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PROCESS REPORT

ABSTRACT

This report represents the outcome of a design process focused on public libraries in Copenhagen. The purpose of this project has been to design a service system for libraries in order for them to stay relevant and engage more actively with data and datasets.

Through useful methods and tools we investigated how users were already using the library and how the daily life of librarians and their organisation was managed. We found that Sydhavns library is a place highly appreciated by the community of Sydhavn and they have countless functions within their local community, yet they struggle with how to create adaptable spaces, shape inclusive access to knowledge and find time to have longer interactions with users.

This project is called Alle Sammen, a solution on how to create a bottom-up structure at Sydhavns library through co-creational meetings, in order to involve and include local citizens in the decision-making around future strategies of the library. These Alle Sammen meetings will, through participation from both users and librarians, shape a better library and will make them feel integrated in their community and support the social and cultural life in the municipality of Sydhavn.

Keywords:

Accessibility - Cultural innovation - Co-creation - Service Design - Human interaction design - Users - Librarians

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GROUP 8

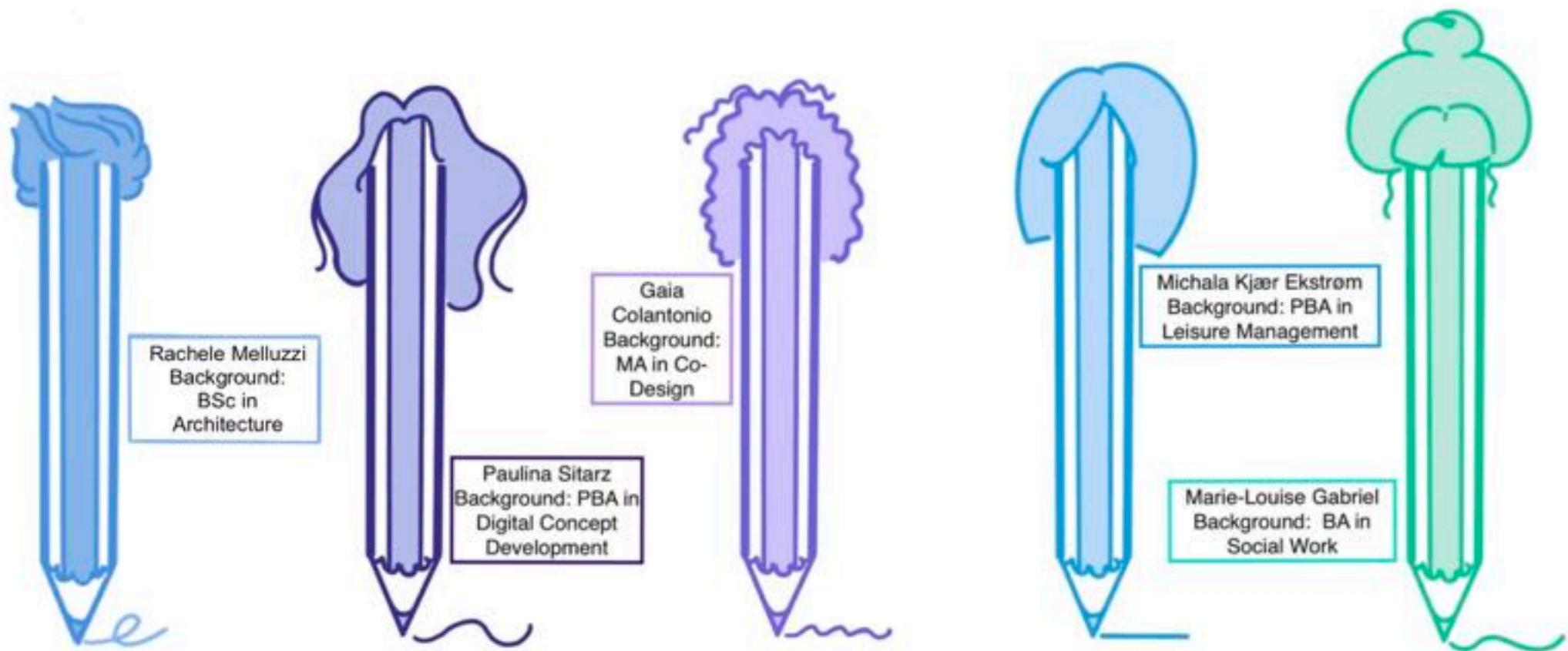


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INTRODUCTION



This process report is a written and visual representation of our first semester project at Aalborg University in Copenhagen.

The project case was delivered by the teachers of the Service System Design master and regards libraries and their ability to renew or remain relevant.

The design process for this study is based on problem based learning. In this document we will present our methodological approach to the challenge/case, our process throughout the project and our reflections upon the project as well as our final concept.

BRIEF & GOALS

THE BRIEF

What kind of services can public libraries offer to stay relevant and to renew their centrality in supporting the social and cultural life of our cities? In particular, how can public libraries engage more actively with data and datasets, perhaps involving citizens in co-curation and co-creation activities?



THE BRIEF

The purpose of this report is to either design new services or improve already existing ones that will deliver value for both customers and users. As a starting point, our group was introduced to the semester theme that concerns public libraries and citizens which put our mindset into a broad perspective to get us started.

Since we are living in a city that is innovative and technologically advanced, the decision of focusing on Copenhagen during our project was established. More precisely, we chose Sydhavn Library in Copenhagen as a library that stands out with immense potential. Our decision was supported by research and observation of an opportunity window for the Sydhavn area and its residents.

GOALS

The main goal for this semester project was to answer our final problem formulation in order to design a service that acquires the overall brief. In addition to the overall brief we have also developed some common learning goals as a group, for which kind of knowledge we would like to gain through the process of our semester project:

Improve our own critical thinking, user research methods and tools, and data analysis skills.

Participate in group communication, contribute to project management, and to group activities.

Learn strategic thinking, acquiring knowledge about the combination of service and data, service design methods, and methodologies, and design user research.

Prototype and learn how to visualise and produce good communication tools for the project.

Focus on social innovation, contributing to a small piece of political change, tackling real life challenges through design.

PROJECT LIMITATIONS

LIMITATIONS

This project was given to us with a limited time-frame to be able to coordinate the project development accordingly and in line with the mandatory curriculum at the Service Systems Design program. That means that the teaching methods were implemented gradually, which might have been resulting in accelerated decisions on our project.

Moreover, the uncertainty of another possible lockdown due to Covid-19 resulted in a restricted way some of our methods had to be carried out due to the public institution context and the adjacent mandatory restrictions. Having difficulties with encountering librarians and users of Sydhavn Library occurred throughout the research phase. Some of our co-creation sessions concerning external stakeholders were only able to be continued digitally and with a limited amount of time and equipment.

Unfortunately, with the latest lockdown experienced in the last two weeks of our project time frame, it has been impossible to test our solution and gather feedback on it. However, to meet the requirements, this paper will provide a theoretical vision for the testing as it should be carried out.



DELIMITATIONS

This project is purely focused on creating a service concept design and adopting it in an organisation - hence only a limited scope of it can be investigated and presented throughout this project paper. The areas that have been explored are: market research, customer experience, and customer service; meaning that understanding and shaping the service experience will only focus on service creation and what value providers and users receive from when interacting with our service. Therefore, other service elements like business processes, technology and design, service strategies and marketing will be largely omitted from the investigation.

METHODOLOGICAL APPROACH

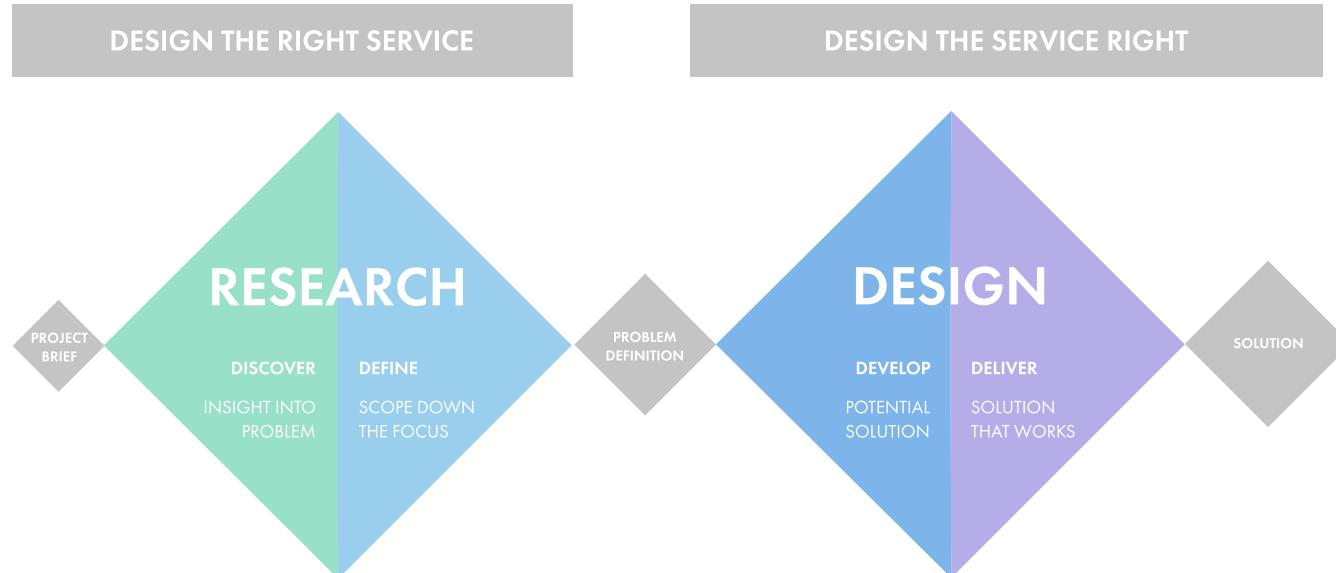


fig. 1 Double Diamond process model from Design Council (2015)

The process in which the library theme exploration will be carried out is research-driven - starting with a research phase and progressing through concept development, test and delivery.

DOUBLE DIAMOND

We have chosen the double diamond design process to set the framework for our semester project. The model consists of 4 phases: Discover, Define, Develop, and Deliver.

DOUBLE DIAMOND COMPONENTS

The **first quarter** of the framework represents the discovery, and insights based on initial ideas and inspiration. In this phase, the users' needs are identified, inspiration is gathered, and initial ideas are developed.

The **consecutive step** is a definition stage where conversion, exploration and analysis of all findings are interpreted.

The **third quarter** is represented by the development of potential solutions by ideation, concept development and test to improve and refine a final solution.

The **fourth and final quarter** of the double diamond represents the delivery phase where the service is finalised and launched with the proper stakeholders (Design Council, 2015)

The two diamonds represent a process of exploring an issue more widely or deeply using "divergent thinking" and then taking focused action, through "convergent thinking". (Design council, 2015)

Key principles that will be applied in our service design process
(Karaoulidis, 2018):

HUMAN-CENTERED APPROACH

Not only potential and current users of libraries will be taken into consideration in every step of the process, but also the research will include reflections of the needs and experience of business and library staff. In general - users will become the center of solution creation (ibid.).

CO-CREATION

The research creation will include users and stakeholders in the service design process. By working very closely with the intended groups, the solution will become more valuable and effective (ibid.).

TANGIBILITY

Values and interactions of intangible services are exposed through physical touchpoints that can be visualised and experienced.

ITERATION

To create a solution that meets all users' and stakeholders' needs, an iterative process will be implemented along the process as a continuous cycle of adjustments and refinements, prototyping, testing and integrating feedback (ibid.).

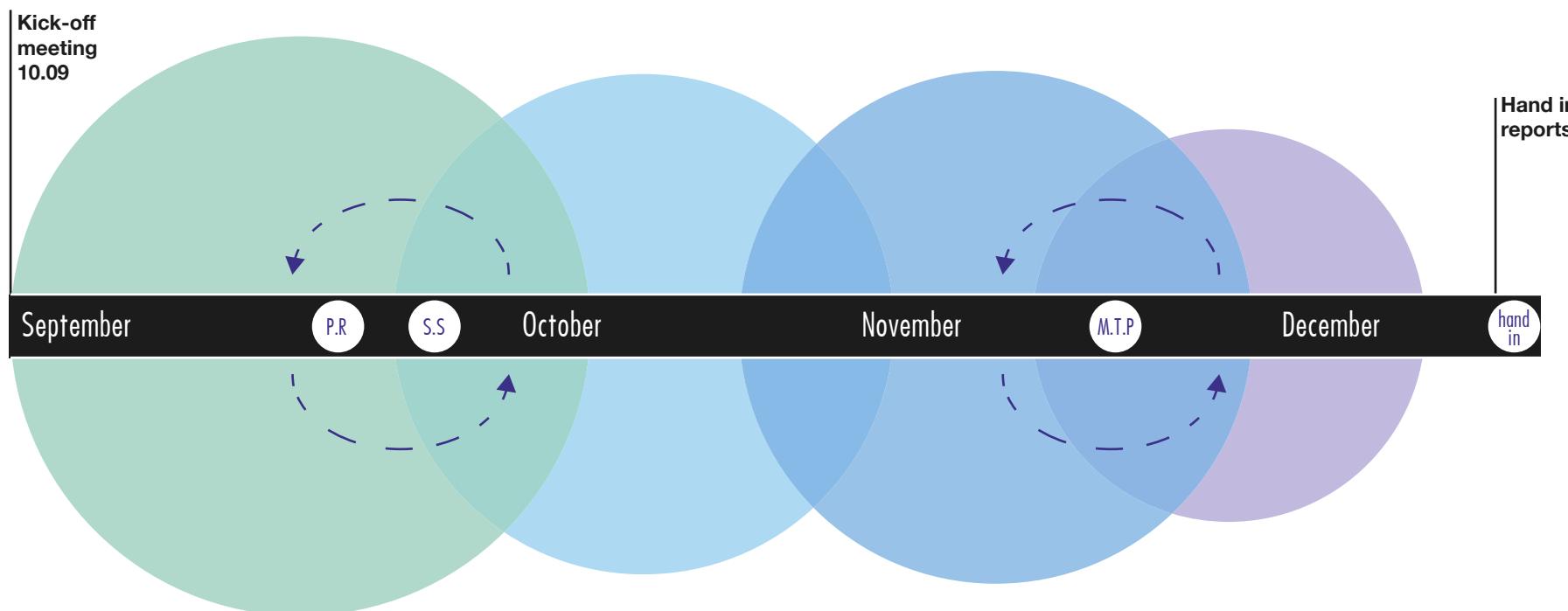
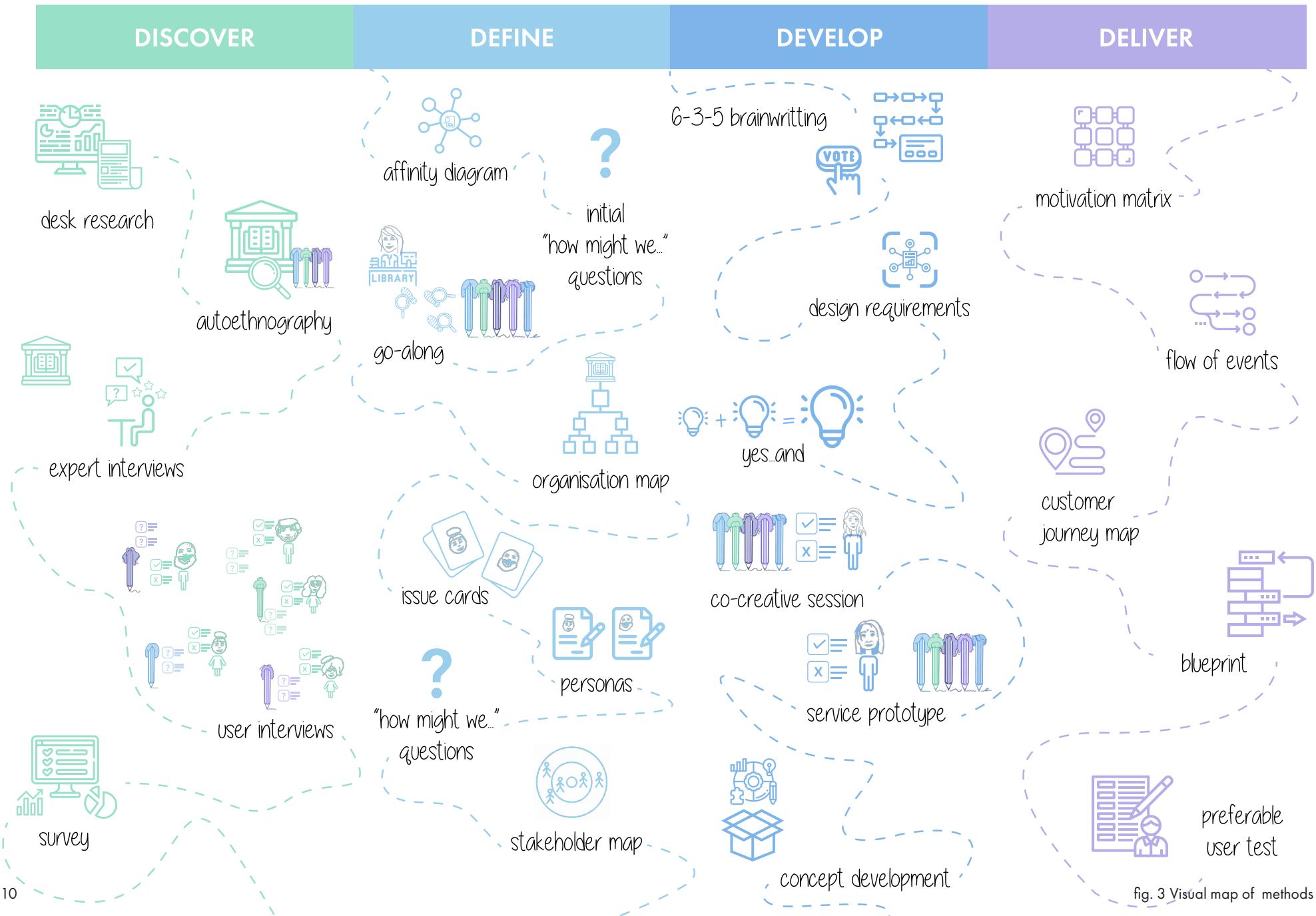


