

## Self-assessment by Milla Mäkinen

SUBMITTED ON 21 MAY 2020



### I currently work as a/at:

I currently work as a Change Designer, Service Designer and Facilitator through my own company, Changeagenta (millamakinen.com), a Think Tank called Propellerheads (propellipaat.net/en/) and Xpedio (www.xpedio.eu/). In addition to this I work as a PhD Candidate with funding from Kunnallisalan kehittämissäätiö (kaks.fi/). In other words, I work as a service design practitioner, trainer and researcher.

### My LinkedIn profile:

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

### My educational background:

My educational background is made of several different certificates and diplomas that feed to my knowledge on service design. I have a B.A. in European Studies (Combined Languages) from the University of Kent (awarded in July 2003), during which I developed my language skills and understanding of different cultural systems. My Master Degree is from Social Sciences from the University of Jyväskylä, where I graduated from an M.A. Program on Development and International Cooperation (awarded in July 2006). It is worth to note that the roots of facilitation, which is a key skill in service design, come from this field. During our M.A. studies we were taught several other skills, which I later learnt are also basic skills of service design, such as participatory project planning, resource mapping, ethnography, netnography, beneficiary profiling, project management, intercultural communication, interviewing, observation, development economics, etc.. Even if I did not know it yet, my M.A. studies equipped me with a thorough understanding on many service design methods and the basis of service design thinking. I have also several certificates that support my service design skills: on Outcome Mapping, Gender Analysis and Planning, Supervisory Skills, Psychology, Work and Organizational Psychology, Facilitation etc. My first actual Service Design certificate is from Haaga-Helia University of Applied Sciences (accredited in June 2016). Since December 2016 I have been a PhD Candidate in the Culture-based Service Design Program of the University of Lapland. In 2018 I was awarded the status of a Status Student within the PhD Program. Learning about service design was a natural step for me, since I have always been interested in learning different skills and frameworks for change management and change facilitation. In the end, service design can be also described as a toolbox for managing and facilitating change. I have worked as a trainer of service design myself since 2017. That is also the year in which I started to design a unique guidebook about service design to the non-profit sector. The book was published in 2018. Since then I have worked as a service design trainer for, for example, vocational schools such as Omnia, Civic Forum and Rastor Institute and several organizations and projects. In addition to actual training courses, I am regularly asked to give short, introductory, speeches about the basics of service design. In 2019 I carried out 14 trainings on service design, one course on participatory facilitation and one on experimental organizational culture. In addition to this I carried out four training sessions about change design -a way to apply service design thinking to systemic change.

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

My approach to service design is influenced by many theoretical frameworks since I am a PhD candidate in a multi-disciplinary PhD Programme on Service Design. However, there are some theoretical frameworks that I currently find particularly interesting: fenomenology (John Dewey,



Holbrook and Hirschman, Helkkula etc.), experient knowledge (Peter Beresford) and service experiences as theater (Goffman, Grove and Fisk, etc.). As a practical framework for carrying out service design I apply the double diamond / innovation framework of the British Design Council.

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

Koivisto, Mikko (2007). Mitä on palvelumuotoilu? – muotoilun hyödyntäminen palvelujen suunnittelussa.

This is the thesis that gave birth to the concept of service design in the Finnish language. So, it is a key document to read when talking about service design in the Finnish context.

Miettinen, Satu (2014). Muotoiluajattelu.

Since my trainings are in Finnish, I recommend mainly Finnish resources. It is easier for people to start to gather understanding about a new topic in their own mother tongues. Satu Miettinen's book is a very clear and concise piece of work that gives a very clear idea of what is design thinking -which, instead, is a crucial ingredient of service design thinking.

Miettinen, Satu (2016). Palvelumuotoilu: uusia menetelmiä käyttäjätiedon hankintaan ja hyödyntämiseen.

This book from Satu Miettinen is a great collection of case studies that give the students a chance to look into practical cases of service design and understand the outcomes of service design.

Schneider, Jacob ja Stickdorn, Marc (2010). This is Service Design Thinking: Basics, Tools, Cases.

This is one of the very basic service design books that I believe every service designer should read. It is a great collection of both service design thinking, service design tools and case studies. It gives a broader look into the topic since it is not Finnish. Marc Stickdorn's name is also very important to know for all of those who want to understand more about the development of service design.

Tuulaniemi, Juha (2011). Palvelumuotoilu.

