

## Self-assessment by Satoru Tokuhisa

SUBMITTED ON 21 MAR 2022



### A summary about me:

After I got Ph.D. in Human-Computer Interaction, I am now teaching courses related to Human-Computer Interaction, Service Design, and Design Thinking at the Graduate School of Design, Kyushu University. I have been running startup companies while still in graduate school, and currently serve as an advisor to a financial service company and a coconut distilling company. I also provide consulting services in the areas of new business development and service design based on my experience at a design consulting firm.

### I currently work as a/at:

Associate Professor, Faculty of Design, Kyushu University <https://www.design.kyushu-u.ac.jp/en/home/>  
Co-Founder, Advisor: Navigator Platform Inc. <https://navipla.com/>  
Co-Founder, Advisor: Wanic Co., Ltd. <https://wanic.asia/en/>  
Founder, Innovation lead: Interdisciplinary design lab. <https://www.dangkang.com/en/>

### My LinkedIn profile:

<https://www.linkedin.com/in/dangkang/>

### My social media channels:

twitter: <https://twitter.com/dangkang>

### My educational background:

Ph.D. in Media and Governance, 2007, Keio University, Japan.  
Master of Media and Governance, 2004, Keio University, Japan.  
Bachelor of Political Science, 2002, Keio University, Japan.

I learned service design at Keio University mainly supervised by Prof. Okude who is one of the most influential researchers in the field of Design Thinking and Service Design in Japan.

### The following theories are the key components of my approach to service design:

My approach to service design is based on three theories.

The first is Human Centered Design which is based on process such as research, analysis, concept development, prototyping, evaluation, and their iterations. In the research and analysis phases, I use methods based on phenomenology and ethnography. These methods not only enable data-driven design, but also improve the quality of the value proposition through iteration.



The second is Service Dominant Logic. It not only considers the context of the value proposition as a service ecosystem consisting of micro, macro, and micro, but also brings the concepts of resource integration and service exchange into service design to realize multi-layered service design.

The third is Effectuation. Based on effectuation, which is the common behavioral logic of successful entrepreneurs, we can design services and new businesses that originate from the skills, knowledge, and networks of current entrepreneurs and companies, and achieve a high probability of business success.

### **These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:**

Designing for the Digital Age [1] is a book that introduces a whole process of Human Centered Design, but it doesn't include business design. Effectuation [2] can support how entrepreneurs and companies should start their business and Service-Dominant Logic [3] can support how we design a service ecosystem including a process of resource integration, service exchange, and institutional arrangement.

[1] Kim Goodwin & Alan Cooper (2011) Designing for the Digital Age: How to Create Human-Centered Products and Services, Wiley; 1st edition.

[2] Saras D. Sarasvathy (2009) Effectuation: Elements of Entrepreneurial Expertise (New Horizons in Entrepreneurship series)

[3] Robert F. Lusch & Stephen L. Vargo (2014) Service-Dominant Logic: Premises, Perspectives, Possibilities, Cambridge University Press

### **I have X years of working experience in service design:**

13

### **My working experience in service design includes involvement in:**

- Service design projects
- Service design consultancy
- Service design training

### **I have particular experience in the following service sectors:**

Healthcare, Finance, Education, E-commerce, Media, Manufacturing and Foods

### **I have conducted X service design projects that aim at creating improvements or innovations within organisations:**

18

### **These are the service design projects I have successfully delivered:**

Toppan GCP

duration of project (from-to): 2021-present

organisation: Toppan Printing Company

topic: IT

outcome: a design guideline for real-time multi-language translation application

impact: the common design guideline of translation apps on a multi platform which will be used at the Osaka World Expo 2025

links: no data

Creative Leadership Program

duration of project (from-to): 2019-present

organisation: Kyushu University Graduate School of Design

topic: Education

outcome: a certificate program for the graduate student to learn design, art, business and entrepreneurship.

