USERS AS CO-DESIGNERS IN PUBLIC SERVICES

WHY AND HOW USERS SHOULD BE INVOLVED IN PUBLIC SERVICE DESIGN

Jakob Trischler

SERVICE RESEARCH CENTER
CTF | CENTRUM FÖR TJÄNSTEFORSKNING

jakob.trischler@kau.se
@JakobTrischler
https://www.kau.se/en/ctf

Agenda

Part 1
8.35 – 8.50 Arguments around why users should be involved in public service design.
8.50 – 9.00 Discussion (picking up your questions in the chat) and break

Part 2
9.00 – 9.20 Ways on how public service design can be (more) inclusive of users.
9.20 – 9.30 Discussion (picking up your questions in the chat) and conclusion

First up - some terms clarified

User

Those who use public services.

User involvement

Users engage in and take over innovation activities.

Service design

A creative, human-centered and iterative approach to service innovation.

Why should users be involved in public service design?

Argument 1

Users are a source of innovation!

Organization Science
Vol. 22, No. 6, November–December 2011, pp. 1399–1417
ISSN 1047-7039 | EISSN 1526-5455 | 11 | 2206 | 1399

http://dx.doi.org/10.1287/orsc.1100.0618

Modeling a Paradigm Shift: From Producer Innovation to User and Open Collaborative Innovation

Carliss Baldwin
Harvard Business School, Boston, Massachusetts 02163, cbaldwin@hbs.edu
Eric von Hippel
Sloan School of Management, Massachusetts Institute of Technology, Cambridge, Massachusetts 02141, evhippel@mit.edu

In this paper, we assess the economic viability of innovation by producers relative to two increasingly important alternative models: innovations by s
and architectures and comm
users and open collaborati
of the economy. We explai
practice. We discuss impor

Key words: user innovatior
History: Published online i

The User Innovation Paradigm: Impacts on Markets and Welfare

Alfonso Gambardella,[a] Christina Raasch,[b] Eric von Hippel[c]

[a] Department of Management and Technology and Center for Research in Innovation, Organization and Strategy, Bocconi University, 20136 Milan, Italy; [b] TUM School of Management, Technische Universität München, 80333 München, Germany; [c] MIT Sloan School of Management, Massachusetts Institute of Technology, Cambridge, Massachusetts 02139

Contact: alfonso.gambardella@unibocconi.it (AG); christina.raasch@the-klu.org (CR); evhippel@mit.edu (EvH)

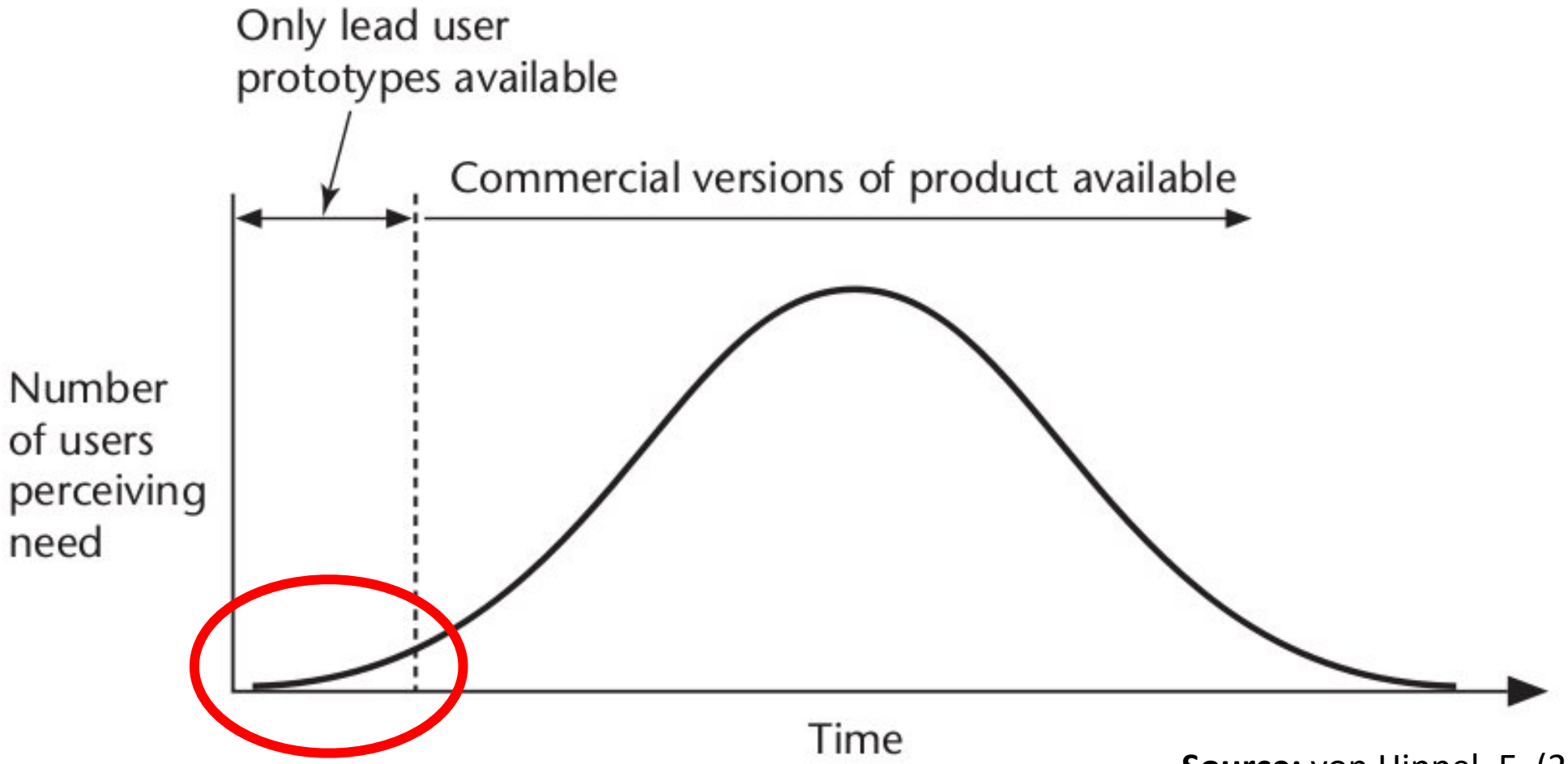
Received: June 14, 2012
Revised: March 25, 2014; January 6, 2015; March 27, 2015
Accepted: July 4, 2015
Published Online in Articles in Advance: April 4, 2016