fig. 2 Project Timeline

METHODS & TOOLS



PROBLEM DEFINITION

Libraries fulfill a multitude of purposes, yet struggle to stay relevant as an institution.

"How can we address accessibility as the core of a library's purpose, to open up opportunities for re-thinking both, the most crucial target groups and the most relevant paradigms for the development of libraries today and in the future?"

To answer those questions, we entered the first phase of our initial research, also called the discover phase.



DISCOVER



The Discover phase was the first step of our design process and it was used to gather data, inspiration and initial ideas. This was done through desk research on the library topic and by self-contextual observations.

Furthermore Expert & User interviews and a survey were conducted to gain insights and to identify users' needs and for the team to gain a bigger understanding of the current and future challenges we had to solve.

Finally we mapped out the existing services and a problem definition was formed

DESK RESEARCH

This section of the project has covered the library sector in general in order to gain a broad understanding of the project field and understand the context of the role of libraries.

The research has started with gathering online materials and articles about different roles that a library can adopt into. We found two interesting and relevant to our brief at that moment articles: Public libraries as civic technology (Ayre & Craner, 2017) hub and Participatory Design and Public Galleries (Bech-Petersen, Mærkedahl & Krogbæk, 2016)

A visual outcome of our desk investigation can be seen on this visualisation.



fig. 4 Visualisation from desk research

AUTO-ETHNOGRAPHY

We visited four different libraries in different parts of Copenhagen to explore our own experience in a reflexive and situational context. To not to affect other people in the libraries we chose to perform covert autoethnography in which no one knew of us being researchers in these environments to perceive natural behaviors (1 Stickdorn, Hormess, Lawrence, & Schneider, 2018).

Because of the fact that our group already had a rough understanding and the project brief, seeing the real environment and observing other people in the same surrounding would help us to direct and proceed with further investigation.

Based on our experience in the libraries we were able to observe that there is a limited presence of librarians in these public institutions. A focal point highlights self-service as the most sufficient and essential part of the users. Although almost every library user had some issues with renting/ returning books, we discovered that people immediately were seeking help from librarians.



Kulturanstalten - Vesterbro Bibliotek

- It is clear that the signage of and in this library is well made and helpful for newcomers, although the information regarding several floors was not clear.
- Only part-time open due to Covid-19 restrictions, and therefore all machines (except for the return/borrow book machine) are closed down.
- Seems like a place solely to return and borrow books.

Possible areas to discover:

Could there be a space for entertaining?



Sydhavnens Bibliotek

- All information was given in person by the Librarian.
- No signage in English regarding directions for English books.
- Open space, no place to leave your computer when going to the bathroom.

Possible areas to discover:

Could our researcher be informed in a different/sufficient way ?



Ballerup Bibliotekerne

- A more modern library with several technological possibilities (Vinyl, 3D prints, laser cutter etc.)
- When renting a book at the self-service machine, a pin code is needed, but no librarians around to help when problems occur.

Possible areas to discover:

How can the system issue be solved without the physical presence of a librarian?



Nørrebro Bibliotek

- Targets kids, not really student friendly because of the noise.
- Because of too many people there were not enough spaces to sit, the only one was in the cafeteria but noise from cooking appeared.
- Good library only for children and outdoor activities.

Possible areas to discover:

Is there a way to bring different user groups to the library without interfering with other groups (for example: older generation together with kids?)

EXPERT INTERVIEWS

To support our initial research and since this project and theme is out of our field of expertise, we conducted two in-depth expert interviews to learn about common challenges and future objectives from the experts' point of view. The purpose of an In-depth interview is to ask people with particular knowledge about a specific topic (Bjørner, 2015).

In our case this specific topic is libraries and their relevance. We interviewed two different experts within the library field, and gained access to special aspects of knowledge which were used to develop the focus of the subsequent fieldwork and project. The interviews were designed as semi-structured interviews which follow a guideline in which the questions are arranged in themes and can be reordered during the interview and the wording is flexible (Bjørner, 2015). This method allowed us as researchers to be more flexible, and to include additional questions in response to our respondents' answers and reactions (Bjørner, 2015).

MARTIN KROGH

CO-DESIGNER AND HEAD OF TINGBJERG LIBRARY'S MAKERSPACE

..I am employed as a cultural worker. So...I think I like the experiment of mixing books with other stuff, which is "culture", that's obviously very broad but I think it works very well to mix knowledge and cultural content. Other cultural content than books. I think one of the main challenges is that, on a national scale, numbers are dropping of books rented out. I think that's interesting to look at it in a broader way. We bring together making and the knowledge a library brings in and also, you know, theaters, café, it makes so much sense to bring everything together and not have the old boring library of books, books, books. I don't think there are libraries like that anymore but some are still stuck in that paradigm. To move forward, it is easier for a place like this because it was meant to be made in this way (when they designed it first). Part of the DNA of the place is to fix stuff because people used to throw so many stuff in the streets."

(Interview Martin, 2020)

THOMAS NIELSEN HEAD OF LIBRARIANS AT TINGBJERG

“..I think the whole situation with computers and things like that. The whole makes it difficult for the library. The library is a place where you can meet people, if you feel alone you can come to me and say ‘Thomas do you know a good book?’ and then after a while, I understood that the only reason this woman came here was because she wanted to talk, she needs human interaction. She doesn’t only want a book, she wants to talk and maybe about more than books. She wants to get a suggestion like if it was your friend or your mother telling you what to read. But if you are alone, then you need someone to talk about these things. We are getting fewer and fewer personal at the library, But it’s important to meet people. It’s important to make people meet, some people don’t know their neighbors and they even talk bad about their neighbors like ‘oh it smells when she cooks or...’ and then you find yourself talking with the neighbor at the library, and then you can talk about that and be friends”

(Interview Thomas, 2020)





After reviewing the interviews we found that both of the experts are involved in multiple social projects, for example a project for kids from low-income households to learn about different technologies (eg. laser cutters), a fathers' association to educate men in being a father in the danish society, the café which is run by local women and also collaborative talks with and for schools.

As it can be seen from the above quotes, they have some different attitudes towards technology: the dichotomy between viewing it as an asset and a threat to the library was very present during the interviews. But there was also a lot of similarity in their understanding of how people in the local area are using and want to use the library. Both of the experts would like more and longer interactions from and with users and are facing a challenge within their own limitation of time and the cutting down on human sources and funding from the government. Both experts are very aware of the fact that libraries will have to rethink themselves in a more digital way and use datasets, but this should be done in conjunction with the aspect of social innovation and the important human contact.

The expert interviews were conducted very early in our research process, these could with advantage have been conducted later on to be more detailed and project-oriented.

SYDHAVN LIBRARY

After carrying out our contextual observations, desktop research and expert interviews, we realised that we wanted to continue researching in a library that didn't have a specific technological strategy such as Tingbjerg and Ballerup with their maker space or the newness and openness of Nørrebro, which feels more like a train station at times.

Sydhavn Library seemed a great place where to start our research since it seemed very connected to the local community, simultaneously being a part of Karen Minde Kulturhus and its activities. Karen Minde Kulturhus was originally founded by people from Sydhavn and it is still now one of the few houses managed by an association.

In general the library seems to have an important role in the social fabric of the neighborhood, providing not only material for education such as books but also different kind of activities such as e.g. reading support for kids with reading difficulties, reading clubs for adults, podcast series, and exhibition of local artists. Sydhavn library seemed to us an unique local library to explore, looking at its challenges and opportunities.



OVERVIEW OF EXISTENT SERVICES AT SYDHAVN LIBRARY

To develop a useful and meaningful service, we investigated data sources for the project and mapped out the existing services which Sydhavn Library and Sydhavns culture house already provides to citizens. This was done to better understand and identify the organisation, the users needs, any gaps, competitors or similar services.

Sydhavn Library and Culture house has a wide range of activities for different age groups and interests both online and physically. Most of them are collaboration activities provided by the culture house and associations from outside the library and only few are provided by and concerning the library itself.

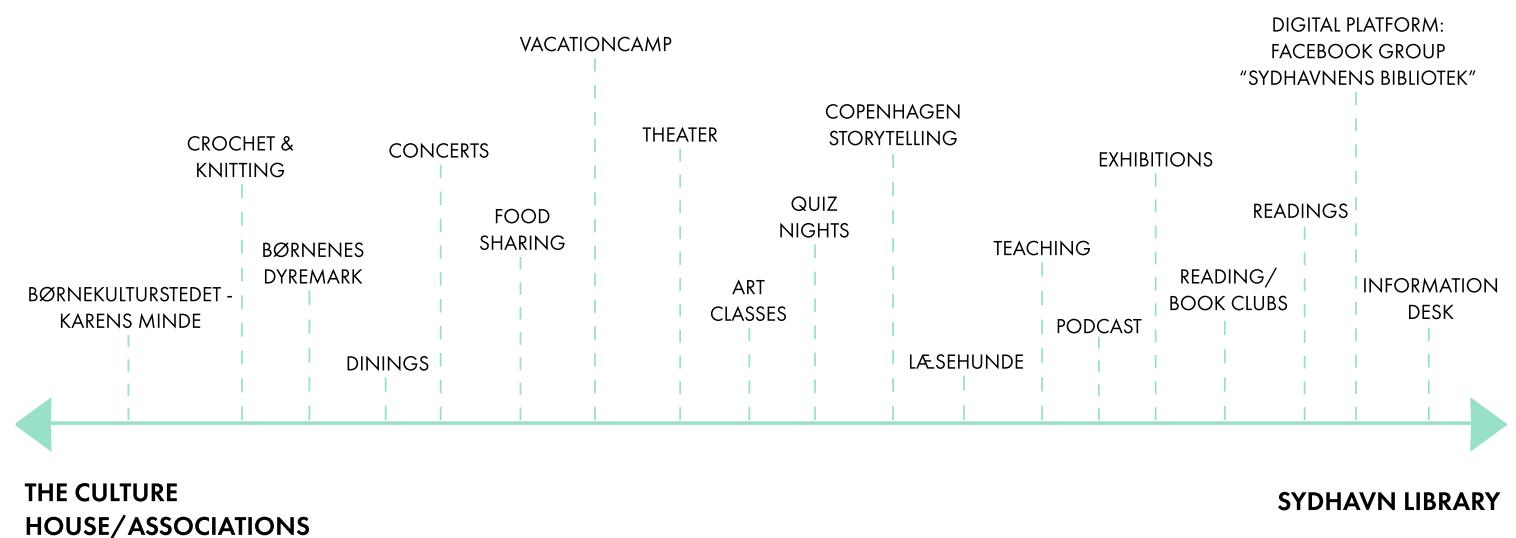


fig. 6 Existing services, visualisation.

USER INTERVIEWS

After our findings from our experts' interviews, as well as our choice of and focus on Sydhavn library, we chose to supplement with and perform qualitative user interviews. Those were individually research interviews with a semi-structured interview guideline.

What characterizes research interviews is that it is used for various scientific and academic contexts within the social sciences, humanities and psychology (Qu & Domay, 2011). It is a hermeneutic method where one collects empirical data (Qu & Domay, 2011).

The purpose of our research interview was to collect nuanced data on the theme/topic we are working with, in connection to our brief. We conducted 10 user interviews which took place on two different days, during different times at Sydhavn Library. The users were of different ages, genders and origins.

Our goal was to understand the world from the respondents point of view and to gain insight within the users' use of Sydhavn Library along with their difficulties, issues or suggestions to the library.



ANDREAS

first time user at Sydhavn Library

"I went to the library to hand in some books for my friend, but the self-service machine made an error. When I looked for help, no librarians were present and I'm afraid my friend might get a fine."

There was a recurring theme around accessibility and social innovation from our respondents point of view. Many of the users of Sydhavn Library are struggling with machines, technology and the interaction and necessary help from librarians but also mentions their importance at the library.

Many users pointed out: the lack of a reminder when returning a book, unclear visibility of signage in the library space, complex rent out system that misguide users at same cases and difficulties regarding the online use of the library services.

It went very well, every user we asked at the library agreed to an interview, and almost everyone aligned on both recording and the use of their names.



STEN

basic user of the library

"I would like the library to have more books, but now I use the online system much more, because I have to."



SIMONE

basic user of the library

"I often come here to study as I find it hard to concentrate everywhere else, It's a quiet place even when kids are around."



LILJA

basic user of the library

"I come here with my kids a lot to hang out, but also for computer for research, because I don't have one at home."



HEIDI

first time user at the library

"I come here to return books, but I have not met anyone who is working here yet."



SYLVESTER

basic user of the library

"I expect this library to have helpful librarians and would like to have more comfortable chairs."



METTE

basic user of the library

"I often come here in the mornings, but it's not possible anymore, so I would like some broader opening hours."



MAJKEN

super user at Sydhavn Library

"I'm a big fan of this library, so I come here as often as possible and I've already read 62 books this year!"



KRISTINA

basic use of the library

"I have issues with the digital platform and need help from a librarian, so I would love to have opening hours during the weekend, where I have time to come."

SURVEY

To get a larger dataset from a big pool of participants, we decided to conduct an online survey during our research phase, while simultaneously conducting our more in-depth user interviews at Sydhavn Library.