impact: The 1st creative leadership program in the national university in Japan.



links: <https://www.cli.design.kyushu-u.ac.jp/>

#### LIMO

duration of project (from-to): 2018-present

organisation: Navigator Platform Inc.

topic: Finance, Media

outcome: a web service for users who are interested in money connected to life.

impact: Earned 1.6 million PV per month in June 2021 on its own.

links: <https://limo.media/>

Service with telepresence robots for elderly care facilities

duration of project (from-to): 2017-2018

organisation: Toppan Printing Company.

topic: IT, Healthcare

outcome: a service for medication delivery for elderly care facilities using telepresence robots

impact: the 1st digital twin platform to control multiple telepresence robots

links: <https://www.toppan.com/en/news/2021/09/newsrelease210909.html>

Wanic Spirits

duration of project (from-to): 2015-present

organisation: Wanic Co., Ltd.

topic: Food

outcome: coconut spirits made of coconut water awarded by IWSC 2017, USC 2017, and SFWSC 2017

impact: the world 1st coconut water-based spirits

links: <https://www.wanic.asia/en>

**I have provided service design training sessions and/or other educational experiences for X years:**

7

**My philosophy as a trainer is:**

My philosophy as a trainer is to customize tools, methods, and processes to my client's level and request, and build an appropriate training program. Thus, I can range from simply lecturing on tools, methods, and processes to actual project-based learning. My specific experience in service design training can be divided into university education and training for business companies.

In terms of university education experience, I have provided service design courses to undergraduate students in liberal arts, graduate students in design, and graduate students in business management. Specifically, after teaching interviewing and observation techniques, students develop a fieldwork plan and conduct fieldwork. Students will conduct qualitative analysis of qualitative data, do ideation, design personas, and develop service concepts. After developing contextual scenarios, they design journey maps, service ecosystems, and business models. I support these processes and review their outputs.

Training for business companies can be broadly divided into improving existing businesses and planning new businesses. In the case of improving existing businesses, participants identify stakeholders and then conduct interviews with each actor to organize the actors themselves and their interactions with each other. Then, they organize the current journey map and service ecosystem, and consider points for improvement and action plans. For new business development, participants develop a fieldwork plan and conduct fieldwork. They conduct qualitative analysis of qualitative data, carry out ideation, and build a service concept. After developing context scenarios, they design journey maps, service ecosystems, and business models. I support these processes and review their outputs.

**These are the service design training sessions and/or other educational experiences I've facilitated within the last year:**



Date: May 25  
Duration: 4.5h  
Title of training: Intrapreneurs Camp  
Client: addlight Inc.  
Number of participants: 15

Date: April 13 - June 8  
Duration: 2h x 8 classes  
Title of training: Co-Design Thinking  
Client: School of Interdisciplinary Science and Innovation, Kyushu University  
Number of participants: 55

Date: June 15 - August 3  
Duration: 2h x 8 classes  
Title of training: Co-Design Thinking  
Client: School of Interdisciplinary Science and Innovation, Kyushu University  
Number of participants: 55

Date: July 15  
Duration: 5h  
Title of training: Service Design and Business Development  
Client: Toppan Printing Co., Ltd.  
Number of participants: 12

Date: December 14  
Duration: 2h  
Title of training: Service Design Basics  
Client: Toppan Printing Co., Ltd.  
Number of participants: 2

Date: December 16  
Duration: 4.5h  
Title of training: Intrapreneurs Camp  
Client: addlight Inc.  
Number of participants: 12

**I mostly provide my training offerings in the following language(s):**

Japanese, English

**I mostly provide my training offerings in the following countries/cities:**

Tokyo (Japan)

**I cover the following topics during my training offerings:**

- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- Relationship of service design to agile, scrum and lean
- Service dominant logic
- User research/deep customer insights
- Designing and conducting co-creation workshops



- Creativity and ideation processes
- Prototyping of services
- Implementation of service design concepts
- Business model development
- Working with complex service systems
- Organisational development

### My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

### These are my favourite cases I use to inform participants about the impact and value of service design:

#### 1. TeachAIDS

<https://dl.acm.org/doi/pdf/10.1145/3025453.3025958>

TeachAIDS is HIV education software that has been implemented in 30,000 schools over the course of 10 years in India, a country where sexual expression is culturally taboo.

