

# Design Resource: Definitions, Approaches and Processes

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**Audi Design Foundation**  
**Sustain Our Nation Masterclass, June 2009**

Design Against Crime Research Centre

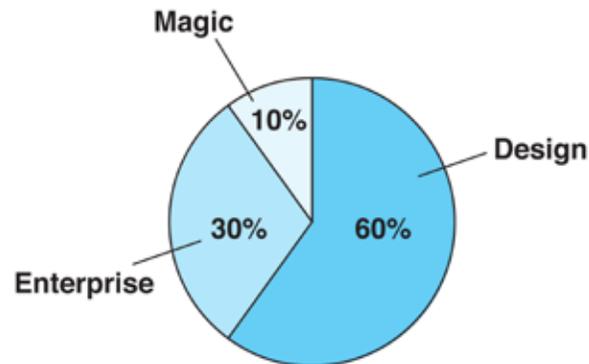


Arts & Humanities  
Research Council

The Grippa research programme, mainly funded by AHRC, is a collaboration between the Design Against Crime Research Centre, Central Saint Martins College of Art & Design, University of the Arts London, and the UCL Jill Dando Institute of Security and Crime Science. Papers and other materials from the programme are at [www.grippaclip.com](http://www.grippaclip.com) and wider practical and research material on preventing bag theft at [www.inthebag.org.uk](http://www.inthebag.org.uk)

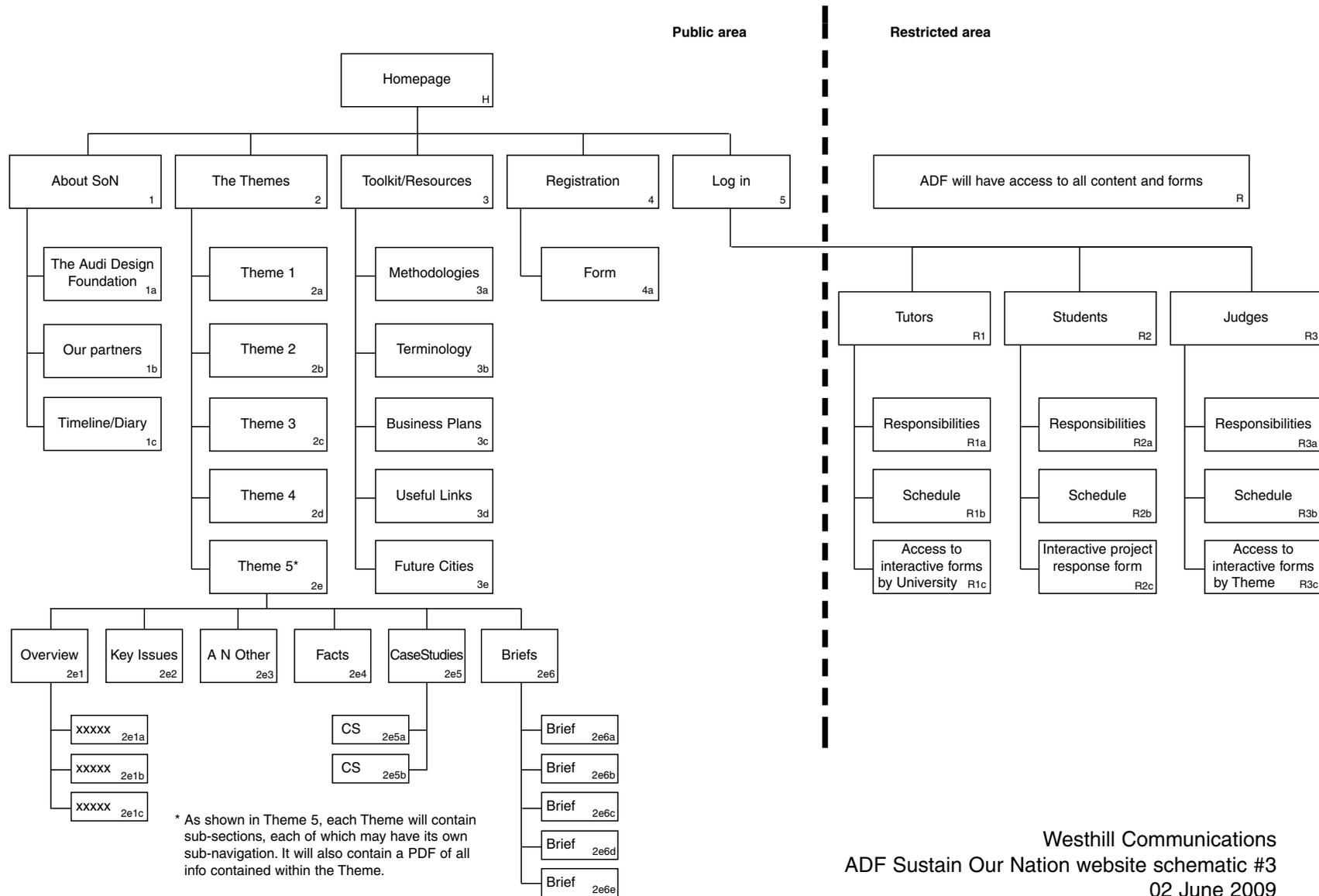
# Why a design resource?

- \* Complicated project
  - > Multiple stakeholders
  - > Multiple drivers
  - > More than design > enterprise and social impact focus



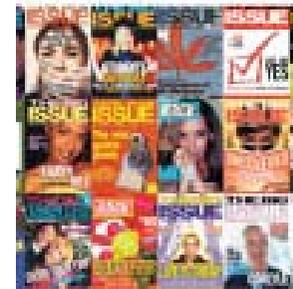
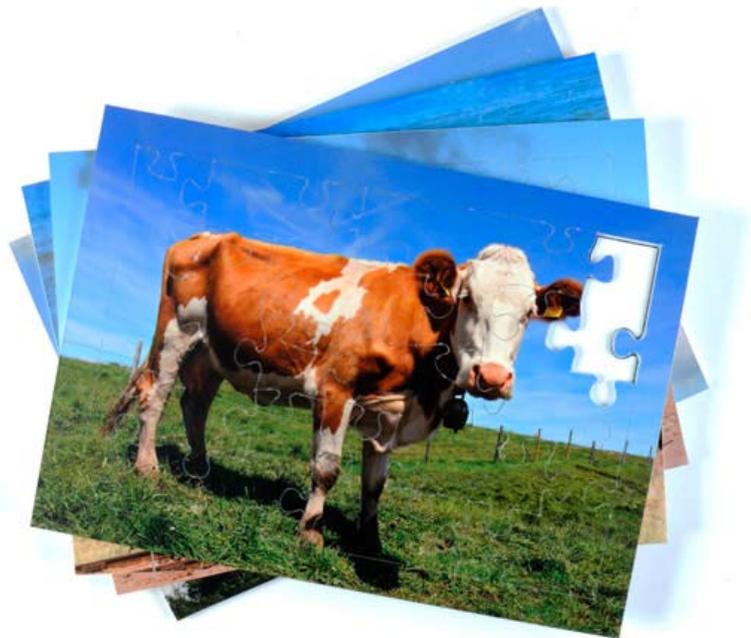
- \* Common language/shared understanding
- \* Provide a minimum requirement of understanding of the terms and approaches used in social design social innovation and social enterprise

# What does it contain?



# SON Definitions

- \* Social Innovation
- \* Social Design
- \* Social Enterprise



# SON Definitions

- \* **Social Innovation**  
Innovation which has a social purpose - new strategies, concepts, ideas, objects ,products spaces, systems, services and organizations that meet social and societal needs of all kinds. It can lead to new ways of doing things linked to social change that serves community led, rather than profit led values. For example, new microcredit or distance learning services; the redesign of working conditions and education; and community developments and health services that aim to overturn existing conventions and behaviour and strengthen Civil society - the third sector - the totality of voluntary civic and social organizations and institutions that form the basis of a functioning society as opposed to public and private sectors organisations and institutions.

