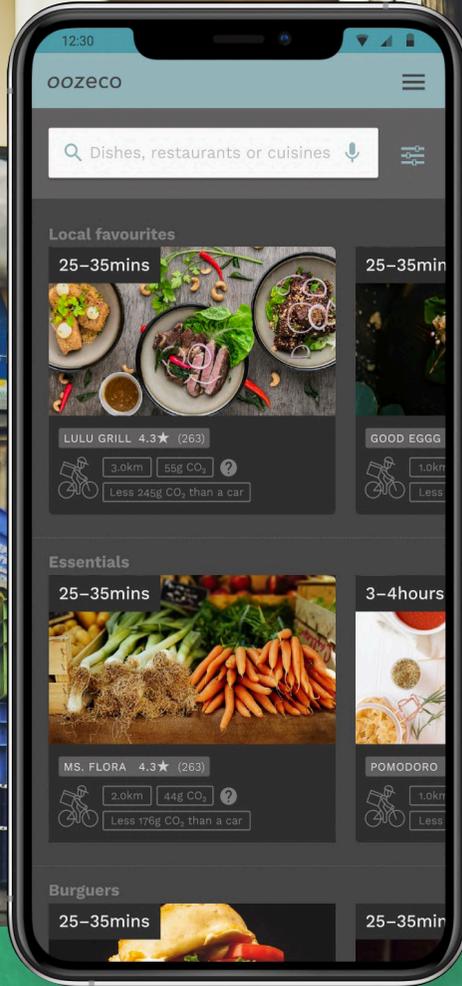




oozeco[®]

Sustainable Marketplace



Service Design Consultancy for EcoGif Final Report

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Introduction

This consultancy project involved working with EcoGif, designing a sustainable online market platform - Oozeco™, and generating a long-term branding strategy for EcoGif as an umbrella brand.

Oozeco™ resulted from a Service Design consultancy project that helped the client EcoGif develop a sustainable marketplace focused on food delivery (Oozeco™) and redefine a long-term branding strategy for EcoGif as an umbrella brand.

This project combines a focus on the entire production chain with the EcoGif team's original idea creating an environmental engagement unmatched by other food delivery platforms. Oozeco™'s experience (both buyers and sellers), should inspire more users to engage in sustainable behaviours in their daily lives.

We studied the contextual aspect of existing delivery platforms and packaging production chains, conducted in-depth interviews with users (experts, potential sellers and buyers), and defined the target user pain points regarding environmental practice and concerns of the overall delivery experience. We've explored social and identity-based incentives to motivate behavioural change while ensuring a pleasant delivery experience.

Our research involved surveys, interviews, restaurant visits and prototype, which subsequently led to our final solution proposal: Oozeco™, a food delivery platform of EcoGif, with the aim of helping build a sustainable marketplace and create a profitable customer base. With this exercise we've compartmentalised and narrowed down the scope of this service and created a high level go-to-market strategy based on a multi-brand approach stemming from Oozeco.

Like this we the foundation is laid for EcoGif's future all-brand ecology, building a full chain of eco-friendly businesses from online to offline. Thus providing an easy and accessible landscape for more people to buy and sell responsibly.

Brief

Initially our client was focused on the UN Sustainable Development Goals as a set of principles to guide the “gamification” of an EcoGif trading site – which they wanted to optimise the UX. However, as we spoke to the client and got to know them better, we’ve adapted the brief to suit the project time-line and the client’s objectives. As a result, we wrote a design brief that included not only a service offering but also a high level branding strategy. This way, EcoGif could continue to develop the project with a service design mindset even after we had leave the project.

The main goal was to quickly tap into consumer habits by mediating Fast Moving Consumer Goods – in particular Fast food. Ecogif was looking to develop a clear product/process proposition and a frictionless service to on-board doer, sellers and buyers. EcoGif’s core team was open to re-align their vision and to redesign from the whiteboard to achieve a good user experience.

As communications and research progressed, the final statement we aimed at was:

“How might we increase the positive impact of sustainable trade addressing young people’s demand to buy responsibly while increasing the eco-friendly supply of the food market?”

This problem statement was used to narrow down the sustainable field to the user community and to provide a specific methodological direction for the topic to generate completely new service ideas. The key decisions and findings, leading to the brief specified above, will be outlined and described in this report. Subsequent research and findings, and leading to final solutions will also be discussed.

Background & Client vision

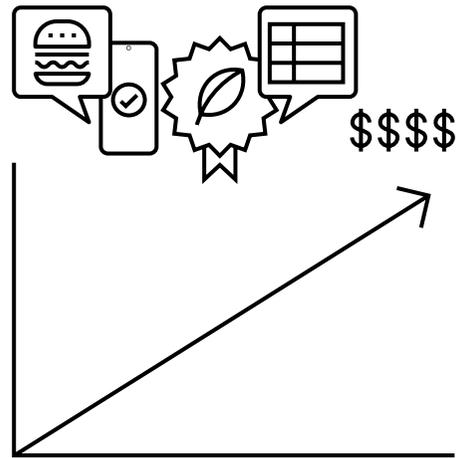
Environmental issues and sustainable development are becoming increasingly important. The decisions we make today will have a huge impact on the future of human society. But how could sustainability combine to the other areas? The challenge for this project, therefore, was to create business value while remaining sustainable.

As the EcoGif as keen on focusing on fast food delivery, we did some background research which showed that in the fast food sector, the total share of business from delivery platforms was growing rapidly, but there was little investment related to environmental protection – this will be exposed in detail later in this report.

At the same time, since our client had previous experiences/exercises in developing games under a sustainable and environmental theme, the assumption was that by incorporating and rewarding the user’s daily “eco-actions” and consumption in an “gamified” app we would be able to not only retain users but to promote sustainable individual and collective behaviours because the “in-app” reward system would be captivating enough.

Thus, the fast food delivery, students and “gamification” system conducted our initial entry point for the problem.

Ecogif & Market



Understanding EcoGif

In order to understand EcoGif aims and position, we focused our primary and secondary research in validating EcoGif's assumptions. This research provided several initial insights and helped us understanding EcoGif as a company. As a start-up, EcoGif's team has business experience and had made vast progress in this area before working with us. Also, they have a strong business network as well as the determination to succeed.

Analysing Sustainable Markets

As for the sustainable market, we found that EcoGif was right in some of their assumptions: Fast food and food delivery markets are growing. It's also very strategically sound to use daily habits (selling and buying of FMCG) to expanded the ecological positive impact of a marketplace.

People, especially the youth are willing to pay more for green alternatives, and demand companies to make more specific "eco-claims". Also, from our research, interviews, and tests with the target group we became certain that most of them care about the environmental problems caused by food production and food waste, but they fail to know how environmentally friendly their food is.

