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Comment les entrepreneurs sociaux perçoivent-ils la valeur ajoutée du design thinking pour leur organisation ? Le cas du programme "Boost by design" par Creative Dundee

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Annexes

Table des matières des annexes

Annexe I - Programme de « Boost by Design » **86**

Annexe II - Rapport des observations et évaluations du programme « Boost by Design» **88**

Annexe III - Outils utilisés pendant « Boost by Design » **93**

Customer Journey Map 94

Persona 96

Problem Identification 98

Fast Generetor Idea 98

New Service Proposal 100

V&A tool 102

Annexe IV - Exemples supports visuels entretiens en face à face **103**

Annexe V - Guide d'entretien en face à face **106**

Annexe VI - Selection Box 108

Annexe VII - Uppertunity 115

Annexe VIII - THAT 121

Annexe IX - Discovery Credit Union 128

Annexe X - Togs for Tots 133

Annexe XI – Questionnaire mail **134**

Annexe XII - Selection Box 136

Annexe XIII - Uppertunity 138

Annexe XIV - THAT 140

Annexe XV - Discovery Credit Union 142

Annexe I - Programme de «Boost by Design »

Ce programme est disponible sur le site de Creative Dundee :
http://creativedundee.com/2016/11/boost-by-design/

BOOST
BY DESIGN

Boost by Design - Key Dates and Activities in 2017

Dates	Activities
12 Jan 2017	Application deadline at 5pm, 12 January 2017.
17 Jan 2017	Applicants notified.
21 Feb 2017 1pm - 4.30pm The Circle	**Workshop 1:** **An Introduction to service design principles and practices.** **Objectives** At the end of this workshop, participants will: • Understand the scope and potential of service design. • Appreciate the nature of the design process. • Understand some basic methods of interviewing and observation. • Apply all of these to a highly focused field study. **Content** • Introduction. • What is service design - overview of the subject and the methods used. • Field work exercise - using observation and interview to understand how services work. • Report back on findings.
28 Feb 2017 1pm - 4.30pm The Circle	**Workshop 2:** **Embedding service design in your social enterprise.** **Objectives** At the end of this workshop, participants will: • Identify a focused problem from their field study • Apply an ideation technique to this problem • Work collaboratively in defining long term objectives based on their ideas • Understand how journey mapping can be applied **Content** • Problem definition. • Ideation exercise - developing new ideas. • Journey mapping. • Evaluation and feedback.

6 Mar 2017 1pm - 4.30pm The Circle	**Workshop 3:** **Visioning the future of your social enterprise.** **Objectives** At the end of this workshop, participants will: • Gain knowledge and understanding of local initiatives and support, such as V&A Dundee's Design for Business project and UNESCO City of Design. • Consider what the future vision is for the social enterprise. • Develop future evidence of success. • Build a plan to achieve this vision. **Content** • Hear from local specialists connected to city-wide design initiatives. • Design opportunities for social enterprises locally. • Future visioning and future evidence tools. • Practical planning tool - blueprint modelling.
14 Mar 2017 1pm - 4.30pm The Circle	**Workshop 4:** **Reaching and building communities - both on and offline.** **Objectives** At the end of this workshop, participants will: • Gain knowledge and understanding of the digital tools and events that can be used to enhance and engage communities. • Focus on how to build, maintain and grow online audiences. • Develop ways to ensure that the learning can be continued beyond the workshops. **Content** • Introduction to some free digital / social media tools - including tips on reach and engagement. • Evaluating their effectiveness and impact. • Insights into different types of events to inspire and connect communities. • Post-workshop support/network - mentoring and celebration event.
Late Mar 2017	Short application process to enable 8 enterprises to access the design mentoring/ support.
Mar - Apr 2017	**Design mentoring/support** Eight social enterprises will be able to access a total of 2 days of mentoring/support time from local designers and digital developers. This support could help you mock up new ideas, give you thoughts on your branding, or help think through the design of your services/products.
Date - TBC Apr/May 2017	**Boost by Design celebration event** An event which brings together social enterprises and creative businesses in the city: an evening event with local speakers to share what they gained from the programme, encourage awareness of activities and opportunities across both sectors, and encourage potential future collaborations.

Annexe II - Rapport des observations et évaluations du programme « Boost by Design »

Rapport remis à « Dundee Social Enterprise Network » (financeur du programme) le 31 mars 2017 par Creative Dundee. Rédigé par Perrine Mercenier en tant que stagiaire de Creative Dundee.

Boost by Design, February/March 2017
Workshop report

Workshops

- 21/02 - Introduction to Service Design.
- 28/02 - Identify problems and generate ideas.
- 06/03 – Design opportunities and future planning.
- 14/03 – Reach and build communities online.

From 1 PM to 4.30 PM at The Circle, Dundee.

Additional resources

- **Slides presentations** can be found on this Google drive public folder.
- **Boost by Design** web page can be found here**. Blogposts** can be found on Creative Dundee's website: First session, second session, third session and fourth session.
- **Partners:** Open Change, V&A Museum of Design Dundee, Dundee UNESCO City of Design.

1

Participants

16 social enterprises participants took part in the Boost by Design workshops- including established and emerging social enterprises and charities, including:

ACK
Advocating Together
Discovery Credit Union
Dundee and Angus ADHD Support Group
Nilupul Foundation
Sarah-Ellis Martin Nutrition and Health
SCRAPantics
Selection Box
Shaper/Caper
Tayberry Enterprise
Tayside Healthcare Arts Trust (THAT)
Togs for Tots to Teens
Uppertunity CIC

Challenges

What are your current challenges? (Boost by Design presentation in December 2016)

- Building capacity/change.
- Awareness/building audiences.
- Resources available/best use.
- Developing new skills/tools.
- Connecting/ Collaborating.
- What to do next.
- Time for developing ideas.

Expectations

What are you hoping from Boost by Design? (Boost by Design application form)

- Getting challenged and inspired.
- Learning design and creative methods/tools.
- Learning digital skills/tools.
- Planning for the future.
- Connecting with others.
- Raising profile.

2

First workshop, 21st February 2017.
Introduction to Service Design.

Content
The two first workshops were run by Open Change – well regarded for their expertise and delivery of service design approaches.

- What is service design? – Introduction presentation on service design principles and practices and case studies (public sector, healthcare, education, third sector).
- Observation and interviewing tools – Practical applications based on templates. Encouraged to use visual thinking.
  - Customer journey mapping in pairs - Presenting each other's social enterprises through users' experience: aware, join, develop, leave.
  - Report back on findings. Summarising each other's enterprise with customer journey mapping.
  - User personas – Introduction to the tool and benefits. Homework: developing 3 or 4 personas - different types of users/stakeholders. Asked to interview/speak to users and staff teams.

Outputs At the end of this workshop, participants:
Understand the scope and potential of service design.
Understand the main principles of interviewing and observation methods.
Can replicate some basic methods of interviewing and observation in their organisation based on the templates : Customer journey mapping and Personas.

Our observations
Participants didn't know each other's social enterprise before.
Practical applications in pairs encouraged rapid interactions in the group.
Service Design and thinking from a user's perspective was new to most participants.
Templates helped participants to structure their thinking and talks; Customer journey mapping helped them speak about different aspects of their organisations in only 20 minutes.

Participants' feedback
What did you like?
- New **knowledge/skills/tools/ideas** – new methods of looking at things.
- **Connections** – learning about everybody's doing.
- **Format** – style of learning, pace of the course, pastries and fruits.

What did you not like?
- Lack of time to think and connect .

3

Second workshop, 28th February 2017.
Identify problems and generate ideas.

Content
The two first workshops were run by Open Change – well regarded for their expertise and delivery of service design approaches.

- Report back on Personas (homework). Shared 1 or 2 personas each to the group.
- Problem identification – Practical application: identifying one problem by enterprise. In pairs, one talking about the challenge, the other identifying the actual problem. Encouraged to use visual thinking.
- Idea generation – Practical application in group: generate ideas to solve the identified problems. Groups who have similar challenges, using the fast generation of ideas tool to think divergently about the problem.
- New service proposal – Practical application in group: developing a new service proposal through user's experience. New service proposal template.
- Report back on findings.

Outputs At the end of this workshop, participants:
Identified a focused problem from their field study.
Can apply ideation technique to an identified problem.
Understand how journey mapping can be applied in defining long term objectives.

Our observations
Participants really appreciated making the Personas. Some of them created the Personas with their Board/team.
Some common problems were identified. Grouping people according to problems for the idea generation strengthened the ideas and encouraged experience sharing.
Working in groups helped participants to find ideas they never thought about before.

Participants' feedback
What did you like?
- New **tools**.
- **Collaborations** – getting insights from others.
- **Fresh outlook/creative thinking**.
- **Time** and space to think.
- **Format** – style of learning, pace of the course, pastries and fruits.

What did you not like?
- Structure of the tools – Sometimes difficult to apply, "Trying to think outside the box with using boxes".

What would you suggest?
- More time to think and connect.
- Handouts of key points - print out of slides.
- Case studies.
- Looking at levels of development.

Third workshop, 6th March 2017.

Design opportunities and future planning.

Content

This third workshop was co-designed with Andrew Cameron and Jen Ballie, Design-led Business Innovation Programme Manager and Research Manager at V&A Museum of Design, Dundee.

- Design opportunities in Dundee – Introductions:
  - Dundee UNESCO City of Design – Annie Marrs, Project Coordinator at Dundee UNESCO City of Design.
  - Creative Dundee – Gillian Easson, Director of Creative Dundee.
  - V&A Museum of Design Dundee - Andrew Cameron and Jen Ballie, Design-led Business Innovation Programme Manager and Research Manager at V&A Museum of Design, Dundee.
- Danish design ladder: how design can be used in organisations? Non design, design as a style, design as a process and design as a strategy. – Introduction. Participants invited to think about where their organisation is rated on the ladder.
- Integrating design thinking practices for future planning – Case studies and practical application in groups. Asked to develop a future idea for each enterprise based on case studies and skills of each person of the group.
- Report back on findings. Everyone asked to write his idea on a postcard and add it to the design ladder. The postcards will be sent in few months.

Outputs At the end of this workshop, participants:

Know and understand better local initiatives and support, such as V&A Dundee's Design for Business project and UNESCO City of Design.
Consider integrating design in the future vision of their social enterprise.

Our observations

For most participants the information shared about opportunities was new, the presentations raised their awareness about what's happening in Dundee.
Participants were interested in knowing more about real case studies of these opportunities in the city.
The design thinking case studies helped participants strengthening their ideas of previous week.
Working together in bigger groups (4 persons per group) and developing ideas for others challenged the ideas even more than during previous workshops and encouraged networking.

Participants' feedback

What did you like?

- Learning and understanding **local opportunities**.
- **Thinking in a different way**.
- **Collaborations** – inputs from others.
- **Time** to think and share.
- Understanding **real application** of design thinking.
- **Format** – new format exercise, pace of the course, pastries and fruits.

What did you not like?

- Changing teams because great dynamic in first group.

What would you suggest?

- Reducing content of the presentations.
- Sharing content of the presentations.
- Monetising.

5

Fourth workshop, 14th March 2017.

Reach and build communities online.

Content

- How can social enterprises improve their use of social media? And free digital tools – Introduction and case studies by Diarmid Mackinnon, Digital Producer at Creative Dundee. Social media content and best practices, Google Analytics, Google Form and live stream.
- Pitch video – Top tips and practical application in groups. Four participants asked to develop their pitch video with the help of the group: ideas, script, feedback, refining, video.
- Report back on findings. Videos showcased and feedback.
- Next steps of Boost by Design – Gillian Easson, Director at Creative Dundee.
- Live Audit – Live survey about Boost by Design workshops.

Outputs At the end of this workshop, participants:

Gained knowledge and understanding of the digital tools that can be used to enhance and engage communities.
Created a pitch video to create their own content on social medias.

Our observations

All participants were concerned by this topic, all lacking of digital knowledge, time or resources.
Participants were really interested in getting simple tips directly applicable in their day-to-day activity (i.e. words not to use, tagging, #, own content).
Some participants mentioned that regarding the specificities of their mission (i.e. users have mental health issues), it's difficult to create own content. How to be online but protecting the users?
Most participants were reluctant in making a pitch video but they came up with really good videos and gained in confidence after seeing the results.

Participants' feedback

What did you like?

- New **digital tools**.
- Social media **tips**.
- **Format** – style of learning, pace of the course, pastries and fruits.

What would you suggest?

- More time.
- Being noticed about the video before.

6

Evaluation

Live Audit at the final session.

The group was asked the following questions:

Learnings

What's the key thing you'll take away?

- New tools/ strategies for the future.
- New way of thinking/ creative approach.
- Networking.

*"By using the **design tools** I've **thought about things that I had never considered before**."*
Boost by Design participant, individual interview.

Benefits of collaboration

How did you benefit from working/thinking with others?

- Clarify ideas.
- New/more ideas.
- Learning from others' experience/ similar problems.
- Networking.
- Interactivity and fun.

*"I realised who is there, **who are the other social enterprises in Dundee**, what they do and how we **could learn from each other**."*

*"It was great to be with other social enterprises and charities, **all thinking in the same direction**."*
Boost by Design participants, individual interviews.

7

Evaluation

Live Audit at the final session.