https://doi.org/10.1287/mnsc.2015.2393

Abstract. Innovation has traditionally been seen as the province of producers. However, theoretical and empirical research now shows that individual users—consumers—are also a major and increasingly important source of new product and service designs. In this paper, we build a microeconomic model of a market that incorporates demand-side innovation and competition. We explain the conditions under which firms find it beneficial to invest in supporting and harvesting users' innovations, and we show that social welfare rises when firms utilize this source of innovation. Our modeling also indicates reasons for policy interventions with respect to a mixed user and producer innovation economy.

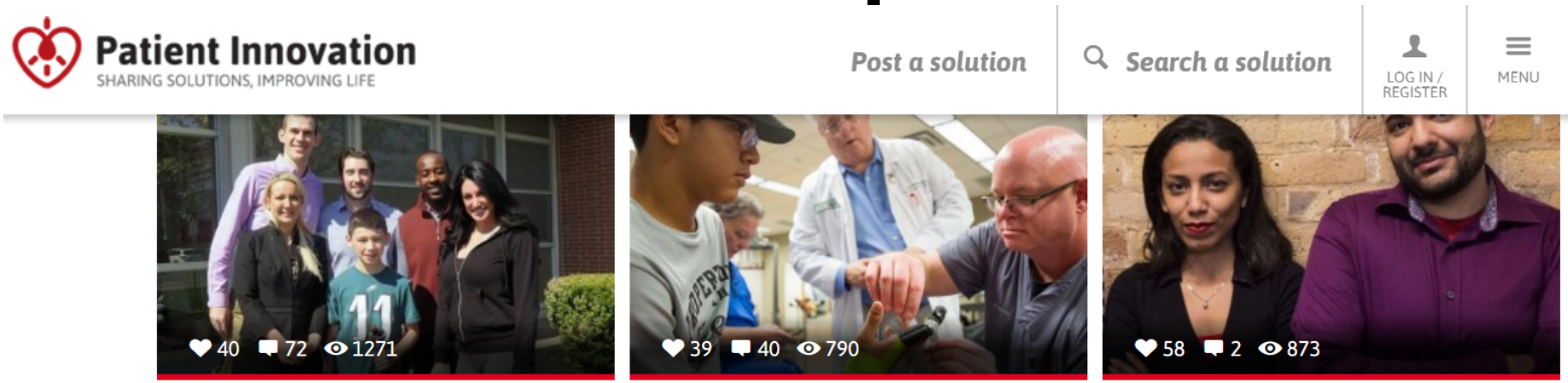
Argument 2

Users often innovate before firms do!



Source: von Hippel, E. (2006). Democratizing Innovation. MIT Press.

User innovation with ‘no producer involved’



Source: https://patient-innovation.com/

Argument 3

Users have access to ‘use knowledge’!

J PROD INNOV MANAG 2012;29(2):245–256

DOI: 10.1111/j.1540-5885.2011.00893.x

The Value of Crowdsourcing: Can Users Really Compete with Professionals in Generating New Product Ideas?*

Marion K. Poetz and Martin Schreier

Generating ideas for new products used to be the exclusive domain of marketers, engineers, and/or designers. Users have only recently been recognized as an alternative source of new product ideas. Whereas some have attributed great potential to outsourcing idea generation to the “crowd” of users (“crowdsourcing”), others have clearly been more skeptical. The authors join this debate by presenting a real-world comparison of ideas actually generated by a firm’s professionals with those generated by users in the course of an idea generation contest. Both professionals and users provided ideas to solve an effective and relevant problem in the consumer goods market for baby products. Executives from the underlying company evaluated all ideas (blind to their source) in terms of key quality dimensions including novelty, customer benefit, and feasibility. The study reveals that the crowdsourcing process generated user ideas that score significantly higher in terms of novelty and customer benefit, and somewhat lower in terms of feasibility. However, the average values for feasibility—in sharp contrast to novelty and customer benefit—tended to be relatively high overall, meaning that feasibility did not constitute a narrow bottleneck in this study. Even more interestingly, it is found that user ideas are placed more frequently than expected among the very best in terms of novelty and customer benefit. These findings, which are quite counterintuitive from the perspective of classic new product development (NPD) literature, suggest that, at least under certain conditions, crowdsourcing might constitute a promising method to gather user ideas that can complement those of a firm’s professionals at the idea generation stage in NPD.