Key Findings Regarding Market Trends

Fast food and food delivery and markets are growing

Products with sustainability claims are selling more

People are willing to pay more for green alternatives

People are demanding companies to make more specific "eco-claims"

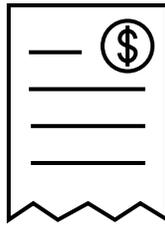
“Existing estimates suggest that the Food delivery market is growing rapidly across Europe, experiencing double-digit growth rates and could be worth \$25bn by 2023.” (Deloitte, 2019)

“The fast food industry has doubled in growth over the past three years and is expected to be worth £9.8bn by 2021.” (MCA, 2020)

“73% of consumers say they would definitely or probably change their consumption habits to reduce their impact on the environment. (...) In markets where the broader sustainability claims are now ubiquitous, consumers want companies to get more specific.” (Nielsen, 2017)

“Products marketed as sustainable grew 5.6 times faster than those that were not.” (NYU – Stern, 2019)

Existing Business Environment



Because our clients had shown a high level of interest in the fast-food delivery sector, we did our competitor research with a goal in mind: narrow down this service potential opportunities and challenges

Company	Description	Pros	Cons
Forest Whole Foods	Organic ingredients sale	Affordable, sustainable	Hard to scale, long delivery times
Just eat	Food mediation aggregator	Doesn't require driver recruitment, fast delivery	Restaurants deliver, less valuable as platforms step in to cover delivery
Deliveroo	Food mediation platform	Good UI, semi-ecological, fast delivery	Requires driver recruitment
Olio	Sharing unwanted items	0 waste	No delivery, trust in product (amateur photos)
Too Good to Go	Selling cheap good to go items	Good UI, 0 waste	No delivery
Cogo	Carbon footprint tracking integrated with open banking	Good UI, informative	No other function but to inform and educate
Alipay Ant Forest	Carbon footprint game integrated in mass scale payment system	Huge scale Behaviour change	Privacy concern (payment system + social), not a single app

Food delivery mediators		Data tracking (behaviour and lifestyle)	
Ordering products Forest Whole Foods Just eat Deliveroo Uber eats Ocado	Sharing & waste reduction Olio (10M) Too Good to Go (10M)	Carbon footprint Cogo	Sports & Wellbeing Wechat sports/WeRun Fitbit Nike+ Fuelband iHealth Edge Xiaomi Band Forest: stay focused
Payment systems and currency		Healthy habits	Politics (Red tape)
Digital Alipay Paypal Stripe Monzo Revolut	Technologies Blockchain (bitcoin, ethereum, etc.) Traditional currencies (£, €, \$) Traditional payment systems such as Bacs, SEPA, etc	Exergaming & ecogames Alipay Ant Forest Walkr Pokemon Go	Food regulation AGC, EFSA Ifpri Sustainable food trust WRAP HACCP

Top 3 takeaway delivery providers in the UK and USA

% of takeaways users who use the following providers



Restaurants	29.000	50.000(UK and Ireland)	30.000
Daily users	499.603	50.647	44.890
Observations	Strong focus on the technology, forced all businesses to install the Just-Connect box	Instead of building a new network of delivery riders, Uber utilized its extensive network of taxicabs	Claims the model centres on independent, local businesses but it's actually a big chain

Sources: [BusinessOfApps](#) (2017) (2020)

Initial Analysis

Together with our client, to understand the dimension of problem we've also noted down a vast stakeholder landscape. We've then proceeded to generate an Business Canvas model draft (Figure 2). We later brought our work to our clients to collect feedback and try understand what resources they had that could be activated to help solving the problem. Interestingly, they showed us a business canvas made in Miro by themselves (Figure 3). We concluded we needed to keep on focusing and narrowing down the service area.

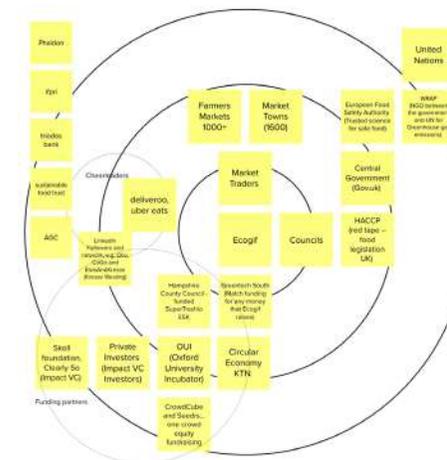


Fig. 1: Stakeholder Map

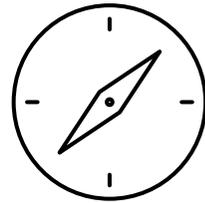


Fig. 2: Our team's Business Canvas



Fig. 3: Ecogif's Business Canvas

Extensive Research & Exploration



Existing EcoGif website

Initially, we studied the client's existing website to understand user requirements and vision.

The site is complex but we can tell that the client's aim is not just environmental protection but sustainability in a broader sense, which is hard to put in a website without separate it.

As a pre-development site, the website is said to be usable at a general level, but the experience is not very user-friendly. The most striking point is that the on boarding process is extremely cumbersome due to the amount of content it contains. We compared the competitor's on boarding process and calculated the clicks, to generate a UX design suggestion and an advice to separate the function to several platforms, which includes a separate delivery

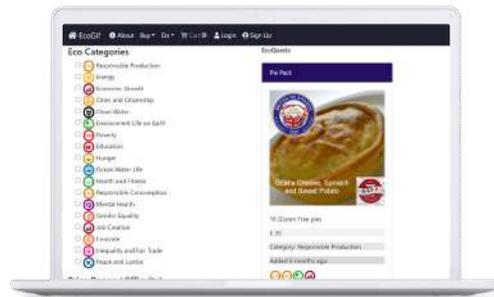


Fig. 1: Clients existing webapp

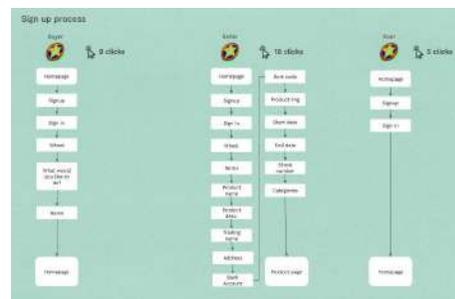
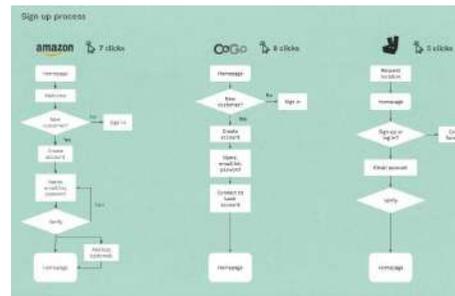


Fig. 2: Click count comparison (similar services)

Researching Youth Sustainable Behaviour

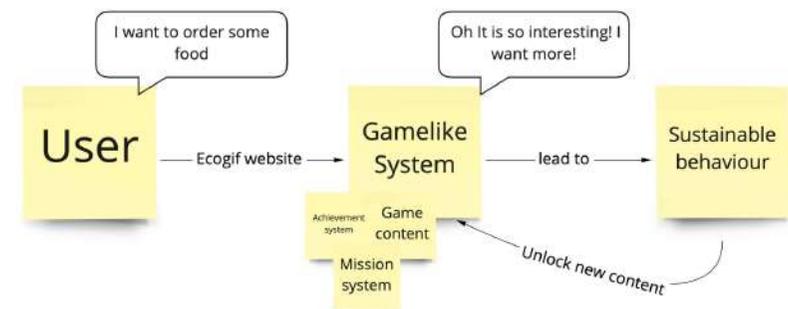
Based on our clients interests and process, we've tried to validate what we understood were their 2 main assumptions.

Assumption 1

Is embedding a reward system/game essential to change the users' behaviour towards a more sustainable attitude?

First, we have made an ideal model of how the gamification would hold up. Based on this, we've launched a survey to test the key point of the gamification model and collect the insight from users.