Innovation (DIUS): exploitation of creativity

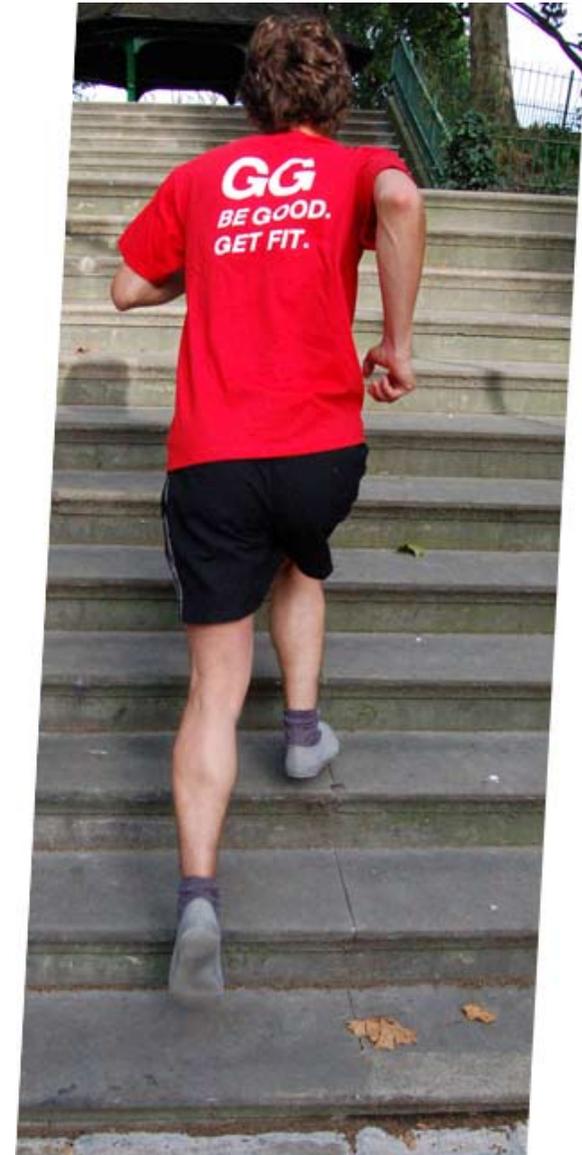
- \* **Social Innovation: exploitation of creativity in the realisation of social and environmental benefits that strengthen civil society.**

# SON Definitions

## \* Social Innovation



Good Gym



# SON Definitions

- \* Social Innovation



Masaluke



# SON Definitions

## \* Social Innovation

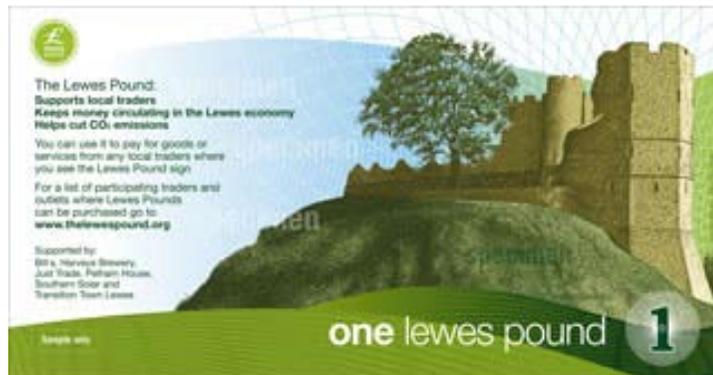


Bank of Happiness



# SON Definitions

## \* Social Innovation

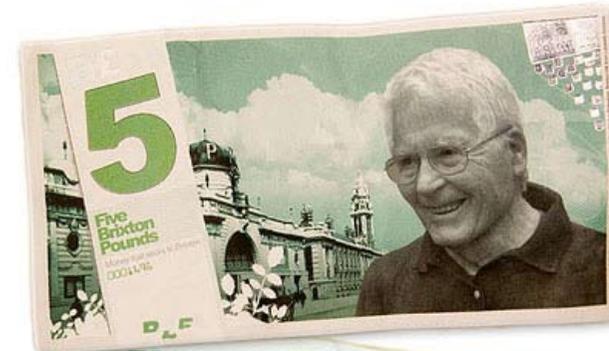
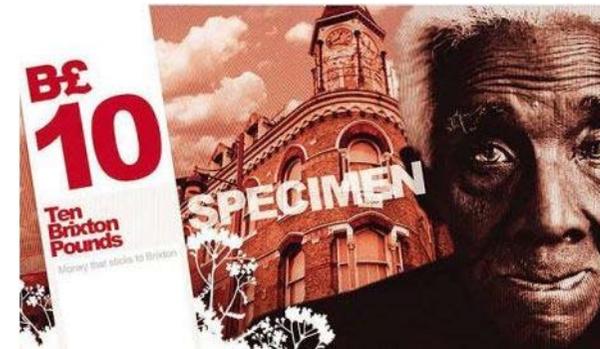
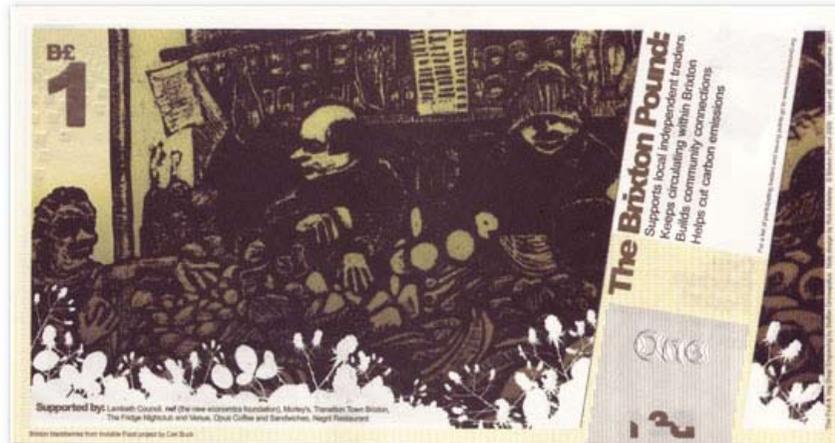
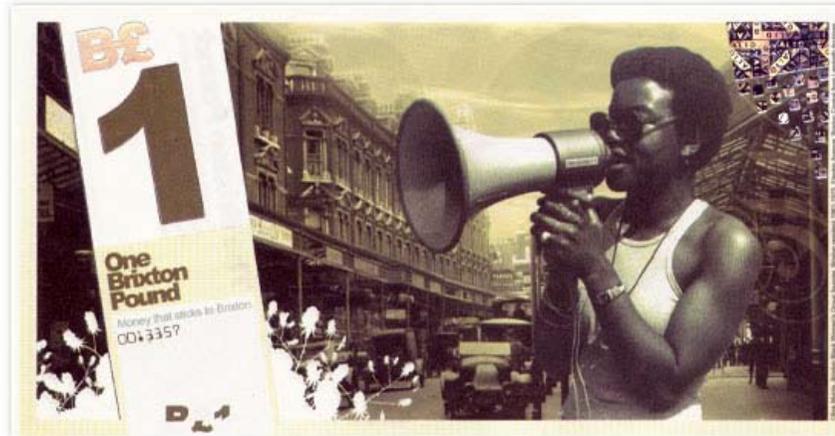


Lewes Pound



# SON Definitions

## \* Social Innovation



Brixton Pound

# SON Definitions

## \* Social Design

Social design addresses real user needs, in both the first and third worlds, rather than using design simply to pursue profit via consumer routes. Underpinning social design is a focus on social problems and questions, although there are competing definitions of the meaning of the term.

At the core of social design may be social recognition and empathy, which has generated much art, craft and representation since the beginning of civilisation. Papanak put social design on the map in the 20th century, even if he never called it that, when he argued in *Design for the Real World* (1971) that designers and creative professionals have a responsibility and are able to cause real change in the world through good design. Papanek's socially responsible design, has been redefined as socially responsive design (Gamman and Thorpe 2006) or simply social design (Design 21 Social Design Network 1995).