Journal of Service Research
2018, Vol. 21(1) 75-100

DOI: 10.1177/1094670517714060
journals.sagepub.com/home/jsr
SAGE

The Value of Codesign: The Effect of Customer Involvement in Service Design Teams

Jakob Trischler[1], Simon J. Pervan[2], Stephen J. Kelly[3], and Don R. Scott[4]

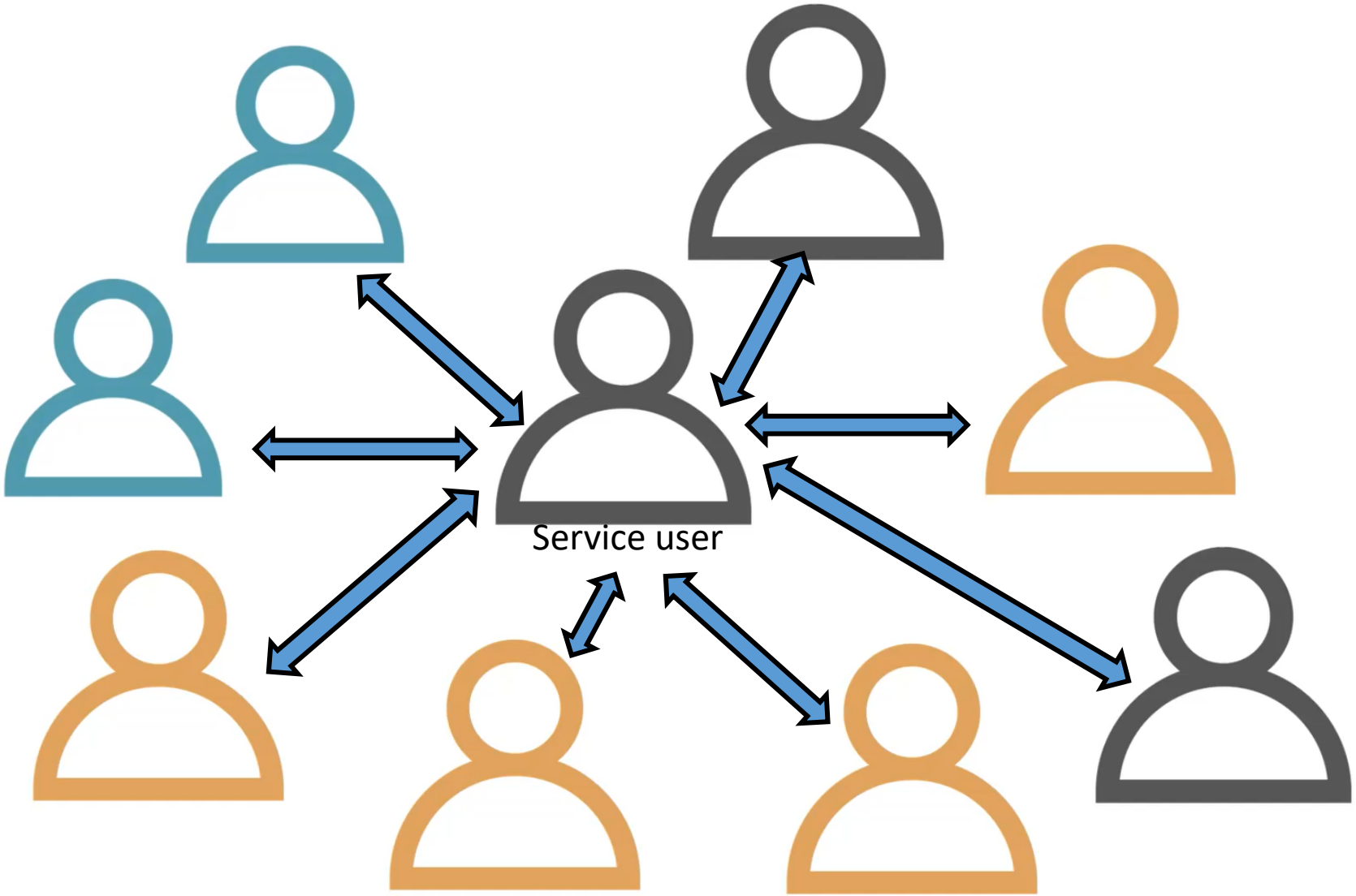
Abstract

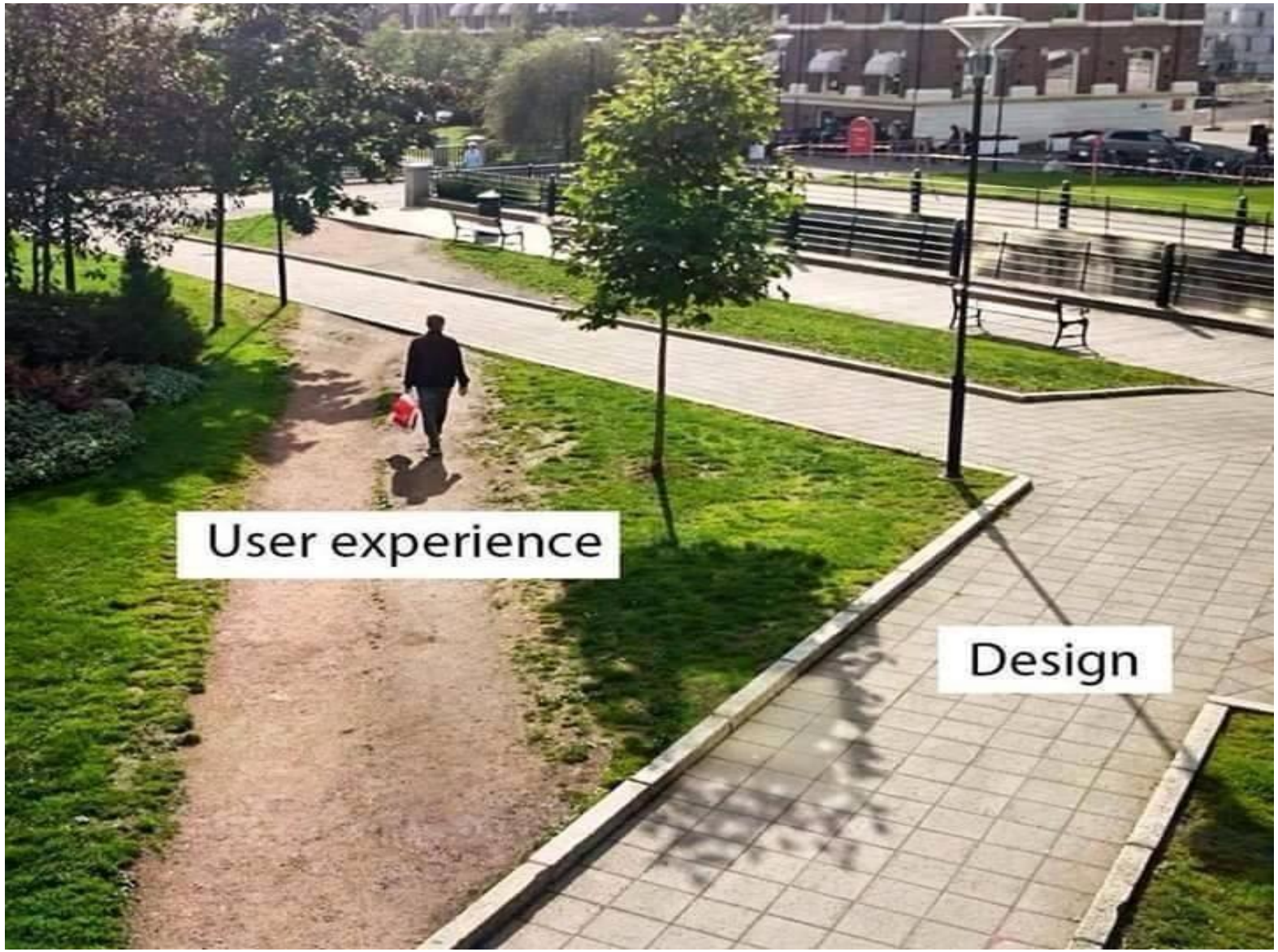
Codesign allows a design team to combine two sets of knowledge that are key to service design: Customer insights into latent user needs and in-house professionals’ conversion of promising new ideas into viable concepts. While some studies highlight the potential of codesign, others are more skeptical pointing to a lack of clarity over how the involvement of customers affects the design process and outcomes. This article addresses this knowledge gap by reporting on a real-world comparison of design concepts generated by codesign teams with those generated by an in-house professional team and a team solely made up of users in the course of a library service ideation contest. The comparison indicates that codesign teams generate concepts that score significantly higher in user benefit and novelty but lower in feasibility. However, these outcomes are only possible in cohesive teams that develop design concepts collaboratively. In