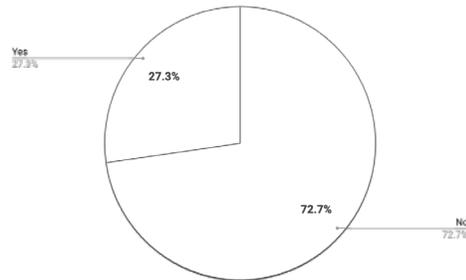
We synthesised an idealised game scenario: the user who wants to order some food; browses the EcoGif website; they go through the a game-like system which makes them feel interested and wanting more; they might be led to a sustainable behaviour and the unlock new content on the system. That could hopefully form a closed loop in this system.



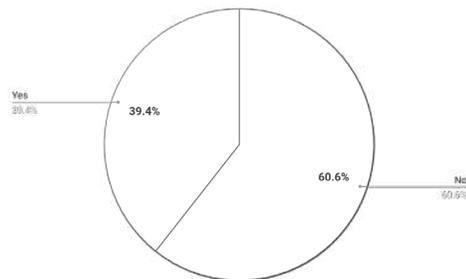
Survey Results

We've then conducted a survey to test this hypothesis

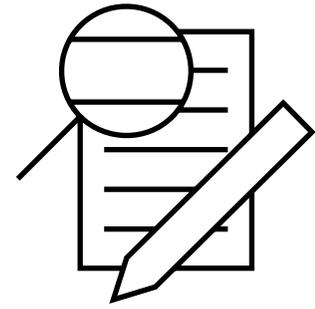
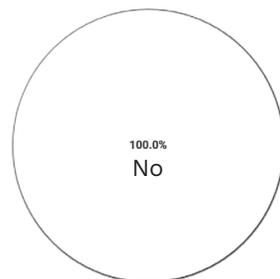
Have you played Pokemon Go or a similar game that forces you to constantly move in real life?



Do you think it actually increases the amount of exercise you do?



Are you still playing Pokemon Go or any game that forces you to constantly move in real life?



Game tests: eco-challenges and rewards

We used two approaches to test what (and if any) type of reward system would change the engagement rate and completion rates. One was to test by posting a sustainable challenge directly on social networking sites to test users' continuous logins. The other was directly messaging people setting up different control groups with different rewards, we ultimately compared the incentive effects based on a: "sense of achievement", a guaranteed "money" reward and the possibility of winning a "lottery".

Challenge	Type of reward	Approach	Initial reach	Engagement Rate	Completion Rate
Water bottle Tick a box on a spreadsheet for 7 days every time you use same water bottle	Sense of achievement and money	Facebook post	100-250*	3 3%-1.2%	1 1%-0.3%
Antfarm logins Water the trees on the app every day for 7 days (the tree could be planted as a real tree by the platform)	Sense of achievement	Direct message	10	7 70%	3 30%
	Money		13	11 84.6%	2 15.4%
	Lottery		9	8 88.8%	3 37.5%

Based on the result of the survey, we designed two prototyping exercises. One based on an existing sustainable online platform (Ant forest), and another using simple request to tick a box (a 7-day sustainable challenge).

However, through the survey and the prototyping exercises, we found out that people's expectations differ from game apps to daily routine apps. For the vast majority of the users it made no sense to come to a marketplace app to play (to register and advance their sustainable behaviour, even if they know they would get some rewards). There are more conclusions to take from this exercise but the most important is:

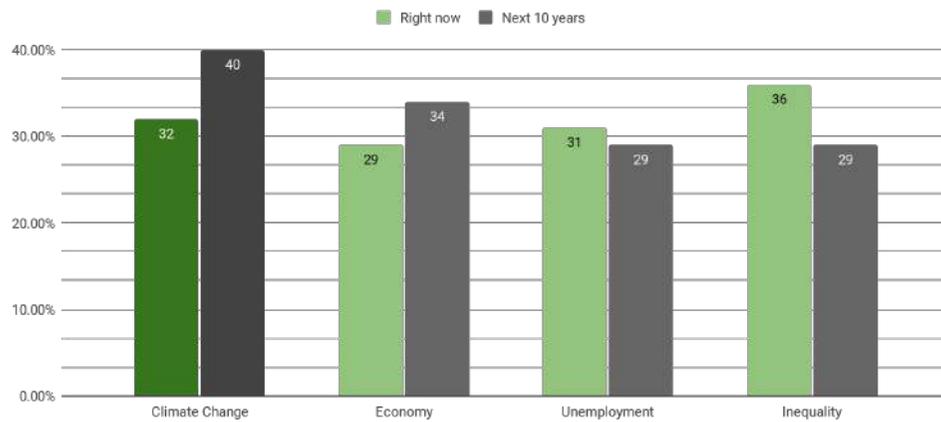
People are keen to spend time in games and less interested in playing a game while shopping for food.

Assumption 2

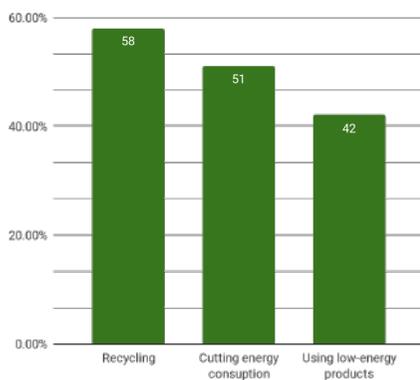
Are young people more inclined to engage with a food mediator service with sustainable concerns?

Studies show young people (in particularly the Gen Z) are concerned about Climate change.

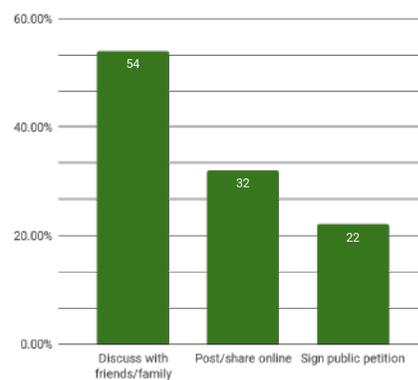
83% of Gen Z agree that governments need to listen more to young people on sustainability



How is global youth behaving in a sustainable manner?

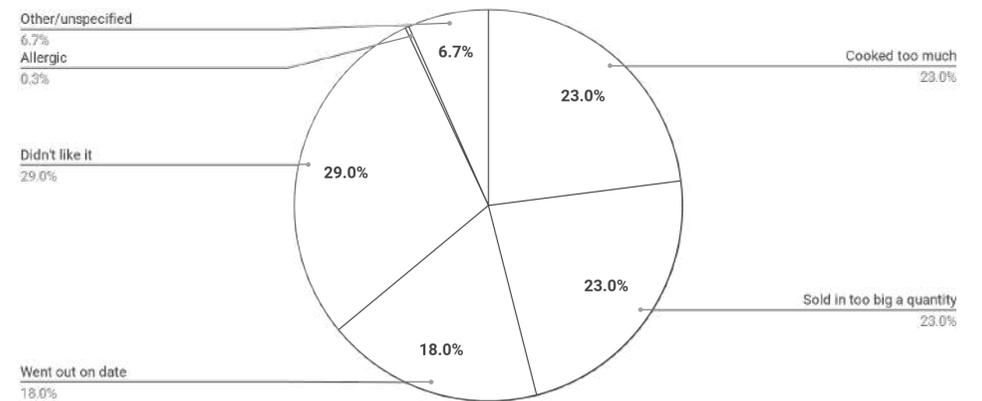


How are they spreading the message about environmental issues?