I use it as a amazing example to introduce the importance of understanding context and Iteration.

#### 2. In/Visible

<https://www.diva-portal.org/smash/get/diva2:1313628/FULLTEXT02.pdf>

There are three institutions (Regulative, Normative, Cognitive Elements) that inhibit organizational transformation. In addition, these are divided into visible and invisible elements. I use this as a good example to introduce the importance of institutions.

#### 3. Luft

<https://investor-relations.lufthansagroup.com/fileadmin/downloads/en/charts-speeches/capital-markets-day-2019/capital-markets-day-2019-presentations.pdf>

This is an excellent example of how to design personas and effective services even for a 4 trillion dollar company.

#### 4. Disney Magic Band

<https://www.disneyworld.eu/plan/my-disney-experience/bands-cards/>

This is an innovative example of providing a consistent customer journey by introducing a magical device that does not require cash or cards as a symbol of reality in an unrealistic dreamland.

#### 5. GOV.UK Design System

<https://design-system.service.gov.uk/>

This is an effective example of how UK government websites use the same design system to provide a consistent experience for users.

### These are the service design methods and tools that I use during my sessions:

1. Semi-structured interview
2. Contextual Inquiry
3. Text Analysis
4. Cognitive Map
5. Persona
6. Contextual Scenario
7. Journey Maps
8. Service Ecosystem
9. Institutional Arrangements
10. Business Model Canvas



First, fieldwork is conducted to understand context of value proposition. In order to obtain qualitative data through interviews and observations, I use methods such as semi-structured interviews and contextual inquiry. The acquired data will be interpreted using text analysis to design personas and cognitive maps. From the persona's perspective, a contextual scenario is constructed. Based on this scenario, I build a journey map and service blueprint, and organize the services from the perspective of time axis. In addition, after constructing a service ecosystem and organizing services from the perspective of the spatial axis, I consider institutional arrangements that generate and regulate interactions among actors. Furthermore, based on the service ecosystem, I will utilize the business model canvas to design a business model.

### **After successfully attending my training sessions, participants will typically be able to:**

- Develop interview plans and conduct interviews using appropriate methods.
- Formulate an observation plan and conduct observation using appropriate methods.
- Qualitatively analyze qualitative data obtained through interviews and observations.
- Design cognitive maps based on qualitative data.
- Design personas based on qualitative data.
- Organize actors themselves and relationships among actors based on qualitative data.
- Design a service concept based on qualitative data.
- Describe the journeys of personas and actors based on qualitative data.
- Create a context scenario for any service based on qualitative data.
- Develop a service ecosystem for a given service based on qualitative data.
- Describe service blueprints for arbitrary services based on qualitative data.
- Construct and implement an evaluation method for a given service based on qualitative data.

### **I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:**

In the case of university courses, the students form teams and do exercises based on the content of each lecture. The students submit the results of the practice within five days after each class, and I review the results and provide feedback.

In the case of consulting for business companies, I provide worksheets for each step in the design process. The participants collect data and fill in the blanks on the worksheet. I review the submitted worksheets and provide feedback.

### **I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:**

In consulting, I customize and improve my consulting packages based on the client's requests.

For example, in a service design project using telepresence robots, I introduced UML into the service design process based on a request to smooth communication between their service designers in the company and the subcontractor in charge of implementation. The first step is to fill out various worksheets such as personas and scenarios. Based on this information, the service designers designed various UMLs and used them for communication. By using these UMLs, they were able to facilitate communication with the subcontractors.