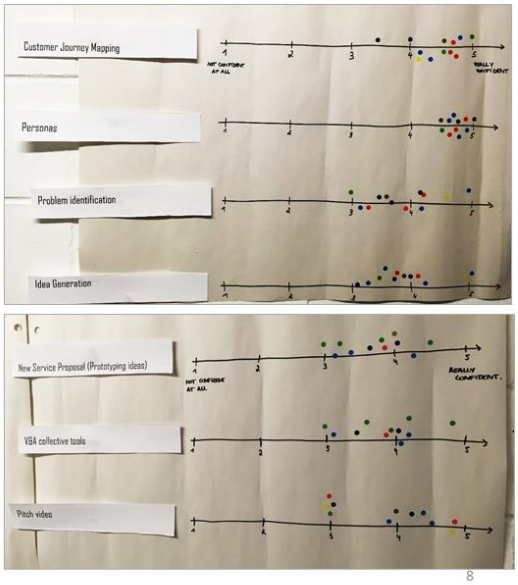
Expected outcomes

Which tool(s) are you confident to use in the future?
And how confident are you to use them?

All participants said that their confidence in using the tools increased:

- They are especially confident in using **Personas** in the future of their organisation, which can be explained by the fact that participants applied this tool already in their organisation through the creation of them as an homework.
- They are less confident with the New Service Proposal, which is the tool on which they spent the least time. Some are still reluctant with the pitch video, which is understandable because few people like to be filmed.

*" After posting the **video created during Boost by Design**, I received really good feedback from people following me on social media, it was **encouraging** and confirmed me the **power of showing yourself on camera**!"*
Boost by Design participant, individual interview.

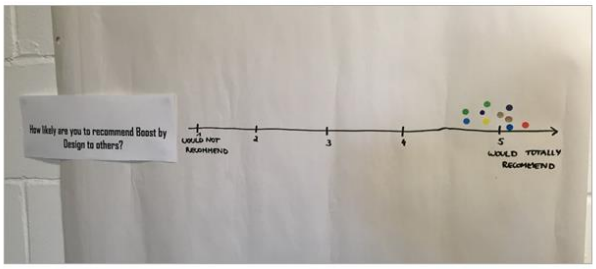


8

Replicating Boost by Design?

How likely are you to recommend Boost by Design to others?

All participants on Boost by Design said that they **would recommend the programme to others**.



To keep…

- Both design and digital topics.
- Collaborative exercises.
- Format – style of learning, pace of the course, pastries and fruits.
- Short presentations.

To improve…

- More time to think and connect.
- Case studies to help application of the tools.
- Shared content of the presentations.
- Notice about video.

To consider…

Content not covered during the session and mentioned by participants:

- Learning how to build a brand/ rebranding.
- Monetising.
- Looking at social enterprises' development.

9

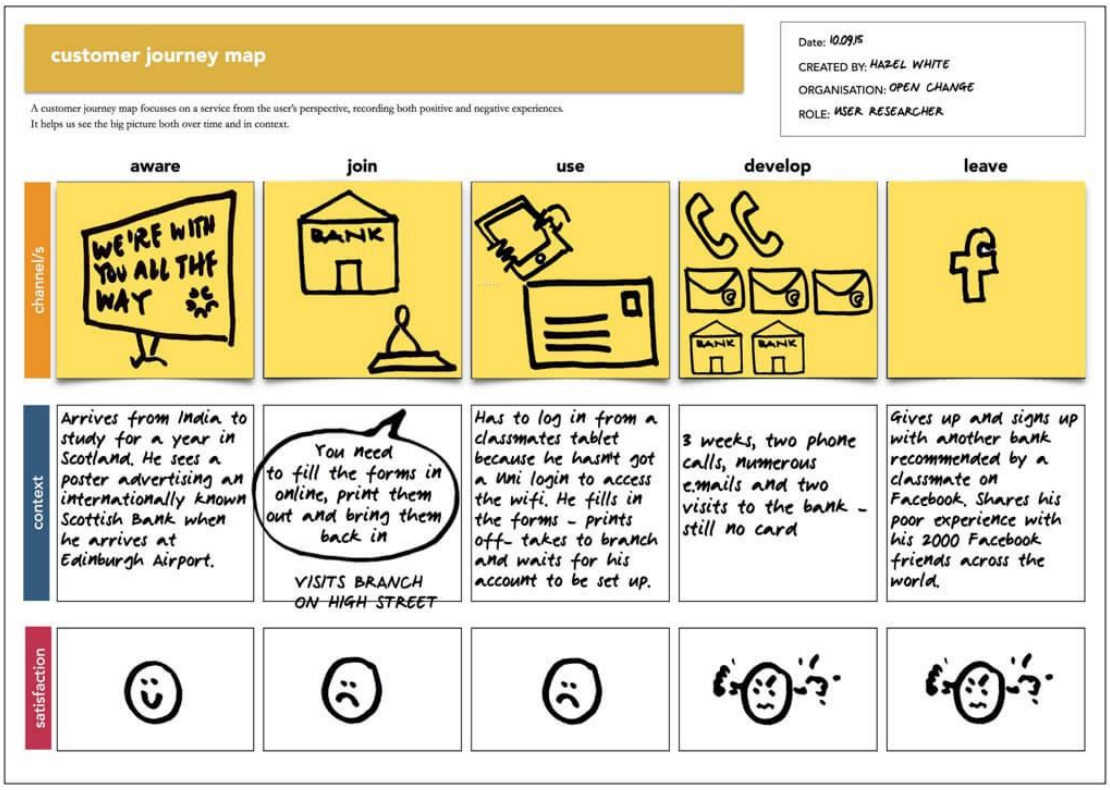
Annexe III - Outils utilisés pendant « Boost by Design »

Six outils principaux ont été introduits aux participants de « Boost by Design » :

1. Customer Journey Map
2. Persona
3. Problem Identification
4. Fast Generetor Ideas
5. New service Proposal
6. V&A tool

Les pages ci-après sont consacrées à la présentation de chacun de ces outils. Il est important de noter qu'en plus du cadre que proposent ces outils, les participants ont été sensibilisés à réfléchir de manière collective, à s'exprimer de manière visuelle (« visual thinking ») ainsi qu'à brainstormer avec des Post-it.

1. Customer Journey Map

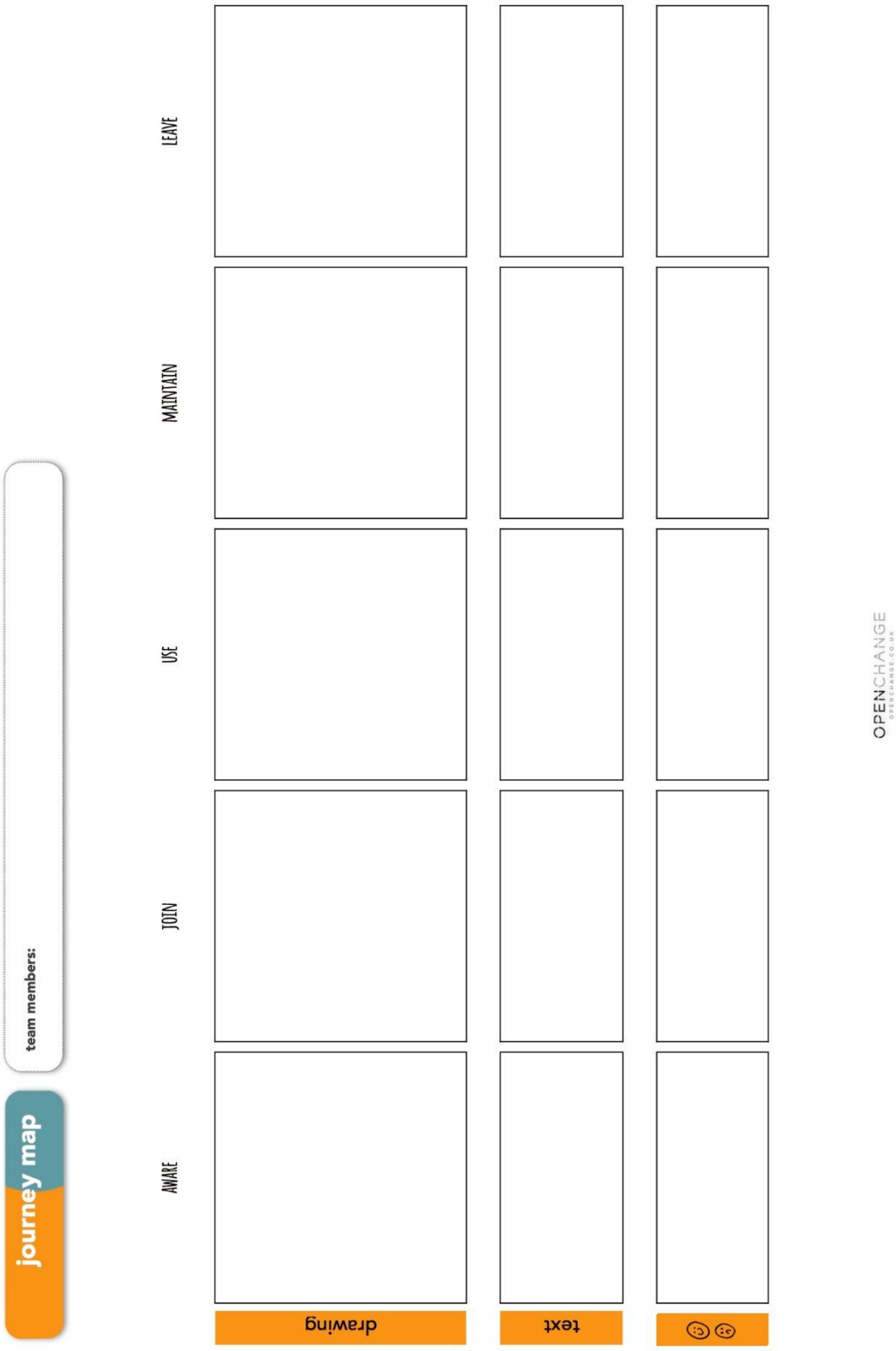


Exemple du service « Ouverture d'un compte en banque » représenté par « Open Change ».

Qu'est-ce que c'est ? Cet outil permet de représenter **l'expérience des utilisateurs** par rapport aux différents points de contact avec ceux-ci. Il amène à considérer cette expérience du point de vue des utilisateurs eux-mêmes. Il met en avant les **faiblesses** pouvant exister dans les services actuellement proposés et permet de détecter les **possibilités d'amélioration**.

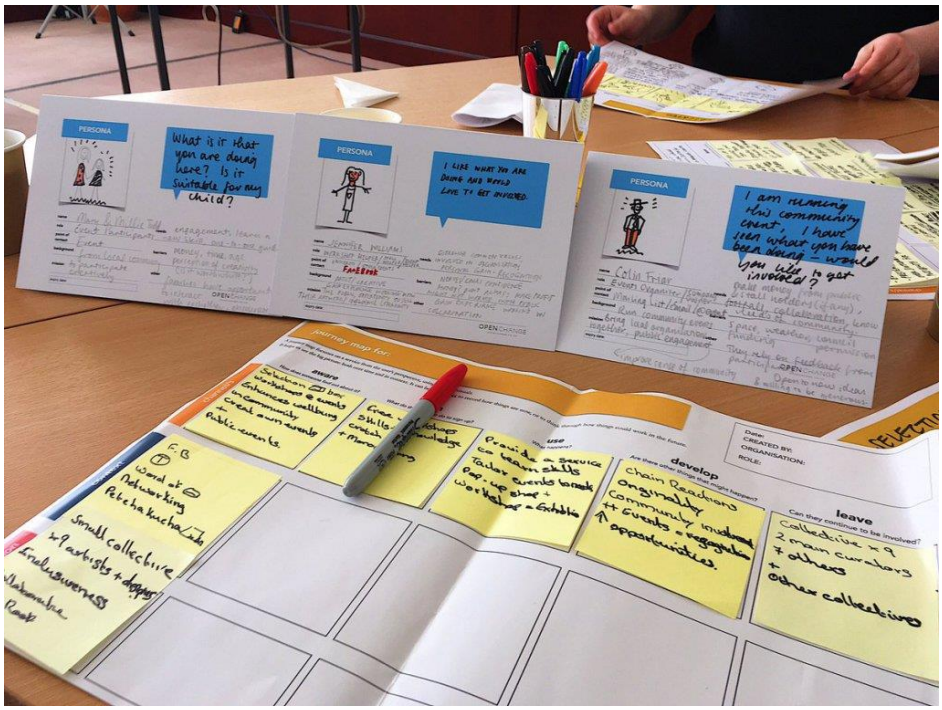
Comment l'utiliser ? Les participants remplissent les cases grâce à du texte et des schématisations visuelles afin de représenter l'expérience utilisateur au fil du temps. Ils sont amenés à réfléchir à la manière dont ils interagissent avec eux et le niveau de satisfaction de ceux-ci à chaque point de contact.

Utilisation de l'outil durant « Boost by Design » : Lors du premier workshop, les participants ont utilisé cet outil par groupe de deux. L'objectif était, grâce à la discussion et à la structure de cet outil, de réfléchir à la manière dont ils mettent en place leurs services et de détecter les pistes d'amélioration potentielles. **Observations :** Les participants apprécient être guidés par la structure de l'outil, ils sont amenés à considérer des aspects de leurs services qu'ils ne considéraient pas nécessairement.