The tool we used for the surveys was Google Surveys and we decided to ask questions in a mixed manner between open questions, ratings and checkboxes. The survey was published on our own private facebook accounts, in the AAU facebook group and in several relevant danish groups, such as the Sydhavn community group.

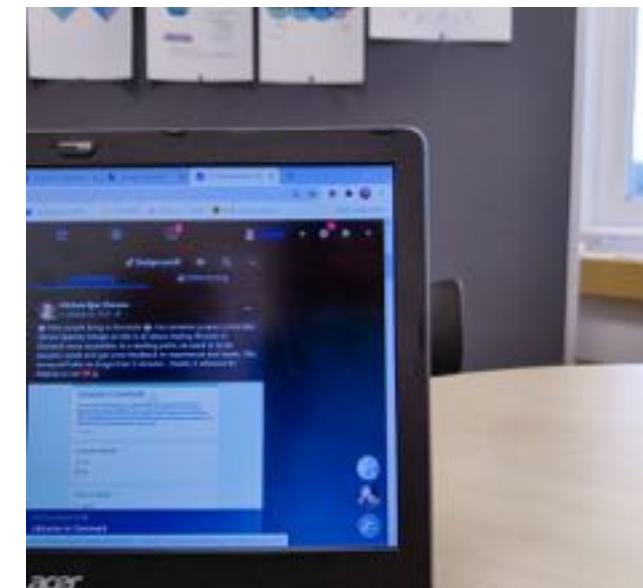
Our target group was "Potential library users in Denmark", which we disclosed in all posts and additionally made participants clarify in the first question of the survey ("Do you live in Denmark - yes/no"). We were hoping that through the open and closed questions, we will be able to motivate users to give us valuable insight, while at the same time they did not get overwhelmed by an unnecessarily long survey.

We were aware of the risk that we may not get responses from a large group of people that would not be found on facebook but might be frequent users of libraries. However, we chose to use the method this way due to the limited time we had in the research phase, and given the in-person interviews that we did, in which we had already managed to speak to multiple members of a target group that has no computer at home or is not active on social media.

Furthermore, a critical reflection shows that, since the survey was conducted relatively early in the process, we had to use rather broad questions and therefore did not get much information that would be useful in the further phases like ideation or prototyping. Nonetheless, at the time where we conducted our initial research, the survey helped us reach our goal, which was to gain an overview of user struggles, needs and attitudes regarding danish libraries.

What the survey showed us was that users indeed visit libraries rather frequently and for a multitude of reasons - most of them being the free access to technology, knowledge and work space, but also for events and meeting other people.

This was in line with the quotes we got both in the expert and the user interviews and further validated the impression we got on libraries being facilitators of multiple access points and simultaneously meeting spaces for people from all parts of the community.



SUMMARY

DESK RESEARCH

- Libraries have countless functions within their local communities.
- They act simultaneously as civic technology hubs, knowledge access points and community centers.
- Combining all the different functions while being given a limited budget is not always easy for them.

EXPERT INTERVIEWS

- Differing attitudes towards technology as an element of libraries.
- Shared desire for longer and more interaction between users and librarians.
- Understanding of the library of a social hub in the center of its community.
- Shared opinion that libraries need to become increasingly technologically advanced, but need to do this in a socially sustainable way.

USERS INTERVIEWS

- Users are challenged by the interaction with the self-service machines.
- Librarians are not easy to find, and has limited (less and less) time to support users.
- Sydhavn Library is a place to: Work, study, socialize, get inspired, and provides entertainment for both kids, young and adults, but yet many users are not aware of these possibilities/activities or are not using them.

AUTO-ETHNOGRAPHY

- Limited presence of librarians
- Technical advancement on different levels.
- Users look to librarians for help.

SURVEY

- Most users visit the library to use the available technology, borrow books or study/work.
- They value the free accessibility of knowledge and the space.
- When asked what they value most, users mention quietness, a clean atmosphere and the selection of books.

DEFINE



The Define phase aimed to convert, explore and analyse all our gathered findings to address the design challenge. As a first we clustered all our findings hence initial HMW-questions and an initial problem statement was established.

A point of view from librarians occurred and for this reason a Go-along interview as well as a co-creative session were conducted.

In order to understand the users and stakeholders, several methods such as Personas, organisational structure and a stakeholders map were used to define their motivations and relation challenges.

AFFINITY DIAGRAM

After having transcribed all results from the user and experts interviews and our online survey, we clustered them in an affinity diagram. This tool is usually considered a way to organise output from brainstorming sessions, a way to turn research into evidence-based recommendations (Hall, 2013), but offers a wider variety of applications, since it allows us to freely decide on the most relevant categories in which we would cluster our results. Furthermore, there are virtually no limitations to the number of categories in which one can organise findings.

After having transcribed our interview and survey results we had enough of an overview to decide on the six categories together, which were:

Expectations/Surroundings: Anything that library users expect to physically be available in and around their library

Digital Innovation: Technology that is used by users and/or librarians in the library.

Cultural Innovation: Any topics that describe the communal aspects of a library, events within the library, human relations and other social matters.

Safety: The general mentioning of feeling safe or unsafe in the library, directly or indirectly.



ACCESSIBILITY



LIMITATIONS



SAFETY



DIGITAL SOLUTIONS/
INFORMATION
INFRASTRUCTURE



CULTURAL
INNOVATION



EXPECTATIONS

Limitations: Mostly statements on Covid-19-measures, in addition to any potential statement toward restricting rules within the library.

Accessibility: Anything related to the physical, social or mental accessibility of the library and the equipment in it.

Having clustered all matching sentences from our transcripts within these categories, we moved on to eliminate the four categories with the fewest results - which left us with "Accessibility" and "Cultural Innovation" as the two main categories we would be choosing to focus on further.

The method fulfilled its purpose to give us a sufficient overview of the collected materials and ensure that no opinion, need or issue is left out or forgotten in the process of finding our problem statement. However, we could have followed it up with a clear method to find a problem statement, which unfortunately we did not do and which resulted in going back to the affinity diagram multiple times before finding the right tools to produce our problem statement in a way that is well-connected to our two categories. This taught us that not only must we plan the current method thoroughly, but also the following one, in order to not get lost in the details after opening up a cycle of the double diamond model.



INITIAL PROBLEM AREA & RESEARCH QUESTIONS

PROBLEM AREAS

that were encountered in the Discovery phase in regards to the Sydhavn Library users' point of view:

- Sydhavn library does not provide enough help to users around the clock due to staff shortages,
- Many users at Sydhavn library are finding it difficult to use the (digital) self-service machine,
- Some users have difficulties successfully completing their library journey and delivering their books back without any problem,
- At the moment librarians are helping users with tasks that could be easily solved during self-service hours,
- Due to the fact that librarians have a limited time to spend in their jobs nowadays, they cannot invest their time to help every single user and still perform their daily tasks sufficiently,
- Every user has different issues regarding the use of the library,
- Users have accessibility difficulties completing several library journeys meanwhile librarians are experiencing a staff shortage.

RESEARCH QUESTIONS

By determining a variety of user needs and problems at this point of the research, we were able to identify first opportunities. To do so, research questions were developed that considered gaps in an existing customer experience (1. Stickdorn et al. 2018).

1. Which issue that users are experiencing is the most common one and why? What consequence/influence does this issue have regarding the library of the future?
2. What are the major pain points users encounter towards the end of their user journey?
3. Which are the parts of the system we could adjust to make a difference?
4. How can we improve the returning system in a way so that improvement can lift some tasks from the librarians' backs?
5. How can we develop (or co-create) a returning system that is easily accessible to all library users?
6. How can we ease the procedure of renting and returning books in a self-service library without adding complexity to the system?
7. How can we preserve the role of librarians while improving the self-service quality of Sydhavn library?
8. How much or little influence does the role of a librarian have on the user's experience of a library?

HOW MIGHT WE QUESTIONS & FIRST PROBLEM STATEMENT

To transform and build on our research questions into actionable objectives, **trigger questions** were created:

- How might we help to change library check-out systems to deliver a better post ("after stage" of User Journey) experience for users when returning books back?
- How might we make users feel safe/get help when there is an issue without physical interaction with a librarian?
- How might we ensure that the rules/user manuals of the Sydhavn Library are understood and accessed by everyone?
- How might we deliver/improve a better self-service experience for users without excluding the (important) librarians?
- How might we make the digital self-service easier for users to access and get more comfortable with the system?
- How might we create one common rule that will be understood and accessed by every single user?

From "How might we..." questions we formulated a first problem statement:

"HOW CAN LIBRARIES IN COPENHAGEN IMPROVE THEIR ACCESSIBILITY TO OPTIMISE USER EXPERIENCE?"

The first path that our team investigated concerned the users' point of view, to see where they have problems and how these problems could be solved. The assumption established the "Accessibility" theme in connection to the self-service machine with a discovery where the most problems happened when users were interacting with it.

However, the above-mentioned problems occurred partially due to limited access to librarians in Sydhavn Library. To elevate our research and explore different possible ways, the next chapter will reveal a librarian's point of view and a "Cultural Innovation" theme.

GO-ALONG INTERVIEW

During our research phase, especially after interviewing the users of Sydhavns Library, the need of understanding the librarians' point of view emerged. As we reached out to Anja, a culture communicator and librarian, she appeared to be very open and willing to help us, but at the same time, she could not find time for a structured interview, as we were asking for.

After a few failed attempts to book a meeting with her for a structured interview, we understood that a different method was needed.

At that point, we opened up to the possibility of including the go-along method as a strategic tool in our research phase. The librarians' lack of time was the first reason why we decided to adopt this method, but more advantages were quickly found, for example the possibility to better empathise with the subject and the opportunity to gather insights about the day-to-day job of librarians, their tasks and their interaction with the users.

Go-along is a way for the researcher to observe a subject in his/her own personal or professional environment (Kusenbach, 2003). It can be used to understand practices, streams of experiences or how the subject interacts with the social and contextual environment he/she is in every day (Kusenbach, 2003)

The expression "watching hours" is used by librarians in Sydhavns Library to refer to those shifts in which they are present in the public space of the building, both available to answer to any request from the users and ready to operate practical tasks.

Initially, the two of us structured the interview so that one had to deal with the recording and the sketching while the other was in charge of the interaction with the subject, both were taking notes.

We decided beforehand that the session would have lasted no more than one hour and a half, as it is the suggested time frame for this method to be more productive.

On the 27th of October at 14:23 we met Anja at the information desk of the library and took some time to explain the purpose of our activity and how it would have been conducted. We asked her to perform her usual tasks thinking aloud and telling her feelings and perceptions of what she was doing or what was happening. Furthermore, during the activity, we asked her to share with us stories about her usual or unusual experiences that have been occurring during her shifts.

Even though we tried to apply the method in the best possible way we faced some obstacles especially regarding the interaction with the subject. In fact, Anja was not naturally inclined to explain every task she was solving or her feelings about it unless we were asking for it. We had the perception that she was feeling almost intimidated by our presence at the very beginning of the interview, while a more comfortable feeling was growing as the activity went further.

We had been following her approximately for one hour and fifteen minutes when she took a break from her work and we decided to end the activity as we had enough insights from the process.

During the break we had the opportunity to chat with Anja without the constraints of the go-along method, we asked her about specific episodes we noticed in the hour before and she was clearly more at ease talking about her job, the interaction with the users, and even her relationship with her colleagues and the management.



As soon as the session ended, we expanded the notes with descriptive fieldnotes and elaborated on what just happened.

Finally, we wrapped up our notes with a list of findings:

- Librarians do not have a list of tasks to accomplish during their shift, if they do they will make them a priority and complete them at the very start, later they just get involved in the environment and start to tidy up all the things they see are not in the right place,
- There is a gap between employees of Sydhavns Library and the managerial level of the libraries in the southern part of Copenhagen. In fact, they have different perceptions regarding the importance of the self-service system and the interaction between librarians and users.
- Users are facing issues with the use of self-service machines, as often they encounter different errors that they do not know how to solve,
- Organisation structure.

After the go-along interview with Anja, we mapped out a short user journey based on our observations and insights of her daily routine, to get a clearer understanding of her tasks and different moments of gain and pain points throughout a normal shift. User journeys is a multipurpose tool, which is commonly used in service design as a graphic representation of a person's interaction with a service (Marquez & Downey, 2015).

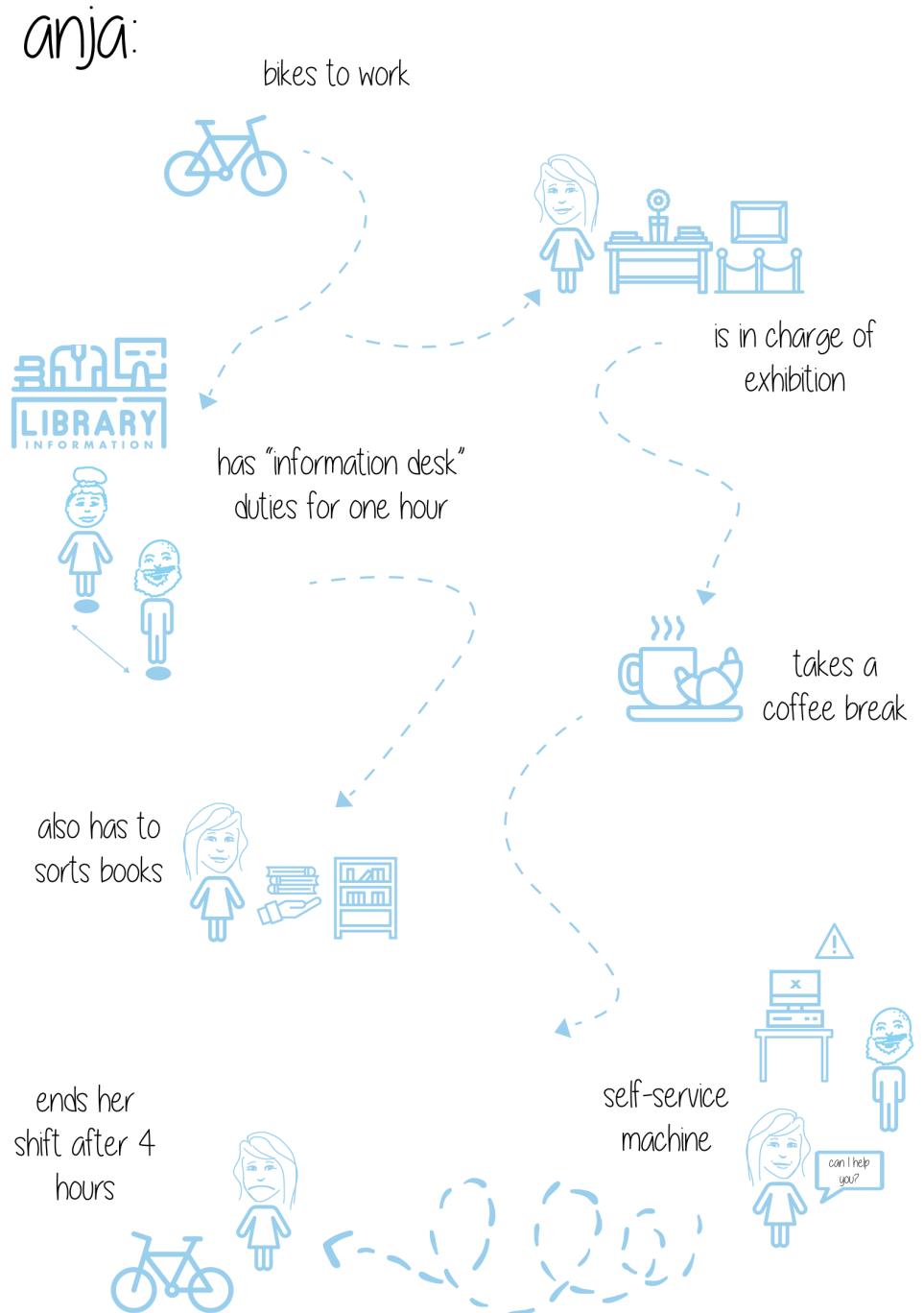


fig. 7 Visualisation from shadowing Anja

ORGANIZATION STRUCTURE

At the end of the go-along interview, Anja explained how each decision about the library is taken, whom the library collaborates with, and how people are meeting.