Juha Tuulaniemi's book is a very thorough and detailed book that describes the concept of service design very well, bringing it nicely to the Finnish context. However, since this is quite a heavy book to start from, I recommend the people to start from the books mentioned above.

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

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

Healthcare and social care

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

Service Design Thinking to the NGO world through Blogging

I have been sharing my ideation process about the potential of service design for the non-profit sector in particular in my blog <https://palvelumuotoiluajatuksia.wordpress.com/>

. The blog has been visited by almost 6000 people since its creation in 2017.

Design Thinking for the Reception of Refugees

The municipalities of Lapland invited me to facilitate a process in order to create a service map / blueprint of the integration process of refugees in 2017. The outcome was a description of the reception process to small municipalities.

Better with Service Design Thinking? Tailor made service design plunge-ins

I have been giving short service design plunge-ins since 2017. The outcome is wider understanding of the basic ideas behind service design in Finland.

Better with Service Design Thinking? A Guidebook to NGO workers

In Finland NGOs are a significant provider of social welfare (there are 100 000 registered NGOs). The guidebook was created through a service



design process. 400 hard copies and 279 pdf versions have been distributed so far.

#### Designing the Experiment Lab

In 2018 in the Propellerheads I led a service design project, which created our Experiment Lab. The outcome was a creative space, which is regularly visited by many people and is an important reference point in the field.

#### Designing Communication Strategies

Amnesty International asked me to help them in using service design for a tool for creating the contents of their communication strategy. The outcome was the draft of the communication strategy for Amnesty International Finland.

#### Design Sprinting Strategy

As the Head of Change Design, I tested how the Design Sprint works for designing strategies. The outcome was a strategy draft for Kukunori, the mother organization of the Propellerheads think tank.

#### Design Sprinting Mental Wellbeing

My second Design Sprint was about designing a prototype of a game app for Lilinkotisäätiö, a mental health foundation. The outcome was a prototype for The World of Recovery game, which got funding in 2019.

#### Webinars for Customer Centric NGO Work

The Finnish Olympic Committee ordered a series of three webinars from me for their network of volunteers for them to improve their activity offer. The outcome were the three webinars.

#### Exploding the Way to Ideation

In 2018 I was thinking how to get information about all the obstacles on the way of prototyping. I designed a concept on "explosion". The outcome was a comprehensive coverage of issues that should be changed in order to create experimental organizational culture.

#### Workshopping Joint Campaigns

Red Cross, Finn Church Aid and Amnesty International invited me to facilitate the building blocks of their joint advocacy campaign. The outcome of the ideation workshop, based on service design, was a map with the common change paths, roles and vision for what the campaign should achieve.

#### Experimental Ideas with Ideation Workshops

In Kukunori I designed and facilitated 37 ideation workshops in 2019, which have as an outcome 1-3 experimental ideas or prototypes, ready to be tested in the organizations, which have participated in the workshops. The workshops' outcomes are wellbeing, team spirit and concrete experimental ideas.

#### Customer Insights

A major part of my work is to interview different kinds of people and observe the services that they use. I have carried out numerous interviews and observation in the most varied mental health services and created syntheses, which work as tools for making more user-oriented services.

#### Building Brand Strategy with Service Design Thinking

Doctors without Borders asked me to help them to advance in their road to make a brand strategy. I designed and facilitated the workshops, which helped the organization to create a brand strategy, which has been admired in the other country offices.

#### Building a Better World

There are many people whose voices have never been heard in designing services that they use or might need to use. I have facilitated several ideation workshops with people with mental disabilities, mental illnesses, ex-prisoners etc.

#### Service Design Training for Mental Health Experience Experts

About a year ago I started to train mental health recoverers in service design. We have tested the training in 2018-2019 and we're currently



packaging it. The outcome is about 50 experiment experts with basic service design skills and a model for the training.

#### Better Wellbeing Service Experiences for Migrants

My Phd research in the Culture-based Service Design Doctoral Program of the University of Lapland is about researching the links between service experiences within our wellbeing system and social cohesion. I am doing this with the cities of Tampere and Turku.

#### Let the Ideas Fly with the 8th Graders

In April 2019 I carried out a project with the 8th graders in Pori in order to prevent loneliness among the students. The outcome was a model, which was launched in the school in the Autumn of 2019.