contrast, in teams where individuals dominate, conflict, less collaboration, and diminished innovation outcomes are more likely. The findings add to a better understanding of the value of codesign and shed light on the complex relationship between design team composition, intrateam factors, and innovation outcomes. Service designers obtain recommendations for selecting customers, assembling teams, and managing intrateam dynamics to enhance codesign success.

Keywords

codesign, service design, customer cocreation, team research

Activity system





(Picture source: IDEO)

Challenge: Understanding the <u>system</u> surrounding the user's activities.

Discussion Time!

How can public service design be (more) inclusive of users?

Policy level

Contents lists available at ScienceDirect

Research Policy

journal homepage: www.elsevier.com/locate/respol

Decision-makers' underestimation of user innovation

Philip Bradonjic[a], Nikolaus Franke[a,*], Christian Lüthje[b]

[a] Institute for Entrepreneurship and Innovation, Vienna University of Economics and Business, Austria
[b] Institute of Innovation Marketing, Hamburg University of Technology, Germany

ARTICLE INFO

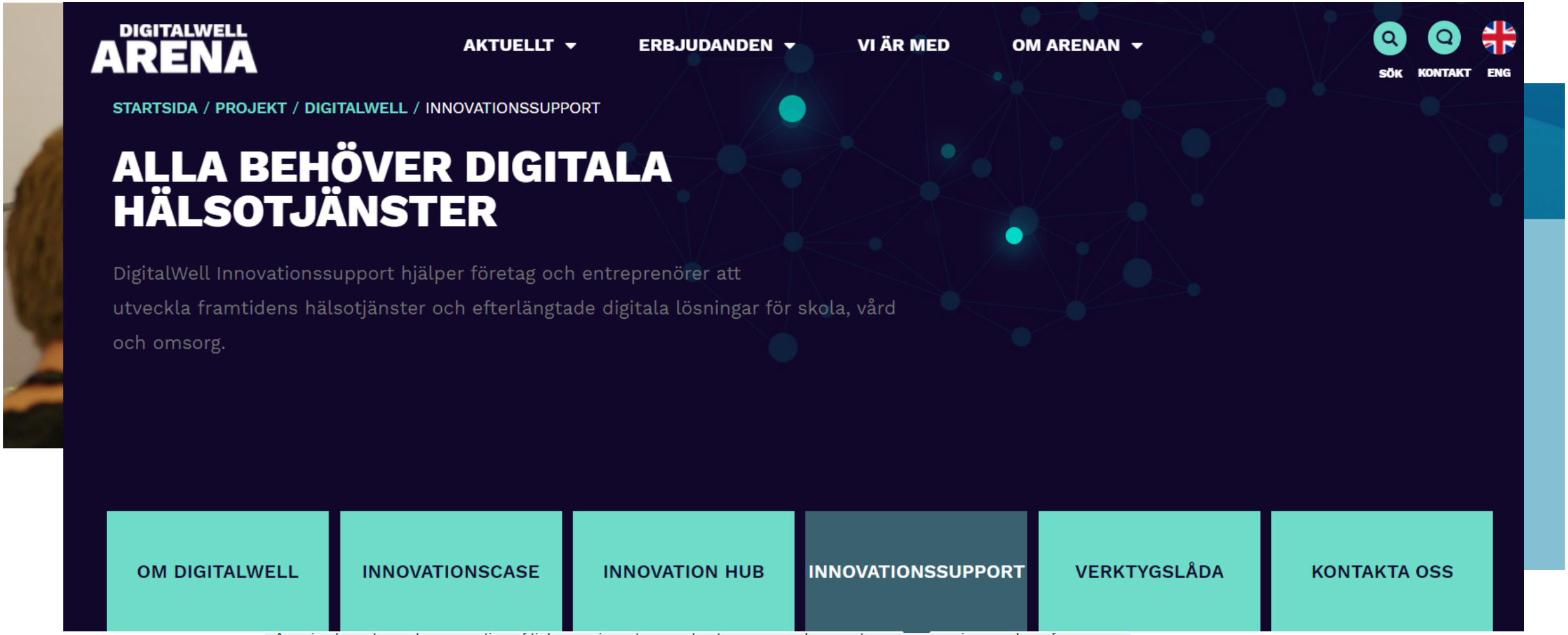
Keywords:
User innovation
Sources of innovation
Theory practice gap
Decision-makers
Biases