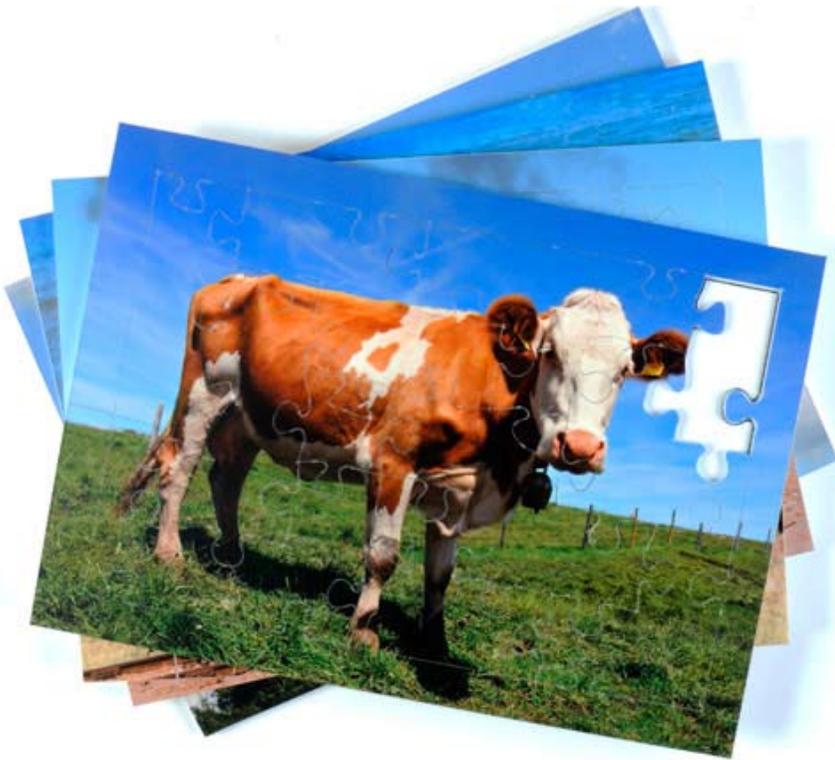
More recently there has been a focus on user centred, participatory and co-design techniques to ensure that social design for the collective good, is generated with the community as opposed to for them.

# SON Definitions

- \* Social Design  
The design of products, systems and services that consider social and environmental issues, prioritise social and environmental impact and deliver social and environmental benefits (throughout their lifecycle).  
Design that addresses real user needs.

# SON Definitions

## \* Social Design



Ben's Puzzles



caMden M-Stand

# SON Definitions

## \* Social Enterprise

A type of business that is driven by a social mission; or a social organization or charity, which trades in goods or services for a social purpose, and which generates profits to help fund the core social purpose. As opposed to commercial enterprises which are profit driven, a social enterprise often places equal importance on people, planet and profit. A key factor in defining a social enterprise is how the profits generated are shared/distributed?

Some social enterprises use the profit (or surplus) from the core trading activity to support social aims (whether or not related to the activity of the organisation, as in a charity shop). Sometimes the business itself accomplishes the social aim through its operation, for instance by employing disadvantaged people (social firms) or lending to businesses that may have difficulty in securing investment from mainstream lenders. Social enterprises can be profit-making businesses set up to tackle a social or environmental need, or they can be linked to businesses set up by charities and governments, that seek to generate a profit making stream. They often use a blended value business model and combine a revenue-generating business stream with a social-value-generating structure or component, which may also attract income from governmental bodies (grant funding).

Social enterprises have been described as 'not-for-profit' organisations, as their profits are not (at least primarily) distributed to financial investors. Others dislike the term as it suggests that social enterprises have an un-businesslike attitude to money. An ingenious solution to this quandary is to call them 'for more-than-profit' organisations.

# SON Definitions

- \* Social Enterprise

An enterprise, the activities of which consider social and environmental issues, prioritise social and environmental impact and deliver social and environmental benefits. Any surplus income (profits) are reinvested in socially and environmentally beneficial activities.

Not for profit – *More than profit* enterprises.

# SON definitions

## \* Social Enterprise



The Big Issue



# SON definitions

- \* Social Enterprise



High Holt Wood

# Social Design Approaches

Social design approaches understand that design that contributes to civil society should engage civil society in the design process.

Market Led	-	perceptive/prescriptive
User Led	-	consultative
Participatory	-	consultative - not limited to users
Co-design	-	collaborative

Varying degrees of stakeholder collaboration and inclusion in the design process.

# Social Design Approaches

## Service design

Service design is both a discipline and an approach.

It is user-centred and understands that people who use products and services are well positioned to contribute to their improvement.

# Design Processes and Methods

What?

Why?

*Process* is a naturally occurring or designed sequence of operations or events over time which produce desired outcomes. Process contains a series of actions, events, mechanisms, or steps, which contain methods.

*Method* is a way of doing something, especially a systematic way through an orderly arrangement of specific techniques. Each method has a process.

Process and method structures an approach to a problem.

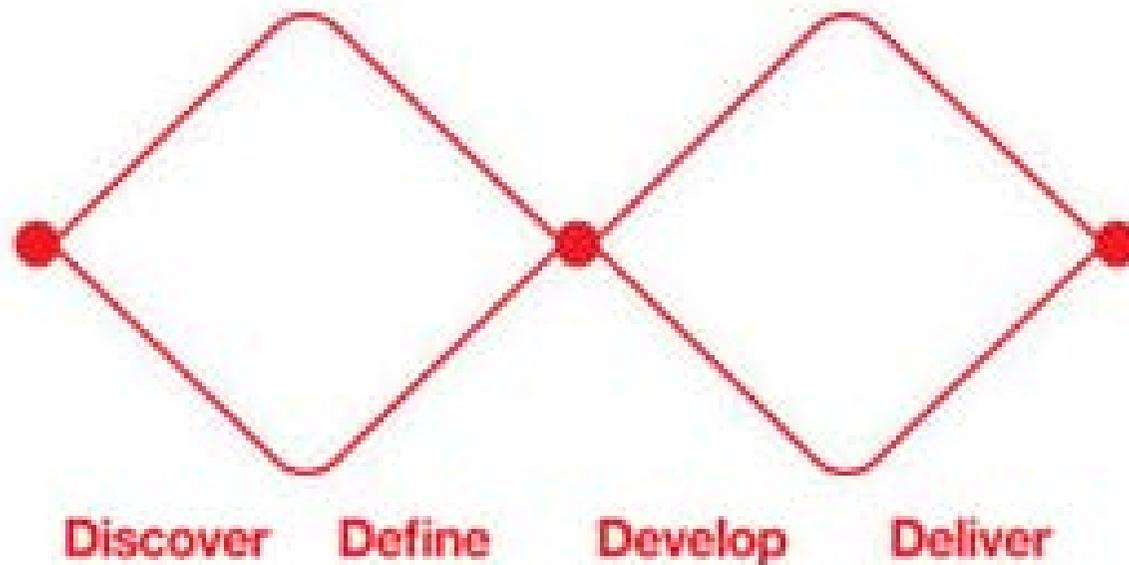
Complex problems require an ordered approach.

Social innovation can be complex.

# Design Processes and Methods

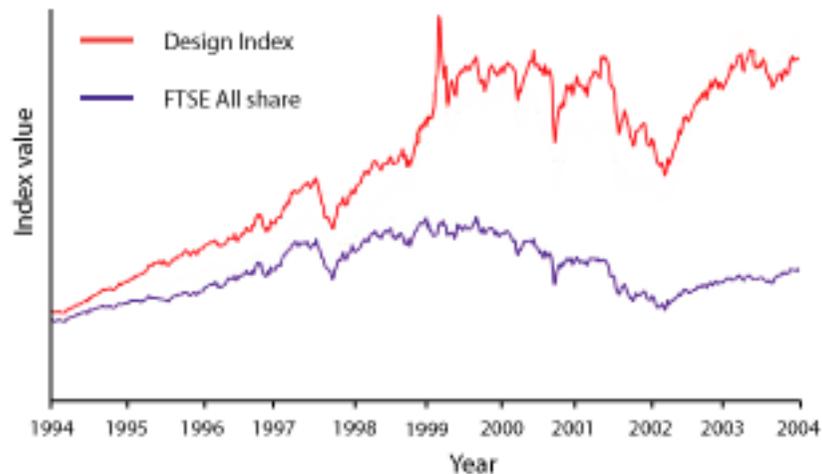
Design Council Double Diamond, 2005.

11 leading design companies, 4 common stages.



# Design Processes and Methods: Why?

Design aware companies outperformed the FTSE All share by over 200% in both bull and bear markets over a 10 year period.



Design Council (2005) Design Index: The impact of design on stock market performance.

If design can do this for the private sector what can it do for the third sector?

# Social Design Processes and Methods

We conducted a comparative overview of social design processes.