Cet outil peut être téléchargé sur le site d «Open Change » via ce lien : http://www.openchange.co.uk/customer-journey-mapping/

2. Persona



Exemple de Personas réalisés par des participants de « Boost by Design »

Qu'est-ce que c'est ? Les Personas sont des personnages fictifs créés pour représenter un groupe de personnes. Chaque Persona représente un groupe d'utilisateurs, ayant les mêmes besoins, attentes et barrières envers les services de l'organisation. Ceux-ci peuvent être des consommateurs, des employés, des partenaires, des bénévoles, ou toute autre personne avec laquelle l'organisation interagit.

Comment l'utiliser ? Un Persona constitue un personnage plausible mais anonyme qui peut permettre de mieux considérer les utilisateurs lors des prises de décisions ou lors d'une remise en question des services. Le Persona peut être présent sur la table lors des discussions afin d'amener l'organisation à se demander : « Est-ce que ce service correspond aux attentes/besoins/ caractéristiques de chacun de nos utilisateurs ? ».

Utilisation durant « Boost by Design » : Entre le premier et le second workshop, il était demandé aux participants de créer leurs Personas. Avec leur équipe et/ou en interagissant avec leurs utilisateurs ils ont créé ceux-ci et présenté leurs différents personnages au reste du groupe lors du second workshop. **Observations :** Les participants trouvent l'exercice facile et très utile, ils se rendent compte de groupe d'utilisateurs qu'ils ne considéraient pas auparavant (par exemple : bénévoles) ou de caractéristiques de ceux-ci qu'ils ne prenaient pas en compte.

Cet outil peut être téléchargé sur le site d'«Open Change » via ce lien : http://www.openchange.co.uk/personas/

3. Problem Identificiation

Utilisation durant « Boost by Design » : L'étape de l'identification du problème n'a pas été réalisée avec un outil bien précis. Les participants ont identifié un problème sur base des constatations du Customer Journey Map et des Personas. Ils étaient par groupe de deux et interagissaient ensemble en exprimant leurs idées au moyen de Post-it. **Observations :** En discutant de manière collective de leurs problèmes, les participants se rendent compte qu'ils partagent les mêmes difficultés. Toutefois, les participants ont du mal à trouver un seul problème sur lequel se concentrer.

4. Fast Idea Generetor

Qu'est-ce que c'est ? Le Fast Idea Generator aide à **developer des idées rapidement** à partir de différents scénarios proposés sous la forme d'une série de questions. Il amène les participants à diverger dans différentes directions.

Comment l'utiliser ? La feuille (voir page suivante) est à utiliser pour une discussion collective. La première étape est de partir d'un problème, d'un concept ou d'une opportunté. Ensuite, il faut y appliquer les 7 "challenges" proposés par la feuille de travail. En parcourant celle-ci, les participants sont invités à penser différemment et de multiples idées émergent pour résoudre la problématique de départ.

Utilisation durant « Boost by Design » : Après avoir identifié leur problème, les participants ont réfléchi par groupe de deux à des potentielles solutions. Les groupes ont été formés en fonction des problèmes similaires que les participants rencontraient. Les groupes ont parcouru cette feuille et sont allés d'une question à l'autre pour développer des idées. L'objectif était de parcourir cet outil sur une période de temps de 10 minutes par problème afin de stimuler les idées. **Observations :** Les participants génèrent une multitude d'idées et les questions leur permettent d'échanger d'autant plus sur leurs expériences respectives. Chaque participant est chargé de poser des questions à l'autre concernant son activité. Par la discussion, les deux participants tentent de résoudre le problème d'une des deux, c'est une vraie collaboration.

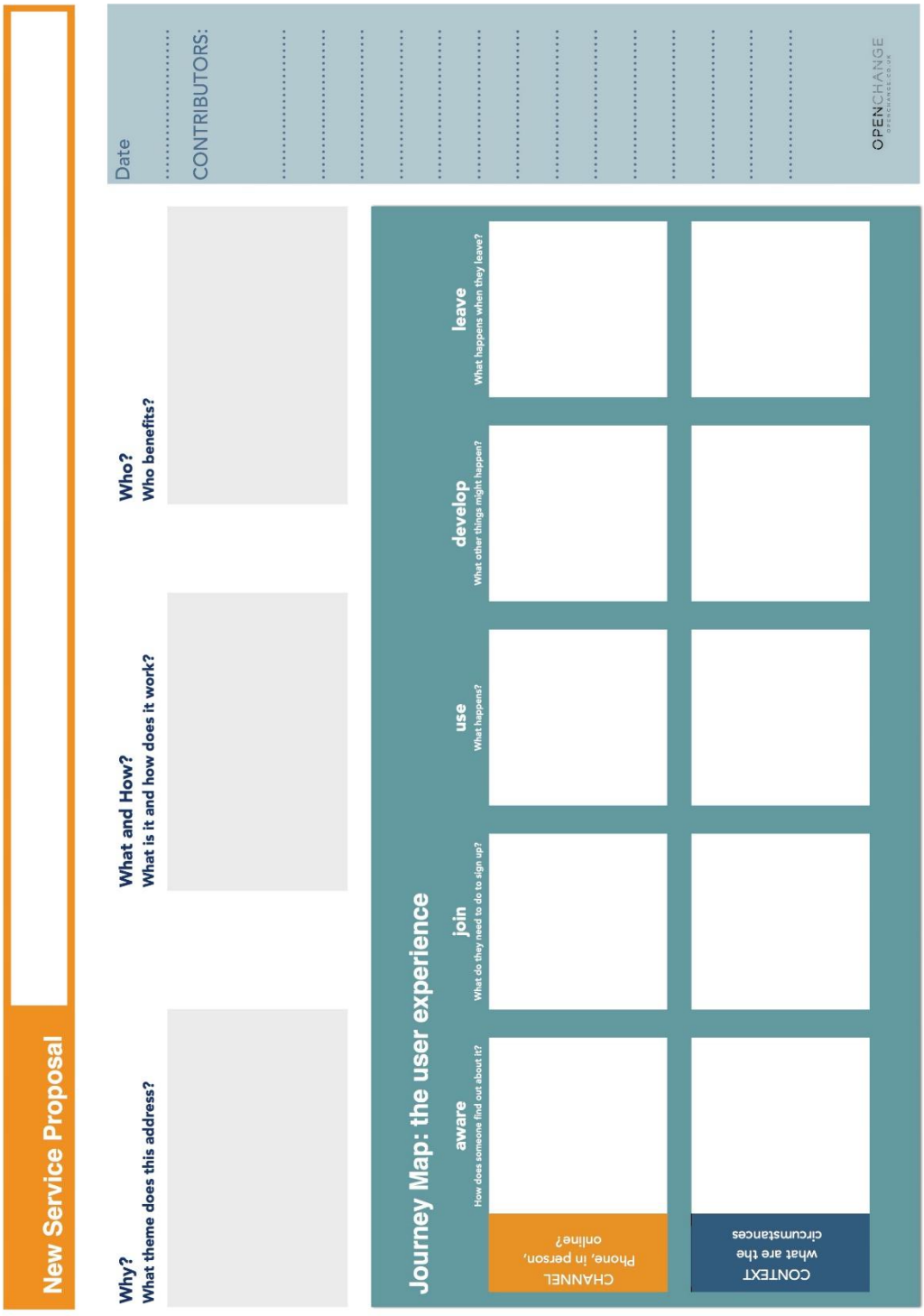
Cet outil peut être téléchargé via le lien suivant : http://diytoolkit.org/tools/fast-idea-generator/

5. New service proposal

Qu'est-ce que c'est ? Le New Service Proposal est une manière de structurer un nouveau service ou un service amélioré.

Comment l'utiliser ? En utilisant du texte et des éléments visuels, les participants considèrent le problème qu'ils souhaitent résoudre par le nouveau service, comment et à qui le nouveau service bénéficierait. « Open Change » propose également d'utiliser à nouveau le Customer Journey Map pour vérifier la manière dont l'expérience utilisateur va être impactée par le nouveau service.

Utilisation durant « Boost by Design »: Après l'identification du problème, les participants ont réfléchi à une manière dont ils pourraient améliorer leurs services ou à un nouveau service qu'ils souhaiteraient lancer. Ensuite grâce à l'utilisation Customer Journey Map, ils ont pu évaluer les améliorations ou difficultés restantes pour les utilisateurs. **Observations** : Les participants ont plus de mal à s'approprier cet outil car le temps accordé à cet exercice est plus court. De plus, ils ont uniquement pu générer des idées et ne sont pas encore prêts à développer ces idées concrètement.



Cet outil peut être téléchargé sur le site d' « Open Change » via ce lien : http://www.openchange.co.uk/new-service-proposal/

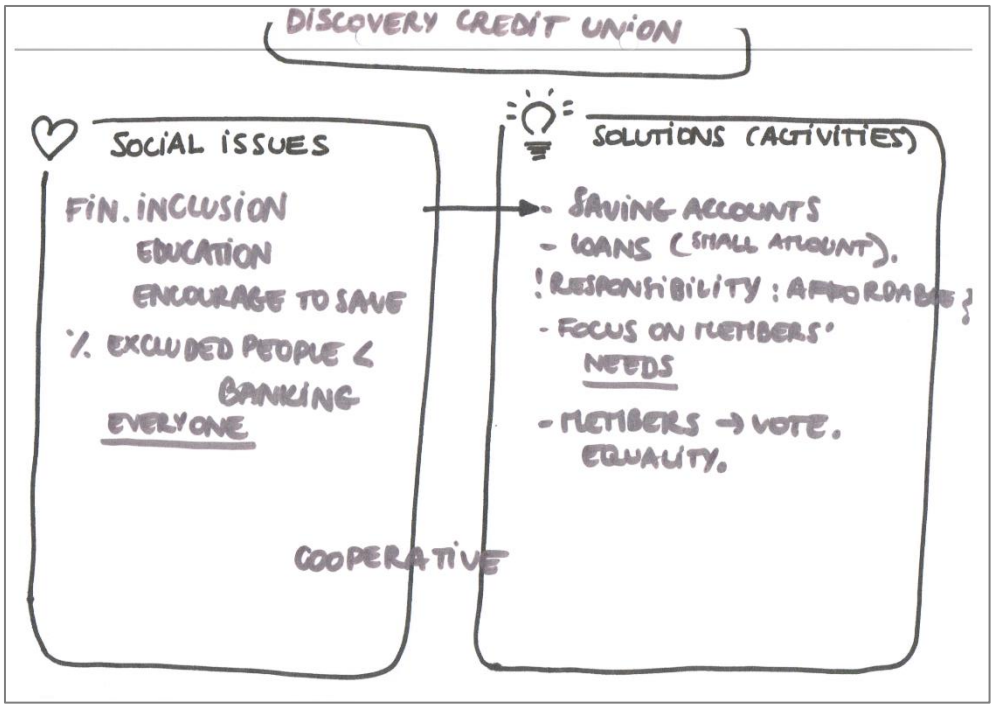
6. V&A tool

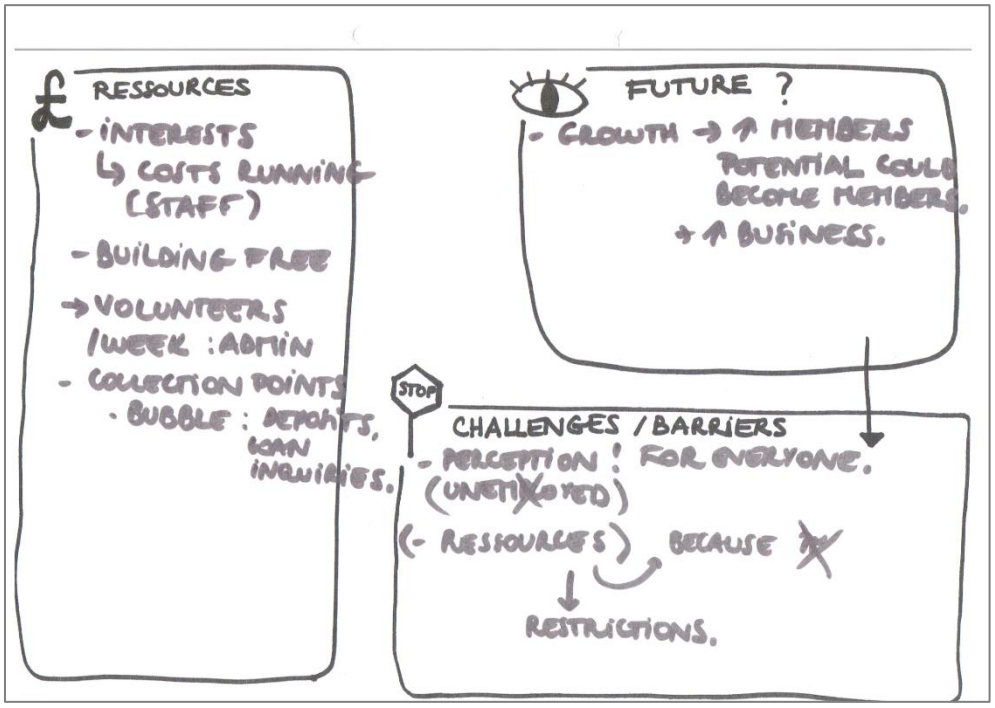
Lors du troisième workshop, les animateurs ont changé et ce sont deux membres du V&A Museum of Design de Dundee qui ont pris les commandes. Les participants ont été amenés à réaliser un exercice collectif permettant de faire à nouveau émerger des idées face au problème qu'ils ont identifié lors du deuxième workshop. L'outil utilisé n'est pas un outil à proprement parlé mais créé par les animateurs eux-mêmes sur base des principes du DT.