#### 30 Minutes's Idea Sprint

In the Rehabilitation Days 2019 event I had 30 minutes to get the participants create new ideas for their organizations. I facilitated a 30 minute idea sprint. The outcome was about 80 ideas.

#### Building the Strategic Paths with Legos

I designed and facilitated a workshop with the management group of Kehitysvammaliitto using legos as the tool. The outcome was the prototype of their strategy.

#### Design Thinking Project Planning

In the Spring of 2019 I tested how service design works for project planning. I facilitated project planning processes for three different projects, using service design as my tool, which resulted in project funding applications, which all got funding in December 2019.

#### Leadership Studio for Young Women

NNKY asked me help for using service design for creating them a totally new line of activity: a leadership school for young women. The concept will be launched in 2020.

#### Ideation Workshops for Advancing the Mental Wellbeing of Youth

Yeesi asked me to help them with clarifying their concept of Mental Health Activists. I facilitated an ideation workshop for them, which resulted several ideas to improve the concept.

#### Putting Recovery Orientation into Practice

Last year I began a service design project with Lilinkotisäätiö to put recovery orientation into practice in their organization. There is no practical model yet for the now very widely known theoretical framework for recovering from mental health problems. The concept of a recovery oriented mental health service provision will be published in an article in 2020.

#### Digitalizing Services in the Covid-19 Era

In Spring 2020 I have been helping several organizations with digitalizing their ways of working.

#### Designing Better Services for Young Carers

In the Spring 2020 I finalized a unique project with the health and education services about designing better services for youth, whose family members have fallen seriously ill. The outcome was a series of 5 co-creation workers, a service map and tips for improvement.

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

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#### **My philosophy as a trainer is:**

Firstly, a successful service design training session has a clear structure. My training sessions are based on 1) service design thinking, 2) service design process, 3) service design tools and 4) service design case studies. Secondly, a successful service design training session is participative and based on learning by doing. One way to do this is applying the "how might we?" for the training sessions. In short, during the part about service design thinking the participants write down "how might we" questions related to their own work and what they hear. Next, the



questions are shared in pairs, common questions are identified and finally dot voting is used to identify the most urgent question/s for the whole group, imitating part of a real service design process. This leads the participants to the session on service design process (the "how might we" question becomes the starting point of the process at this stage). After this, the service design tools can be introduced and their potential use reflected to the process diagram (Double Diamond/Innovation Framework) and the "how might we question". At this stage it becomes easy for the participants to find a way to relate service design to their own work. The participants should also have a chance to try the service design methods as part of the training in their own work and share the lessons learnt with others. Thirdly, a successful service design training session is considered as a service itself and iteratively improved. Fourthly, the "philosophy" should be clear. I emphasize the importance of service experiences as an encounter of employee and customer experience. Services are servicescapes, made of a digital, a physical and a social servicescape. Both the experiences within the servicescapes and the customer journeys to and from them are key.

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

Title of Training: Special Professional Certificate for Product Development / Recovery Orientation (Client: Rastor Institute)

Title of my part: Introduction to Service Design: Process and Customers Understanding

Number of participants: 10

Date: 24.4.2020

Title of Training: Experimental Organizational Culture in Social and Health Care Institutions (Client: Pohjanmaan Yhdistykset ry)

Number of participants: 15

Date: 4.12.2019

Title of Training: Participatory Facilitation Course (Client: Civic Forum)

Number of Participants: 20

Dates: 2.11.2019, 16.11.2019, 30.11.2019

Link: <https://kansalaisfoorumi.fi/tapahtuma/osallistava-fasilitointi/>

Title of Training: Special Professional Certificate for Product Development Start Day (Client: Rastor Institute)

Title of my part: Introduction to Service Design for NGOs

Number of participants: 30

Date: 30.10.2019

Title of Training: Special Professional Certificate for Fundraising (Client: Rastor Institute)

Title of my part: Service Designing Fundraising?