5. Exemplar organisations with a social design focus: PROCESSES and stages.

DAC Research Centre	Helen Hamlyn Research Centre	Engine Service Design	Think Public Service Design	Live work Service Design	Participate Design Consultancy	Ideo Design Consultancy	Young Foundation	Sorrell Foundation
Scope	Discover (perceived needs into real needs)	Orientate	Diagnose	Strategy and themes	Scoping	1. INSPIRATION	Ideas	Planning and preparation
Research		Discover	Discover	Insight	Research	Observation	Innovation	Challenge
Observe							Development	
Visualise							Engagement	
Brief development	Translate (understanding into requirements)			Focus	Idea Generation			The Brief
Critique								
Realisation	Create (concepts)	Generate	Co-Design	Refine	Prototyping	2. ITERATION	Action	Conversation
	Develop (leads to solutions)	Synthesise and Model	Develop and Test	Define		Prototyping		
Implement and test		Specify	Deliver and Enterprise	Deliver	Delivery	Building		Concept
						3. STORYTELLING		
Evaluate	Constant evaluation throughout process	Measure (with empathy)	Measure					
		Transfer and transformation						Celebrating Achievement
<a href="http://www.designgainsttime.com/index.php?route=methodology">http://www.designgainsttime.com/index.php?route=methodology</a>	<a href="http://www.inclusivedesign.co.uk/betterdesign/process/">http://www.inclusivedesign.co.uk/betterdesign/process/</a>	<a href="http://www.enginegroup.co.uk/service-design/our-process/">http://www.enginegroup.co.uk/service-design/our-process/</a>	<a href="http://thinkpublic.com/news/2009/05/05/thinkpublic-social-innovation-and-design-film/">http://thinkpublic.com/news/2009/05/05/thinkpublic-social-innovation-and-design-film/</a>	<a href="http://www.livework.co.uk/what-we-do/service-design-innovation">http://www.livework.co.uk/what-we-do/service-design-innovation</a>	<a href="http://www.participate.net/about/our-approach/">http://www.participate.net/about/our-approach/</a>	<a href="http://www.ideo.com/thinking-approach/">http://www.ideo.com/thinking-approach/</a>	<a href="http://www.youngfoundation.org.uk/out-work/research-action-and-development">http://www.youngfoundation.org.uk/out-work/research-action-and-development</a>	<a href="http://www.thesorrellfoundation.com/pdf/YDF_magazine_C08.pdf">http://www.thesorrellfoundation.com/pdf/YDF_magazine_C08.pdf</a>
<a href="http://www.designgainsttime.com/files/4/star_methodology_09_1024_0.pdf">http://www.designgainsttime.com/files/4/star_methodology_09_1024_0.pdf</a>				<a href="http://www.livework.co.uk/what-we-do/service-design-capability">http://www.livework.co.uk/what-we-do/service-design-capability</a>		<a href="http://www.ideo.com/images/uploads/workcase-studies/pdf/IDEO_RF_Guide.pdf">http://www.ideo.com/images/uploads/workcase-studies/pdf/IDEO_RF_Guide.pdf</a>		
Enough information, I'm linking also the "twin track" diagram. The design process is	Need to talk to them, on their website we cannot find any detailed description of their design	Strong process, well visualised on their website and clear to understand. We should definitely speak to them	Hard to find a schematic visualisation of their design process but the different stages are mentioned in their	This process is found in their Service Innovation section. Unable to find a more detailed explanation.	I am sure they would add some stages to the process if we talk to them. They are very keen in the idea to promote and	They describe this as their Approach or Design Thinking. The process is not linear and they just talk about three key	The young Foundation Research Process is described in four stages. They don't actually talk	Young Design Programme design process: Page 18 of 5 PDF document.

# Social Design Processes and Methods

We looked at 7 exemplar social design practitioners.



Engine - Service Design



Live|Work - Service Design



Participle - Service Design



Think Public - Service Design



Ideo - Product and Service Design



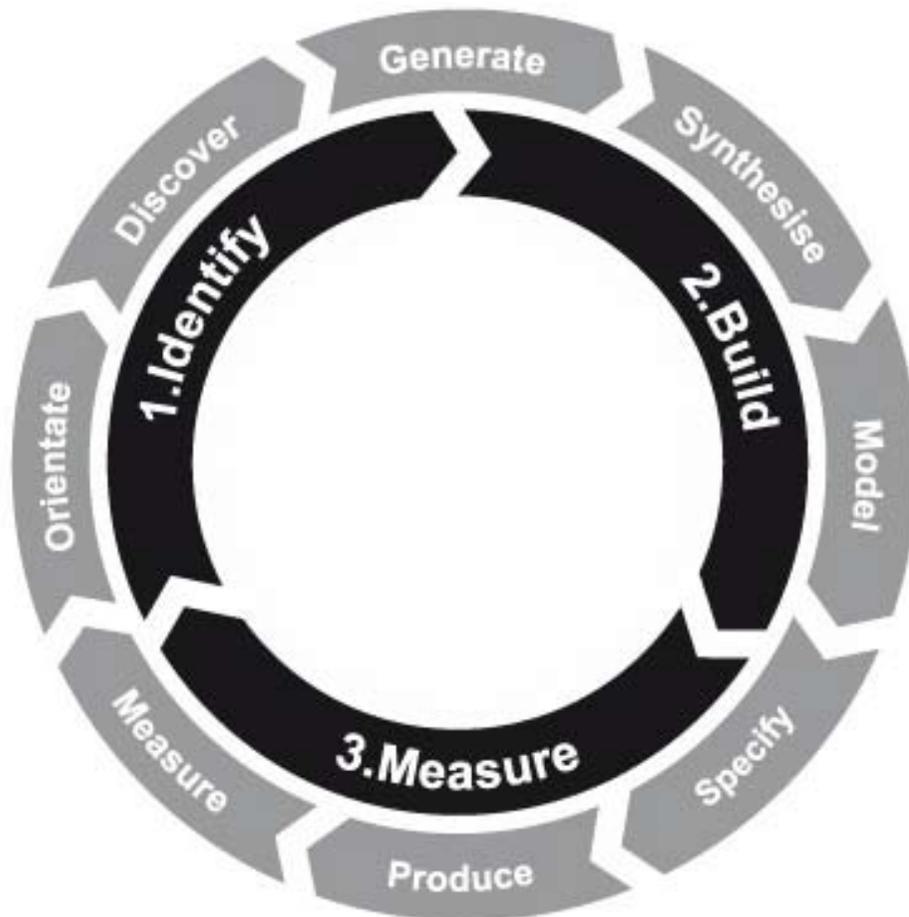
Helen Hamlyn Centre - Product Design



Design Against Crime Research Centre - Product Design

# Social Design Processes and Methods

Engine - Service Design



Engine design process



# Social Design Processes and Methods

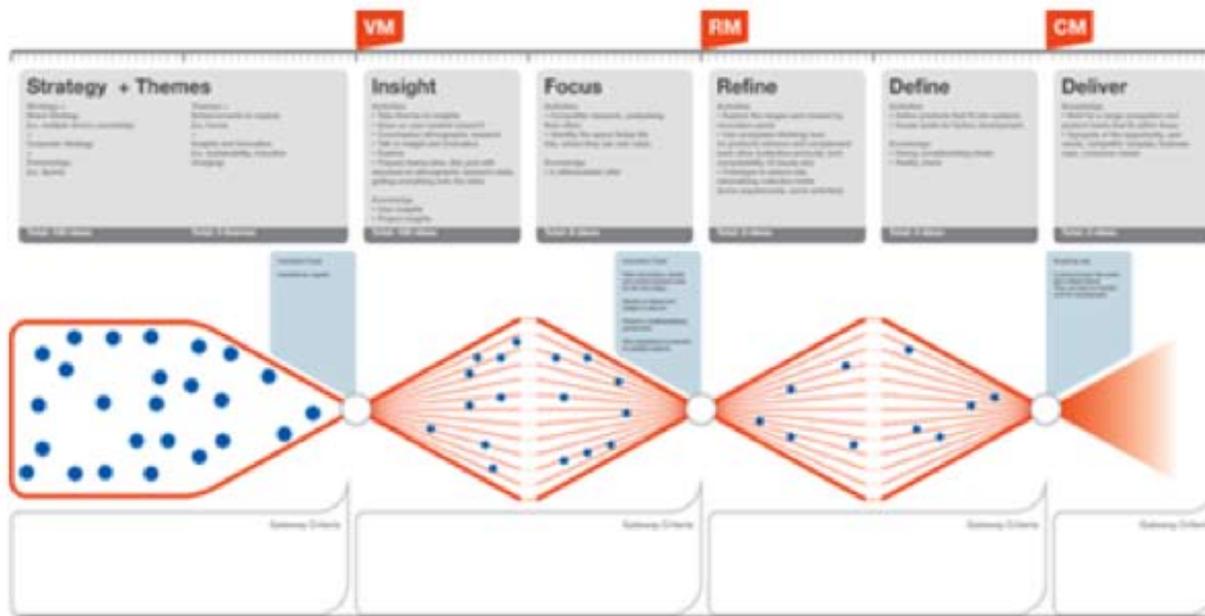
Live|Work - Service Design

Insight

Ideas

Prototyping

Delivery



**6 to 1**

Studies show car sharing significantly reduces the number of cars on the road. Every car shared results, on average, in 6 private cars being taken off the road.