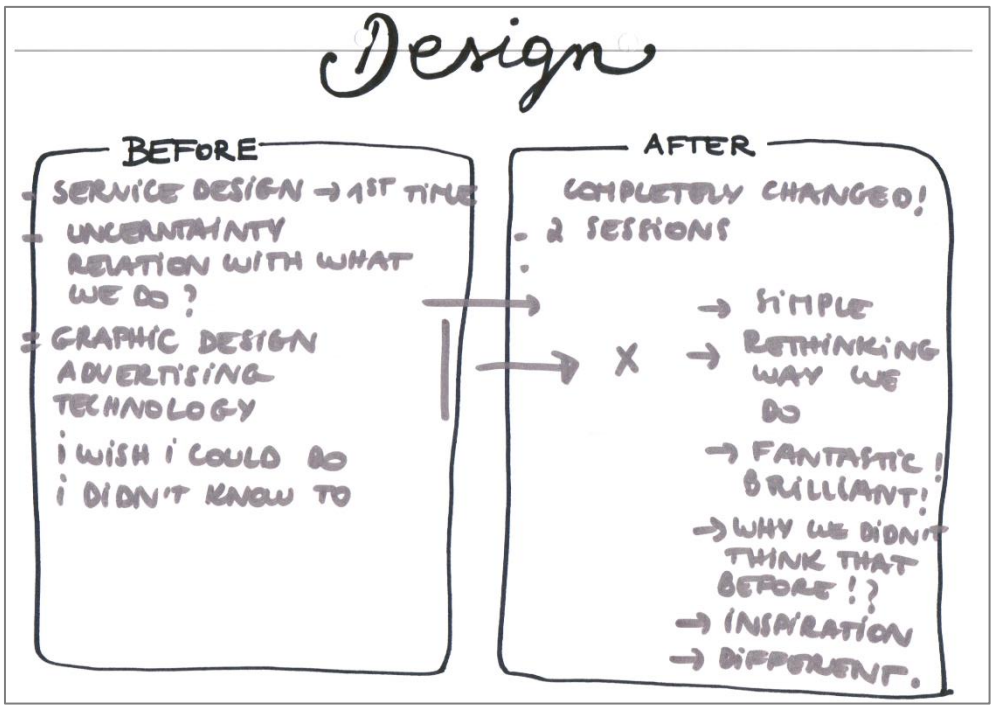
Utilisation durant « Boost by Design » : Les participants avaient des cartes leur présentant des « case studies » dans lesquels les principes du DT ont été appliqués. Ensuite ils ont entamé un exercice collectif autour de ces cartes visant à trouver une nouvelle solution pour le futur de leur organisation. **Observations** : Cet exercice collectif fait générer encore plus d'idées qu'avec le Fast Idea Generetor car les participant sont en groupe de 4 à 5 personnes (au lieu de 2).

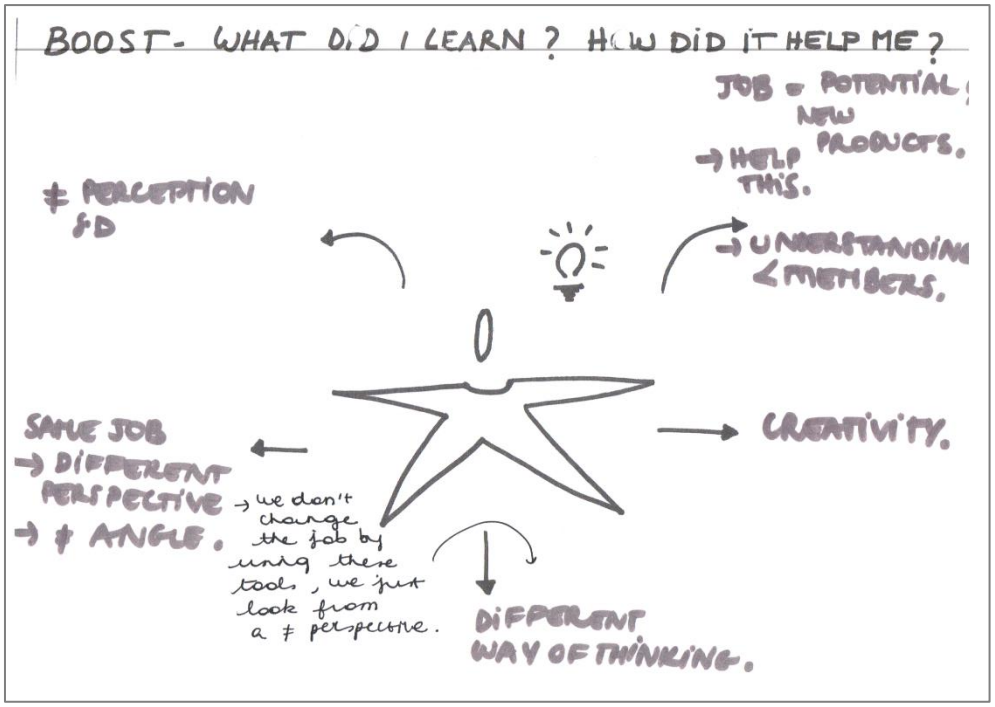
Exemples de cartes « case studies » :

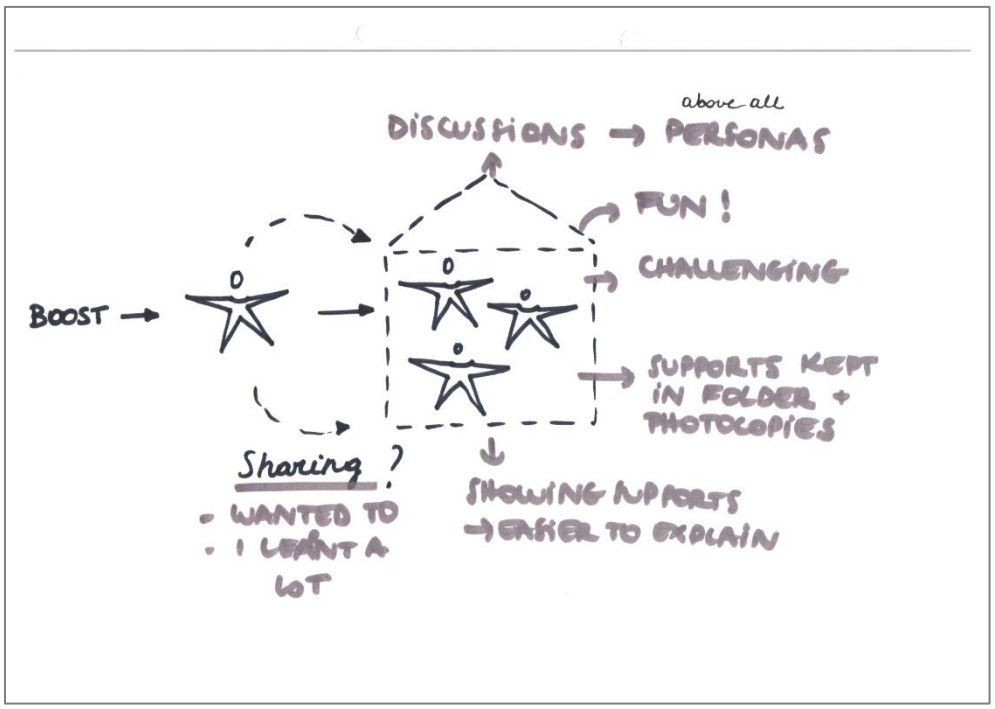
Annexe IV - Exemples supports visuels entretiens en face à face






Design
BEFORE
- SERVICE DESIGN → 1ST TIME
- UNCERTAINTY RELATION WITH WHAT WE DO ?
= GRAPHIC DESIGN ADVERTISING TECHNOLOGY
i WISH i COULD DO
i DIDN'T KNOW TO
AFTER
COMPLETELY CHANGED!
- 2 SESSIONS
→ SIMPLE
X → RETHINKING WAY WE DO
→ FANTASTIC ! BRILLIANT!
→ WHY WE DIDN'T THINK THAT BEFORE !?
→ INSPIRATION
→ DIFFERENT.


BOOST- WHAT DID I LEARN ? HOW DID IT HELP ME ?
JOB = POTENTIAL
NEW PRODUCTS.
→ HELP THIS.
≠ PERCEPTION &D
→ UNDERSTANDIN
≠ MEMBERS.
SAME JOB
→ DIFFERENT PERSPECTIVE
→ ≠ ANGLE.
→ we don't change the job by using these tools, we just look from a ≠ perspective.
CREATIVITY.
DIFFERENT WAY OF THINKING.


above all
DISCUSSIONS → PERSONAS
FUN !
CHALLENGING
BOOST →
SUPPORTS KEPT IN FOLDER + PHOTOCOPIES
Sharing ?
- WANTED TO
- I LEARNT A LOT
SHOWING SUPPORTS → EASIER TO EXPLAIN

Annexe V - Guide d'entretien en face à face

Les questionnaires en face à face sont composés de six thèmes. Toutefois, seuls cinq ont été utilisés pour l'analyse des résultats, le dernier sur la créativité a été mis de côté une fois le sujet de l'étude précisé.

Un exemple de questions est établi pour chaque thème. En fonction de l'interaction avec les répondants, les questions posées sont plus ou moins nombreuses.

---

1. ***L'organisation, sa mission sociale, ses activités, ses ressources et objectifs futurs :*** L'objectif est de prendre connaissance de l'organisation, de son activité et de ses objectifs futurs afin de comprendre dans quel cadre les répondants souhaitent appliquer le DT à leur organisation.

- **Mission sociale:** What's the reason why your organisation was created? What's the social mission?
- **Activités:** How do you answer to this social need? What are your activities?
- **Ressources:** Where are your incomes from? How do you finance your activities? Are you helped by volunteers?
- **Objectifs:** What are your objectives for the future?
- **Barrières/ Enjeux:** What could prevent you from achieving these objectives? What are your current challenges?

2. ***La compréhension du concept de design avant et après les workshops :*** L'objectif est de connaître la compréhension du design des répondants avant et après les workshops afin d'évaluer si ceux-ci ont amélioré la vision du design et évaluer s'il considère que c'est un outil applicable à leur organisation.

- What was your perception/definition of « design « before « Boost by Design «?
- Do you have a background in design?
- What is your perception of design now? How «Boost by Design» has changed this perception?

3. **Les bénéfices perçus de l'utilisation du DT pendant les workshops :** L'objectif est de savoir comment les participants ont bénéficié de l'apprentissage du DT pendant « Boost by Design » et de percevoir si ceux-ci ont eu difficile/facile d'utiliser ces outils.

- How did you benefit from «Boost by Design »? What did you learn?
- Did you think like that before?
- How did you benefit from using the Customer Journey Map/Personas/ …?

4. **Les perceptions quant à la manière dont le DT peut être appliqué dans leur organisation et sa valeur ajoutée potentielle :** L'objectif est de savoir comment les répondants ont l'intention d'utiliser les outils du DT qu'ils ont appris pendant « Boost by Design » et comment ils pensent que ça peut être bénéfique à leur organisation.

- What are you going to do with what you have learnt during «Boost by Design »?
- Which one of tools do you think you could use in your organisation?
- How do you think what you have learnt could benefit your organisation?

5. **Les barrières perçues à l'utilisation du DT dans leur organisation :** L'objectif est d'identifier les éventuelles barrières que les répondants identifient pour l'utilisation du DT dans le futur.

- What do you think could be the barriers to help the tools in your organisation?

6. **La perception de la créativité :** L'objectif est de savoir si les répondants se sentent créatifs et s'ils considèrent que c'est important d'être créatif dans une entreprise sociale.

- What do you think about creativity? Do you think you are creative?
- What do you think about creativity and social enterprises? Do you think it is important to be creative in a social enterprise ?

Annexe VI - Entretien en face à face : Selection Box

Fonction des répondantes : fondatrices de Selection Box

Date de l'entretien : 31 mars 2017

Légende : Gras : Perrine Mercenier/ Non gras : répondantes (J et K).

1) Business modèle simplifié (non retranscrit) : schéma

Selection Box : collectif émergent (2015)		
Mission sociale Rendre la **créativité accessible** à tous et donner plus de **visibilité aux jeunes artistes**.	***Activités*** • **Workshops et événements** sensibilisant à la créativité. • **Connexions** entre divers événements de la ville.	***Cibles*** ➔ Tout public : familles, jeunes, personnes âgées. ➔ Etudiants artistes.
Ressources • Volontaires • Ressources locales : mise à disposition de locaux et de matériel • Revenus des workshops (faibles)		

Objectifs	***Barrières***
• Créer des **postes payés** • **Péréniser l'organisation** • Avoir un **local physique** pour l'organisation • **Mobiliser des bénévoles**	• **Manque de ressources** bénévoles et financières

2) Perception du design avant/après « Boost by Design »

a) What was your view of design before Boost by Design? Do you think Boost by Design has changed this view?