To be more clear, she sketched the structure that she was referring to, from which we were able to build a better map that represents the organisation structure that includes five libraries in Copenhagen.

This higher-level collaboration is called Faglige Faellesskab and consists of libraries in Vesterbro, Vanløse, Valby, Vigerslev and Sydhavn.

Each board is constituted by at least one employee from each library, and it takes decisions for all five of them on 4 specific topics:

- Staff & house management;
- Kids & adults;
- Children & youngsters;
- Volunteers & co-collaboration.

While explaining this structure, Anja was complaining about how it works. She said that it has not always been like this, the Faglige Faellesskab is relatively new,

as a consequence of the continuous transformation of the libraries' service system. She became a librarian five years ago and in the meantime, four managers have followed one another. In this fast succession, the Faglige Faellesskab was established as the decision-making board of five libraries in the southern part of the metropolitan area of Copenhagen. This system shows many pain points, some illustrated directly by Anja, others deducted by our research.

First of all, as previously explained, librarians' working hours are barely enough to perform all the tasks needed to manage a library at its best. The board meetings are hosted in the offices of Vanløse library and they are not regularly scheduled, so, due to the limited time, the employees are not able to meet as much as they need to make decisions which could be essential to improve the quality of their services to the users. This in addition to the fact that the location is not very convenient for librarians from Sydhavn, makes them think that this structure is making them waste time rather than helping them be more productive.

On the other hand, Copenhagen offers to its citizens twenty different libraries disseminated in all the areas of the city. These libraries are providing a service that reflects the needs and features of the community living in the specific district.



Librarians in Sydhavn are also trying to shape their services so that Sydhavn locals can feel that their library is representing them, but, from this point of view, the Faglige Fælleskab is limiting their freedom. In fact, as the decisions are taken in common with four other libraries located in different areas, those can not reflect the specific features and needs of each area.

Finally, from the dialog with Anja, we got to verify the presence of a significant difference between the perspective of librarians and managers on the future of libraries, and in particular, on the role that librarians will occupy. In fact, from the managers' point of view, the self-service system will become increasingly important, and it will result in a situation in which users will navigate independently through the services offered.

This gap is fed by the lack of interaction between managers and final users of the library system since managers are only participating in the meeting boards and not in the day to day life of the cultural institution they are running.

fig. 8 Faglige Fælleskab, visualisation

ROLE OF LIBRARIANS

In the future envisioned by the managerial level, the users will only interact with machines and computers. That will eventually bring about a termination of librarians from the libraries, giving the impression that a library might become nothing more than a bookstore in which literature is borrowed and returned.

From this point, we started questioning what the role of librarians really entails.

In fact, more than one source from our research is stating that librarians are a fundamental brick in the structure of libraries.

In our user interviews, we encountered people who needed assistance in solving technical problems that they could not figure out alone, the following natural step for them was simply to look for a librarian.

When we interviewed Thomas Nielsen as an expert he illustrated an episode which is explanatory of this: a woman who showed up at the library asking for a book, when in reality she was seeking human interaction that she could not get anywhere else (Thomas interview 2020)

During our go-along interview, we directly experienced the passion that guides Anja and her colleagues in doing their job, both in helping users and in keeping the place tide and welcoming. But more than anything we noticed that the reading rooms and shelves were more animated during the librarians' watching hours than in other times of the day. People prefer to be around the cultural place when they know that a person is there ready to assist them, they simply feel safer. This is a clear sign of how the empathy of librarians towards the citizens is shaping the atmosphere in a way that everyone feels welcome.

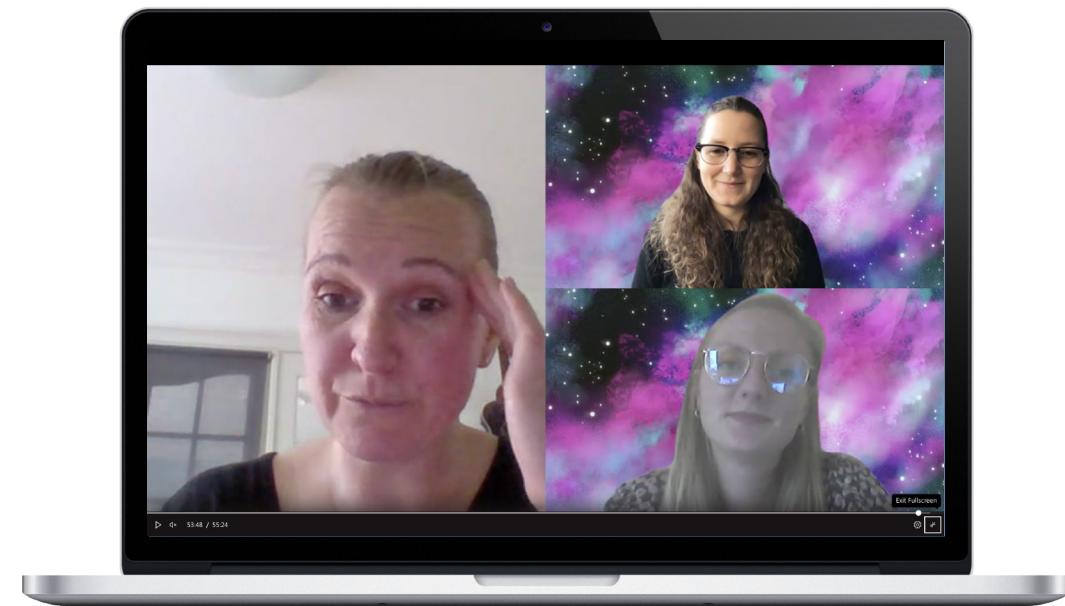


CO-CREATION USING ISSUE CARDS

After shadowing Anja for an afternoon we gained a better overview from the Sydhavns librarian's pain-points. When Anja agreed on having a second session with us, for an hour, on the following week, we decided to use projective techniques and elicitation materials (Bjørner, 2016), in particular, crafting issue cards to tackle specific challenges we have observed both with the user interviews and during the go-along interview with Anja.

As explained by Moisander and Valtonen (2006:79) the use of elicitation material such as quotations, pictures, phrases or depicted scenarios can stimulate discussion and focus the conversation on specific topics of interest - this is the reason why we decided to frame our session with Anja using this framework, because we felt we were getting closer to discovering major pain-points related to the library service and we needed her to talk about specific areas we thought were relevant to our research.

We used issue cards as a tool for co-creating with Anja, discussing challenges she experienced in her everyday life related to the self-service area, gathering information on the organisation behind and the Faglige Faellesskab and validating assumptions on personas we previously built. We focused on supporting the conversation around challenges or issues that are familiar to the participant, since our main goal was to gain a better perspective on the importance of certain topics and how these affect the librarians and users' everyday life at the library.



Each issue card contained a quote from one of the users we previously interviewed at the library. There was their name and an illustration of their face to make it more visual and give a frame to the quote. Underneath the user quote we placed a phrase or an explanation of the issue from the point of view of Anja, which we gathered during the go-along interview.

The day we planned on having the interview with Anja, she wrote us that she could only be available online since someone close to her was positive to Covid19. We then turned the physical cards in a digital format and adjusted our agenda for the meeting.

We planned on having a five minutes ice-breaker, then we moved on explaining the activity of the day to Anja. The session was divided into 4 issue cards and a "bonus card" with the organisation map as Anja drew it during the go-along interview. The issue cards tackled the self-service from different angles: self-service hours - when no librarian is around, self-service machines - for renting or returning books, self-service digital payments - if a citizen forgot to bring back a book on time, and self-service on computer and printer use.

It was quite interesting to see how Anja approached the session with issue cards, at first she seemed a bit confused about the method we wanted to use,

probably because we didn't state the full agenda while exchanging emails to coordinate the meeting, and also because it was a novelty to her. However, she seemed excited to try it out and after a couple of minutes it was easy for her to follow our instructions. We invited Anja to read aloud the cards and then elaborate on the content based on questions we asked her. The questions were based on how common the issue was on her everyday, how important it was, which kind of people most likely was challenged by these issues, and how citizens behave in that specific situation.

Because of using the issue cards, we assume, Anja felt more comfortable talking about the library issues. She talked openly about usability of the systems and the machines in place, giving us an overview of how much time she spends solving problems related to the self-service area of the library. She also talked a lot about the organisation behind the Faglige Faellesskab and how the management at the library is structured.

What we found out with this session were three main findings: in the first place librarians have less and less time "on-watch" - being physically present for the citizens at the library. This is due to the fact that the self-service times and areas have been introduced by the government to automate tasks that used a lot of the librarians time, and now during the pandemic this time has been further reduced.

In an optimistic view, librarians would now need less time to take care of tasks such as: renting books, returning books, using computers and printers and being present every time the library is open. However, in reality, they need to support the citizens constantly because the machines' interfaces are not well designed and easy to use. This makes the librarians struggle with time-management since now their role is more related to cultural activities and cultural management of the house.

A second main point is that librarians have the duty to help citizens with issues that are not even related to Sydhavns library itself, such as digital payment for books that were handed in too late or, during the pandemic, finding the closest print shop in the neighborhood since the library printer had to be closed down. This takes away time to plan the next event, make a podcast series, or just be a good host for the people using the library.

The third point is related to the organisation, Sydhavns library doesn't have one main manager but multiple that change often. Anja herself changed five managers in the past year and each of them has a different mindset and strategy for the future. This brings uncertainty and it's reflected in the way librarians schedule their everyday working life, when they show up in the morning they don't have a list of tasks to

accomplish but need to take care of whatever comes up that day.

We can say, to conclude, that the outcome of the online session brought us more clarity and a deeper knowledge on the role of the librarian in Sydhavn, her tasks, and her pain-points. It also helped validate challenges, needs and behaviour of the users in specific situations supporting our thought process in describing personas that could help us validate our future solution. Furthermore, the session opened our research process up to the library backstage stakeholders and organisation, and gave us a deeper understanding of the organisation, strategies, governmental policies, and struggles of Sydhavns library.



PERSONAS

As Alan Cooper (1999) simply expresses, with the use of personas we “Develop a precise description of our user and what he wishes to accomplish” this phrase is then elaborated by Nielsen (2004) in his dissertation “Engaging Personas and Narrative Scenarios”, where he describes personas as the depiction of a fictitious user. The fictitious user can then function as a tool to create empathy and identification, storage data from research or create focus on a specific target. Another definition of Personas is “Personas are fictitious, specific, concrete representations of target users” (Adlin & Pruitt, 2010).

Personas aim to cover the idea that a service should be designed keeping in mind its users’ differences. In our project, however, the use of personas is similar to the DAIM project where Halse, Binder, Brandt, & Clarck (2010) explore not only the difference between people but the sameness of situations. (Halse et al. 2010). As in the DAIM project, we explore the library as a space that is part of a multifaceted community living in the neighborhood and strictly interwoven in the network of people, businesses and collective activities that make up the southern harbor of Copenhagen. The personas we developed from our research have different roles and motivations to be in the library, however they all use the space and find themselves experiencing the same situations.

Since personas are often used in projects to describe the target group’s characteristics, motivations, needs and behaviours, in the context of our project, personas are used to exemplify librarians, as our main target group, but also different types of users that we have met at Sydhavn Library, divided into citizens who used the library for an extensive amount of time, citizens that can be called “super-users”, and citizens who just moved to Sydhavn and have never been in the library before.

We used the personas through the define and deliver phase, making some changes during the process. In the following pages you can find the most updated version of them, that we finally used in the design proces.

NAME

Lotte

KEY ATTRIBUTES

Librarian at Sydhavns Library

SHORT DESCRIPTION

Lotte is a librarian and literature communicator at Sydhavns library. She loves her job and wants to give citizens the best service they can get. Although her hours in contact with people have been cut down and she is now only working 4 hours 2 times a week as a service provider at the library. Most of her time is used by helping people with the self-service area because the machines are not user-friendly.



“

I would like to have time to organise more events, activities and talk with our users. Instead, I answer a lot of questions regarding the self-service area and placing books back on the shelves.

”

NEEDS

- Work more on organising activities like talks, debates and workshops for the library.
- Answer less questions regarding the self-service area

CHALLENGES

- Fulfil her job tasks
- Help citizens with the challenges they face at the library
- Find time to organise and plan ahead more events for the library

OPPORTUNITIES

She sees an opportunity in facilitating the monthly meet-ups and co-create with the citizens new activities. She's not left alone in the organisation of it but supported and helped by colleagues and users. She is also sure that if people suggests new ideas more and more people will participate.

NAME

Peter

KEY ATTRIBUTES

Citizen who just moved to Sydhavn and has never been to the library

SHORT DESCRIPTION

Peter is a graduate in international relations, he studied in Jutland and looked for a job there. Since he couldn't find any he moved to Sydhavn and is currently looking for a job in the Capital region. He has never been to Sydhavn's library, today is the first day. He prefers to buy his own books. His mother and grandma use the library a lot back home and it seems he needs to find motivation to come to the library. Something that will interest him and make him feel engaged. He is interested in history.



“

I would come to the library if there was an event where they talk about the neighborhood history or if there was a group of historians talking about this part of the city. I just moved here and I would love to know more.

”

NEEDS

- To get to know his new neighborhood and local library.
- To be involved in activities that fit his interests.

CHALLENGES

- He doesn't use social media and rely on word of mouth
- He has a lot of time since he is unemployed but he doesn't know anything about the library activities yet.

OPPORTUNITIES

Participating in the citizens local board at the library will allow him to get to know his neighbours, become an active participant in the local library strategies and maybe discuss the possibility to host events about the local history.

NAME

Bente

KEY ATTRIBUTES

Citizen who has been using the library for 20 years.

SHORT DESCRIPTION

Bente is an elderly lady who used the library for the past 20 years, she is on an electric wheelchair and visits the library regularly, up to 2 times a week. She has some issues in getting used to the digital services because she is not a tech-savvy.



“

I would love to get help whenever new solutions are introduced at the library. I would also like to discuss how these solutions should look like, the text is always too small for me, I cannot read it easily.

”

NEEDS

- To be heard since she experiences accessibility issues
- To be involved when new digital services are designed

CHALLENGES

- She is not tech-savvy but has to use technology.
- She has limited physical and technological capabilities that should be taken into account.

OPPORTUNITIES

- Participating in the citizens local board at the library will allow her to hear about new digital services and influence their design. It would also be a way to participate in the local life and have a say on important library matters.

NAME

Kristina

KEY ATTRIBUTES

Citizen who volunteers at the library and has her own activity monthly.

SHORT DESCRIPTION

Kristina is a history teacher at the local school. She has always been interested in history and books, so now she runs her own reading club with a focus on books that mix fiction and history. She started this group few years ago and now they are 10 people meeting every other week at the first floor in Sydhavns library.



“

I would like to attract people that are interested in history like me. Maybe find someone from a different cultural background that can suggest us different books that come from other countries.

”

NEEDS

- To expand the reading club she is organising.
- To involve more people with different background.

CHALLENGES

- She realise that her group is not very popular between foreigners.
- She has limited time to promote her activity since she is volunteering for the library.