ABSTRACT

In the past few decades, much research has documented the importance of users as sources of innovations. Over the last 10 years, *Research Policy* alone has published 56 research articles investigating this phenomenon. We ask to what degree the findings of users as innovators have been absorbed by decision-makers responsible for new product development (managers) and by those who shape the contextual conditions for innovation (policy makers and public administration). A realistic perception of the sources of innovation is important as it constitutes the basis for a rational allocation of resources and thus indirectly impacts the innovation performance of companies and societies at large.

In a large-scale survey of n = 1500 decision-makers, we found support for a substantial underestimation of users as a source of innovation: While the true proportion of user innovation among the most valuable 1678 innovations in nine industries is 54.4% (as established in existing research articles), decision-makers estimate it to be 21.7%. A content analysis of transfer media (450 academic textbooks, popular innovation books, and business articles) underscores this theory-practice gap: Of 3469 text paragraphs dealing with the sources of innovation, only 2.7% mention users as innovators. We develop six propositions on the reasons for and consequences of this underestimation that may serve as a starting point for future research and practical consequences.

Open data



America has always been a nation of tinkerers, inventors, and entrepreneurs. In recent years, a growing number of Americans have gained access to technologies such as 3D printers, laser cutters, easy-to-use design software, and desktop machine tools. This, in combination with freely available information about how to use, modify, and build upon these technologies and the availability of crowd funding platforms, is enabling more Americans to design and build almost anything.

Sources:

https://international.stockholm.se/governance/smart-and-connected-city/open-data/
https://obamawhitehouse.archives.gov/nation-of-makers
https://hhk3.kau.se/im/
https://digitalwellarena.se/projekt/digitalwell/innovationssupport/

Hack the Crisis

Save lives

Healthcare officials together with the medical industry are racing against the virus, trying to find new and better solutions. Could there be other (indirect) solutions to help individuals stay safe?

Save communities

Communities are struggling to keep their operations and communications running now that physical distancing is the new norm. How could the communities maintain their (online) communication and promote social solidarity?

Save businesses

COVID-19 is impacting businesses hard. Organizations find themselves struggling financially and many may have to lay off people. What kind of new revenue streams can businesses create on a tight schedule? Are there solutions to ensure that the aftermath of all of this goes smoothly?

Source: https://www.hackthecrisis.se/

Project level

Shifting design activities to users

Want to solve problems that matter? You're in the right place.

I have an idea!

openIDEO

Get support to make an impact on big societal issues.

Connect with innovators in your city and worldwide.

Build your skills using IDEO's design thinking approach.

Access resources to help rapidly develop your ideas.

BUT: User involvement cannot be realized based on a 'built-it-and-they-will-come' mindset.

Understanding user motivations

Cognitive benefits (seeking enhanced knowledge/understanding of the field)

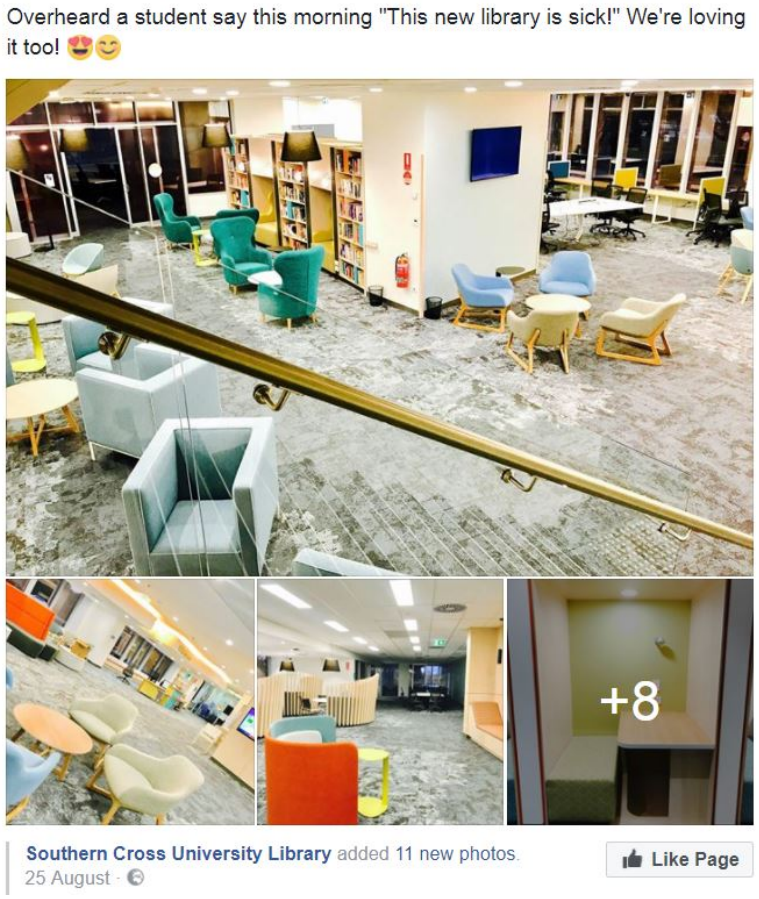
Hedonic benefits (enjoyment in participating)