J: The principles we learned during the workshops we've already seen them with Mike Press *(former Design professor at Duncan of Jordanstone College of Art Dundee and now part of Open Chance, animator of Boost by Design workshops)* but a lot of the tools were new and helpful.

K: Yes, we knew these principles, this different way of thinking but we didn't know how to use them for Selection Box. It changes the way you think and that's useful for us.

3) Les bénéfices perçus de l'utilisation du DT pendant les workshops

b) How did you benefit from Boost by Design?

K: It has changed my way of thinking in terms of things to consider, things that I didn't consider before Boost. I think it can break down things that you think are so obvious. When you actually think about them, it can open-up lot more ideas. Even if we know each other, it sort of opened up the discussion.

J: Yes I think it was a good amount of time to think about it because I don't give myself that space, that amount of time to actually sit down and think about it because, just because it doesn't fit into my day. So it's a good time, it's good to put your brain into it.

c) Have you ever thought like that before? How different is it from what you were used to think before?

K: Yes, a little bit. But it was more about "What they would expect?" and "How they would afford what we do?" We never talked about our people in that way.

J: We haven't really spoken about that. It's something that crossed our mind but we never talked properly in that way and about other ways of doing. I think, like you said, we just assumed that things are done like that and we don't think in other ways of doing things. But I think it's just hard at the moment because there just so many things going on.

d) Why did you want to participate in Boost?

J: Because I thought it was a good space to think. It sounded like the right step for Selection Box now.

K: Because it would force us to think about what we're doing. We can't really set time to do that. So it would be an excuse to keep thinking about what we are doing. We don't normally do that, you think that you have to but then it's just more about thinking in the head.

J: Thinking about the future, possibilities, opportunities.

e) In terms of the tools we used, was it easy/ difficult for you? What did you learn?

- **Customer Journey Mapping:**

K: I found it difficult because Gillian *(the participant who was in pair with Kali during this exercise*) she works with people with mental health disabilities, I think she really struggled to break it down to me because compared to what we do, we do really nothing. We were not quite on the same level of experience so I think she struggled to break it down and make me understand. Cause there is a lot of terms I didn't know what they meant. I think after a couple of time we understood more.

Would you have preferred to be in pair with someone at the same level of development as Selection Box?

K: Yes, maybe. But it was helpful. But then it kind of opened an opportunity because she was saying that she would like to have someone like us for a project.

J: She was talking about a summer school. She was telling that we could help her organise workshops or things like that.

J: I was with Thomas *(Thomas is a director of a dance company)*. His business was more straightforward. I think we both had relatively same problem, ours was more complicated because things have so many aspects and we change every time we don't have a unique audience and all our events are different. All his performances are not all the same but they are all performances. But we both found that we struggle to keep people. Like we don't know how to retain a customer at the end of the experience like they come and they want to join us but we don't know how to retain them. And he doesn't know how to do that. It was the main issue he had as well. Doing that journey map, I mean following that pathway, was a help to know what happen after the experience.

Do you think the format of the tool helped you discover that?

J: Yes I think it helped to identify that from the customer's point of view.

- **Personas:**

J: They were good!

How did you create them?

K: We sat together to create them.

How the format helped you?

K: We didn't think about the barriers before. It has changed what to consider. We always more thought about their needs but not in terms of barriers, a little bit but not like that.

J: A lot of time we don't really have the option, we don't really have the funding maybe or the facilities to think about solving the barriers. We can't bring an adjustable table for

example, like different highs of seats or… basically people are always standing! The only barrier for us is to make it happen even if there are many others, we can't really cope them.

Do you think you will take them more into account that you've identified them now?

J: It would be good to but realistically I don't know if we have the capacity.

- **Problem identification:**

K: I think we changed ten times our problem!

J: Because we have so many things to solve! In short it was going on what we're doing now!

What was the problem you identified?

J: Keep the free aspect and finding the way for us to be able to eat and pay.

K: I think it would be helping our organisation, Selection Box because we're standing alone right now. Or if we could get funding again because we managed to get funding for the bus *(one of their project)* which was great.

J: But litterally the funding was only for the insurance. We don't actively seek funding this is the fact because we do make our money, the reason we were doing these events was to see how we can do things like that in the future. And so we didn't seek funding because it would have been too long process.But maybe in the future we could apply… but it just takes time!

Do you think it helped to talk about that?

K: I think it helped because it kind of put me and Jasmine on the same leaflet, you know, we spoke about what we both thought separately. We have our own views on what we do. But obviously thinking about take it further,it's good to hear what we both thought and barriers for us, kind of things, our own barriers.

- **Fast generator idea:**

J: I don't remember but I'm pretty sure we spoke about working in partnership with other organisations, the crowdfunding for what we do, they are things we talked about. I can't remember his name, but he worked with arts in the Tayside, and he was talking about how they have funded to take on arts students like graduates and people like that to produce arts. And recently I've done some research to know if anybody does what he do, anywhere else. And to see if anyone makes something from it, get employed by anyone. And I found an organisation who has been employed by (?) and they call what they do participative art and they are their own organisation but they do some kind of outsource and I thought that's an interesting thing we could do. What we do is sort of events, what they do is mirrors and workshops so it's something we could do and also use that to run events. So that sounds like a great idea but equally to get that off the ground I think it would be quite a lot of work but I think it's a good route to actually get there.

So it gave you more ideas, it maybe expand where you can look?

J: yes.

- **New service proposal**

J: I don't remember, we didn't make it.

- **V&A tool, did it help you in your ideas?**

J: Our group struggled a little bit because we were with new people in the group, Gillian didn't really want to diverge from what she was doing already. The others had already ideas and they didn't really need any input so there was no reason for us to make the exercise with them. And for us, I didn't know what to say because I don't really know where we are going so I was speaking to Gillian and she thought we should make things down rather to expand and she told me that we could concentrate on mental health disabilities and then she talked about her project of summer school. So I was just like, that sounds so cool, and then she told me you could work with me, I was like okay. But literally I didn't know what to write it down, it was time pressure. And then it was Annie and then the others. And I was thinking "I don't know what I'm doing!". So I didn't have a lot of thought because it was a bit time pressure to conclude it.

f) Why would you recommend it to other organisations, to learn these tools or take part in Boost.

K: I think it actually benefited a lot of these organisations because us being younger. In some sense I was speaking to a few of them and I gave them ideas they had no idea about. In terms of experience as well. It sounds bad but, they have their own circle of people and we have ours, with our generation maybe. I felt they were helping me and we were helping them in different ways, because they have a lot of things to say and we could add things maybe more about social media. It's more about how people are collaborating.

J: It's also really good to make yourself think seriously about what you've been doing for the last time. You might have already taken it seriously but we measure what we do by people's reactions to it, lot of the time. And to have to sit down and explain it to someone else, who maybe never heard about it before, it helps. And most people we explained to said "That sounds great! I've never heard that!" and that's really encouraging and make sure you want to keep doing it. It makes sure you want to keep come back to the next workshop and try to be more engaging. It's that kind of things that these workshops provide and it's not really, I don't know.. not many things like that come up, especially if you're an emerging organisation, you've just graduated. That's a great idea to do it and I would probably recommend it to the next group of people who wants to set up a social enterprise because I think it's a really good space for them to go into and think "What we want? What we do? How are we going to do this?" in a room with people who do that all the time.

4) *Les perceptions quant à la manière dont le DT peut être appliqué dans leur organisation et sa valeur ajoutée potentielle*

g) If you look back on all these tools what do you think you could use in the future to help Selection Box in the future?

J: The fast generator ideas to talk to each other.

h) In which situation do you think you could use it? In which situation do you see yourself using this tool?

J: When we get stuck in a problem like we want to do something but we can't figure out why it's not working or why what we want doesn't happen.

i) How do you think what you've learned can help Selection Box in the future? To cope the challenges you have now?

K: Probably thinking more about what we could do. Probably thinking more about who listen to. Consider people more. Probably consider ourselves more.

J: Yes. And the digital tips as well (...) *not recorded because not interesting for the research.*

j) Do you think it could help you develop more Selection Box to think in that way and use some of the tools?

K: I guess with the time, yeah. But now it's more about finding the time to say let's do that, let's do this, actually sit down to think.

J: Yes now we have the degree show. But after we graduate we'll take time to actually sit down and have a coffee. But, yeah, without the degree show, it would have been really good to solve these tools to figure out what we could do for the Design Festival because it's so much bigger this year and we don't have plans and they are really keen that events are happening and it could be really good for us to do something huge. But honestly, I think we'll both explode so it's not working, it's just not working, maybe next year!

5) Barrières à l'utilisation

k) You've already answered many times in this interview, but could you tell me again what could be your barriers of using these tools of this approach in the future?

J: Time! It's just too much now…

K: Yeah, we need to take time to actually sit down and think with the tools.

6) Perception créativité

l) Do you think creativity is important when you try to create your social enterprise? Do you think it helped you to have a creative background?

K: I think what we tried was to be a little bit different. We're trying to be as creative as possible and we try that people can be involved with something they've never done before. So I think, yeah, trying to be different needs to be as creative as possible.

J: And we think creatively about how people can become creative. Because a lot of people don't want to be creative. They think that art is for a certain group of people. Many times we try to get people involved and they have on their face "I don't want to do that, that's for arts students or kids" you know. But if you actually think about it, it's good, it's fun, you're the right type of person for that workshop. They don't want to get involved so you need to be creative about that, otherwise they will just stand there and to get involved. Creativity is important because it increases wellbeing, improves people's days, improves mental health.

m) What is your definition of creativity?

K: Oh, that's a difficult question. Self-expression, the way to be able to express yourself in whatever way you want.

J: For me it's the power to change things! If you harness in your creativity, you can do whatever you want.

Annexe VII – Entretien en face à face : Uppertunity

Fonction du répondant : co-fondateur et bénévole de Uppertunity

Date de l'entretien : 24 mars 2017

Légende : Gras : Perrine Mercenier/ Non gras : répondant

1) Business modèle simplifié (non retranscrit) : schéma

<table>
<tr><td colspan="3">Uppertunity : Jeune entreprise sociale (2015)</td></tr>
<tr><td>Mission sociale

Intégration sociale des adultes « vulnérables » et isolés par le développement de compétences personnelles et l'atteinte d'une indépendance sur le long terme.</td><td>Activités

• Ateliers thérapeutiques et cours créatifs hebdomadaires.
• « Skills development project » : programme de 14 semaines sur base de l'apprentissage de compétences de confiance en soi et développement personnel, pour des individuels ou organisé pour d'autres organisations.</td><td>Cibles

➔ Adultes « vulnérables » et isolés de manière individuelle

➔ Organisations qui s'occupent de ces personnes</td></tr>
<tr><td colspan="3">Ressources
• Revenus des ateliers (faibles)
• Volontaires : les membres de l'équipe sont actuellement uniquement volontaires.
• Petits subsides publics.</td></tr>
</table>

<table>
<tr><td>Objectifs

• Créer un premier poste payé
• Avoir des ressources financières stables
• Augmenter le nombre d'ateliers et de cours
• Etendre la notoriété de l'organisation au sein de la ville</td><td>Barrières

• Manque de ressources bénévoles et financières.
• Difficulté de planifier le développement à cause de l'incertitude du point de vue des ressources financières.</td></tr>
</table>

2) Perception du design avant/après « Boost by Design » :

a) What was your perception or understanding of design before Boost by Design?

I thought that design process was things like marketing and business strategy but I never give importance to it. And Boost by Design changed this perception, from my point of view, in a good direction. From the old sort of strategy, just business focused which was not focused on clients, staff, it was purely a business model, which is now the use of design thinking to improve services. My vision before participating in Boost by Design was more sort of an older idea of design.

b) What do you mean by "older idea"?

An "older idea" in the sense of, if for example you were planning to start a business you were thinking where you are going from a profit point of view, whereas now the focus is very much different.

c) Do you have any background in design?

No.

d) What was your definition of design or the words you could link to design before participating in Boost by Design?

I suppose it would be in a sense of planning. It's a kind of planning and sort of devise a strategy for how we are gonna go. Go about doing wherever it was. Planning and doing.

e) What is your perception of design now?

I'd say still about planning and strategy but taking a very different approach to it. When we think about ideas and concepts for opportunities, we are not thinking about new ways of thinking about it. The way we did it with Boost by Design was really reassuring. Focusing on the service users, on our volunteers. And that just happened to be the good way!

f) Do you mean that you were not thinking in that way before?

I would not say that. But it's a tricky one! I would say it's a way I would go about for planning and strategy but I was not aware of different design strategies that could match that now. So that's good to see that there are, thanks to Boost.

g) Have you heard about service design before?

Vaguely. Again through a business sort of concept not in my third sector or something like that.

h) Do you agree with the process we learned during Boost by Design?

I think the process is really good. I think because we think about service design in such a different way. And helped to see things you might have even considered. And I think some of the approaches when you first hear about them you could think: I'm not sure how they could gonna help, but then purely by trying to switch your view, to hear the possible ways, you do start to pick up things you

never thought about. But now that I thought in that way, I can actually see how it can fit with my work. It's really difficult to predict what you're going to end up with but when you end up it's really good.

i) Do you agree with the principles of service design, the fact of thinking in your users' mind?