OPPORTUNITIES

Participating in the citizens local board at the library will allow her to network and meet people she won't meet elsewhere. It could even be helpful to find someone helping her our with managing the reading club.

SECOND PROBLEM STATEMENT

Proceeding with our exploration we focused more and more on the self-service area in relation to the librarian's work. It seemed like the self-service was supposed to lift librarians from many tedious tasks, such as checking the book rent and return of books, while in reality it was, and still is, a pain-point both for librarians and for users. Librarians have less and less time availability and they end up helping users with issues related to the self-service machine.

Because of the above reasons, and elaborating on the research process we had done so far, we came up with two main "How might we...?" questions:

- ***How might we assist users with the help they need while keeping in mind the librarians' time sensitivity?***
- ***How might we adjust specific pain-points in the book return journey to enhance the overall accessibility?***

Users have difficulties with the accessibility at Sydhavn Library which manifest themselves mostly during the process of returning their books, while there is a lack of staff during most of the opening hours. This is shown by user interviews in which they described multiple problems with the book return system, in combination with workshops we conducted with a librarian, in which the insufficiency of their time at the library became evident.

"HOW MIGHT WE PROVIDE USERS WITH THE HELP THEY NEED WHILE STRUCTURING THE LIMITED TIME OF LIBRARIANS IN AN EFFICIENT AND SATISFACTORY WAY THAT IS CONSIDERATE OF THEIR MULTIFACETED TASKS?"

STAKEHOLDER MAP

At the very end of the “define” phase, we were finally able to map the stakeholders involved in the current services offered by Sydhavns Library. This provided us with a clear picture on the actors currently present and the connections between them.

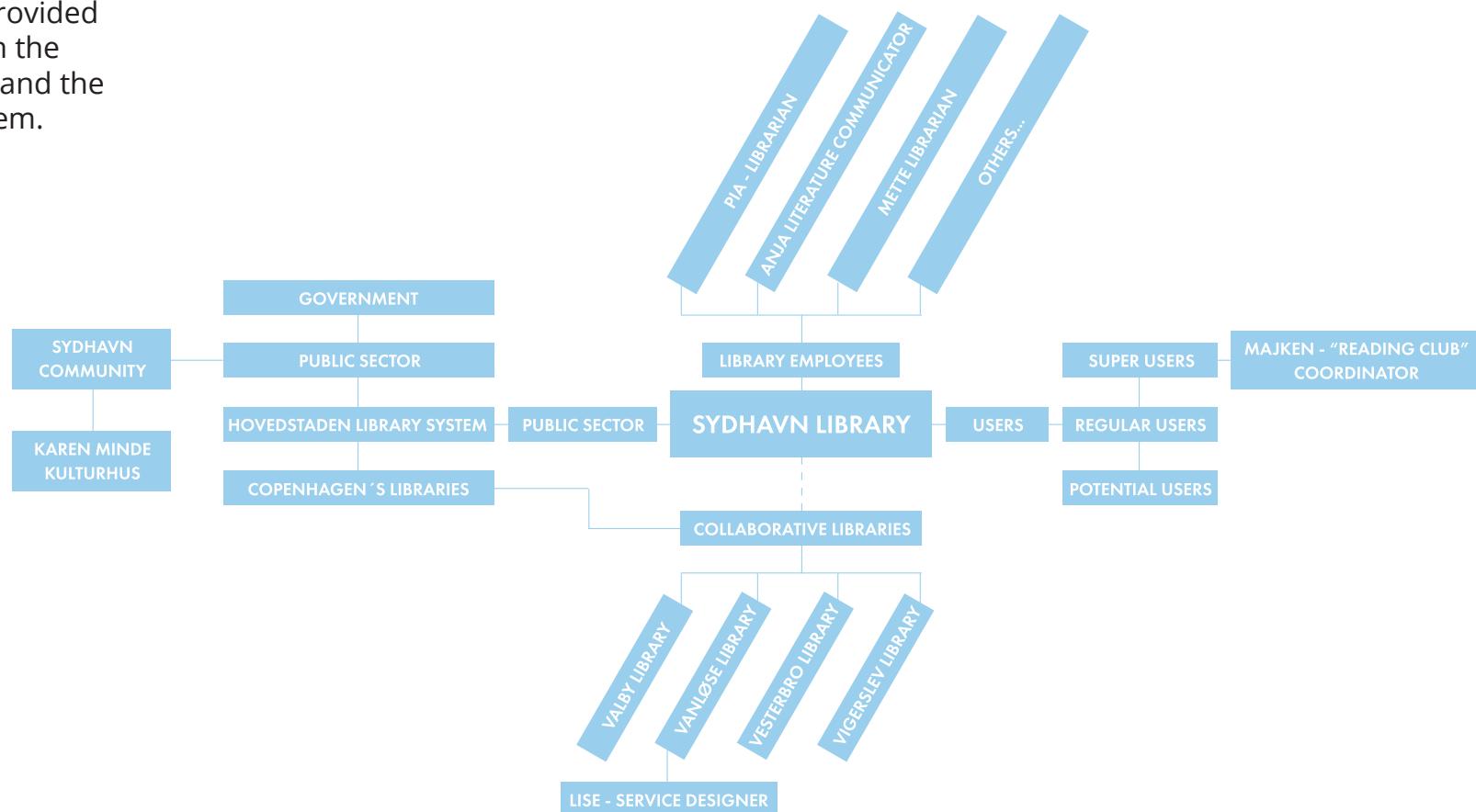


fig. 8 Stakeholder Map, visualisation

SUMMARY

AFFINITY DIAGRAM

- Six main categories: accessibility, cultural innovation, digital innovation, limitations, safety, expectations on the surroundings.
- Most findings were in the categories accessibility and cultural innovation.

GO-ALONG

- Librarians at Sydhavn Library have a limited time they can actually spend inside the library and in contact with users.
- There is an opinion gap between employees of Sydhavns Library and the managerial level of the libraries in the southern part of Copenhagen regarding for example the importance of self-service systems and the interaction between librarians and users.
- Users often need librarians to solve problems with the technology in the library.

ISSUE CARDS

- Librarians spend less and less time being physically present in the library to interact with users.
- During their presence in the library, too much time is spent on solving problems caused by self-service machines or other technology, instead of interacting with users and answering questions e.g. about literature.
- The top-down structure of the Faglige Faellesskab is a nuisance to librarians since it is inefficient and does not take into account the different needs of the different areas of Copenhagen.

DEVELOP



The develop phase was the ideation phase of the project in which we creatively and innovatively developed potential solutions and initial concepts. This was done by several innovative brainstorming's like 6-3-5-method, Yes and-method as well as creative sessions and service prototyping with the target group and stakeholders.

Through analysis of previous gathered insights and findings and the use of our design requirements, and matrix scenarios, we created a solid concept.

6-3-5 BRAINWRITING

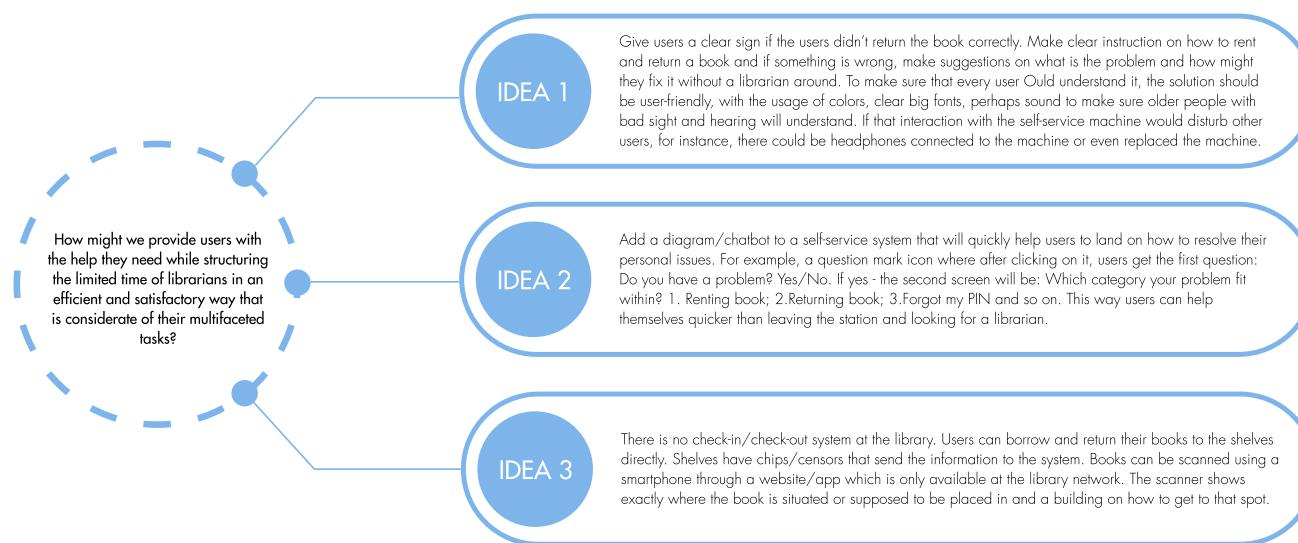
To transform all of our findings into action and ideas, we decided to perform the 6-3-5 brainwriting method (6-3-5 Method, n.d), however, due to the different number of partakers that were participating, this framework was adjusted to the current situation.

As Stickdorn et al (2018) describes, the brainstorming technique is used to develop a lot of ideas in a short period of time which should be clustered and prioritised at the end. The goal was to screen through all possible concepts/solutions for the problem discovered in a previous section of this project. It allowed our team members to share and exchange ideas in a diverse way with less energy and in quiet and thoughtful ways.

Explanation of the activity:

Each of the 5 participants was given a sheet of paper, which was divided into three columns and five rows resulting in 15 boxes (Spies, 2015). Everyone wrote three different ideas in the first row and after 5 minutes, the sheets were passed onto the next person clockwise (*ibid*). The next person's task was to expand on the given idea/ideas or be inspired to come up with new ones (*ibid*). The activity lasted until all five of the participants had contributed to every sheet.





After gathering all of the inventions, the process of clustering and disposing of alike ideas started. Based on a description of every single view, 6 categories were established: improvements, digital solutions, users helping users, events, rewards, and conversational solutions. After removing duplicated ideas, our group proceeded to dot-voting on a category that fits the most accessibility and cultural innovation themes where the winning categories were: Improvements and Digital Solutions. Additionally, we also took a quick vote within these themes, more specifically to pick the three most liked ideas.

Even though this session was successful and the ideas valid, we realised soon that our brainstorming session clearly had gone into one rather narrow path which is only regarding self-service machines - therefore, we went through another iteration and got back to the beginning of the Define phase to review our findings from a perspective and to see if there are other wider paths available to follow, perhaps involving a librarian together with users in a solution. We used the definition of Design requirements to kickstart this iteration and determine the direction to go into.

DESIGN REQUIREMENTS & FINAL PROBLEM STATEMENT

The **design requirements** of our design solution are:

Accessibility: the solution needs to be accessible by users with different physical and technological capabilities.

Cultural Innovation: it has to question the status quo of the cultural service in libraries.

Connect librarians & users: it has to spark a collaboration between citizens and librarians

Scenario/vision for library of the future: it needs to open up for further inquiries on how the library of the future will look like

Tackle organisational matters: it has to re-discuss and evaluate the current organisational infrastructures.

Self-service & librarians intertwine: it has to promote technology and automation when necessary to free up librarians space, not in a way to eliminate the role of the librarian in the library.

Our **final problem formulation** is then the following:

"HOW MIGHT WE CONNECT LIBRARIANS AND LOCALS IN INNOVATIVE WAYS THAT CANNOT BE ACHIEVED THROUGH MACHINES?"

Followed by the following research questions:

- **WHAT ARE THE ATTRIBUTES OF LIBRARIANS THAT CANNOT BE REPLACED BY MACHINES?**
- **HOW CAN WE EMPOWER LIBRARIANS AS FACILITATORS WHILE CREATING A BOTTOM-UP APPROACH THAT INVOLVES LIBRARY USERS?**

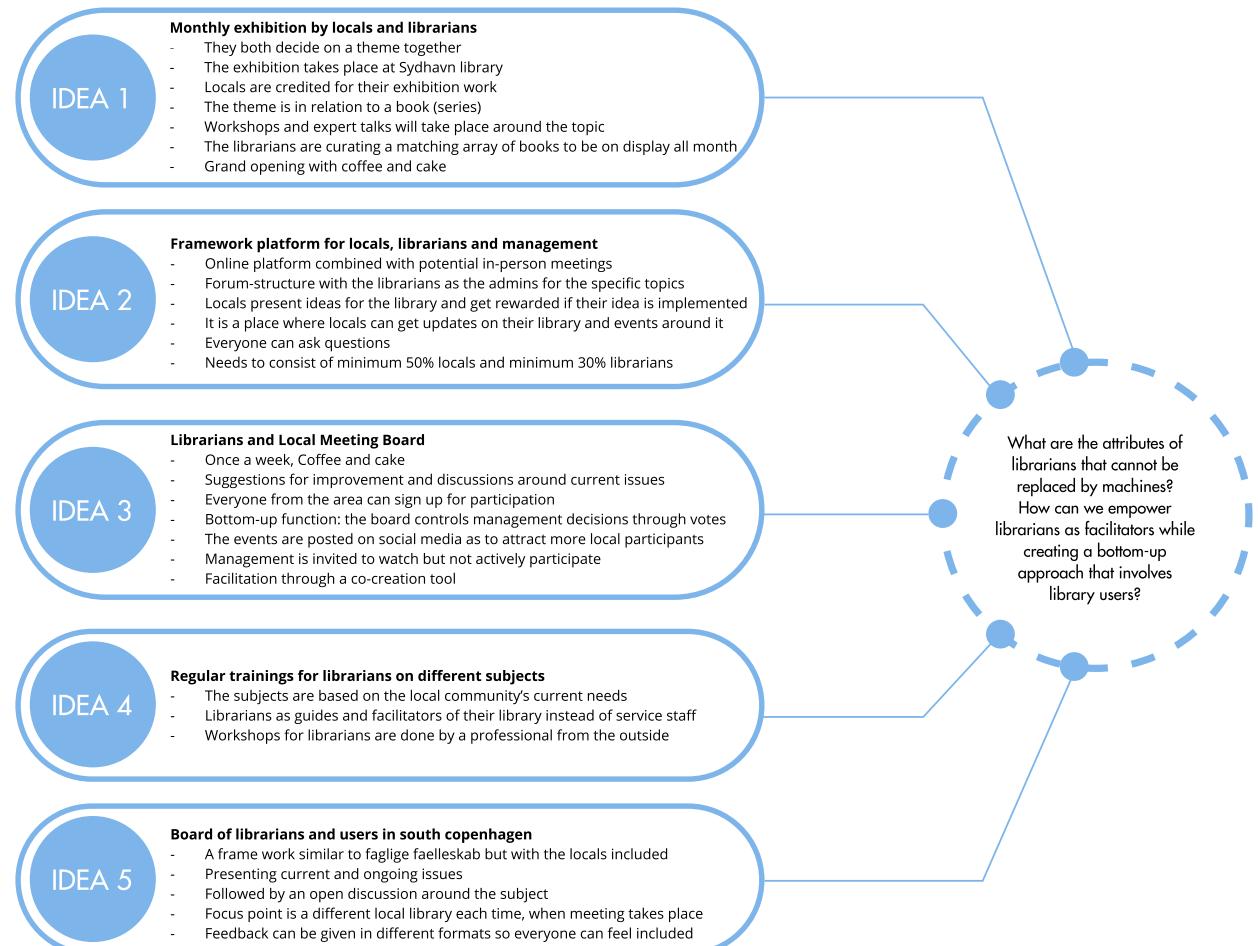
YES...AND

Being a classic design method, this tool allowed us to explore ideas freely without limitations, which we found suitable for our ideation phase. During the "Yes and..."-method, a typical turn looks like this: a participant comes up with an idea on their own within a limited time frame, then presents the idea to the others. Afterwards, the other participants have a limited time frame to come up with additions to said idea. Finally, once the time is up, each of them presents their addition to the idea, thereby shaping a final concept.