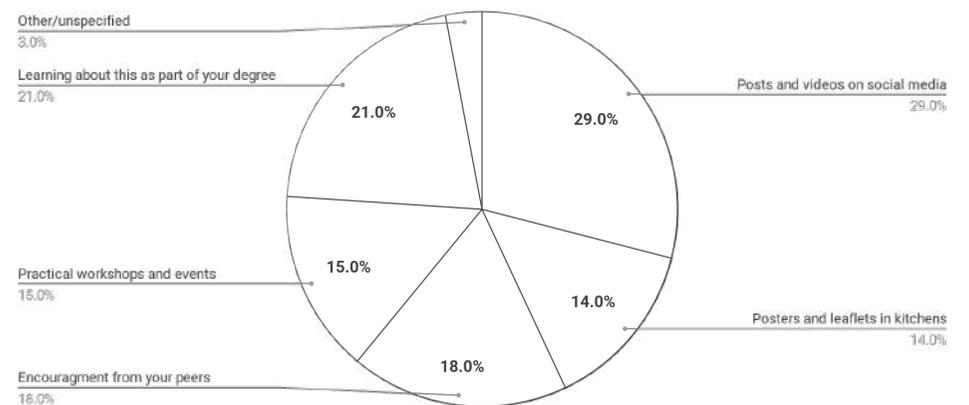


Based on the research, we can confirm that students are more inclined to engage with a food mediator service with sustainable concerns, but it is also a question of affordability for students. The following two diagrams point out the reasons that students present for wasting food and what they did when they think would help them reduce waste.

Reasons students present for wasting food

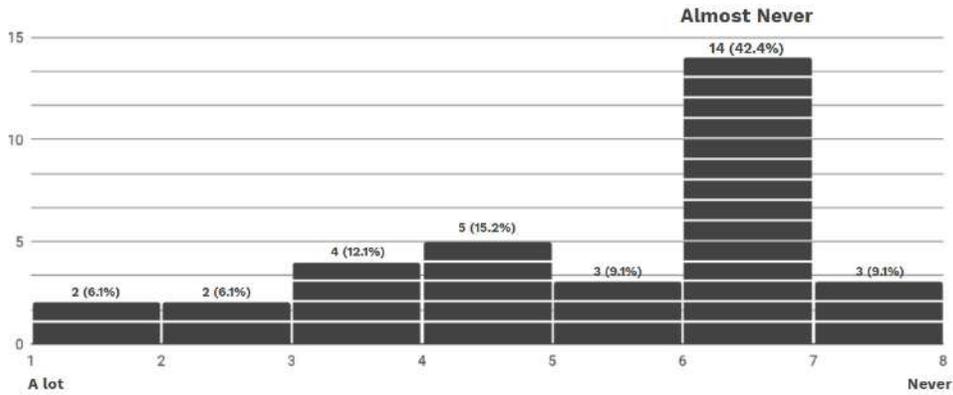


What students think would help them reduce food waste

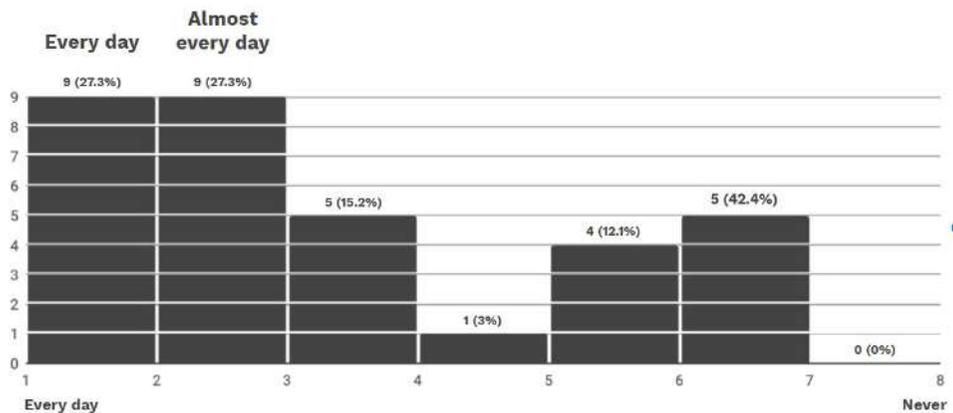


We also found out students almost never use delivery service and prefer to cook for saving money, some of them even feel guilty while ordering.

Frequency of use food delivery during student



Frequency of cooking during student



77 People filled the Surveys

- Food, sports & gaming
- Sustainable food

48 People participated in the prototyping

- 41 Buyers
- 7 Sellers

11 Interviews

- 8 Users
- 3 Outside experts (2 of whom are potential stakeholders)
 - Linda Barron (Designer, Founding partner of MaDE/KTN, Monitoring Officer for Innovate UK)
 - Dr. Peter Land (Environmental and remote sensing scientist Plymouth Marine Lab)
 - Connor Bryant (Circular Economy Entrepreneur, Director of Rubbish Ideas & The Rubbish Project)

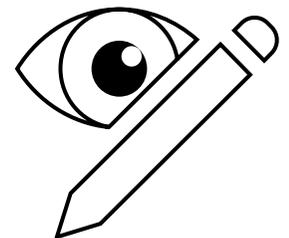
Key Findings

Fast food and food delivery and markets are growing

Products with sustainability claims are selling more

People are willing to pay more for green alternatives

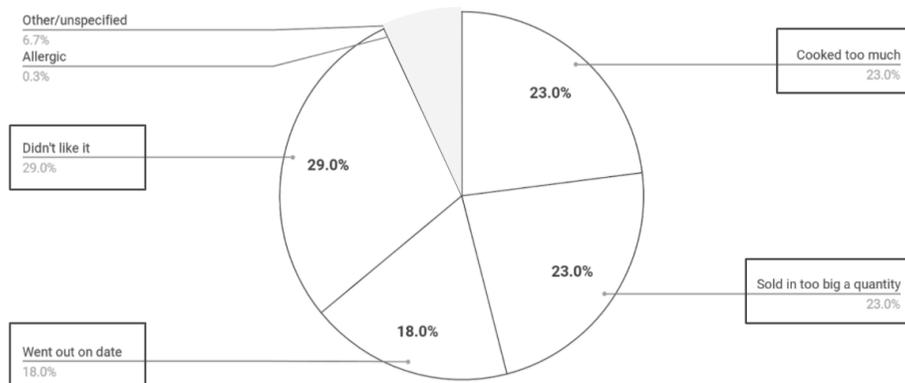
People are demanding companies to make more specific “eco-claims”



Other Findings Regarding Youth Sustainable Behaviour

“ I am a student and I do care about sustainability but I can not afford most of organic products. Organic food is way too expensive. The way I usually help is by recycling, reducing waste and saving money”

We analysed the reasons students present for wasting food but we find that they lack structure for maintaining daily life management skills to actively reduce waste.