**streetcar**

What's Streetcar? | 888 | Locations | Pricing | For Business | User Guide | FAQs

10:38 18 Jun 2009

Register for Streetcar  
Book a Streetcar  
Business Login

Find your nearest  
Enter your postcode  
[Input Field] [Go]

Or click here to browse all UK locations >>

Contact the team  
For more information email [business@streetcar.co.uk](mailto:business@streetcar.co.uk) or call us on 08455448475.

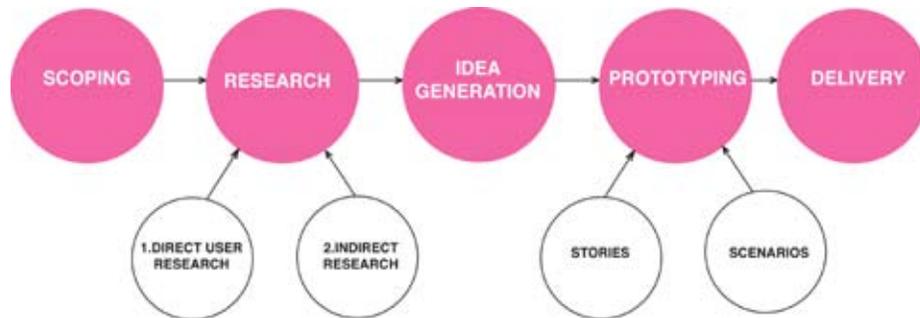
**How does it work?**

- 1. Book**  
By phone or use our easy online booking engine
- 2. Unlock**  
Your Streetcard will let you into the car.
- 3. PIN**  
Type a unique PIN into the dashboard
- 4. Drive**  
Use the car like it's your own

10.00AM ✓

# Social Design Processes and Methods

## Participle - Service Design



# Social Design Processes and Methods

## Ideo - Product and Service Design

### MODES OF ENGAGEMENT

The following pages describe each of these offerings in detail. Each offering is placed in relation to the others to compare the relative investment size, benefit to the firm, and potential for social impact. These assessments are meant to be generic and will likely need to be adjusted in one dimension or more to fit the context of your firm.

#### MODIFY THE WAY YOU WORK

1 Concept incubation	44
2 Design + implementation	46
3 Business as usual	48
4 Scale to fit	50
5 Process guide	52
6 Sabbatical	54
7 Catalogue of design challenges	56
8 Project scoping	58
9 Design review	60
10 Concept brainstorm	62

#### DEVELOPING NETWORKS

1 Industry Pact	80
2 Local partners	82
3 Design competitions	84
4 Contribute to existing networks	86

#### MODIFY YOUR STRUCTURE

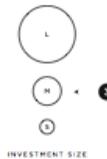
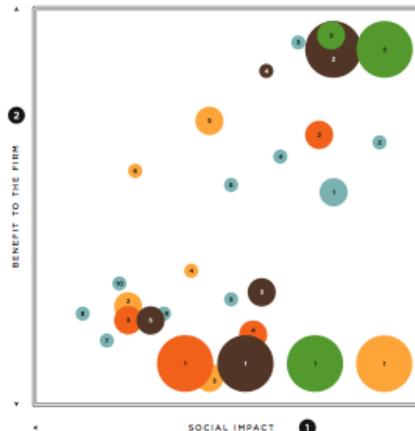
1 .org	102
2 .in/.za	104
3 Center of excellence	106

#### EDUCATE OTHERS

1 d.school .in/.za	66
2 Empathy field trips	68
3 Design certification	70
4 Intern hosting	72
5 Publishing	74
6 Process workshop	76

#### IDENTIFY FUNDING STREAMS

1 Design industry fund	90
2 Fundraising	92
3 Cross-Subsidies	94
4 3 <sup>rd</sup> party sponsorship	96
5 Project financing	98



#### 1: SOCIAL IMPACT

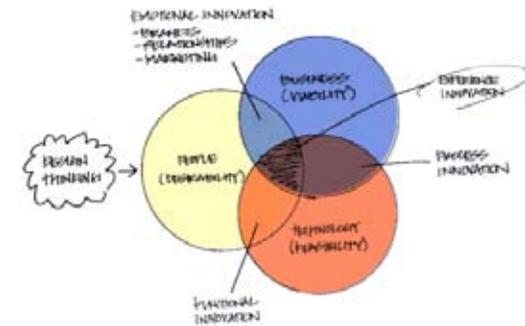
Social impact relates to the capacity of this type of work to create positive social change on communities and individuals.

#### 2: BENEFIT TO THE FIRM

Benefit to the firm includes tangible benefits such as profit as well as intangible benefits such as reputation, morale, and building expertise.

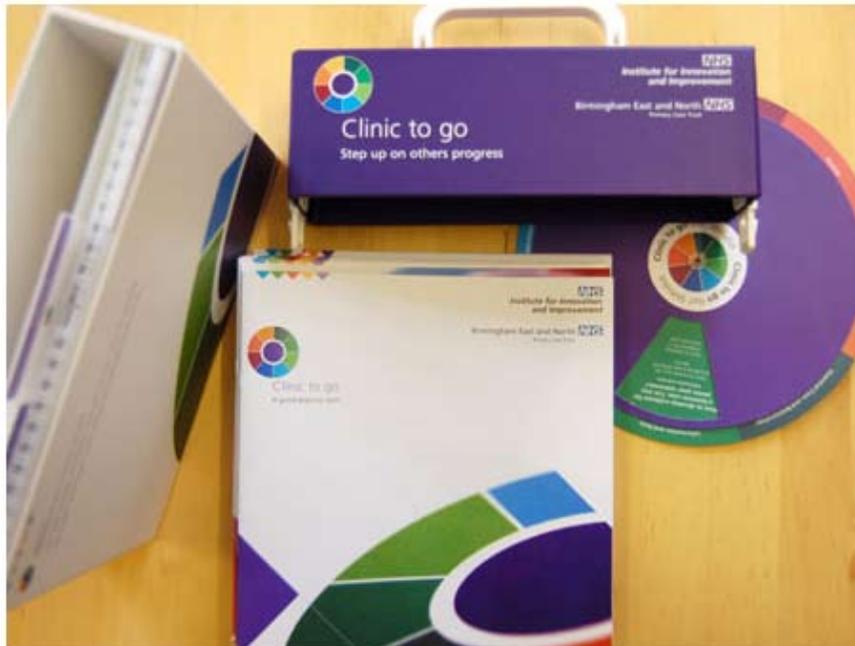
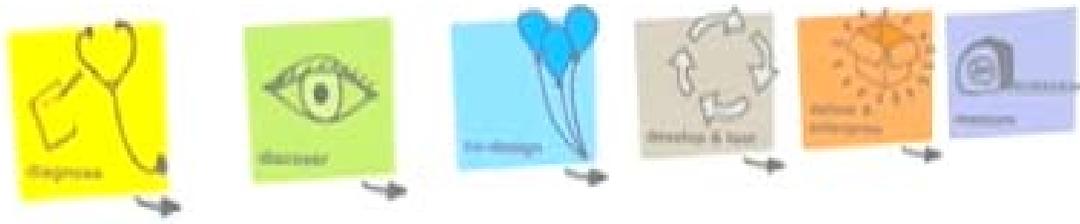
#### 3: INVESTMENT SIZE

Investment size is related to how much the firm will have to commit to in relation to how much return they will see. Investment includes time and money commitments and represents how much the design firm has to put in to make it work.