Throughout this method, we made sure that each idea would fulfill our design requirements. This was repeated until each participant presented an idea, which then evolved into an agreement-upon a concept. The goal was to not say "no" to a concept, because it provides a certain structure to make it easier for the team members to respond to and develop the ideas of others (Yes and.., n.d.)

The outcome of the method was sufficient and provided us with the grounds to test it with a super-user at Sydhavn Library - however, we could have controlled the results through a few more limitations in order to not become too broad, which might have left us feeling more secure about the core value of our chosen concept.

The method resulted in five ideas:



INITIAL CONCEPT

A LOCAL BOARD OF LIBRARIANS AND CITIZENS THAT MEET ONCE A WEEK TO SUGGEST IMPROVEMENTS AROUND CURRENT ISSUES. EVERYONE FROM THE AREA CAN SIGN UP AND IT HAS A BOTTOM-UP FUNCTION - TO CONTROL MANAGEMENT DECISIONS. THE EVENT IS POSTED ON SOCIAL MEDIA TO ATTRACT MORE LOCAL PARTICIPANTS AND THE MANAGEMENT IS INVITED BUT CANNOT ACTIVELY PARTICIPATE. THE FACILITATION IS THROUGH CO-CREATIVE TOOLS.

The aims of this initial concepts are multiple:

- **To assign librarians a new role:** they will be facilitators within the meetings, and after the meetings their tasks will include executing the decisions taken by the Local Meeting Board. This way they will be fundamental pillars of the library.

- **To activate a bottom-up operation:** users will become the main characters, triggering a transformation of the local cultural institution in their own library which will offer them an iper personalised service.

- **To attract citizens:** users will share responsibilities with librarians as a result of the co-creation process. We want to attract Sydhavns citizens, to make them feel co-proprietors of the library.

- **To reduce the gap between the managerial level and the users:** managers will be invited to observe the meetings but they will not be included in the participation, this way they can be witnesses of the users' will without interfering with that.

"Social innovation occurs when people, expertise, and material assets come into contact in a new way that is able to create new meaning and unprecedented opportunities." That is what Ezio Manzini says in *Design, when everybody designs*(2015), he also talks about collaborative organizations, as groups of people who freely decide to join it in order to achieve specific results, creating social economic and environmental benefits.

The collaboration we want to create between the Sydhavns library and the citizens of the area will lead to a social innovation. It puts the library at the center of the community infrastructure as the actor empowering such a transformation.

CO-CREATION WITH LISE

After discussing the role of the librarians in Sydhans library with Anja, we asked her to suggest a colleague that could help us get more knowledge about the service strategies in Copenhagen's public libraries. Anja gave us the contact of Lise Welsh, the head of librarians and library at Vanløse library and culture house. Lise has been a librarian herself for many years and she was involved in the development of Valby library, from a strategic and service-oriented point of view. She is now part of a group that takes care of the service and interior design for five different libraries in Copenhagen, part of Kultur V, which consist also of Sydhavns library.

Our aim was initially to talk with Lise about librarians, their role in the past and in the present. However, we decided to focus more on the current and future role of librarians since we also wanted to explore how, from her point of view as head of librarians, this role would change strategically in the future.

One framework that inspired us was the three horizons technique explained in the Journal of Future Studies by Curry and Hodgson (2008). The Three Horizons technique aims to connect the present to future desirable scenarios (Curry & Hodgson, 2008) in a way that, by comparison, it's easier to identify and highlight possible changes at the systemic level between the current situation, a transitional future



situation and a far-future possible scenario. To make our meeting with Lise more open-ended we decided to twist the Three Horizons technique and adapt its concept to the method of scenario creation.

We decided we would use contextual scenarios to dive deeper and learn more about current and future strategies for Copenhagen libraries and learn about Lise's point of view. Scenarios are design tools which can be flexible and open enough to encourage a discussion (Manzini, 2015) . In our case we used scenarios as a conversation tool to sparkle the conversation, and make her feel more comfortable in talking openly about current and possible future challenges in libraries, their role and the role of the librarians.

We then provided Lise with three A3 sized papers where the figure of a librarian was placed in the middle: the first sheet represented 2020/2021, the second 2025, and the third 2070. We decided it would be great to ask Lise to co-create with us the role of librarians in these three different historical times, using icons, and post-its. The way the activity was structured was that she would place the icon cards on the A3 sheets and explain why she placed that card and what she meant with that. If there was no card to help her, she also had empty cards and post-its to draw/write. At the same time some of us would help

populating the A3 sheet and map the role of librarians on it. While others were taking notes, documenting with pictures and recording the session.

Through this activity she validated our assumptions on the importance of librarians in hosting and creating events that are strictly connected with the demographic in the neighborhood. She also explained how the government strategy is to have fewer and fewer librarians available in the libraries. So that it becomes important to imagine how the role of those librarians should change from one of educators to hosts, inspirational figures and also facilitator of citizens activities and events.

Mapping the future scenario for the role of the librarian and library in 2025 Lise said: "What is (still) very important is the local leadership, for what matters for librarians, like, how we perform a strategy, how to decorate, how to make a room, it's not a McDonald's, that cannot be the case here. To ensure that this doesn't happen is (important) to keep a local leadership, and then I don't think we will have to shout out as much."

Another future strategy of the government is to have less and less physical books available at the library and more and more activities that people can attend or join, more space for interaction and less for archiving

and renting books. So, as she explained, the role of the librarian has to shift from being good at reading books to being good at "reading people": "When I started, a librarian must have had a librarian education. Now, we have one (librarian) that has that, but the rest come from all educations. Here (at Vanløse) we have quite a lot of Danish literature MAs, or English (literature), IT people, we have 2 from the ITU. Oh, school teachers (...) they really know how to perform in front of people, especially school children, they know a lot".

Another important point she brought up was also the fact that nowadays librarians are still taking care of lengthy and boring procedures that will be soon centralised and be coordinated by someone that doesn't know the local library, necessarily. This new governmental strategy, from Lise's point of view, isn't a concern since many of the handling-book-tasks are all the same in each library. One thing she highlighted though is that if libraries are using more and more digital services it's extremely important to support the citizens and don't leave anyone behind. The librarians should then focus on facilitating the use of new digital tools offered in a way that educates the citizens and empowers them.

The third point she brought up was the focus on children and the main governmental strategy that funds children libraries. Libraries, in fact, get more



fundings if they have children areas and focus on children's books and reading activities, they have one or more children librarians and have to provide more services for children and parents. Related to this Lise's point of view on libraries in 2070 was that she could picture only libraries made of robots and kids libraries where adults would not be allowed. She stressed a lot the government strategy and the fact that children are seeing as "our future" and because of that they are given much more importance than elderly or other sections of the community.

To conclude, the method used with Lise of mapping future scenarios has been extremely useful to make us understand the role of the librarians not only in the current situation but also in a transitional future of 5 years and in a more utopic vision in 2070. Another important point was to understand how much governmental strategies can influence the organisation level of the local library with centralising strategies, funding cuts, and centralised prioritization of a specific section of the community.



SERVICE PROTOTYPE WITH MAJKEN

After our insights and findings from the future scenario-librarians activity with Lise, we decided to do a co-creational session with a super user from Sydhavn Library. The concept was created by the design team (us), but customized by a super-user as a co-creative activity which aimed to simulate and test the different elements of our design as a step-by-step walkthrough (1. Stickdorn et al. 2018).

It was an individual session which began with an explanation and presentation of our overall idea, then a brief about the overall objectives and goals of the co-creative session to make sure the participant was on board and ready. It was important for us to explain that the service prototype was a modifying process and not the finished product, to let ideas and thoughts be more flexible and imaginative. Also, to be remembered that the moderator's role was to be involved in the discussion but without leading or biasing the participant.

The use of service prototyping reduces the risk of failure as it involves users at each stage and lets the design team spot the mistakes in terms of operational systems and in terms of the user experience (Paker, 2006).

To stage the service prototype, we focused on the following parts to simulate our concept and service



experience: Actors, props, the stage, the service story/dialogue and the subject matter content (1 Stickdorn et al, 2018).

ACTORS

Our co-creative participant was a super user of Sydhavn Library Majken Præstbro. A 46 year old woman, who has a master's in communication and is currently a member and coordinator of a book club at Sydhavns Library. She lives close by and uses the library 2-3 times a week as a place to walk by from outside and a nice central place to use inside to read and rent books.

Because Majken is a user of the library, she did not have to pretend to act as a user, but instead use herself as an actual stakeholder or participant of our service.

PROPS

Beforehand the activity we created several different icons/symbols to be used as props for the service prototype. Majken was also encouraged to write down or draw other icons and words of her imagination to actively stage the story of the service and to illustrate pain points, confusing elements, and other possible interactions.

STAGE

To make it as real as possible we staged the service prototype in an actual room at Sydhavn Library, in which Majken agreed on to be the right place for our service to be held. Although Majken suggested using a place or room which would be impossible not to see to capture the attention of more people.

SERVICE STORY, (INTER)ACTION AND DIALOGUE

The story is the core of the service; the happening, the story in which actors engage with each other, the topics of the meetings and the journey of the actors (1. Stickdorn et al, 2018). Majken was mostly interested in topics such as books and education but also recognized topics as culture, integration, and diversity. Lastly, she thought that the topics of the meetings should be chosen in advance through an online discussion between participants and librarians.

SUBJECT MATTER CONTENT

At this point we discussed and visualized the tangible pieces of our service. This was done to decide which one was indispensable, useful, not that necessary or irrelevant for the service experience to be carried out.

THE MAIN FINDINGS

- Food to trigger participants to come (at least coffee & cake)
- Series of targeted meeting: immigrants, young, elderly, super users
- Librarians as facilitators, users as co-creators
- A non formal name would assemble more participants
- Different topics each month
- Enough space for all participants
- Tangible or visible outcomes of the meetings to see afterwards.

Majken is a super user at the library and have found her way of using it without experiencing any issues or annoyances if it wasn't for the restrictions of Covid-19 it would have been essential to have involved different users and librarians in our service prototype. After our co-creative service prototype session with Majken we were now ready to develop our final concept.

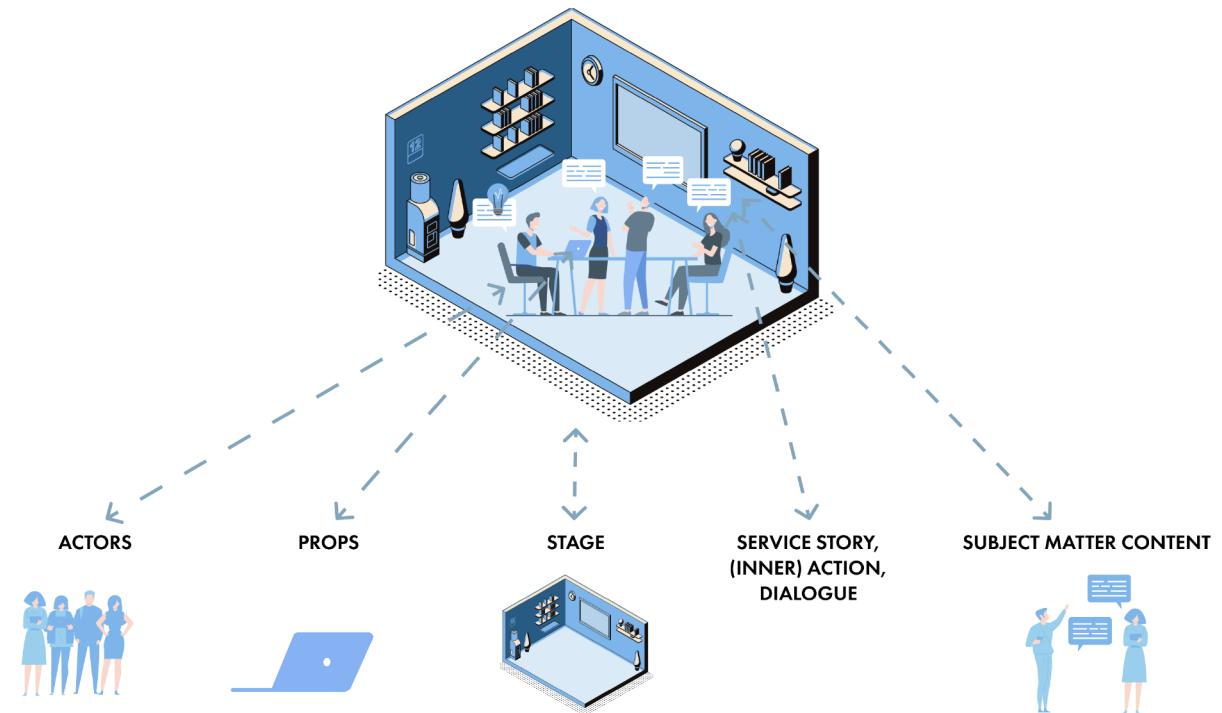


fig. 9 1. Stickdorn, M. (2018), Service Prototype visualisation

CONCEPT DEVELOPMENT

WHAT	WHO	WHY	HOW	WHERE	WHEN
 A bottom-up collaboration between users and librarians to shape their local library together	 Librarians as facilitators  Users as co-creators  Managers as audience  Government as enabler	 Librarians need to help people and use more time on users rather than sorting books. They should be used more efficiently	 A local meeting board in which users and librarians meet to discuss issue within the library and build together a solution	 In the newspaper room within the Sydhavn Library	 Once a month within the last week of each month

SUMMARY

6-3-5 BRAINWRITING

- Six categories were established: improvements, digital solutions, users help users, events, rewards and conversational solutions.
- Several potential ideas were discussed and thus allowed an overview over our possibilities.

YES, AND...

- 5 potential solutions that fit the brief and design requirements.
- One solution decided on: a Meeting board for librarians and locals.

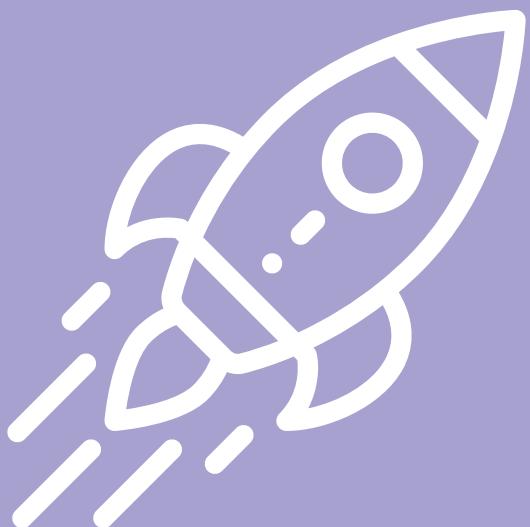
CO-CREATION WITH LISE

- Librarians are expected to host events and act as facilitators.
- Fewer and fewer librarians can be employed due to limitations in the funding.
- The government wants libraries to cut down on books and instead focus on facilitation of events and meeting points.
- Many libraries are expected to focus on children and families.
- Digitalising certain tedious tasks is a positive thing because it allows librarians to focus on other areas - as long as users are educated on the new technology.