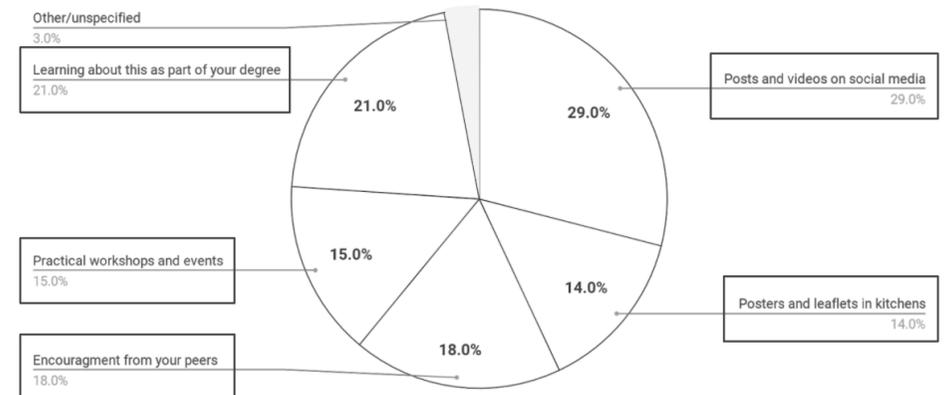


And we find out what students think would help them reduce food waste students are asking help from their existing social structures

It students want to save money, they do not use food delivery frequently, they opt for cooking. Given the option between the college canteen and ordering, their often prefer ordering, but they end up going to the canteen because it's more practical. The largest Just Eat age demographic is 18-34 year old, young families on average order the most. Fast food is scarcely perceived as being sustainable (slow food movement is seen as greener)

“ I don't like cooking but ordering food is for special occasions”

Food delivery is not the first option for many students



“ I feel guilty when I order food, because it's so expensive”

Establishing our Clear Problem Statement



As previously outlined, the brief of the project developed and grew from many themes to finally settle in 'Sustainable Food Delivery and Packaging'. And our initial work and research regarding sustainable market food consumption and human behaviour, showed that buyers have a growing desire to consume in an eco-friendly way and truly need a transparent way to know where the food comes from. Gradually the brief progressed to concentrate on online marketplace rather than a game.

And through the research findings, particularly supported by our partner EcoGif team, suggested that we should upgrade the online platform to allow the seller more easy to promote their product and hunt for cooperation opportunities. Also, we should support the buyer to track the footprint of themselves and the food, by presenting tangible data to the buyers. An actionable presentation by which buyers could truly achieve this deeper understanding of the carbon footprint of what they are eating, and thus develop a habit of reducing the carbon footprint of their food. It follows that the data collected from the buyer would allow the seller to adjust their product sales strategy and know what dimensions help improve their brand reputation. Thus, this understanding became our key problem statement

How might we increase the positive impact of sustainable trade addressing young people's demand to buy responsibly while increasing the eco-friendly supply of the food market?

Inspection of the key aspects of our problem statement allowed us to produce the following challenges:

Increase the understanding and knowledge buyer's have of their food and ingredients

Facilitate for the buyer to make healthier and greener choices and save their money

Remind the buyer to track their carbon footprint by data

Allow a relationship to be formed between the seller and supplier, which help the seller upgrade their supply chain

Establish the seller as an expert within the field of sustainable food; supportive and trusted as the seller explore a new digital business journey

Inspire the seller and motivate them to create suitable product and brilliant promotion on the platform

Solution Exploration

Co-designing with the EcoGif Team

As the client's team is also driving the project from a commercial point of view, we met with the client on a weekly basis to exchange information on new developments and discuss next steps.

Once they were shown the tools and methods of service design, we were pleasantly surprised at how flexible they are in using these tools in their subsequent work, as shown in the commercial canvas below. In addition, they were very keen to investigate the extended play of these tools and shared with us their new found tools such as the KTN Innovation Canvas.



In this process, we co-designed to address the information gap between us and the client. We used Miro and Mural to collaborate, and build the content together. When a question becomes precise, one can expect the answers to be in the same direction and easy to discuss even if they are not on the same page at the beginning. Especially when the client's long-term goals are ambitious. We still retain a good communication relationship after the end of the project and they share the direction of subsequent iterations. This is exactly what we were initially looking for in this design consultancy project, that we could empower the client rather than run it instead of them.

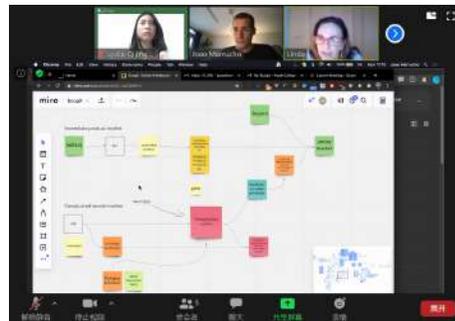


Interviews with Experts for Criticism & Advice

With Dr. Linda Barron

Linda is a founding partner of Materials and Design Exchange (MaDE) which has RCA and other roots going back to 2005, and has been a champion of sustainable design throughout the project's development. Linda was a panellist on this on this recent podcast which addressed design for end of life. We showed her the front-end and back-end service systems we had simulated on the miro and told her about the problems we had encountered.

tools of the Business Canvas to reorganise our relationships with stakeholders, such as how sellers make money on the platform. The more difficult part is how to form a business closure loop. For example, Trip Advisor's mechanism is that the more sellers are able to provide a good service or spend money on advertising, the more likely they are to be seen by travellers; and travellers' reviews can not only govern the quality of service provided by sellers, but also get discounts on purchases.



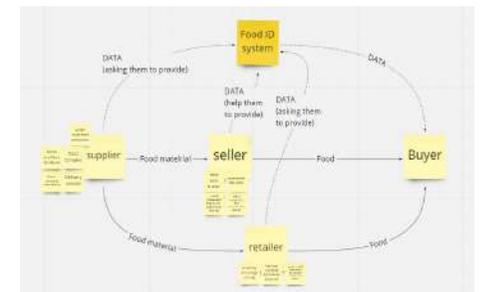
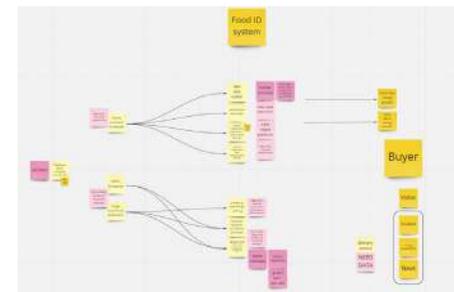
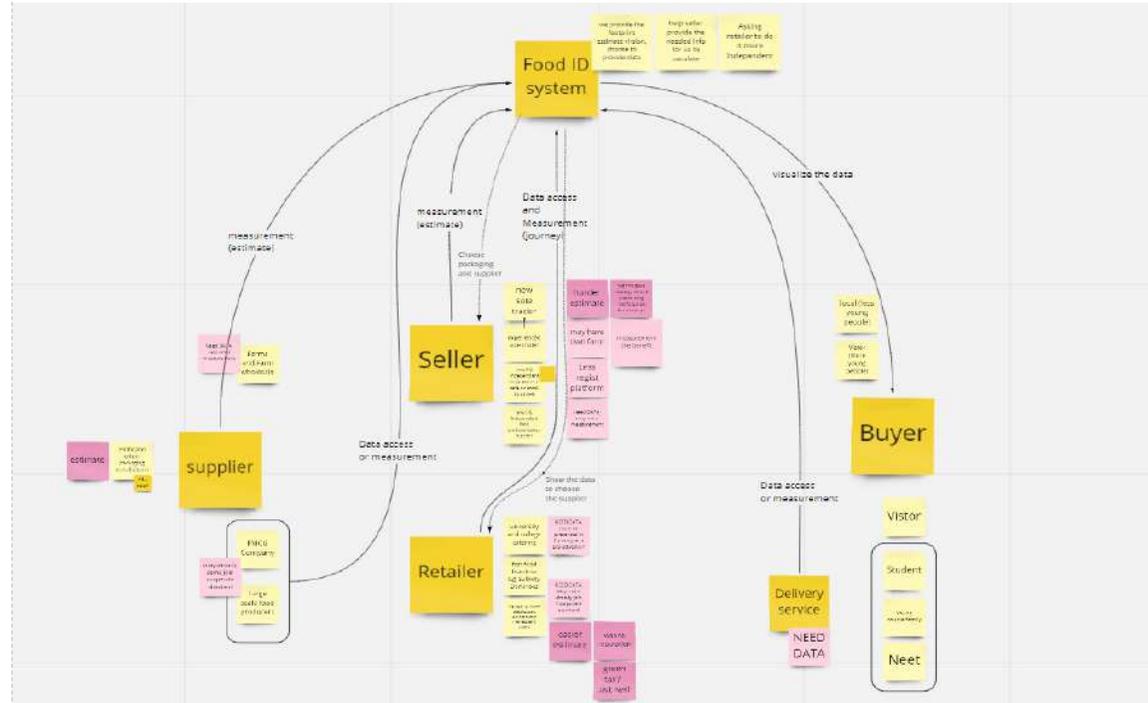
With Connor Bryant