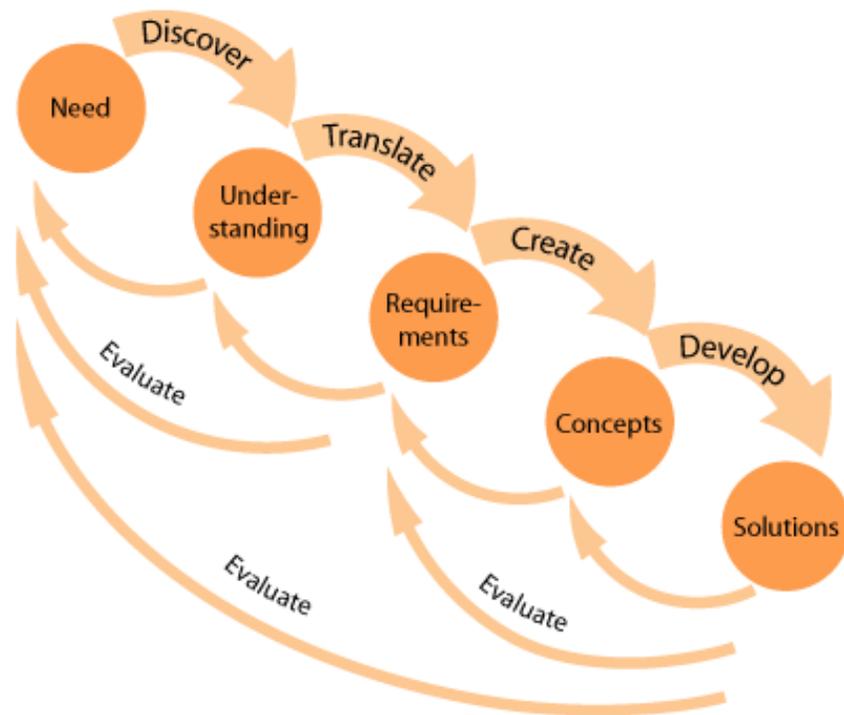
# Social Design Processes and Methods

Thinkpublic - Service Design



# Social Design Processes and Methods

Helen Hamlyn Centre - Product Design



Continuous evaluation is an essential part of a successful inclusive design process



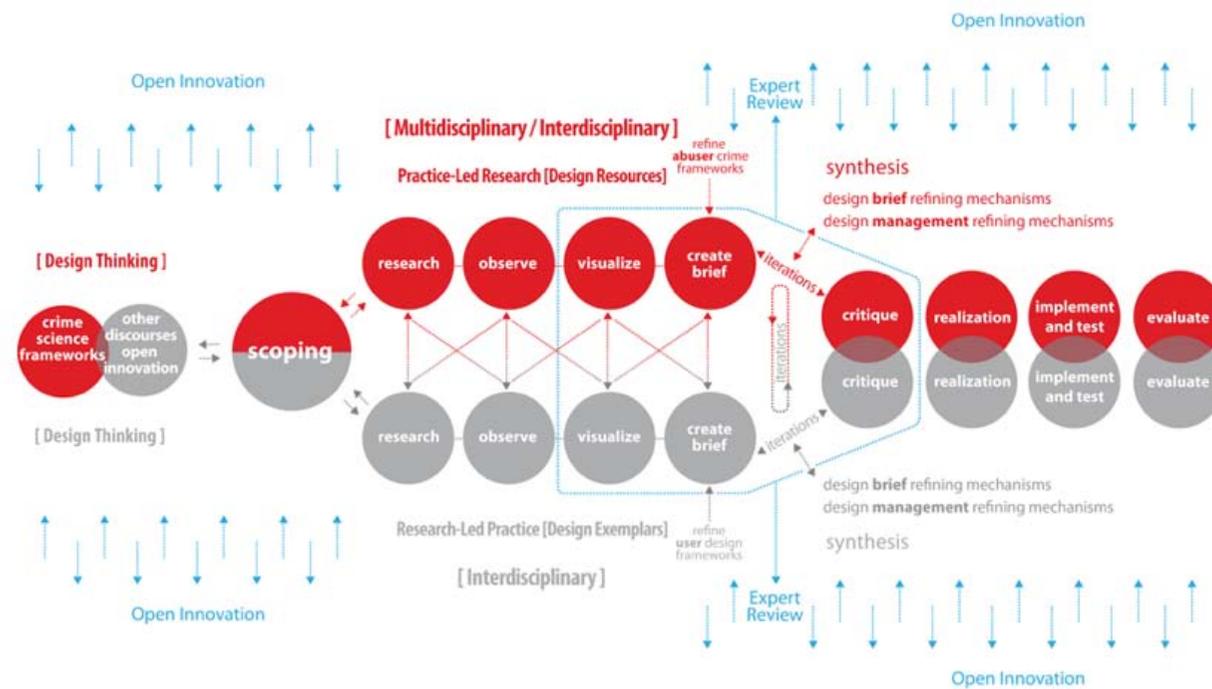
# Social Design Processes and Methods

## Design Against Crime Research Centre - Product Design

Design Against Crime

Evolved Twin Track Model of the Iterative Design Process

[ Gamman & Thorpe 2007, revised 2009 for Bikeoff ]



NB: Designers and design researchers on the red track are always *interdisciplinary*. Other collaborators may not be. A full account of the stages of research indicated above, and how this model works in practice, can be found on: <http://www.designagainstcrime.com/index.php?q=designmethodology>

Code:

- Design Researchers, Criminologists, Others
- Design Researchers, Designers, Others
- Synthesis

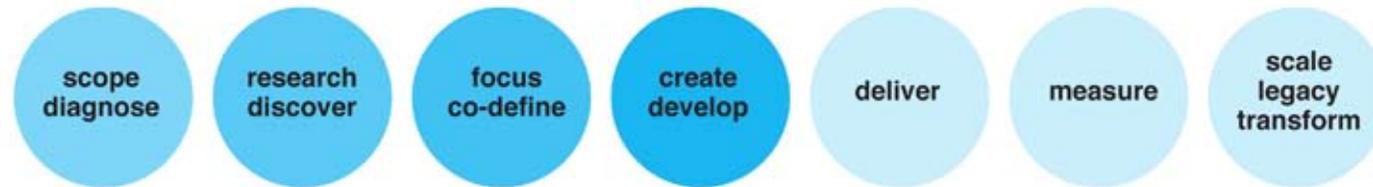
# Social Design Processes and Methods

No 'one right way' of delivering social design.

Common principles:

- \* Bottom Up as well as Top Down.
- \* Collaborative
  - > Multiple disciplines
  - > Multiple agencies
  - > Multiple stakeholders
- \* User-led (Actor Led) - to varying degrees according to stage in the process and also context of intervention
- \* Iterative

# Social Design Processes and Methods



Common stages in the social design processes

# Social Design Process



*This is where we orientate ourselves, consider our strategy & themes and look for “the space in which design can provide a solution” (D.C)*

Examine:

- \* the intervention environment
- \* opportunities for improvement/transformation, adaptation and change.
- \* existing provision around the needs/issues to be addressed.

Opportunity = probability of benefit

Risk = probability of harm

# Social Design Process



## Identify:

- \* needs (particularly those not met) - social, environmental, economic.
- \* actions & interactions around the needs/issues to be addressed.
- \* key organisations and experts – dutyholders around the needs/issues to be addressed.
- \* key stakeholders – those that have interactions with and are effected by the considered scenarios – the people we will be working with.
- \* broad issues, challenges, and questions to be addressed.

# Social Design Process



*This is where we try to find the answers to the questions we listed earlier by accessing the knowledge landscape/stakeholder landscape.*

- \* Access relevant individual, and institutional knowledge and understanding about the issues and the context we are working with
- \* Generate new knowledge and understanding about the issues and the context
- \* Bottom Up (users/stakeholders)
  - > Identify & understand experiences and needs
  - > Shortcomings of current provision
  - > Unaddressed opportunities for increased benefits (soc/econ/env)
- \* Top Down (providers/dutyholders)
  - Identify and understand incentives/policy objectives
  - Precedent solutions/interactions
  - Precedent experiences (locally and further afield) - Case Studies

# Social Design Process



*The aim is to get the answers to all (or most) of the questions we asked earlier to fully understand the context you are working in.*

- \* Identify the multiple 'design drivers' and how they interrelate.
- \* Start to understand "what a successful intervention might look like" (Engine) – performance indicators.
  
- \* Primary research – direct research (qualitative)
  - > Working with users and stakeholders to understand their lives
  - > Map actions and interactions - people, organisations, products and services
  - > Understand social and service networks
  - > Clarify needs and desires
  
- \* Secondary research - indirect research (quantitative)
  - > Observations of people, places, actions, interactions
  - > Iterative reviews (desk/web based research)
  - > Policy reviews
  - > Review of existing provisions, the structure of the organisations that deliver them, how they are delivered and how their performance is evaluated.

# Social Design Process



*This is where we narrow things down towards the co-creation of design brief. A process or 'sensemaking' - translating research findings into a common understanding of issues and context.*

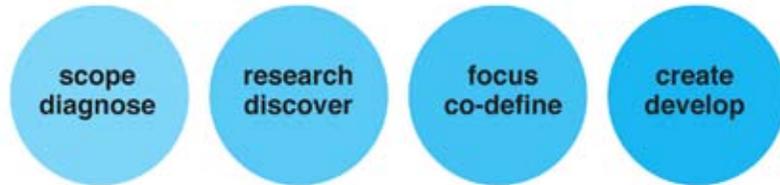
- \* Review and analyse the findings of the research and discovery stage.
- \* Align multi-stakeholder objectives and requirements (design drivers)
- \* Re-define multi-stakeholder objectives and requirements as clearly articulated design questions/problems.
- \* Mediate conflicts between multi-stakeholder priorities (manage and resolve)
- \* Define design priorities according to context and opportunity.
- \* Define design objectives (performance indicators) and how they will be measured.