Yes, I think it's a really important part, especially for services and the kind of stuff third sector do. And I'm really fan of "feedback". You might think that you know what your customers think but you don't know until you've got the feedback from them. You can assess what you've done but also check if you meet the expectations. You can see that one thing can be done better than another. I think feedback from the users' but also from the volunteers are important, from anyone who is involved in the service, in any way, any feedback, anyone.

3) Les bénéfices perçus de l'utilisation du DT pendant les workshops

j) What have you learnt during Boost? How did it help you?

Certainly, new approaches of service design. I think it was good in a sense it helped to highlight a lot sorts of services and opportunities that are in the local area for not just service design but a lot of different aspects. It was good in the sense that you met a lot of organisations there, you got a lot of different feedback, interpretations, other ways to come across, which is good. And I think it also reassured to be with people who think in a similar way, who have similar intentions.

I really appreciated the collective part of the workshops and getting feedback from everyone, the participants, the guest speakers, etc. It was really good to see that we can help each others. We thought we could do that and actually others could help us to do something else. I think after Boost by Design we'll all be more in interactions with each others, between organisations that were there. There are many organisations in this area and it's hard to find way to be aware of who's there.

k) How do you think the tools helped your organisation?

It was definitely beneficial for our organisation. A lot of tools were quite reassuring in the sense that we used these tools that worked for a lot of organisations and we realised that we were kind of doing that already, we were on the right track. We are kind of already well designing our services.

l) Why do you think you didn't realise that before?

I think we didn't think about that before. We were used to think about what we need to achieve, then brainstormed to make it happen. I think just taking the time to think about what we do was good.

m) How do you do usually when you want to solve a problem or think about your future?

Usually, we have six directors on the Board and we're thinking together about doing something next. We brainstorm. Ideas come from everyone. What are the possibilities, the possible problems. It's an open discussion and then we divide the tasks.

n) In terms of the tools we used, was it easy/ difficult for you? What did you learn?

-**Customer journey mapping:** It was definitely a good one for us. We could expand it. For us it helped to see from a service user's point of view. At each step, how is it working for them? Is it meeting their expectations? A sort of way of thinking ahead and to be aware of. It's trying also to check our expectations and trying to match them with service users' expectations, because we could see that in two different ways. That permits to see that in both ways. It was slightly different from what we do usually. We do try sort of always a bit think about checking what we do, but more in a practical sense and not from the experience of the customer, more about the access of the classes for example. Thinking through the users' point of view can help highlight things that we missed or not thought about.

- **Personas:** I think the personas are good and definitely useful. Again we thought about service users', about their issues. What was the most challenging to create them was to think about the most challenging issues. But it was quite easy and straightforward to create them. We created them with the team as an open discussion.

- **Problem identification:** I think a lot of people found it hard. And there was a lot of similar problems. My problem was managing the scope of everything, making sure to get resources to cover that.

> **Have you already identified this problem before?** We were definitely aware of it but bringing the problems to others gave us more ideas to solve it because some have come across it before.
>
> **So, do you think it was useful to share it with others?** It was good and useful to share it with others. Especially because I was with Chris who had already some years of experience in an established organisation. We thought about "Have we done enough? Can we do more? Do we need to change things?" It was good to share experience and get feedback.

- **Fast generation ideas:** I was with Chris again and with his experience over the years he had a lot of inputs. My input for him was to have fresh eyes on his problems.

> **What did you think about the questions set up in this tool?** It was really strange to think about some of the questions. For some of them. I think it was a good experience in the sense of just getting a different way of thinking and to see what you came up with. Even if it was just a case of something that could never work, but it give you the reassurance that you do it a the right way. We didn't really follow the questions of the tools but it helped to guide the discussion between us, try to take a different approach to discuss, even just the concept of "could you do it?".

-**New service proposal:** It was pretty much what we do at the moment. It was an idea we had already but it was useful to mention it during Boost to get other inputs because it was a bit outwith our skillset and knowledge. It was good to get opinion from others and get better idea of where we can go. It gave us ideas about how successfully providing the service and the planning and the experiences and skills of other organisations, filling the skills gap we had.

- **Visual thinking:** It's not really something we did before. It was beneficial just for example to note down ideas. For example with the customer journey map, it was a different way again to tap on issues.

o) Why would you recommend other organisations to learn this approach?

For all the reasons it would be beneficial for us! I could not think about any organisation that could not benefit from. It gives you a much better sense of what you're doing and what your organisation is doing, understanding the different aspects to take into account.

p) Your expectation in the application form of Boost by Design was "Increase our profile in the city, looking for innovative ways of doing that", do you think it's achieved?

I think it definitely helped. Partly through the networking with the group who was there.

4) Les perceptions quant à la manière dont le DT peut être appliqué dans leur organisation et sa valeur ajoutée potentielle

q) Which of these ones do you think you're going to use in the future?

Customer journey mapping and personas could definitely help the things we do. I think it could certainly help us monthly, for our monthly trips we organise, to plan them effectively and look at the potential problems. The monthly trips consist in things we are not used to do so there could be problems. I think we could use these tools for each trip because each trip is going to be a different experience. The personas could help to plan it better and track the potential problems.

r) What are your expectations for the future with all you've learned? Why do you think it could help your organisation?

It's definitely gonna help, in that sense I suppose feeling more in control about the things. Because there is so much going on, identify the problems and have a better sense of you feel you have designed the service properly. It would be reassuring to start a new service, new classes, it could help us be sure we make good decisions.

s) What did you do after Boost by Design?

I shared what I learned with my team. After the second session we had a Board meeting at the end of that week anyway and we talked about how it could help us in our plans. I think we're going to use the tools to plan more than what we do at the moment. Certainly me more in a first instance but then I'll be passing the knowledge to others.

t) Do you think it will be easy for the rest of your team to use the tools?

Yes I think it will, I think the tools are really well designed, they are quite straightforward and easy to use. And I this course *(Boost by Design workshops)* did a really good job in explaining the tools, how to use them, what's behind the tools, it's gonna be easier for me to explain them how to use them.

u) How do you think you will use the tools? In group or you alone?

Some will be done as a group, some alone. Most of the tools are ready to go as they are. Probably going to use some of the concepts without the tools. It would be useful.

v) Do you think it could help you think the future in a better way?

I think for us, all the tools and principles behind them reinforced our way we need to think about things and it can help us continue doing that.

5) Barrière à l'utilisation de ces méthodes

w) Do you think social enterprises could face barriers to use this approach?

No. For me, just by seeing how you can benefit from it, there should be no barrier to adopt it.

6) Perception de la créativité

x) What do think about creativity? Do you think you're creative?

I think I'm creative. Creativity is for me the ability to think about things in a different way, to come up with different ideas in a same situation, different perspectives and different ways of thinking.

y) Do you think it's important to be creative in a social organisation?

I think you pretty much have to, certainly with some of the problems you deal with you have to be creative with the solutions. Because you're a social enterprise, every time you deal with a social thing, you need to be a bit flexible because things are unpredictable.

Annexe VIII – Entretien en face à face : THAT

Fonction du répondant : fondateur et directeur de THAT **Date de l'entretien :** 28 mars 2017 **Légende : Gras :** Perrine Mercenier/ Non gras : répondant

1) Business modèle simplifié (non retranscrit) : schéma

<table>
<tr><td colspan="3">THAT : Entreprise sociale établie (2002)</td></tr>
<tr><td>Mission sociale

Améliorer le bien-être des patients de maladie de longue durée et l'environnement des espaces médicaux grâce à l'art.</td><td>Activités

• Services individualisés pour éveiller la créativité des patients (gratuits).
• Gestion de projets pour améliorer les espaces médicaux en lieux agréables et créatifs (sous-traitance pour des hôpitaux et autres organisations).
• Connexions entre artistes et projets de santé.</td><td>Cibles

➔ Patients ayant une maladie de longue durée

➔ Organisations médicales (ex : hôpitaux)

➔ Jeunes artistes</td></tr>
<tr><td colspan="3">Ressources
• Revenus de l'activité « gestion de projets »
• Subsides du Service National de la Santé
• Vente aux enchères annuelle d'objets d'art</td></tr>
</table>

Objectifs • **Poursuivre la création de valeur** pour le secteur de la santé grâce à l'art • **Innover pour améliorer** l'aide apportée aux patients	***Barrières*** • **Changements significatifs dans les instances** du secteur de la santé : difficultés de communication et de négociations pour les subsides.

2) Perception du design avant/après « Boost by Design »

a) Do you have any background in design?

I'm from an arts background.

b) What design meant to you before Boost by Design?

I'm an old enough person to have an old perception of design, the old idea that design was designing something. But I'm also able to understand that services need to be designed as well. But it's only been in the past 5 or 6 years that service design has become part of an arts agenda. Service design before lays in someone else's demand. The stuff that we've been told during Boost by Design I completely understood it, and the context of design language and design theory, and completely agree that you don't have to be making something to be designing. The process can be really important. But understanding the principles of it and being able to apply it to your own circumstances are two different plans. So that was I was looking for, not so much the understanding of service design but what tools might I be able to adopt and to make use of to help me reviewing and revisit the work we are doing.

c) How did you know service design before?

I suppose not so much through my job with the arts but more through my general connection with the art college and with the arts. I'm also, I'm on the National Executive and the Scottish Artists Union, Trade Union for artists, so I try to keep an idea of developments and art design world. I've certainly heard Hazel *(the animator of Boost by Design workshops)* speak before and had some contacts with her department *(department of design at Dundee School of Arts)* we were looking it potentially to gain students for placements to be involved in our work. So that's *(Boost by Design)* sort of updating.

d) Before Boost by Design, how did you think design could help your organisation?

I wasn't sure if it could, if I'm honest. I didn't know if our model, how applicable our model might be, in terms of redesign. But I was also conscious that we were keen to keep building a relationship with DSEN *(Dundee Social Enterprise Network who funded Boost by Design)* to keep identifying ourselves in the context of third sector and I felt it would be a good way for exposing our organisation through me to the various people that would be there. And also I would try to be as open-minded as possible and I suppose the outcome is I'm actually more impressed that I thought I would be!

e) What would be your definition of design now?

The application of creative thinking.

3) Les bénéfices perçus de l'utilisation du DT pendant les workshops

f) **How do you think you benefited from Boost by Design?**

It has given me a methodology for ensuring our planning is person-centered, you know the personas, I think it's a very simple and effective way of keeping that community in mind through discussions. I'm satisfied that I have valid and usable tools from the process and hopefully I'll be able to create the circumstances where we can use them.

g) What did you like in the tools?

It gave those stages, different tools at different stages, while not leading you to prescribe conclusion. It actually provided good structure. I think that they *(the tools)* are, there's a level of flexibility there, they are adaptable.

h) Why would it recommend it to other organisations?

Because it challenges your preconceptions, and I think it's important on a regular basis. It also provides an alternative structure for viewing what you do. And that's good, that's a way of refreshing your own view on your model.

For some people like me, who has a Board of directors, major partners who have an investment in what we do as well as key members' staff and the partners we wok with in the community, there's actually a group of people that needs to be convinced to make changes, to look at our work in a new way. I think the tools can help convince them, because otherwise it would only be me. These tools are validated, accredited that others use then for a change it's not just me and my opinion, which is often the way it is.

i) Was it difficult for you to think for the users' point of you?

We're very much what we would term person-centered. That is one of the principles underpinning of our work. Because the processes we use are all about tailoring and to suit the individual. We want them to be artists, we are very sensitive to facilitating people and to create a personal experience. And for that we have to be focused on the individuals. So the approach was not far from what we do.

j) In terms of the tools we used, was it easy/ difficult for you? What did you learn?

- **Customer Journey Mapping:** I think as our first one in it, I think there was no sufficient clarity. I think a lot of people got confused. But I think it was a good contained space to plot intentions. Because often the difficult thing is to be concise and it helped for that.

  Was it difficult for you to use this tool? It was not difficult for me. Probably because I have an art background and I have done a certain amount of readings and research in the past, about this notion of breaking up the journey and understanding in different ways.

- **Personas:** I liked the personas. It actually physically articulates that aspect of person-centered. Just the idea of having it there, in front of you. I would hope it would accurate in some extends and most of the time. But it challenges you, to have it actually sit in there it's a really good way to reminding yourself and not to be too convinced on your own. Sometimes it's too easy to think "I'm always person-centered".

How did you create your personas? I did 3 *(personas)*, and I did 2 distinctly different participants, people we would work with, based on components from different participants. But then what didn't really come to me until I was making them, is about our partners and artists, there is a very specific context for them that should be addressed and we should be very conscious of. So that was good and valuable.

- **Fast generation idea:** What I found by going through that was I've done that. Not any single one I've done as an exercise but we have some in our approach. For example, we ordered a funding research from the University because we knew that they could have another perspective to the work. And that confirmed more or less what we did but in a different way and had an underpinning theory. But for certain ones *(the questions addressed by the Fast Generation Ideas tool)*, we've already done that. That's *(the research)* an example of translation. We had a third sector, a voluntary third sector arts and health approach, what we did is that we applied an academic medical approach to it to see what had to change. We learnt from and we maintained some elements from that. So it was good to see all the questions *(of the tool)* but it also became a realisation of things we had done before, at different times and for different reasons. It was interesting to see the terms and contextualise them. At the end the remark I found was that I've been trying to generate new ideas from the past 15 years and I've tried most of them.