Connor is a Circular Economy and plastic recycling entrepreneur. He told us an interesting fact: when we put something in the recycling domestic bin it does not mean it will actually be recycled. Some recyclable products are hardly ever truly recycled due to their low economic value. Like cardboard paper. However, some plastics, have a relatively high recycling rate if they are well collected. He said:

She showed us how to test how the platform adapts to different levels of customers by dissecting the details of the user journey. On the competitor side, she used Amazon as an example for us to learn how the platform is set up for sellers and buyers, and reminded us to think about how to do market segmentation. She also suggested that we use the

“If you take a virgin PET cup and 100% recycled PET cup, There’s 68% reduction in carbon as a result of its manufacture.”

The challenge he sees for us is: how package estimate the carbon footprint. In terms of research, he suggests we look at the difference between disposable and reusable packaging, and recognise the journey from packaging production to recycling. In terms of solutions, he suggested that we look at existing examples to calculate the carbon footprint. He also reminded us how to make our users' consumption 'sustainable', for example by making it a habit and rewarding them for their green behaviour in their lives.



Prototyping with students



Participants:

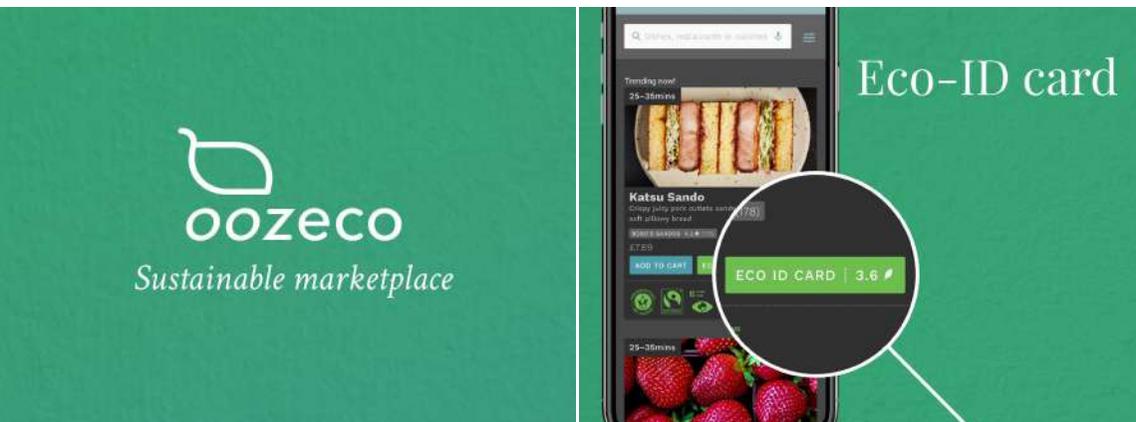
Cindy, a student from Food Safety Industry
Russell, a recently graduated game designer
Allen, a journalist who has been working for two years

We made a simple interactive interface using Figma and shared it with them to test. We told one of them (Cindy) the purpose of our whole project and wanted her to give us suggestions for changes from the food supply chain. However, we didn't tell the other two (Russell & Allen) about the background of our project, just as a way to share a new app with friends, to test their real reactions and get their suggestions from a buyer's perspective.

- “ I feel good about the APP, especially the “ID card” information visualization
- “ Can you make the badge more professional or funny for the seller or the buyer?
- “ For the buyer, could it link to some health data, like calories for instance?
- “ Do you have any market support? Who will support this App?
- “ Do you know other kinds of platform the youth loves?
- “ Do you encourage any further step? Like a membership?
- “ How will you visualize or describe the “Taste”? because some youth may misunderstand that green foods are not so delicious...

Final Solution

With all this said our final solution is constituted by three interdependent aspects. Though they are interdependent, each of these aspects in itself serves a unique lens through which Ecogif can frame its wider vision.