# Social Design Process



- \* Multi-disciplinary research synthesised into inter-disciplinary understanding.
- \* Visualisation (common language/understanding) enables engagement & contribution of multiple stakeholders (disciplines).  
Facilitates co-design of brief.
- \* Information into knowledge. Knowledge into know how.
- \* Co-design practices – stakeholder workshops that allow people to respond to emerging briefs to propose their own solutions/concepts (and in doing so articulate requirement – and sometimes solutions!)

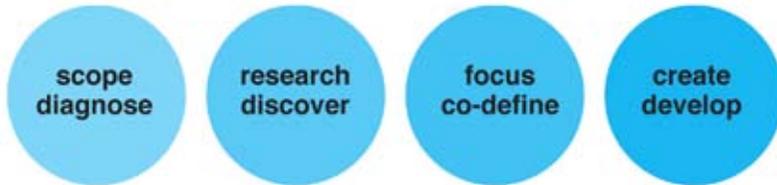
# Social Design Process



*Product or service concepts are realised in response to the brief.*

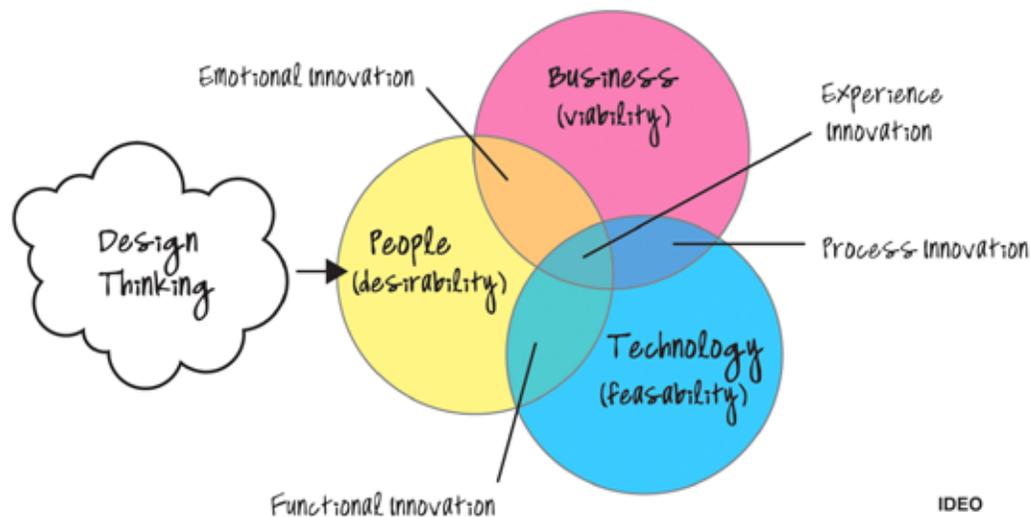
- \* Models and prototypes are created (product)
- \* Stories and scenarios and mockups are created (service)
- \* Tested with users and other stakeholders and actors
- \* Concepts are challenged and changed (refined and developed)
- \* Iterative process to 'hone' proposals into workable propositions.
- \* Identify barriers and mediate conflicts according to context and agreed design objectives.
- \* This iterative refinement through stakeholder feedback is key to providing usable, quality products and services that maximise stakeholder (social) value.

# Social Design Process

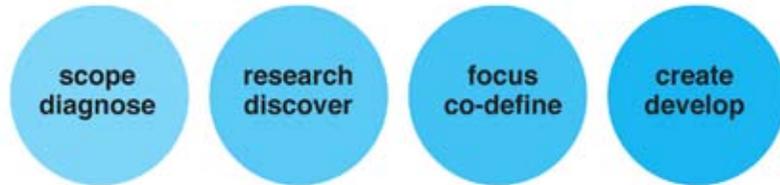


*Aim is to refine and realise prototypes that are:*

1. Desirable: People: Functionality (use and abuse), Look and Feel.
2. Viable: Business: economically sustainable, add value and market opportunity.
3. Feasible: Technology: Materials and processes (manufacture)

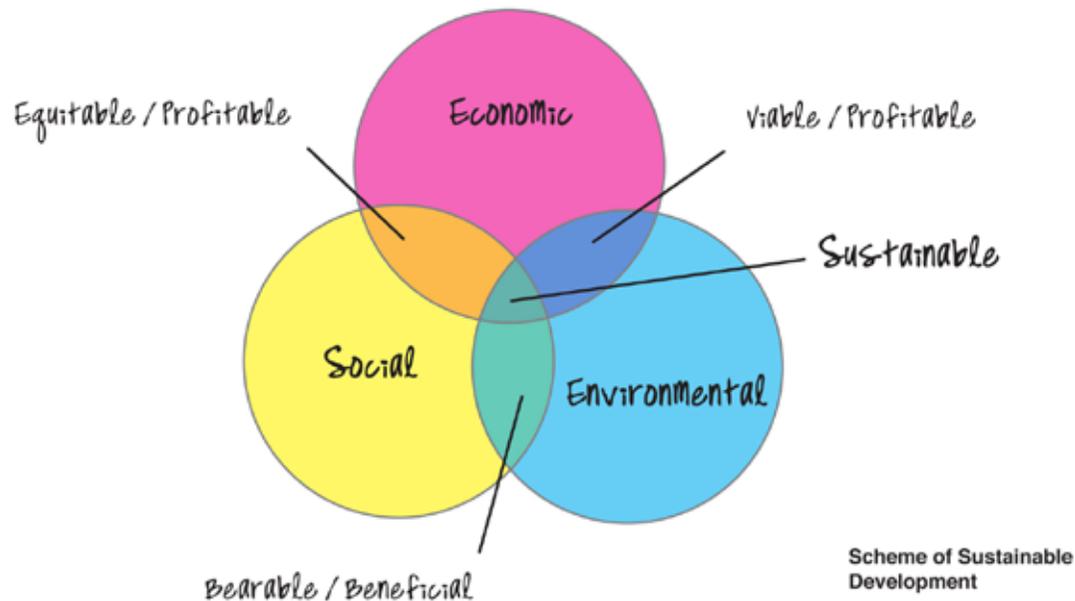


# Social Design Process

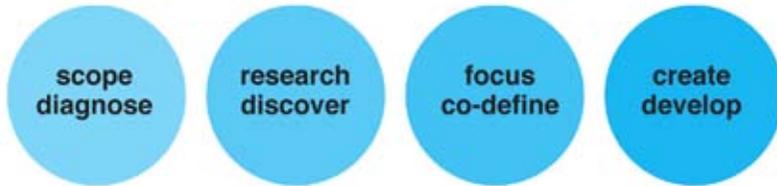


*Also, with social design these aims need to be equated with sustainability issues.*

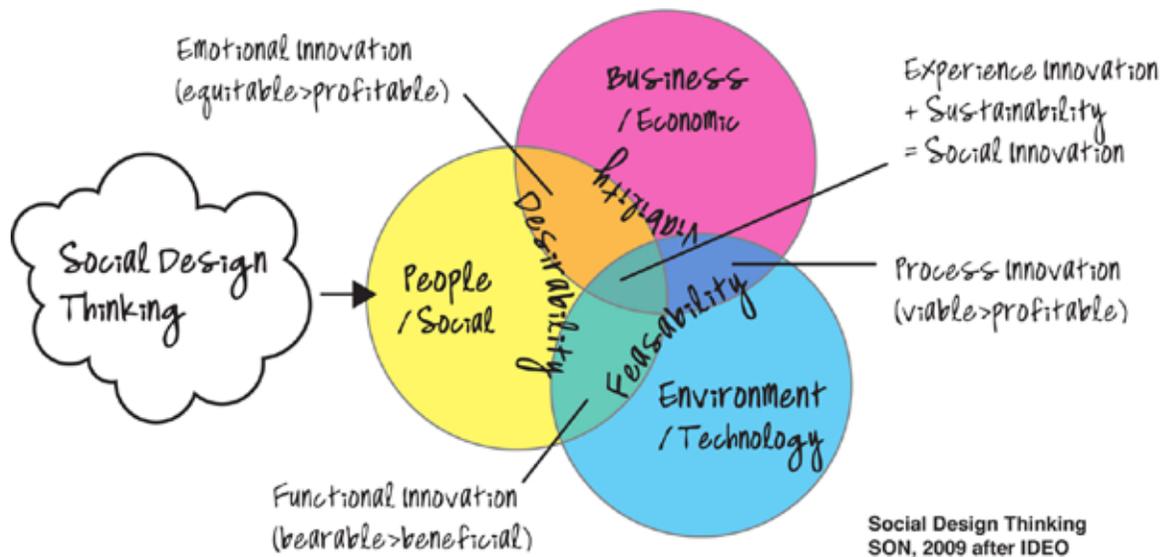
Social: Equitable > profitable  
Environment: Bearable > beneficial  
Economic: Viable > profitable