  You were with Gregor for this exercise, he told me that you helped him a lot? Gregor *(partner for using this tool)* had difficult to understand some of the questions etc. What I was able to do was to interpret how this could happen with what we did in the past. And then, we could therefore discuss it and we ended out how he could, because I had already use some of them before, attempt them as an organisation.

- **Problem identification:** We focused more on Greg's problem. I don't think it helped me and my problem but I think it helped Greg. I felt more like an advisor at that time, which was fine. And that can be valuable for me as well.

- **New service proposal:** I think we didn't do this one.
  Do you have a solution to your problem? I haven't yet discovered, I don't yet have a solution. But I now feel better armed to try it and pursue it.

- **V&A tool:** For me, after the two first sessions, this session brought me to an output. It was more collective, we were working with 3 or 4 people compared to the other sessions. One idea came up it was about outdoor activities. All our activities are indoor. The fact is that you can be creative outdoor and that was an interesting one. The opportunity to do exterior, 3 dimensional activities artworks as an engagement in the process could be hugely exciting and a really interesting to do.

  How did you get this idea? It came thanks to a group discussion, from someone in the group who was really focused on outdoor, well-being value.

- **Visual thinking:** I'm visually trained and I already used visuals to express myself. But to others to be encouraged to do it who are not necessarily from the same background, I think the tools have a visual dimension, even for people who are only writing things down in boxes, within the structure, it would be a sort of mind shift for others.

  When do you use visuals in your organisation? We use some visuals for evaluation and to communicate with our users, we're conscious because we work with people with communication disabilities for who visuals components can be important. It would be good to apply it for planning, rather than to evaluation.

k) Did you share what you learned with your team?

I shared them with my colleagues but not to my Board. I showed them the tools, and highlighted especially the personas as an understandable tool because they are themselves explanatory whereas the journey map and the idea generator are less, you need to spend more time on it to be able to kick in. We haven't had the time yet to have an in-depth conversation about it because we're all busy. So what has to happen is that we have to set time for me and my colleagues to discuss it in-depth and come up with a strategy on how to open it up to the Board and some of the partners.

l) Your expectations in the application form were "To be challenged about the way you do and finding new ways of designing services." Do you think it's achieved?

Yes I was challenged and there was opportunity there for me to address the way we work in a positive way. The challenge was also to see how to contribute to others' discussion. I feel satisfied that I contributed to others' ideas as well.

4) Les perceptions quant à la manière dont le DT peut être appliqué dans leur organisation et sa valeur ajoutée potentielle

m) Which one of these tools are you going to use in the future?

I don't know, probably a combination of them. Probably, the V&A tool, with the cards. The personas. And the fast generation idea because I'm comfortable with the idea of fast generation idea.

n) How do you think you're going to use them?

Not day to day, we don't have the time. Using it projects by projects, as a review of what we plan. I don't think we need them on a daily basis.

o) How do you think it can help you in the future?

I haven't had the opportunity yet, I'm hoping that I will convene a discussion group where the various partners we work with, people chest arts through Scotland, our partner charities, people at the DCA, an arts provider we work with as well as members of our Board and to actually have a discussion about the challenges, using the tools that we've managed together over the Boost sessions and to have a discussion about the challenges of our pre existing design.

p) How do you think it could help your organisation to use these tools in the future?

I think it could help the Board of the organisation have a better understanding of the design process. They understand outcomes and outputs of programs but they probably don't understand, because they don't have to, they don't think about what we have to go through the staff in terms of devising activities and designing projects. And it would give them a better insight into that.

And also in terms of our partners, it would help them articulate their role because when we're designing and when we're in charge or projects, design projects management and projects evaluation, our partners are really pleased because they don't have to create the projects, the delivery approach, you know. But at the same time they keep an influence. So the tools give them an opportunity to express new ideas from their perspective that we don't normally hear. But it will benefit them only if they join us using the tools. Because each of our partner work again in a larger context, when we partner with them it's generally because we're offering them arts but they are normally not from that context. And when we're working with arts partners it's because we have access to people in health conditions that they don't have access to. So our partners have always another larger context and it's only by working with us that they can enter this focus area. But maybe we don't pay enough attention to their agenda.

q) And more internally?

If my colleagues and I go through this, then that might help us articulate common understandings about what we're doing. We presume that we have but maybe we haven't. Or maybe highlight what we don't have full agreement and where are the opportunities for changing our mind about things.

5) Barrières

r) Why it might be difficult to use the tools in the future?

I think it's about what tools to use and at what time. We spent 4 afternoons but I won't have the luxury to spend 4 afternoons and so it would have to be more focused and I would be able to deliver them at 2 meetings at most. Everyone has a competing diary. My idea with my colleagues was to explain them the tools and then see what issues of our work we are going to deal with with our Board and partners. I think we first need to learn with my team how to use the tools and then use them with other people, our Board or our partners.

s) What could be the barriers for you or another social enterprise to use the tools?

Making you learn takes longer than we had. I think that all those tools are really useful and if you start using them for an emerging social enterprise, you could use them quite rapidly to clarify thinking and to begin structural planning. I think the problem, not the problem, but it takes, it will take considerably longer when you have established structures and existing ways of working to be able to examine them in details and make them change. For example with the Fast Generation Ideas tool, we had done some of the things already in the past and it made me realise that as a developed model of practice it's difficult to flip on it because we've already flipped on these things many times. So I think the tools are more complex for established firms, because the structures are more complex. An emerging social enterprise, by going through these exercises may be able to identify

2 or 3 ways of developing their model. And they may leave 2 of them but there may be a third one that emerges through this, which is great. An established social enterprise, like ourselves for example, may identify 3 by doing the same things, one we have had that before and had abandon it because it didn't actually work, another may be as our main purpose anyway and a third may be a potential new one but it makes conflict with existing partners, existing delivery or existing funding sources. Because we've already developed and tested things out I think that in the period of time we had *(period of time of the workshops)* it was a sketch of what was possible and to start something you need a sketch but when it's about reconfiguring it takes more than a sketch. I think it takes more time for established organisations to re imagine themselves. But the tools are still very valuable, and was a valid process for me to go through and I don't think I would have dealt with it in the same brain I had. I just think it's gonna be harder to implement.

t) Do you think using this approach of these tools can help your in your strategy and vision?

They could but only if I'm using them, which is a ridiculous thing to say but I think that few people from Boost by Design, going away from it, having certainly enjoyed it, will pick some ideas which have emerged and work on them but will not take the tools and use them. Whereas I come up with it with very little in the way of new ideas, therefore the only thing that I can definitely make use of is the tools. I mean when you're asking other people about design thinking, they might think it's another way of thinking and of approaching problems. But I think for me it didn't change my way of thinking, I'm a design thinker to some extend, maybe not to the degree because they operate really well in the abstract, but it does offer up a structure. And it could be a valuable set of tools to use, not just for the whole organisation, but also if we're developing new projects, we could actually sit down and try use those tools in a way of articulate the intent.

6) Vision créativité

u) What does creativity mean to you? And for social enterprises?

Creativity is the core of our business. I think it's hugely under rated from a lot of people! We all have creative potential and it's about creating appropriate facilitation. One of the most common trade within social enterprises is creativity. You know, the people who've been sitting in that room, there was a lot of arts and creative resourcing going on. Lot of social enterprise are partly built around creativity, not all of them obviously. And what was good to see is that for example Discovery Credit Union *(another Boost by Design participant)*, a more business oriented model, they benefited from this flow of ideas.

Annexe IX – Entretien en face à face : Discovery Credit Union

Fonction du répondant : employée, responsable marketing chez Discovery Credit Union

Date de l'entretien : 21 mars 2017

Légende : Gras : Perrine Mercenier/ Non gras : répondante

1) Business modèle simplifié (non retranscrit) : schéma

<table>
<tr><td colspan="3">Discovery Credit Union: Banque cooperative, entreprise sociale établie (2003)</td></tr>
<tr><td>Mission sociale

Offrir un service bancaire éthique et sûr.</td><td>Activités

Banque coopérative. Les clients sont membres (coopérateurs). Leur argent représente des parts qui leur donne la possibilité de bénéficier des services.

• Prêts avantageux et adaptés à leurs moyens (petits et à faibles intérêts).
• Conseils pour mieux épargner leur argent.</td><td>Cibles

➔ Toute personne souhaitant devenir membre</td></tr>
<tr><td colspan="3">Ressources

• Intérêts payés par les membres sur les prêts : Ils permettent de payer les coûts opérationnels (les employés).
• Mise à disposition des locaux gratuitement.
• Volontaires : Ils tiennent les points de dépôts une fois par semaine dans différents endroits de la ville et aident au travail administratif.</td></tr>
</table>

<table>
<tr><td>Objectifs

• Développement : Augmenter le nombre de membres.</td><td>Barrières/ Enjeux

• Notoriété faible : beaucoup de personnes pensent que les services proposés par Discovery Credit sont uniquement pour les personnes sans emplois ou plus défavorisées. Toute personne peut devenir membre.</td></tr>
</table>

2) Perception du design avant/après « Boost by Design » :

a) What was your perception or understanding of design before Boost by Design?

For me it meant something like, you know, like people who do graphic design, who work in advertising companies, who know the way around technologies and fancy trips and tricks that I have no clue about. It was something I wish I could do but I didn't know how to.

b) What is your perception of design now?

I've never heard about service design before. I thought it was something outwith my area of understanding. I thought "What is that?"? Confusion first, frustration next. I wasn't sure if I was gonna be able to understand what it was and how we could use it. How it would be related with what we do. How could we sure to benefit from it. Thankfully I was wrong!

The tools they gave us during the sessions, made it so simple. Nothing to do with technology, nothing to do with graphic design, it's to do with the way you're rethinking the way you approach something. It's fantastic, absolutely fantastic! The way the tools turned the way you think is great, why we didn't think about that before!?

c) Do you have any background in design?

No.

3) Les bénéfices perçus de l'utilisation du DT pendant les workshops

d) How do you think you thought before?

Mostly what we do is trying to follow, cause obviously, Credit Unions are all over the world, we tend to follow roughly a kind of format which has been used for decades. Each Credit Union can adapt its loans, its services, etc. but we have to follow the format and legislation as well, so we don't really think about doing things in a different way. The tools can help us move forward. The approach gave us, I don't wanna say an improved because we already do well what we do, but a different way to approach things.

We were certainly already using certain tools but now we have a kind of handset.

e) How this approach and the tools helped you?

It changed my perception of what service design was. It was great to see how the same job can be done just from a different perspective. When you just add a small element, just thinking out of the box, just by looking from a slightly different angle. It gave me a way to look at a situation to see what product would be beneficial, it's not really about the products but more about the members' point of view. At the beginning I didn't know how the workshops could benefit me. But then I realised that it could be a great way for understanding from a members' point of view when it comes to create any new products or services. It inspired me.

f) What did you do after Boost by Design?

We discussed that when I came back the day after. We discussed with the rest of the team. The personas for example helped me to explain them what we did. The tools made it much more easier to explain what we do during the workshops: the cards, the sheet of paper, etc. I kept the copies of the tools in a folder. The situation hasn't come up yet where we sort of had a need to use any of that stuff but it's there when we need them.

g) Why did you share that with your team? Was it mandatory?

I shared that because I wanted, I learnt a lot and I wanted to share them with the rest of the team.

h) Why might you recommend using the tools and learn the approach?

Another way of looking at a problem, another way of finding a solution. That can be more beneficial that you could even realise. And not benefit only the users, the services or products but it can benefit you as well.

4) Les perceptions quant à la manière dont le DT peut être appliqué dans leur organisation et sa valeur ajoutée potentielle

i) How do you think it could help your organisation in the future?

One of my job is to consider the potential of new products. I think it would benefit me in that. Not yet. But I think when the time come, these tools will help for considering what new products might be beneficial.

j) How do you think it could benefit your organisation?

I think the best benefit is for the members, in terms of new services, new products even just new ways of doing things within the office. It's mainly about how it could benefit members, how we could make things easier for them, more approachable, giving them more an experience rather than sort of, I don't know, just make sure that they have a good experience.

k) Which tools do you think you will use?

The problem now is that the situation hasn't come up yet, we don't need these tools now. But it doesn't mean that we're not going to use them. It will stay in the back on my mind. We now have the opportunity to use them. But I'm sure we will. Personas definitely for meetings when we want to think about new ideas or new products. I think we could use them within the office as well. As a collaborative tools. And faster generation ideas.

l) In which situation do you think you could use them?

I would like to use them all the time. But for instance, when a member takes a loan, if they want the top of the loan, they have to pay back half a loan and half of the *(?)*. It means that they have to pay back at least £200 a month. For situations like that, we would benefit from using the tools, we would need to reassess that and we could use the personas for example. We could change that. And generate some ideas with the fast generation ideas on how they could best approach it and still consider the members' needs. And at the same time protect the running of things because what we need to keep in mind is that if we want to help people in need, it's still members' money ,it's not

like we were funding from somewhere else. Protecting the balance. If you take the two sides of the table into account it's much more easier to make the decision, you take their perspective into account, rather than only thinking "We need to protect the members" and not expanding that a bit more to make them, as I said earlier, tailored. Using the tools can help looking from a different perspective.

m) Is it a problem you had identified before?