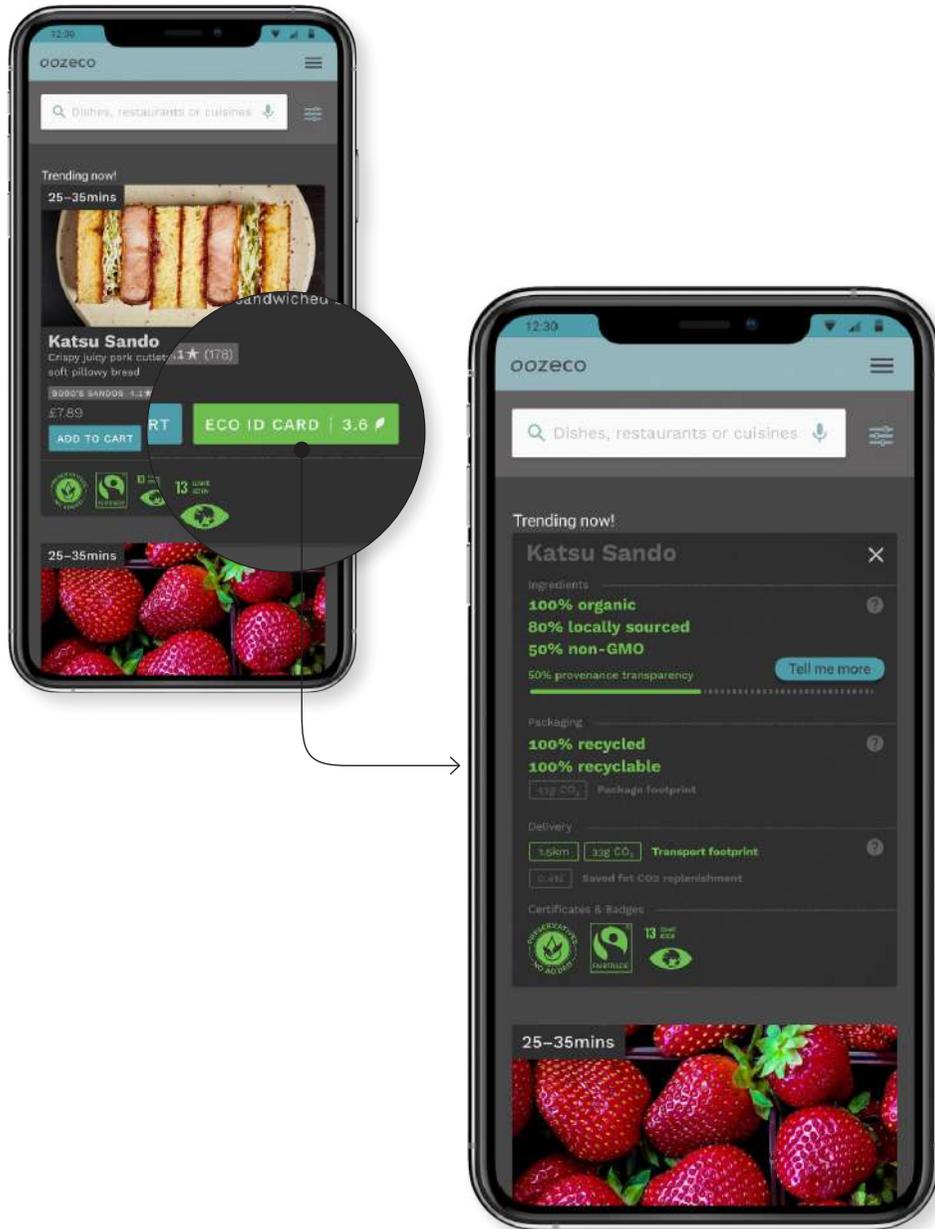
Oozeco™ – Sustainable Marketplace

This is the possible most tangible output of this Service design collaboration: a prototype of a food delivery app. Oozeco™ is a sustainable marketplace that allows buyers to make informed decisions.

In many ways, Oozeco™ is just like another food ordering service that matches the sellers' and buyers' needs. But with some key differences.

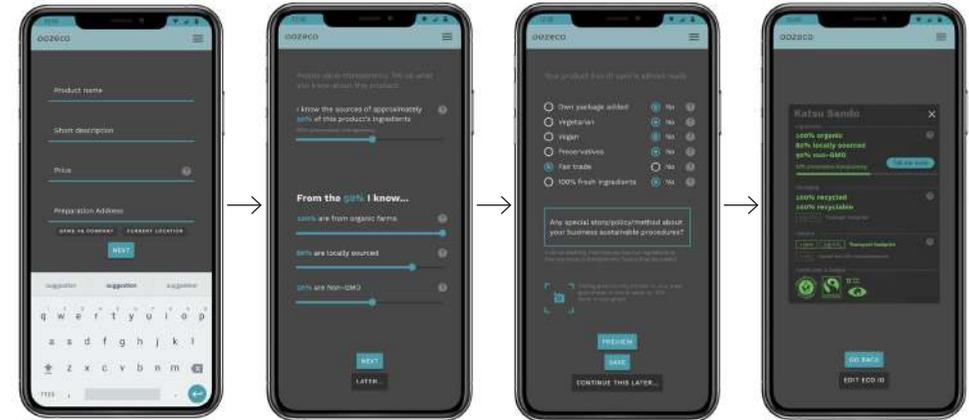
Eco-ID Card

One of those differences is the Eco-ID card that comes up when a client is browsing menu items. Clicking the button immediately provides an overall “eco-rating”, and when the buyer holds the click on it, the buyer can see the card with detailed information.



Seller side

The seller would be able to add the Eco-ID card information: from provenance details to a special story about his product



Buyer side

If the buyer would like more information the “Tell me more” (Figure 1) button would communicate with the seller backend letting the seller know the information seems insufficient to a buyer – this would not be a notification, instead it would be added to the Seller particular item page the same way he could check buyers ratings and sales.

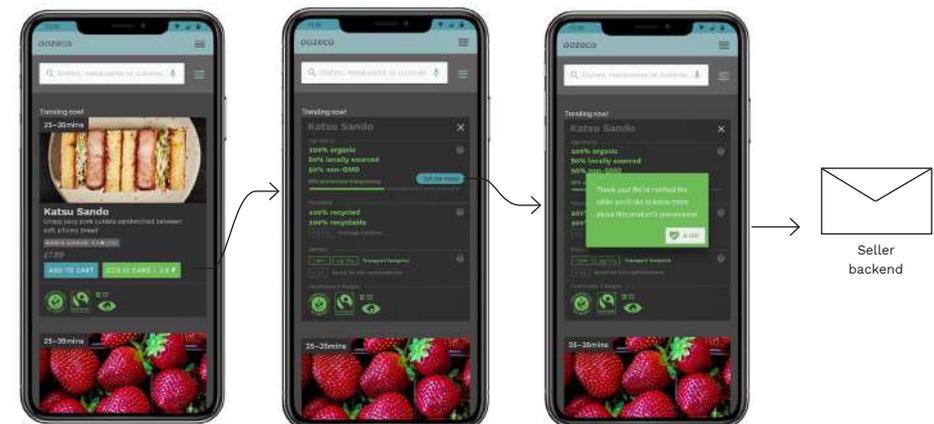
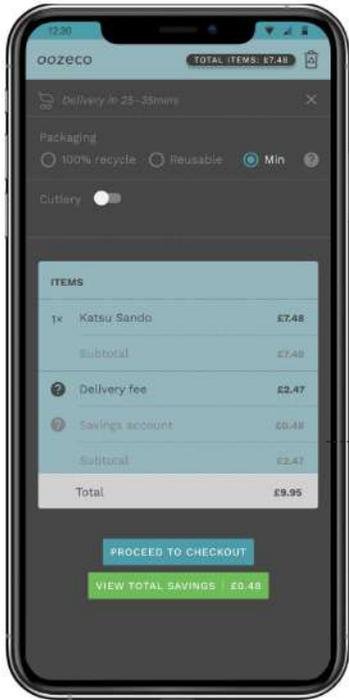


Fig 1: Buyer can show they would like to know more information



Packaging & Cutlery options

After adding a chosen item to the cart, the client will then be able to opt for different packaging options.

Savings Account

The receipt will also show the part of the delivery fee that is being added to the “Savings Account”.



The “Savings account” works like a fee the Buyer pays and is withheld by the Seller. The destination of this fund could vary: from national or international ecological replenishment programs. While the replenishment partnerships are not established, the Buyer can decide to donate to other urgent causes like Food banks for instance.

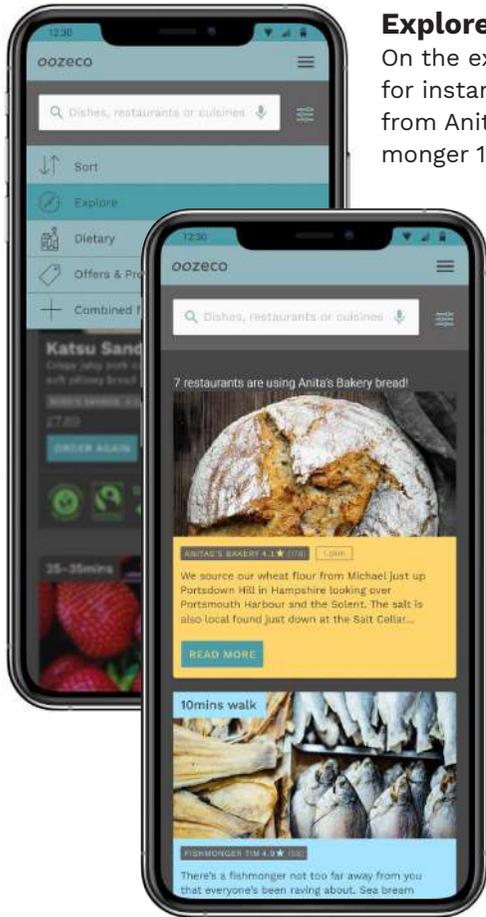
There are also a couple of other features that will help the Buyer make the best possible decision.