SERVICE PROTOTYPING

- Free/cheap food should be provided during the meetings.
- The meetings should be inclusive towards all: immigrants, youth, elderly, super users, etc.
- Librarians should act as facilitators, users as co-creators.
- A non formal name would assemble more participants.
- Different topics each month, decided upon through voting (online) beforehand.
- Enough space for all participants.
- Tangible or visible outcomes of the meetings to see afterwards.

DELIVER



The Deliver phase was the last phase of our process, which contained the finalized service and concept. This was communicated and visualized by the use of different diagrams: motivation matrix, customer journey maps, flow of events and specific use cases outlined in a blueprint, and at least, the preferable user test and prototype.

MOTIVATION MATRIX

Before further developing our service we chose the actors interested in our concept. We mapped all stakeholders which are personally engaged in the meeting that will be hosted in the library.

A motivation matrix was used to better understand not only the list of actors, but also the motivations and interests that connect them to one another. (Morelli & Tollestrup, 2007)

		LIBRARIANS	PARTICIPANTS	MANAGERS	GOVERNMENT
LIBRARIANS		-gaining of new capabilities - independence	- opportunity to be heard in the right structure - inclusive environment	- experience on the local users - capabilities to manage a library	- a direct mean of communication with the local citizens
PARTICIPANTS		- validation on the importance of their role - sharing of responsibilities	- library service tailored on their preferences in the long term - feeling of belonging	- feedback on existing services - tips on improvements	- touchstone on the feelings and opinions of the citizens in the area
MANAGERS		-empowerment in the organisational structure -support of higher levels	- guaranteeing that issues, tips and request are heard and possibly solved	- transfer of managerial tasks - datas and feedbacks from the citizens	- pass important information - guidance on the decision to take
GOVERNMENT	X	X	- support to think strategically in for future scenario		- better understanding on how citizens want the funds to be invested

fig. 10 Morelli & Tollestrup (2007), Motivation Matrix

FLOW OF EVENTS

The flow of events is an overview of all the actions between the actors and the system behind our service. The actions of the flow of events are divided in physical, non-digital actions and in online/digital actions. We decided that this flow of actors and the system is the ideal case and no alternative paths are included:

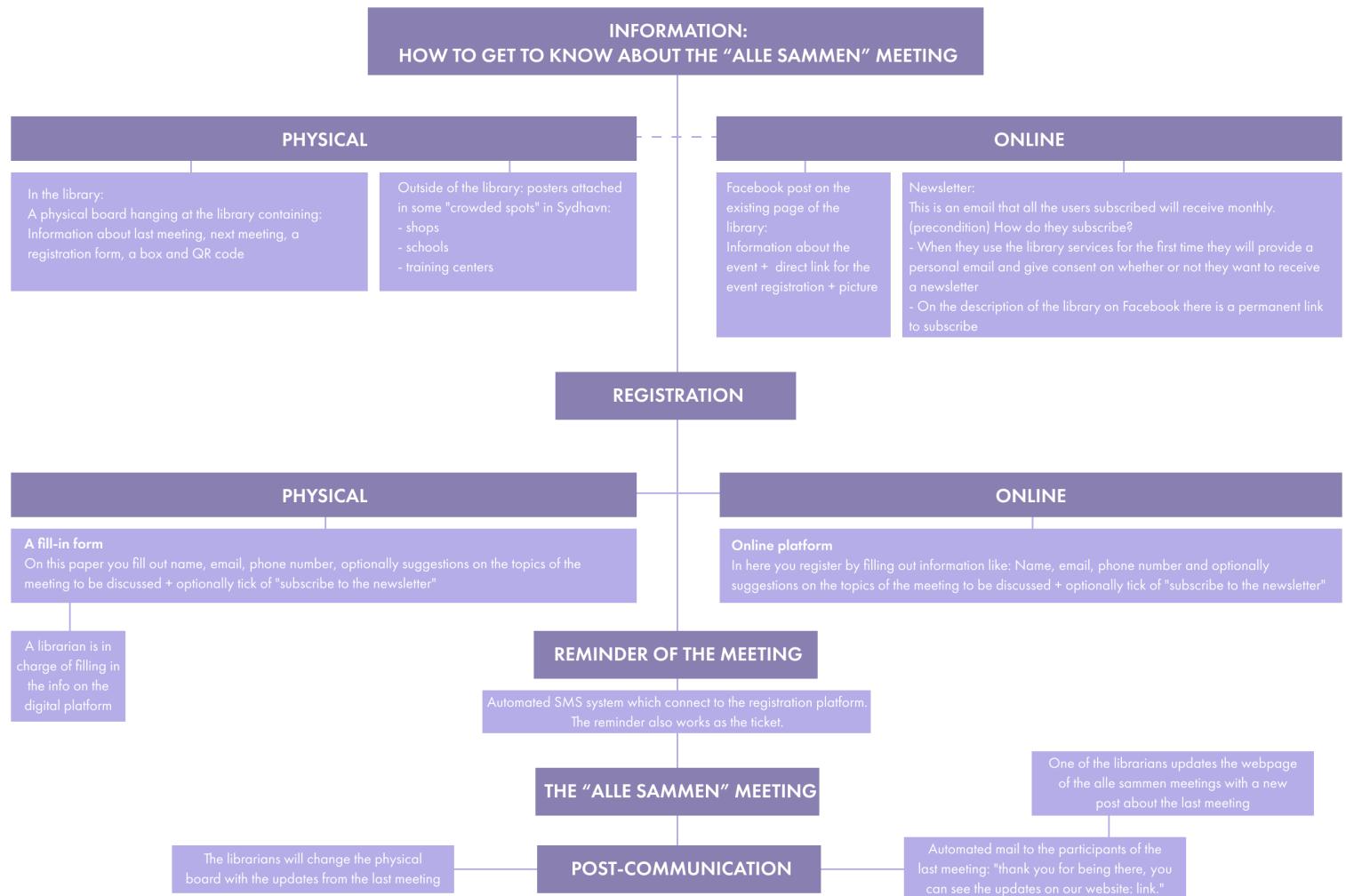


fig.11 Flow of events, visualisation

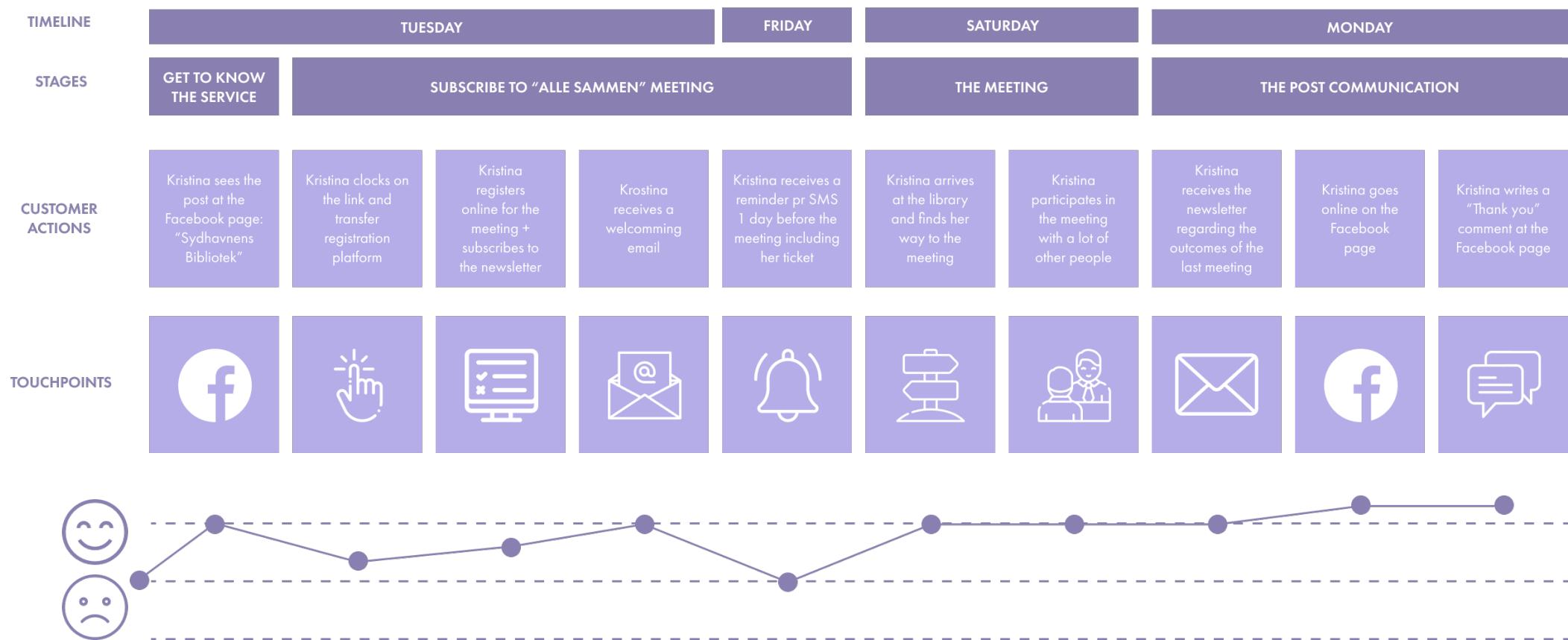
CUSTOMER JOURNEY MAP



“ALLE SAMMEN” MEETING

DIGITAL

To understand our concept and its touchpoints, we created two customer journeys: one non-digital journey for the chosen persona Peter, and another one of the digital journey for the chosen persona Kristina. This was done to show all the interactions related to the touchpoints the user will experience throughout our service. The non digital journey's pre conditions are that there are no librarians present the day Peter visits the library. The digital journey's pre conditions is that Kristina is sitting at home searching through her Facebook page.

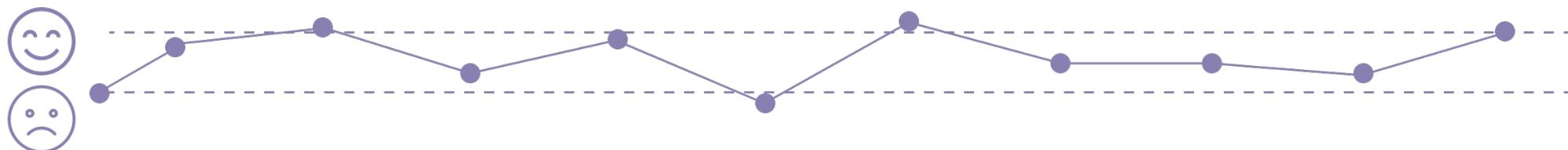




“ALLE SAMMEN” MEETING

NON-DIGITAL

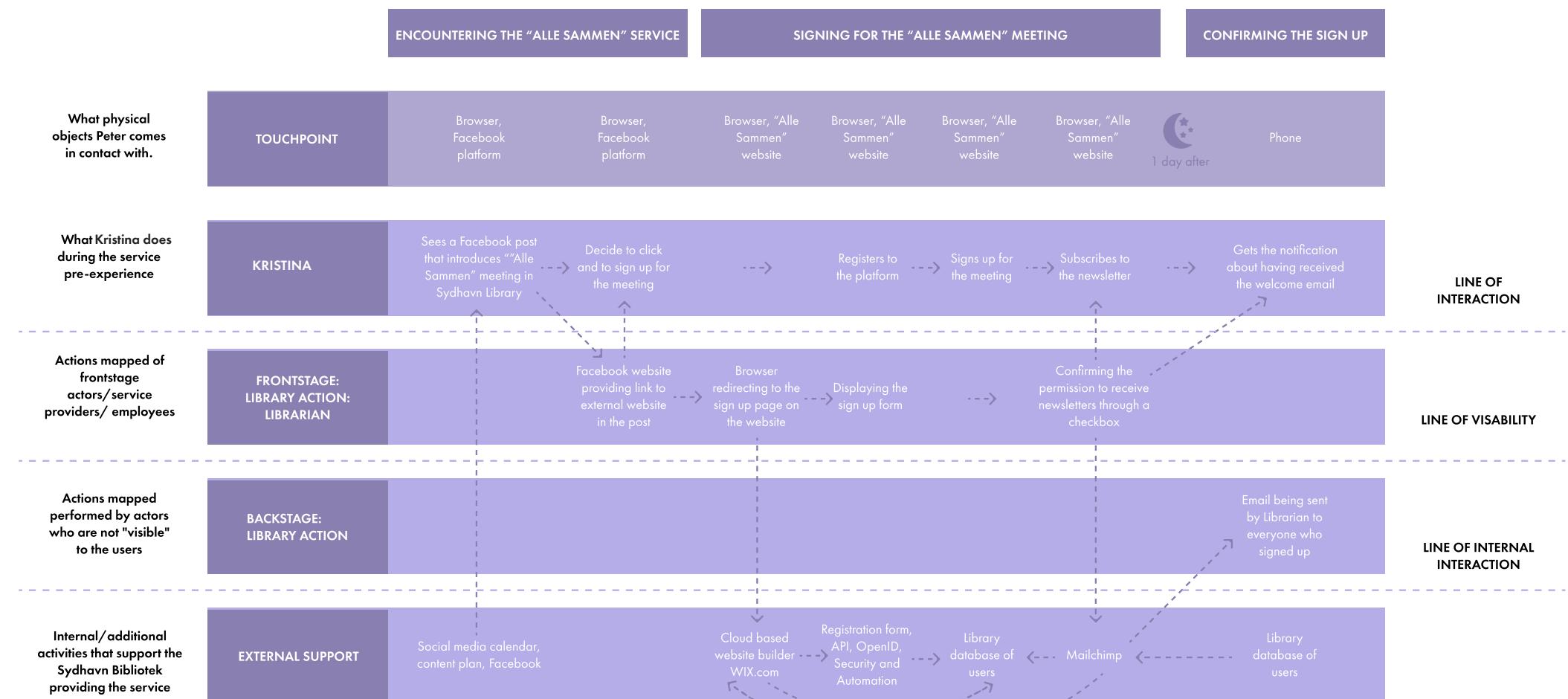
TIMELINE	TUESDAY		WEDNESDAY	FRIDAY	SATURDAY		MONDAY			
STAGES	GET TO KNOW THE SERVICE	SUBSCRIBE TO “ALLE SAMMEN” MEETING			THE MEETING		THE POST COMMUNICATION			
CUSTOMER ACTIONS	Peter sees the board regarding the meeting at the library	Peter fills in the form with info + topic suggestions and subscribes to the newsletter	Peter places the fill-in form in the box	Peter receives a welcoming email	Peter receives a reminder pr SMS 1 day before the meeting including his ticket	Peter arrives at the Sydhavn Library and finds his way to the meeting	Peter participates in the meeting with a lot of other people	Peter opens his email, and he finds also the newsletter regarding the meeting	Peter goes to the library and see the board with outcomes from the meeting	On his way out, he meets Steen, another participant from the meeting
TOUCHPOINTS										