Personal benefits (seeking personal reputation, status)

Social benefits (seeking ties and communication with other participants)

Source: Nambisan, S., & Baron, R. A. (2009). Virtual customer environments: testing a model of voluntary participation in value co-creation activities. Journal of Product Innovation Management, 26(4), 388-406.

Library studies with ‘extreme users’

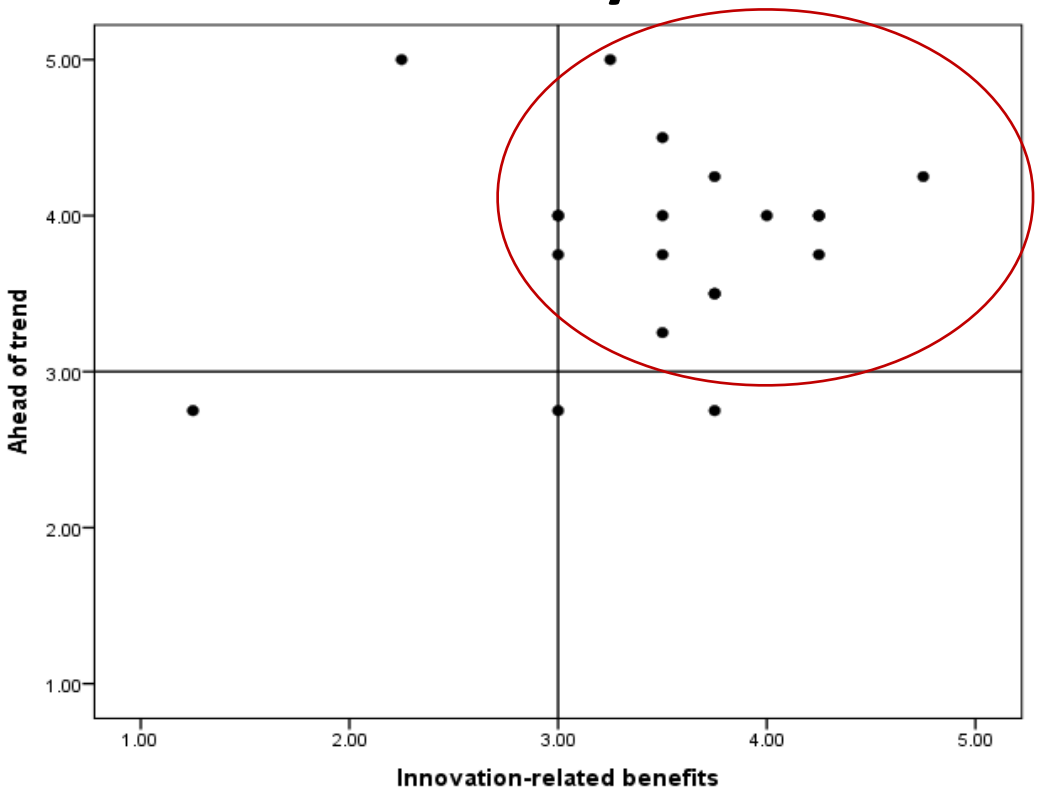


Source: Trischler, J., Pervan, S. J., Kelly, S. J., & Scott, D. R. (2018). The value of codesign: The effect of customer involvement in service design teams. Journal of Service Research, 21(1), 75-100.