Yes, because some of our clients already asked us to change that etc. But we can't because there is a policy. We've already thought about ideas to solve that in the office but to make a decision on that, we need the Board.

n) How do you think you're going to use the tools?

I'm hopeful that the Board will use and consider them but time will tell. The tools can be used for the smaller decisions in the office. The manager is the one who make the decisions but she cares a lot about our opinions. To be fair they could be used for everything, for everything that the members are going to use. The tools could be used only for generate an idea for example, for small things even if we don't use them all or to make the decisions, and that's great!

o) How did you do before when you had to think in terms of new products or services?

Board or meeting with the manager. I think in some ways we already used some of the tools but we didn't realise. In the discussions for example someone will come up with an idea, someone will come up with another.

p) How do you think it can help solve your current challenges (= …)? Do you think it can help you grow and develop?

It may help the perception of who we are, in terms of helping with the challenge of resources. Without a doubt, these tools can help us grow and develop. But whether it will overcome the challenges or not I can't really answer that and I think that anyone can answer to be fair before you've done them. You're not really gonna know. Come back to me in a couple of years and I'll tell you.

I think it could help us develop and grow because if we understand more what the members' needs are, then we are able to provide a service or a product more tailored for them.

We already provide good products to our users but Boost by Design gave us a way to be more insightful and provide tailored services, to individual needs. Because the members we have are so diverse.

q) Did you know that before?

We knew that before but now we have tools to take that into account.

r) How do you think it has changed your way of viewing the future?

It's too early to say. I know that we all like the tools in the office and we could use them in the future but I don't know about the Board and the situation hasn't come up yet. A lot of our daily

tasks are repetitive, we don't always have the time to sort of sit down and think about something new.

s) Do you think it's going to prevent you using the tools?

No, but it's a question of priorities. Because of our type of business, it's not something we could use everyday. Now that I know the tools I can say: "Before we start thinking about that, we could use this tool" but the others not. Once decisions have been made in terms of policy it's not so easy to change them, because of the members system, some things need to go through a vote. But for a lot of tasks the tools can be used.

5) Barrières

t) What might help you use the tools in the future? What could be the barriers for social enterprise?

For us is the barrier is that the Board is deciding the majority of strategic decisions. It could be a barrier for us to use the tools for a bigger picture, for larger decisions, but it doesn't mean that we can't use the tools for the smaller ones. Other social enterprises could face this barrier as well. Here the problem is also that we don't really have sort of structured meeting, this is our office and as you can see it's not a larger space.

6) Vision créativité

u) What do you think about creativity? Do you think you're creative?

I don't have any! Creativity is for me somebody who can draw, somebody who can come up with ideas that I wish I could! Art students. With the approach of Boost by Design I learnt that I'm much more creative than I thought. If I get a starting point I can be creative because it's like a train of thought! I will think about that and then about that, it's a snowball effect.

v) And what about creativity and social enterprises?

I think it's definitely important for social enterprises to be creative because in the modern world if you don't stand out you will get lost. You need to be creative to pay attention to yourself otherwise you will get lost in the crowd because there are so many other social enterprises and so many other organisations that can provide the service like you. There are so many Credit Unions and I would like to see us stand out over the other Credit Unions and for that I think you need creativity to innovate more than the others.

Annexe X – Entretien en face à face : Togs for Tots

Fonction du répondant : directrice et fondatrice de Togs for Tots **Date de l'entretien :** 23 mars 2017

Cet entretien n'a pas été retranscrit. Nous présentons uniquement son business modèle simplifié.

1) Business modèle simplifié (non retranscrit) : schéma

<table>
<tr><td colspan="3">Togs for Tots: Jeune entreprise sociale (2015)</td></tr>
<tr><td>Mission sociale

Assurer aux enfants de familles dans le besoin d'avoir accès aux cinq composantes leur permettant une chance égale dans la vie (« the 5 to thrive «) : des vêtements, des jouets, un lit adapté, de l'équipement et de l'expérience (activités).</td><td>Activités

• Récolte, tris, distribution de vêtements et matériels</td><td>Cibles

➔ Toute famille avec enfants dans le besoin</td></tr>
<tr><td colspan="3">Ressources
• Donations de vêtements et d'argents
• Petits subsides publics
• Volontaires</td></tr>
</table>

Objectifs	*Barrières/ Enjeux*
• **Création d'un magasin de vêtements** de seconde main pour générer des revenus • **Pérériser l'organisation** • **Etendre les services** à d'autres villes	• **Manque d'expérience** en business • **Manque de personnel**

Annexe XI - Questionnaire mail

Ce second questionnaire a été envoyé par mail aux 4 répondants des entretiens en face à face. Ceux-ci ont reçu le lien « Google form » suivant :

https://docs.google.com/forms/d/e/1FAIpQLScv-Pm54i0SK8CJItXxE51xQAXrrUrmPHK4ycPWdUblcGU5jw/viewform#response=ACYDBNjI37fIyYPbqrGDMFfrDIyj5SPPr-OB3sZb2HMAy3Is5t1XDspY8F0MxJA

Les répondants étaient invités à répondre uniquement aux questions pour lesquelles ils avaient des éléments de réponses à donner. Lorsqu'ils n'ont pas répondu le signe « -- » apparaît.

Nous présentons ci-dessous le questionnaire vierge, suivi par les réponses de chacun des répondants.

---

a) Have you used one of these design tools since the workshops of Boost by Design? Which ones? Could you explain why?

- Customer Journey Mapping
- Personas
- Fast Idea Generator
- V&A tool (cards with case studies)
- Other

b) How do you think using these tools in your organisation could help your organisation become more sustainable in the long term?

c) Please select the sentences you agree with:

- Using design thinking tools in my organisation could help achieve our social mission better
- Using design thinking tools in my organisation could help be more financially sustainable (e.g. get new fundings, find new incomes streams)
- Using design thinking tools in my organisation could help be more competitive (e.g. better differentiate our services from others)
- Using design thinking tools in my organisation could help have an equilibirum between social mission, financial sustainability and competitiveness.

d) How do you think design thinking could help your organisation achieve its social mission in a better way?

e) How do you think design thinking could help your organisation be more financially sustainable? (e.g. get new fundings, find new incomes streams)

f) How do you think design thinking could help your organisation be more competitive? (i.e. differenciation from other social enterprises/charities or from for-profit organisations)

g) How do you think design thinking could help you have an equilibrium between social mission, financial sustainability and competitiveness?

h) Would you like to add something? (e.g. other ways design thinking could help, barriers to development, further needs)

Annexe XII – Questionnaire mail : Selection Box

a) Have you used one of these design tools since the workshops of Boost by Design? Which ones? Could you explain why?
None of them.

b) How do you think using these tools in your organisation could help your organisation become more sustainable in the long term?

Giving us space to think about our ideas together.

c) Please select the sentences you agree with:
- **Using design thinking tools in my organisation could help achieve our social mission better**
- **Using design thinking tools in my organisation could help be more financially sustainable (e.g. get new fundings, find new incomes streams)**
- **Using design thinking tools in my organisation could help be more competitive (e.g. better differentiate our services from others)**
- Using design thinking tools in my organisation could help have an equilibirum between social mission, financial sustainability and competitiveness.

d) How do you think design thinking could help your organisation achieve its social mission in a better way?

We would have better communication within the organisation and be able to engage with audience more effectively.

e) How do you think design thinking could help your organisation be more financially sustainable? (e.g. get new fundings, find new incomes streams)

Idea generation.

f) How do you think design thinking could help your organisation be more competitive? (i.e. differenciation from other social enterprises/charities or from for-profit organisations).

Being flexible and open to change.

g) How do you think design thinking could help you have an equilibrium between social mission, financial sustainability and competitiveness?

--

h) Would you like to add something? (e.g. other ways design thinking could help, barriers to development, further needs).

--

Annexe XIII – Questionnaire mail : Uppertunity

a) Have you used one of these design tools since the workshops of Boost by Design? Which ones? Could you explain why?

Customer Journey Mapping. It was used as part of the planning stage for a new trial skills development program. The purpose of using this tool was to assist the team in construction of the program's proposed layout and practical aspects and was useful in highlighting any issues or potential benefits that may have otherwise gone unnoticed.

b) How do you think using these tools in your organisation could help your organisation become more sustainable in the long term?

Through using the service design tools the focus upon client centered design is maintained and reinforced throughout. Further to this the greater the exposure of team members to the tools and their usage allows for better understanding and communication within the team regarding any service design sessions undertaken.

c) Please select the sentences you agree with:

- **Using design thinking tools in my organisation could help achieve our social mission better**
- **Using design thinking tools in my organisation could help be more financially sustainable (e.g. get new fundings, find new incomes streams)**
- **Using design thinking tools in my organisation could help be more competitive (e.g. better differentiate our services from others)**
- **Using design thinking tools in my organisation could help have an equilibirum between social mission, financial sustainability and competitiveness.**

d) How do you think design thinking could help your organisation achieve its social mission in a better way?

Retaining the focus of any service provision as client centered is essential for Uppertunity and design thinking helps in reinforcing this approach. The design tools also allow for exploration of potential areas of growth in provision which can assist in meeting the social mission goals.

e) How do you think design thinking could help your organisation be more financially sustainable? (e.g. get new fundings, find new incomes streams)

Service design is beneficial in this respect as it allows for clearer description of proposed services and also highlights the research and evaluation that has gone into any proposal when submitted for funding purposes.

f) How do you think design thinking could help your organisation be more competitive? (i.e. differenciation from other social enterprises/charities or from for-profit organisations)

Beneficial aspects of design thinking include discovery of niche, problem and overlooked areas which could benefit third sector providers by showing them potential areas for growth and expansion.

g) How do you think design thinking could help you have an equilibrium between social mission, financial sustainability and competitiveness?

Design thinking assists in highlighting pitfalls in proposed or current services by revealing issues or aspects of service provision which can be negative or positive. As such it assists in assuring that the provider is capable of providing the proposed service and is not overreaching their capacity, either in financial, staffing or overlapping competition areas.

h) Would you like to add something? (e.g. other ways design thinking could help, barriers to development, further needs)

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Annexe XIV – Questionnaire mail : THAT

a) Have you used one of these design tools since the workshops of Boost by Design? Which ones? Could you explain why?

Personas. We were discussing possible mixed LTC groups that we would be working with in Perth & Kinross and used Personas to keep differences in mind. This allowed us to progress a multi morbidity programme model with confidence.

b) How do you think using these tools in your organisation could help your organisation become more sustainable in the long term?

Hopefully by allowing us to articulate our aims, purpose and outcomes more succinctly.

c) Please select the sentences you agree with:

- **Using design thinking tools in my organisation could help achieve our social mission better**
- Using design thinking tools in my organisation could help be more financially sustainable (e.g. get new fundings, find new incomes streams)
- Using design thinking tools in my organisation could help be more competitive (e.g. better differentiate our services from others)
- **Using design thinking tools in my organisation could help have an equilibirum between social mission, financial sustainability and competitiveness.**

d) How do you think design thinking could help your organisation achieve its social mission in a better way?

By making our own understanding of the benefits of our work more explicit and using that to direct developmental work.

e) How do you think design thinking could help your organisation be more financially sustainable? (e.g. get new fundings, find new incomes streams)
--

f) How do you think design thinking could help your organisation be more competitive? (i.e. differenciation from other social enterprises/charities or from for-profit organisations)
--

g) How do you think design thinking could help you have an equilibrium between social mission, financial sustainability and competitiveness?

This design thinking process has brought the social mission back to the fore of our thin king and reminded us that financial sustainability cannot be lead driver in isolation and that the social mission must be to the fore in our thinking and guide our further development

h) Would you like to add something? (e.g. other ways design thinking could help, barriers to development, further needs)

The engagement with the process of design thinking has provided valuable tools that compliment our generally creative approach and helped refresh our thinking.

Annexe XV – Questionnaire mail : Discovery Credit Union

a) Have you used one of these design tools since the workshops of Boost by Design? Which ones? Could you explain why?

Personas. We recently had a review of our loan policy and using the personas helped us to better understand the needs of our users.

b) How do you think using these tools in your organisation could help your organisation become more sustainable in the long term?

The use of personas helps to provide a better understanding of the changing needs/requirements of users of our services. By adapting to their changing needs it allows for greater sustainability.

c) Please select the sentences you agree with:

- **Using design thinking tools in my organisation could help achieve our social mission better**
- Using design thinking tools in my organisation could help be more financially sustainable (e.g. get new fundings, find new incomes streams)
- Using design thinking tools in my organisation could help be more competitive (e.g. better differentiate our services from others)
- Using design thinking tools in my organisation could help have an equilibirum between social mission, financial sustainability and competitiveness.

d) How do you think design thinking could help your organisation achieve its social mission in a better way?

Design thinking, particularly personas, helps to provide a better understanding of the needs/requirements of users of our services

e) How do you think design thinking could help your organisation be more financially sustainable? (e.g. get new fundings, find new incomes streams)

--

f) How do you think design thinking could help your organisation be more competitive? (i.e. differenciation from other social enterprises/charities or from for-profit organisations)

--

g) How do you think design thinking could help you have an equilibrium between social mission, financial sustainability and competitiveness?

--

h) Would you like to add something? (e.g. other ways design thinking could help, barriers to development, further needs)

--