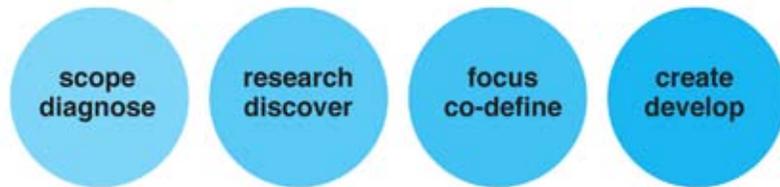
# Social Design Process



*What we are looking for is a combination of the two.*



# Social Design Process

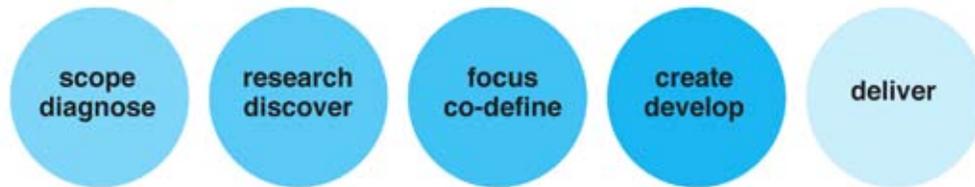


This is also the time to develop a business plan – particularly if delivery is via social enterprise – a plan that shows how proposals will work in practice – who will run it (stakeholder rather than designer)? How will it be funded?

Outputs of **Create/develop** phase:

Service: Detailed service specification and 'touchpoint' proposals and prototypes.  
Product: Detailed product specification, design and production proposals and prototypes.

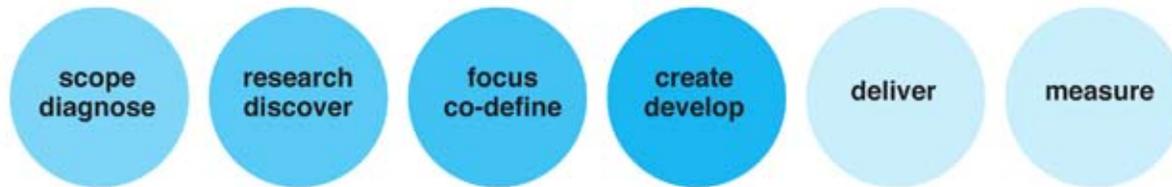
# Social Design Process



- \* Review the final proposal. How will this social innovation be delivered?  
Social Design? Social Enterprise?
- \* What delivery mode will be used? Licensing? To who?
- \* Who will manufacture and distribute?
- \* How much will it cost?
- \* How will you market, sell and distribute it?
- \* How many must you sell to break even?
- \* How have you considered legal and financing issues?

The enterprise section of this site can assist when proposals reach this stage.

# Social Design Process



Being able to measure performance against your agreed indicators is essential to understanding the impact and effectiveness of your design.

- \* Supports ongoing improvement
- \* Tests efficacy of proposals prior to scaling and mainstreaming  
- perhaps in other contexts

# Social Design Process



- \* Social design seeks to maximise social and environmental benefit over time.
- \* Consider the long-term impact of proposals and the maintenance and servicing they may require over time.

# Social Design Methods

Methods structure design processes and can be used to deliver different outcomes at different times in the process. They aid communication and collaboration and can help with:

- \* Having ideas
- \* Selecting ideas
- \* Understanding users
- \* Running workshops
- \* Researching Information
- \* Analysing research
- \* Prototyping

Engine: Social Innovation Lab for Kent (SILK)  
<http://socialinnovation.typepad.com/silk/tools/>

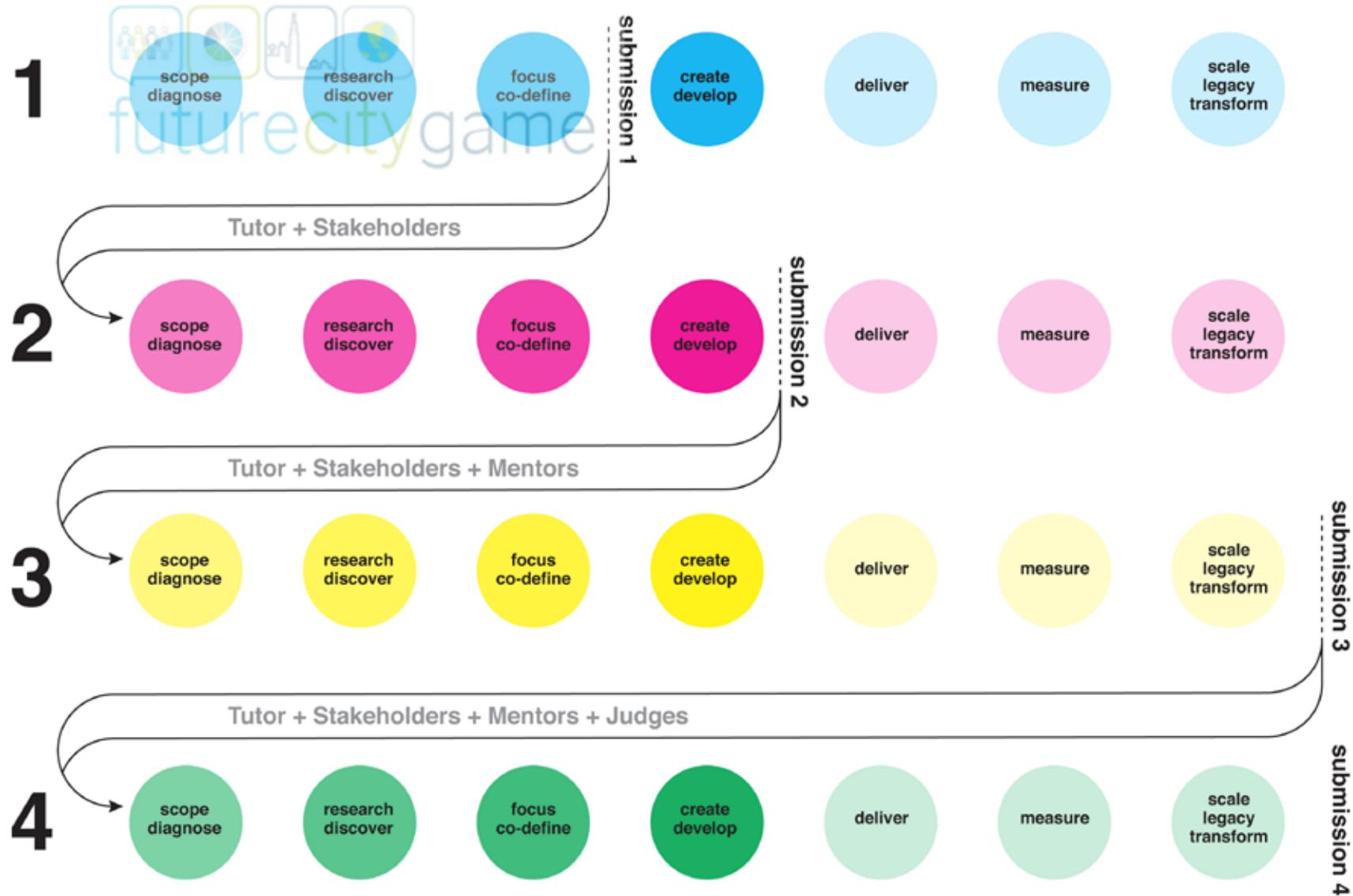
Design Council: Method bank.  
<http://www.designcouncil.org.uk/en/About-Design/Design-Methods/>

# SON Competition Process

Common principles (reminder):

- \* Bottom Up as well as Top Down.
- \* Collaborative
  - > Multiple disciplines
  - > Multiple agencies
  - > Multiple stakeholders
- \* User-led (Actor Led) - to varying degrees according to stage in the process and also context of intervention
- \* Iterative

# SON Competition Process



Thank you.

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