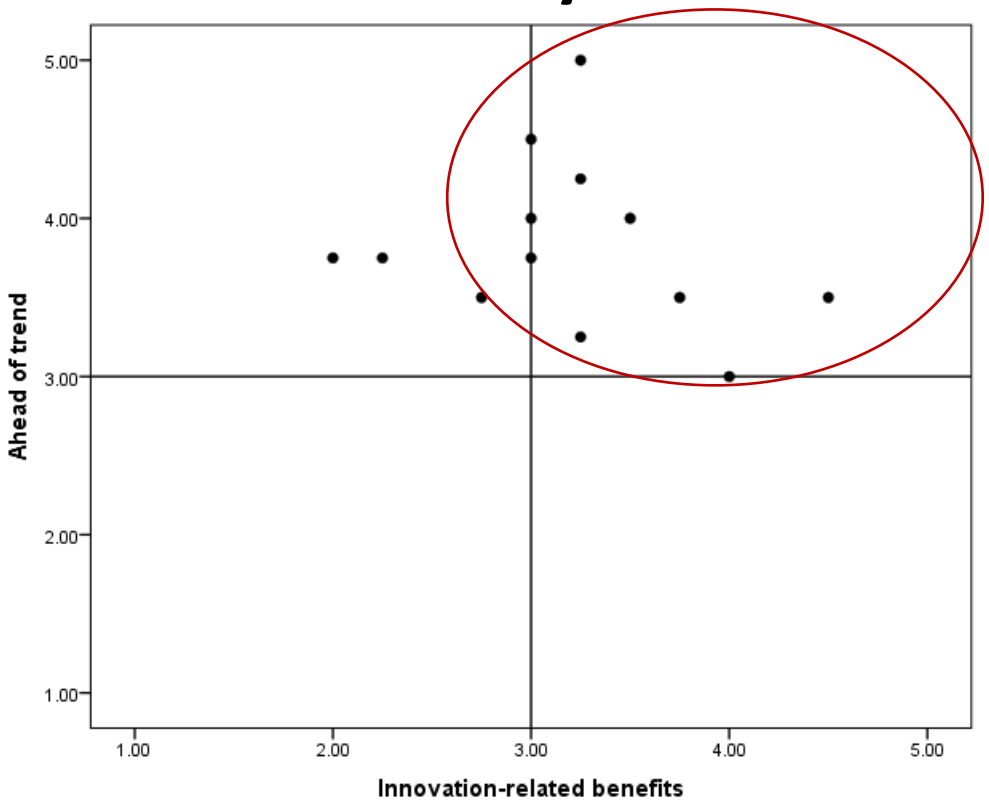
Self-selected users

Distribution of lead user characteristics

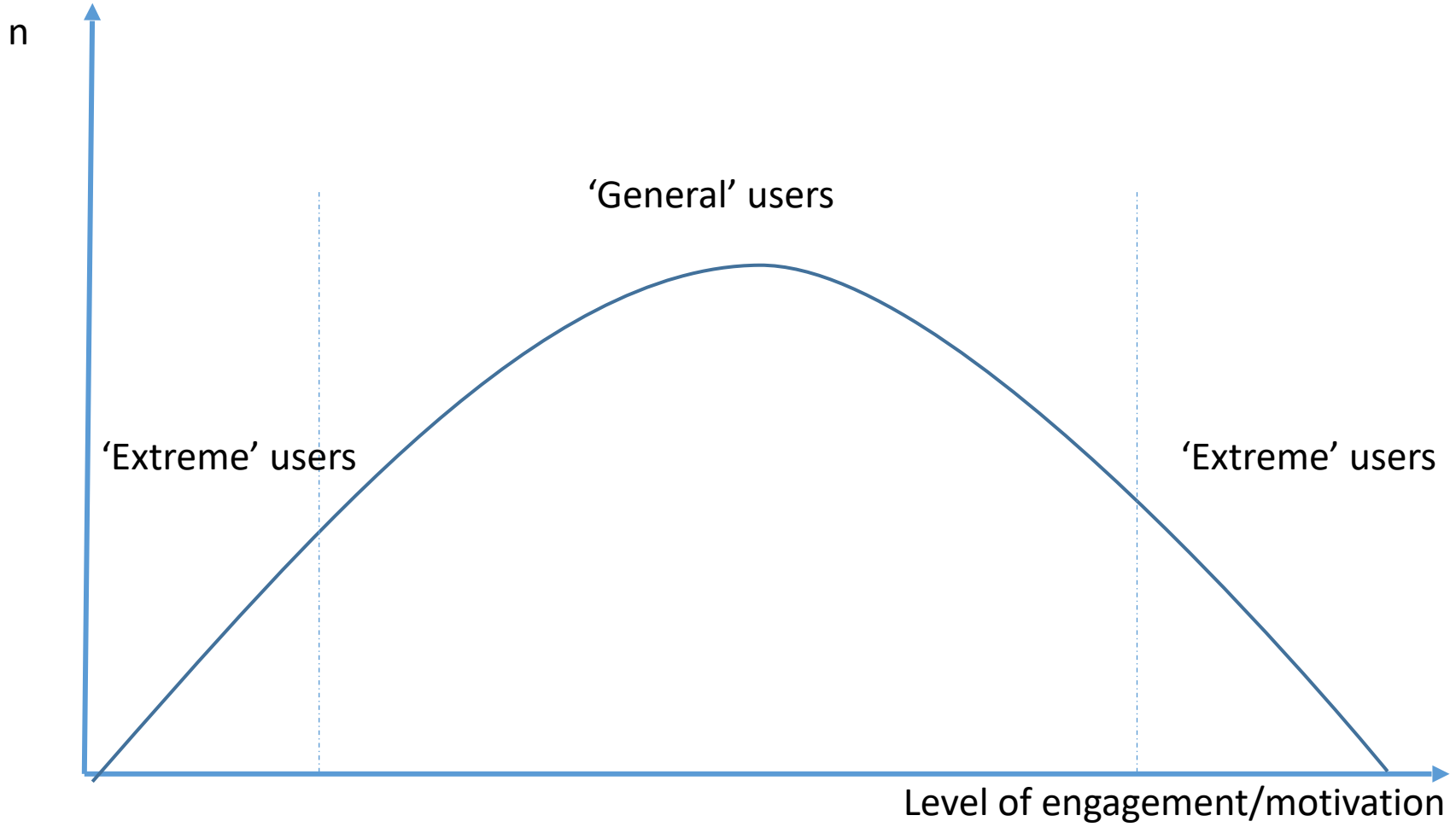
Study 1



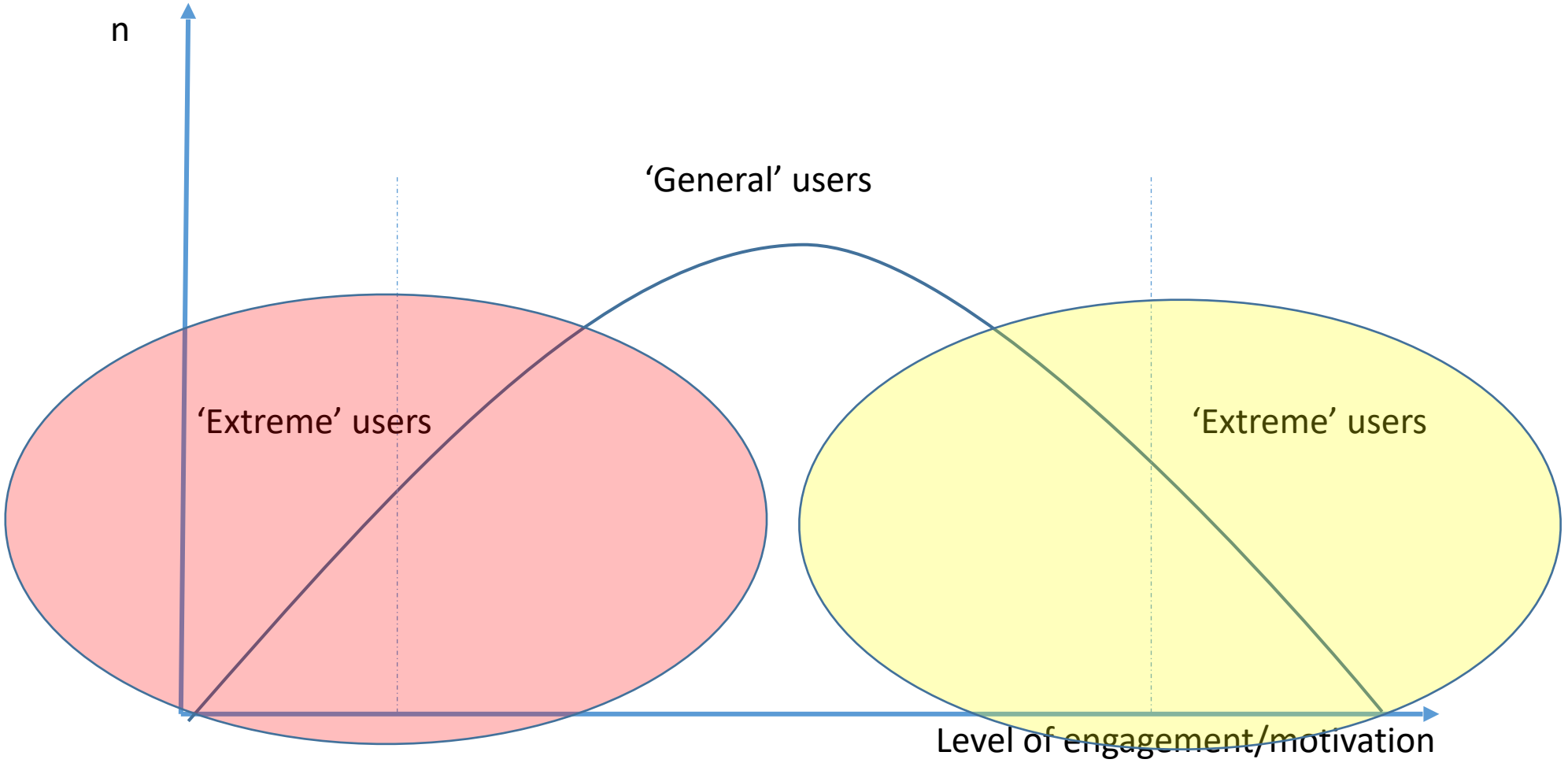
Study 2



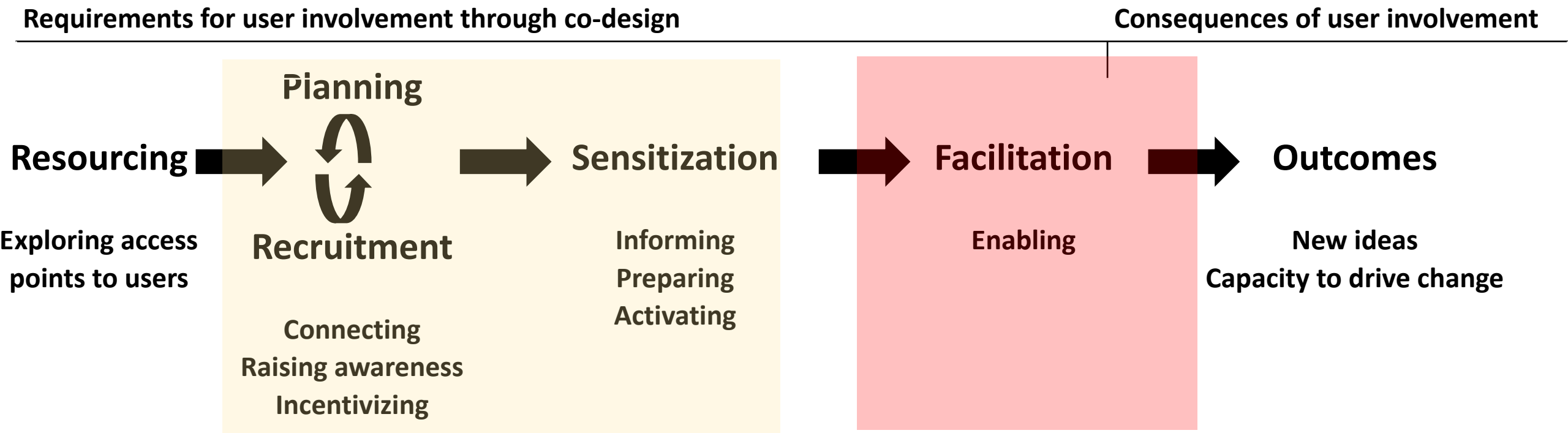
Who should be involved?



Self-selection a justified approach to public service design?



Co-design with (non-engaged) users



Source: Trischler, J., Dietrich, T., & Rundle-Thiele, S. (2019). Co-design: from expert-to user-driven ideas in public service design. Public Management Review, 21(11), 1595-1619.

Discussion Time!

SERVICE RESEARCH CENTER
CTF | CENTRUM FÖR TJÄNSTEFORSKNING

jakob.trischler@kau.se
@JakobTrischler
https://www.kau.se/en/ctf