I also improved the service design process based on a request from a consulting client to build a service design process to acquire useful data in a short period of time in the context of a hospital under COVID-19. First, in the service design phase, I designed the interview structure to obtain the minimum necessary data for the design, focusing on their institutions and jobs. In the service evaluation phase, I designed an asynchronous evaluation of the behavioral changes that occurs when a new service is introduced. This enabled us to obtain useful data on service design and evaluation in a limited time.

### **I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:**

- SDN Global Conference
- SDN National Conference



## I actively support the local or national service design community through:

SDN Japan Chapter

## I have participated as a speaker in the following events:

I picked up the events held within 3 years.

Date: 15 July, 2021.

Title of event: Toppan Printing Company, Trade and Industry "UI/UX and Business Development"

Title of your talk:

Link to the event: no data

Date: 8 October, 2020.

Title of event: Ministry of Economy, Trade and Industry "Symposium on Advanced Design Human Resource Development – Advanced Trials in Educational Institutions"

Title of your talk:

Link to the event: <https://www.concentinc.jp/news-event/seminar/2020/09/advanced-design-001/>

Date: 13 July, 2020

Title of event: Rohto Pharmaceutical Seminar

Title of your talk: Resource-based business creation

Date: 23 June, 2020

Title of event: Nikkei "Growth-oriented MBA @ Fukuoka 2020: A new approach to business value creation"

Title of your talk: Resource-based business value creation

Link to the event: <https://school.nikkei.co.jp/lecturer/article?tid=NBSBMJ>

Date: 8 November, 2019

Title of event: Hakuhodo Business Good Conference

Title of your talk: Weaving Innovation with Local Resources

Date: 25 September, 2019.

Title of event: Panasonic Innovators' Talk

Title of your talk: Weaving new business based on resources – the process to discover and expand values from technologies –

Link to the event: <https://www.facebook.com/events/409082476478787/>

Date: 12 July, 2019.

Title of event: Amana – Local Innovation generated by multiplication

Title of your talk: Value Proposition based on local resources

Link to the event: <https://amana-cmd-190712.peatix.com/>

## I have published the following books/articles on service design and related fields:

Satoru Tokuhisa & Tetsuro Morimoto, Service design method for both non-human and human actors: What kinds of jobs should be assigned to service robots?. Journal of Design Business and Society Vol.7, No.2, pp.141-163, October 2021.

<https://www.ingentaconnect.com/contentone/intellect/dbs/2021/00000007/00000002/art00003>

Satoru Tokuhisa. The Coconut Innovation framework: An innovation framework focusing on resources. ServDes 2018, pp.696-712, Milano, Italy, 18-20 June, 2018.

<https://www.semanticscholar.org/paper/The-Coconut-Innovation-framework-%3A-An-innovation-on-Tokuhisa/0ae9fd1632091cc8c337a3918ce771ba0be0182b>



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Satoru Tokuhisa. Design Thinking in Large Companies and Design Consulting Firms in Japan.  
Journal of Design Thinking Vol.1, No.2, pp.9-22, June 2021.  
[https://jdt.ut.ac.ir/article\\_82243.html](https://jdt.ut.ac.ir/article_82243.html)

Satoru Tokuhisa, Kensuke Fujishiro, Takashi Kimura and Atsuro Ueki. Designing a Multi-Stakeholder Satisfaction Service for Group-Based Social Gift Purchase.  
International Association of Societies of Design Research (IASDR 2013), Tokyo, Japan, 26-30 August, 2013.  
[https://www.researchgate.net/publication/321998724\\_Designing\\_a\\_Multi-Stakeholder\\_Satisfaction\\_Service\\_for\\_Group-Based\\_Social\\_Gift\\_Service](https://www.researchgate.net/publication/321998724_Designing_a_Multi-Stakeholder_Satisfaction_Service_for_Group-Based_Social_Gift_Service)

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