Number of participants: 20

Date: 29.10.2019

Title of Training: Special Professional Certificate for Non-Profit Management (Client: Omnia)

Title of my part: Service Design in NGOs

Number of participants: 20

Date: 10.9.2019

Title of Training: Etelä-Suomen Liikunta ja Urheilu Training (Client: Etelä-Suomen Liikunta ja Urheilu)

Title of my part: New Adult Sport Products with Service Design

Number of participants: 10

Date: 2.9.2019

Title of Training: Change Design (Client: The Propellerheads)

Date: on-going in 2019

Number of participants: about 60



Title of Training: Service Design for Experience Experts (Client: The Propellerheads, Kaakkois-Suomen sosiaalipsykiatrinen yhdistys)

Date: on-going in 2019

Number of participants: about 50

Title of Training: Vares Network Trainings (Client: Vuolle Settlement)

Title of my part: Service Designing Volunteer Work

Number of participants: 20

Date: 22.8.2019

Link: <http://www.kansalaisareena.fi/tapahtumat/palvelumuotoilu-vapaaehtoistoiminta/>

Title of Training: Better with Service Design Thinking? (Client: Valli and Ikäinstituutti)

Title of my parts: Service Design Process, Putting on the Service Design Lenses, Service Design Tools

Number of participants: 20

Date: 22.3.2019, 20.5.2019, 14.6.2019

Title of Training: Better with Service Design Thinking? (Client: Kulttuuriyhdistys Kuvio)

Title of my part: Better with Service Design Thinking?

Number of participants: 15

Date: 21.3.2019

Title of Training: Special Professional Certificate for Product Development (Client: Rastor/Foibekartano)

Title of my part: Better with Service Design Thinking?

Number of participants: 20

Date: 28.1.2019

Title of Training: Training package: Better with Service Design Thinking? (Client: Civic Forum)

Titles of my talks: Service Journeys, Benchmarking, Prototyping, Design Sprinting

Date: 12.-13.1.2019, 2.-3.2.2019 and 2.3.2019

Number of participants: 20

Link: <https://kansalaisfoorumi.fi/tapahtuma/palvelumuotoilun-koulutus/>

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

Finnish

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

Finland

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

- History of service design
- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- Service dominant logic
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Visualisation techniques
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts



- Business model development
- Measuring impact of service design, relating it to Key Performance Indicators (KPIs)
- Leadership/management of service design projects
- Building in-house service design capabilities

**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:**

My own cases: The students normally like to hear my own experiences, so I try to give as many of my own examples during the trainings as possible. Talking about my own experiences also makes it possible to talk about the challenges of service design. This is really important in order to have a feeling of peer support.

Philips Ambient Experience: This is a really short and clear example that can summarize in just a couple of minutes what a difference service design can make in customer experience (link: <https://www.youtube.com/watch?v=wT2libqEGyk>)

Heltti: This is another short example that demonstrates nicely the power of out-of-the-box benchmarking. Heltti is a unique case in the health sector in Finland, creating a totally new concept of occupational healthcare. (link: <https://www.youtube.com/watch?v=DbIOk1hH924>)

The Finnish libraries, Oodi in particular. The Finnish libraries are the best example in Finland of how a service has been able to constantly recreate itself, responding to customer needs. Oodi is the best example of this. It has completely renewed the concept of a library in Finland and is the most visited spot in Helsinki. This, it is a unique example of service design in this context. I had the pleasure of studying in Haaga-Helia with the service designer of Oodi so I have also a personal touch to this example. (link: <https://www.oodihelsinki.fi/en/what-is-oodi/service-design/>)

Some interesting new cases: I also like to keep myself updated and try to share so new examples of how service design is shaping the world as we go. For example Anything/ Zappos example is a good one about how to strip all the unnecessary elements from a service and just find the critical point in the service journey that needs to be solved (Link: <https://anything.zappos.com/>). Powershifter's example is another interesting example of applying service design in crisis, which is very relevant at the moment. Link: <https://powershifter.com/blog/applying-service-design-principles-during-a-pandemic>

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

Personas, service journeys, empathy maps, a day in the life of, 5 whys, value canvas, dot voting and heatmaps, benchmarking, prototyping, co-creation

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

Apply design thinking to their own work, know what is the double diamond/innovation framework, create a customer journey and profile their customers, understand when and how service design can be applied to their own line of business, know where to get more information about service design

**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:**

Whenever it is possible, the participants have their own mini-projects during the training. This is by far the best way to follow the learning. Otherwise we do many practical works in which I use the training itself as an example of a service, which gives a chance to follow the participants' learning. This as a framework I make the participants to, for example, make their own profile as a participant in the training and then making group profiles, make their own service journeys in the framework of the training etc. I find these to be the best ways to follow the learning throughout the sessions.