BLUEPRINTING

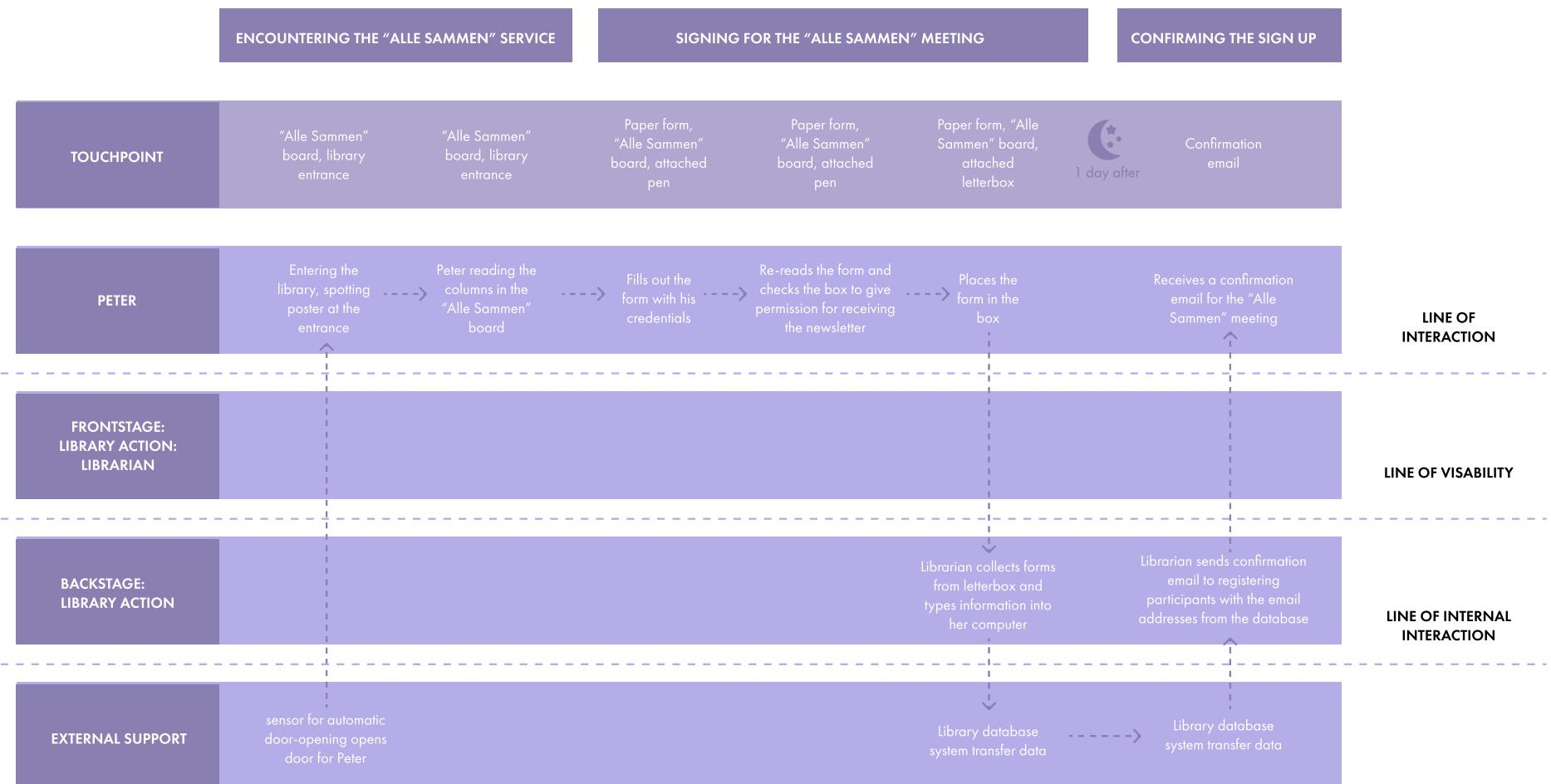
BLUEPRINT DIGITAL TOUCHPOINTS KRISTINA

This service blueprint serves as an extension of customer journey experience as well as the delivery of the service touchpoints (Lewrick, Link & Leifer, 2018). We chose to visualize and structure in depth two possible scenarios that can occur within the first three stages of user journey. Therefore, our blueprint will showcase digital and non-digital scenarios of getting to know about "Alle sammen" service, registration process for the meeting, and the confirmation touchpoints.



BLUEPRINT NON-DIGITAL TOUCHPOINTS

PETER



PROTOTYPE & PREFERABLE USER TEST

In the prototype and user test phase the ideal approach was to test our finalized service concept with a group of different users as participants and most importantly with the librarians who would be the facilitators of the 'Alle Sammen' meetings.

This would have been done by the use of several tools such as roleplay, service prototyping, and concept walkthrough, in order to test and validate the important touchpoints.

We already co-created and tested some of our solution's touchpoints with the super user Majken, in our development phase through a service prototype session. Although an actual prototype would have been preferred to execute in order for our stakeholders to interact with the service in a real life context.

This was planned to be launched by the second-last week of our process, but unfortunately we were not able to manage before new restrictions occurred caused by the Covid-19 pandemic. However, we hope to perform this if possible before the oral presentation of the project in January, in order to test several touchpoints and get valuable feedback from stakeholders.



HOW IT SHOULD BE PERFORMED

- Invite a group of users to participate in a workshop. At the workshop we would do a concept walk-through to show the service idea to the participants through a step-by-step imaginary tour (Concept-walkthrough, n.d.) The tangible elements would be our mock-ups/ sketches and images of the customer journey and different touchpoints. The concept walkthrough will allow us to gain knowledge and feedback on any obstacles, doubts, suggestions or even new touchpoints.
- Invite librarians from Sydhavnen library to participate in a workshop. The workshop should be located at the newspaper room in the library, in order to get as close to the physical surroundings and facilities as the real 'Alle sammen' meeting. At the workshop librarians would be introduced to our concept and encouraged to contribute with insights and feedback.
- The managers of the librarians and other stakeholders could also be invited to be a part of the workshop and encouraged to use issue or value cards in order to prioritize them and look for missing values or tangibles in our service.
- The tangible elements of our service would be outlined/produced for the concerning persons to be able to try them out. Example: the physical board with the fill-in form.
- The online databases would be launched to test the UX experience of the service platform/registration site.

REFLECTIONS & CONCLUSIONS

REFLECTIONS

PROCESS REFLECTION

This project is a presentation of our last four months process, from the semester brief to the development of our concept and service. We have experienced a few bumps on the road such as a new pandemic outbreak which followed restrictions and partly closing down periods. Also group changes have been a challenge for us, as we had to rearrange and restructure, but in spite of these we have managed and will look back at an interesting and useful learning period.

We defined our common learning goals in the very beginning of the process.

We have managed to improve our critical thinking by the use of several service design methods and tools while gathering analytical skills by methodologies regarding how to collect the right data. We have all participated in the group communication and each of us contributed to the project and learned a lot from each other as we have different skills represented in the group. We have learned how to better visualize a product or a service through useful diagrams such as customer journeys, blueprints and storyboards in order to communicate the concept in a good and clear way.

Even though we haven't tested our final solution and service concept with the different users, librarians and stakeholders yet, we had a clear idea and gained

knowledge on how to perform this.

Our last goal was to focus on social innovation in regards to a real life challenge, in which we have achieved by designing 'Alle Sammen' which focuses on to bring librarians and local citizens closer together in order to give citizens a voice and librarians a more efficient role by making both of them feel more integrated in their community.

Certainly we cannot determine the success of our service ourselves, however the amount of feedback we have received so far is positive and the stakeholders we have involved in the process have expressed the importance of our service and the exciting impact our service could have.

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Certainly we cannot determine the success of our service ourselves, however the amount of feedback we have received so far is positive and the stakeholders we have involved in the process have expressed the importance of our service and the exciting impact our service could have.

CONCEPT REFLECTIONS

Given the limited time frame for concept development and our intense focus on the research phase in order to produce a solid foundation for our service, we found to have achieved a sufficient framework to demonstrate the purpose of the concept - however, had we had more time, we would have liked to invest that into the thorough development of all prerequisites, such as the step-by-step training we would be providing for librarians to get familiar with the service, the set-up of templates for newsletters, text messages and posters, the accounts and concepts for various social media platforms, a website, a collaboration with a ticket service and an effective campaign to attract the citizens' attention.

However, we mentioned these elements partially in our product reports, which we hope will still achieve the goal to give librarians an impression of the service in a way that is as holistic as possible.

CONCLUSIONS

Looking back at the beginning of the project we had a very broad topic within the library field, but managed to narrow down the focus step by step along the process to a tactile problem definition and specific HMW questions to solve.

Through analysis of the target groups needs, the stakeholders expectations and the surrounding structures, we determined that our focus should be on the role of librarians and how to help them deal with the ever-growing expectations for them to become facilitators rather than administrators.

Since this will be an ongoing task, a framework was needed that could be used by librarians in different ways according to their day-to-day in order to bring librarians and local citizens closer and more engaged with each other.

Additionally, we found out during our research that librarians are under a lot of pressure from their management and municipality, since decisions are made top-down. Therefore, it seemed natural to involve the local citizens of Sydhavn in our concept, to restore some of the balance through a more bottom-up approach.

We think that our concept 'Alle Sammen' achieves these goals - however, it would have been a better proof of concept if we had been able to test it thoroughly.

Unfortunately, there was a lockdown during our testing phase and we could not finalise this validation of our project. If we were to repeat our process, we would certainly develop a concept that is more digital and works even under the circumstances of a lockdown.

However, we feel confident about the impact a local decision board could have in the future and are looking forward to testing it in cooperation with Sydhavn Library as soon as possible in order to create long-term value for both librarians and library users.

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APPENDIX

To visualise all the appendix files please click here:
<https://drive.google.com/drive/folders/1VbU-OCpV8FzQ8jzcSSRHied9WVWWCPAV?usp=sharing>

1. DESK RESEARCH APPENDIX

ACTIVITIES & COLLABORATIONS, STAKEHOLDERS AND ASSOCIATIONS OF SYDHAVNS LIBRARY

- Readings - By Anja Brygmann and several other literature communicators.
- Teaching
- Reading clubs
- Crochet & knitting café
- Art classes
- Performances (dance, choir, theater)
- Dinings (Fællesspisning)
- Quiz-nights
- Concerts
- VacationCamps (Summer and Christmas)
- Physical events & online events

COLLABORATIONS WITH ASSOCIATIONS:

LÆS FOR LIVET: collecting and donation of books to institutions that work with vulnerable children/young people. Sydhavns Library were/are(?) a donation point/place.
<https://laesforlivet.dk/>

PODCAST: readings by Anja Brygmann "litterær lindring" - an inspiration podcast approx. 15 min. Full version at <https://bibliotek.kk.dk/nyheder/inspiration/ydmygelsens-grumme-vaesen?fbclid=IwAR2kurWTuhPzRDNZhxxY0bV-gglyIPc5UkLFH-HIYI1Q2uPt7pC2PFuW6Dg>

BØRNEKULTURSTEDET (The children's culture place) located AT

Sydhavns library - A place at the culture house in Sydhavnen to make art and culture for, with and by children/young people. <http://bkultur.wpengine.com/>

FOODSHARING - A non profit organisation, Karens Minde culturehouse is a venue to host the events for the Foodsharing, on wednesdays. <https://foodsharingcph.org/partners/>

COPENHAGEN STORYTELLERS - A startup poetry publishing company, collaboration with Karens Minde culture house as they are behind the literary scenes: Words in Karen's memory.
<https://copenhagenstorytellers.dk/>

FORENINGEN LÆSEHUNDE - A dog (and it's owner Hanne) are visiting the library one time weekly in 5-6 weeks. Kids from 1st to 5th grade can read out loud for the dog.

BØRNEKULTURFESTIVAL

FORENINGEN BØRNENES DYREMARK

KULTURMINISTERIET

VELFÆRDS-OG FORSKNINGSFONDEN FOR PÆDAGOGER

2. EXPERT INTERVIEWS

INTERVIEW GUIDE

SECTION 1: GENERAL PROCESSES AND FRAMEWORK

Questions:

- How does your day to day structure look like? (Tasks & experiences)
- What are the ways in which you interact with visitors? (User demographics)
- What different types of spaces does the library consist of and who are they for? (Target groups & facilities)

SECTION 2: GENERAL DEFINITIONS

Questions:

- What tools do you utilise in your workshop and why? (Existing systems & tools)
- What are the different types of libraries that exist in Denmark and how are they defined? (overall structure & financing)
- What is it that lead to success or failure of a library in Denmark? (Economy & strategy)

SECTION 3: OVERVIEWS & OBJECTIVES

Questions:

- What challenges do you see at the moment and in the future? (Challenges & issues)
- In your opinion, what is the way forward for this library? (Goals & insight)
- What would you change to achieve the 'perfect' library for you, and what would you change to achieve the 'perfect' library for others? (Target group, objectives & vision)

3. USER INTERVIEWS

INTERVIEW GUIDE

QUESTIONS FOR USERS:

- How often are you using the library?
- What is your purpose at this library?
- What do you expect from this library?
- What could make your experience in this library better?
- What, if anything, has changed about your using the library since the pandemic started?
- How much time do you spend in the library?
- Can you tell us if there are any cultural activities going on in this library?
- Can you show us what you would do to rent a book here?

4. GO-ALONG INTERVIEW

POSSIBLE QUESTIONS FOR LIBRARIANS WITHIN OUR FOCUS THEME:

ACCESSIBILITY/CULTURAL INNOVATION:

- How do users enter the library outside opening hours (is it even possible?)
- Which group of people are the most common users of the library?
- Which group of people are the most common users of the culture house?
- How does the collaboration between the library and culture house work?
- How do you use social media as a librarian?

5. CO-CREATION WITH ANJA

QUESTIONS FOR ANJA WITHIN THE CARD

ACTIVITY:

- Do you recognize this issue as being important?
- Is it a common issue?
- Which types of people have these issues?
- What is their behavior after or when they're experiencing this issue?

6. CO-CREATION WITH LISE

PLANNING SESSION WITH LISE:

We agreed that the session tomorrow is going to be based on current, future and speculative librarian figures, where Lise sees the role of the librarian (and the library) in 2020-2021 (now), 2025 (transition) and in an indefinite time like 2070 (future). Lise is the library and librarian co-ordinator and we want to get her point of view as a more strategic figure in the library.

60 min. in total

5 min : icebreaker and get to know her role and we explain about the co-creation.

10 min: current situation, mapping/explain/describe the role of librarians right now (also Covid related). She will need to draw and place the icon cards on the first librarian paper. And explain why she placed the following cards in that way. (Always ask why!)

15 min: transition situation, how does she envision the librarians role in 5 years (2025). We want to understand the motivation or strategy behind the change in tasks or in the service.

20 min: future situation. Without any constraints think about a speculative and utopic scenario for libraries in the future.

10 min: Buffer: We can go back to the current librarian or to some interesting points.

7. SERVICE PROTOTYPE WITH MAJKEN

SCHEDULE

Present the agenda of the day:

Introduction of us

Introduction of her

Pitch of our idea + a walkthrough our concept

Prototype Activity: show icons, draw and write, start a conversation

Extra questions

Finish up with her feedback

THE ACTIVITY:

First, let her fill a "room" (A3 paper) with the elements she would like the meeting to consist of. Categories: atmosphere, participants, tools, technology, conversation topics

Next, ask her questions about each category:

Focus on the place itself:

Where should the meeting be held?

Why here?

How will participants find their way there?

Focus on a participant:

Which benefits does it give to the participants/the meeting?

How did the participants get there/what attracted the person to come there?

How would participants interact with this element/each other?

How would people get to know about this service?

Focus on the content of the meeting:

What could be an interesting topic to talk about?

How can participants contribute to the library life?)

Why did you choose this topic(s)?

Is there anything else that you feel could be spoken about at these kinds of meetings? (what local community would need?)

Focus on the meeting:

How long would the meeting be?

Who could facilitate it?

Objectives of the meeting?

Event name?

How would it look like after everyone arrives at the meeting?

After, let her make an upside-down (**The negative part**) room where everything she did not use goes in, and ask these questions to see how it would change the meeting:

Where should it NOT be?

Why?

Would there be any disadvantages to participating?

Which topics should NOT be discussed at these meetings

Extra questions:

How could the negative and positive elements be mixed to compromise, if we have to include negative ones as well (-> what is acceptable and what is not)?

How do you imagine the meeting/event to change if it goes digital?

Do you think it could be possible to test touchpoint with the book club ?

Debrief: Get her feedback on how she imagined her own role in this and how the experience was for her.