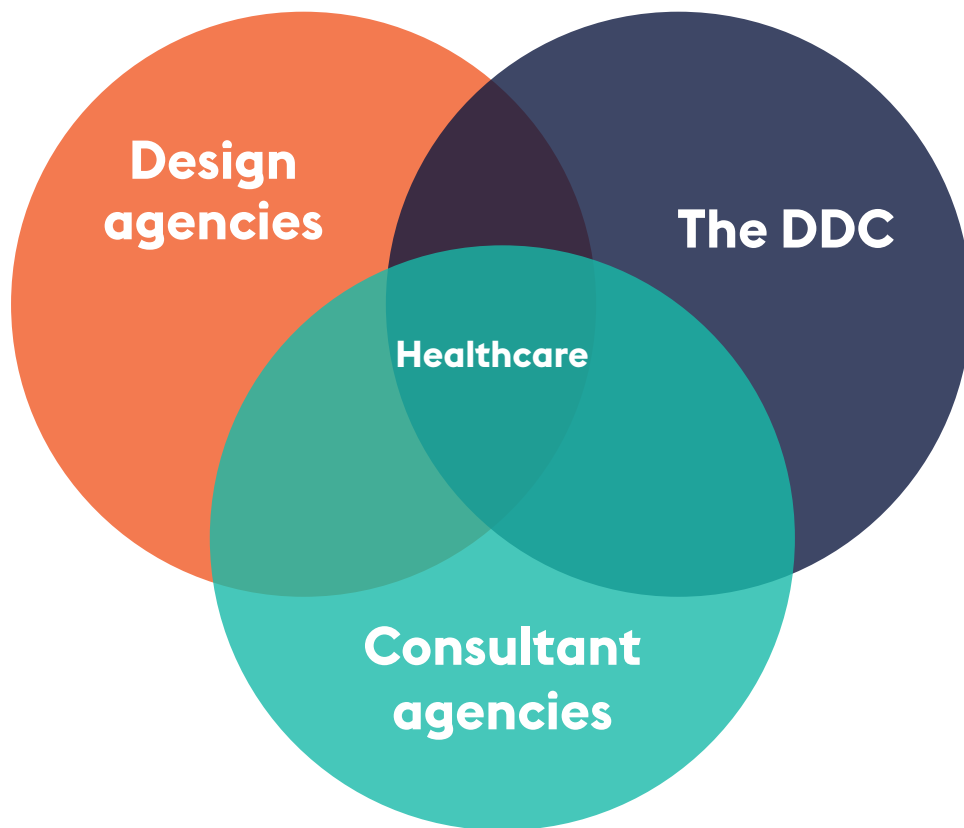


Figure 27: Potential collaboration between design agencies, the DDC, and consultant agencies.

5.3. Next Steps

During this project, we have explored and identified some needs and pain points in the journey of the Danish Design Centre's (DDC) Collaborative Envisioning Session. We have added some extra steps to the journey with the intention of optimizing the journey both for the participant and the service provider.

When developing the extra steps, we included the DDC for validation and refinement. However, former or potential participants have not been introduced to this revised journey. Therefore, to continue this project we find it necessary to test this with the target group for validating that our service concept will provide value for both the DDC and the participants.

A test session of the step Postcard to Future Self has already been conducted in May 2019 but the group will not evaluate the final part regarding the participants receiving their postcard two months later. However, it will provide the DDC an opportunity of evaluating the outcome of the step in around July 2019. Furthermore, the rest of the steps are provided with materials, such as the Travel guide and the postcards, for the DDC to implement, test, and validate the steps of the journey.

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Stickdorn, M., Hormess, M., Lawrence, A., & Schneider, J. (Eds.) (2018) *This is service design doing: applying service design thinking in the real world ; a practitioners' handbook* (1st edition). Sebastapol, CA: O'Reilly.