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

Including many practical examples (before I would not include as many cases), making space for trying out service design tools within the training sessions (the participants wish sessions that they can walk away from with some specific tools that they can directly apply in their work), designing the training sessions into a kind of Q&A format (instead of, for example, using titles for the different items of the sessions, I always start with a question that I have been asked by former participants), adding reading lists to the end of my training sessions (before the participants would ask if I can recommend some reading so nowadays these are an automatic part of the training sessions)

**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 National Conference
- SDN

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

Developing new ideas and spreading the potential of service design as a change management and change facilitation framework in different levels (societal, organizational and individual). I am also creating new academic knowledge on service design through my PhD.

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

Event: Special Professional Certificate for Product Development / Recovery Orientation (Rastor)

Title of my talk: Introduction to Service Design: Process and Customers Understanding

Date: 24.4.2020

Event: Special Professional Certificate for Product Development Start Day (Rastor)

Title of my talk: Introduction to Service Design for NGOs

Date: 30.10.2019

Event: Special Professional Certificate for Fundraising (Rastor)

Title of my talk: Service Designing Fundraising?

Date: 29.10.2019

Event: Exciting Pirkanmaa! Orivesi

Title of my talk: Service Design Thinking to Non-Profits -What's the Point?

Date: 30.9.2019

Link: <https://kakspistenolla.fi/uutiset/innostava-pirkanmaa-kiertueen-loppukiri/>

Event: Exciting Pirkanmaa! Sastamala

Title of my talk: Service Design Thinking to Non-Profits -What's the Point?

Date: 23.9.2019

Link: <https://kakspistenolla.fi/uutiset/innostava-pirkanmaa-kiertueen-loppukiri/>

Event: Special Professional Certificate for Non-Profit Management (Omnia)

Title of my talk: Service Design in NGOs

Date: 10.9.2019

Event: Etelä-Suomen Liikunta & Urheilu Training

Title of my talk: New Adult Sport Products with Service Design

Date: 2.9.2019

Event: Vares Network Trainings





Title of my talk: Service Designing Volunteer Work

Date: 22.8.2019

Link: <http://www.kansalaisareena.fi/tapahtumat/palvelumuotoiltu-vapaaehtoistoiminta/>

Event: Regional Forum

Title of my talk: Service Design Thinking to Non-Profits -What's the Point?

Date: 23.5.2019

Link: <http://kakspistenolla.fi/uutiset/innostusta-onnistusta-ja-kohtaamisia-maakuntafoorumissa/>

Event: Training: Better with Service Design Thinking? (Valli and Ikäinstituutti)

Title of my talk: Service Design Process, Putting on the Service Design Lenses, Service Design Tools

Date: 22.3.2019, 20.5.2019, 14.6.2019

Event: Better with Service Design Thinking? (Kulttuuriyhdistys Kuvio)

Title of my talk: Better with Service Design Thinking?

Date: 21.3.2019

Event: Valikko Network Meeting in Jyväskylä

Title of my talk: Better with Service Design Thinking? Some Thoughts

Date: 15.3.2019

Event: Special Professional Certificate for Product Development (Rastor/Foibekartano)

Title of my talk: Better with Service Design Thinking?

Date: 28.1.2019

Event: Training package: Better with Service Design Thinking? (Civic Forum)

Titles of my talks: Service Journeys, Benchmarking, Prototyping, Design Sprinting

Date: 12.-13.1.2019, 2.-3.2.2019 and 2.3.2019

Link: <https://kansalaisfoorumi.fi/tapahtuma/palvelumuotoilun-koulutus/>

Event: Webinars on More Customer Centric and Approachable Services (Olympic Committee)

Titles of my talks: Service Design Thinking, Process and Tools

Date: 19.11.2018, 26.11.2018, 10.12.2018

Event: Social and Health Workers Networking Cruise -Soste-risteily 2018

Title of my talk: Better with Service Design Thinking?

Date: 10.10.2018

Event: The Union of Health and Social Care Professionals in Finland Annual Meeting

Title of my talk: Better with Service Design Thinking?

Date: 22.9.2018

Event: Network Meeting for Kepa, Soste and Olympic Committee

Title of my talk: From an NGO to a Service Provider -What Changes?

Date: 16.2.2018

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

My own blog: <https://palvelumuotoiluajatuksia.wordpress.com/>

Propellerheads website: <https://propellipaat.net/en/>



Self-assessment by  
**Milla Mäkinen**

My own book: <https://www.millamakinen.com/palvelumuotoiluopas.html>

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