Combined filter toggle

Allows the client to search by:

- Ratings
- Green ratings
- Price





Explore section

On the explore section, the client can discover for instance that 7 restaurants are using bread from Anita's Bakery or that there's a new fishmonger 10 minutes walk distance.

A Branding Strategy

Our branding strategy reflected the need to compartmentalise EcoGif's areas of intervention. In as way it also allows EcoGif to clarify their Go-To-Market plan. We have suggested to set EcoGif as an umbrella brand and developed OozeCO™ as a marketplace for sustainable products. At an early stage, both packaging and delivery would need to be outsourced. Still, as the negotiations and partnerships flourish, EcoGif could design service to integrate packaging and delivery (branded as "Packscope").

In the long run, other potential services could appear, such as a "Greencubator", co-designed partnership services, or ambitious sustainable currencies.

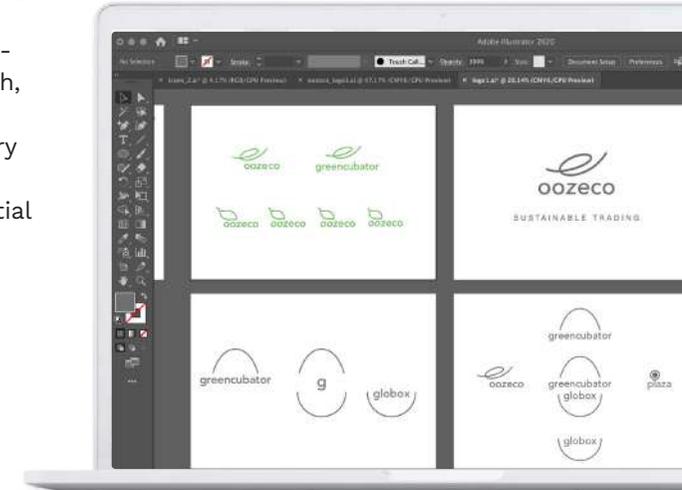
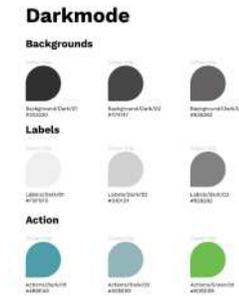


Fig 1: Colour palette, naming and family of logos sketches



Fig 2: Compartmentalising EcoGif's areas of intervention using a multi-brand approach

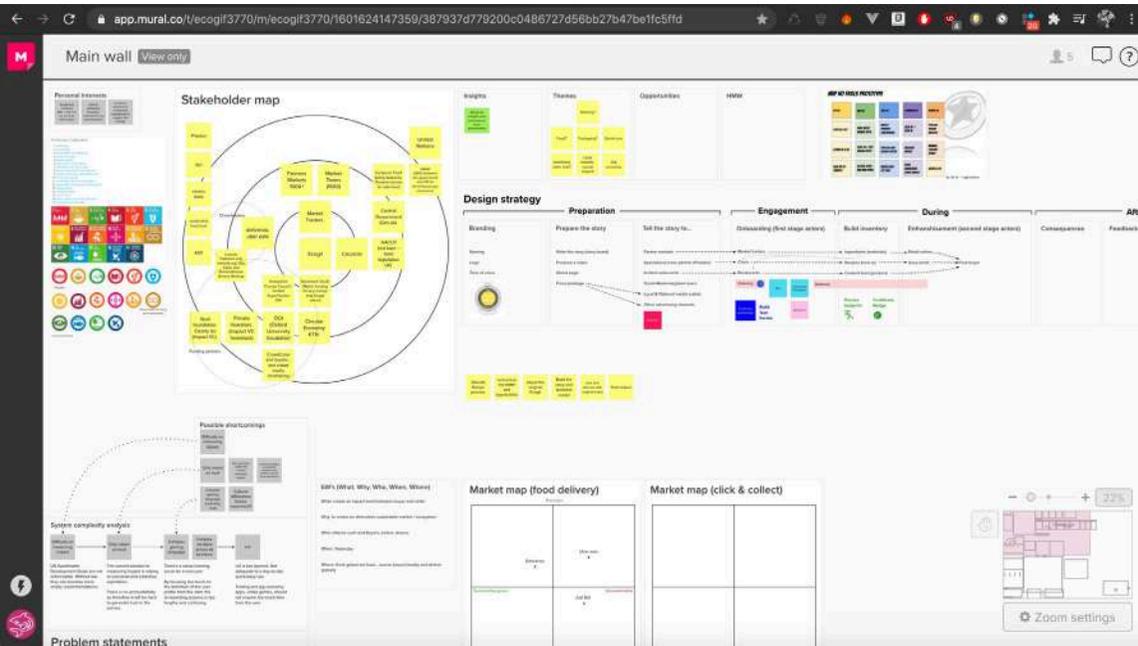
A Service Design Framework

Beside the Oozeco™ prototype, and the branding strategy, by the end of this process we believe we have equipped the EcoGif team with a general capacity to think their business proposition through the lens of service design. They now can further develop their vision independently, using a familiar set of tools that allow them to negotiate with their stakeholder, ensuring a long-term added value when developing their projects.



Conclusion

This collaboration with EcoGif was an all-encompassing Service Design challenge. The EcoGif team is undoubtedly an experienced and grounded group of skilled professionals and they will not rest until they have made a positive impact on a global scale. Although they are a start-up they are serious about their goals and are armed with the ambition it takes to disrupt the ways markets operate. We are satisfied with the final outcome. More than an opportunity to employ Service Design tools with (user journeys, blueprints, business model canvas, storyboards, application prototypes) we were dealt a quixotic vision and had to learn how to level everyone's expectations within the duration of the process, including our own expectations. As you will confirm from our following personal commentaries, we highly recommend keeping EcoGif as an RCA partner in future years.



Personal commentaries

Huizi Zhang



It was my first time to engage in a service consultant project, I learned two things from this precious experience.

Firstly, my first impression of consulting work is that consultancy is a job that requires social proximity, like the relationship between the doctor and patient. While due to the pandemic, we had to deal with all the obstacles online, by utilizing various online tools such as Miro, Mural, Microsoft series and so on to deeper understand a new company in a short time. As the old saying goes, nothing is impossible to a willing heart, thanks to our teammates, our tutor David and EcoGif's team, everyone showed huge patience and resilience into this collaboration, we did a quite amazing job together. So I want to show my respect to everybody.

Secondly, I deeply understand the word "compromise", which I think all the service designers should or have already understood. Everyone has a great canvas in their hearts, while the reality will teach us what it will truly be like and let me understand how to converge, take a step back to make everyone on the same page, for achieving a win-win collaboration which bases on the respect of each person's talent.

João Marrucho



This project was useful to employ and practice a wide array of Service Design tools. My personal contribution spanned across the all aspects of the project, but

admittedly I found it more fulfilling to develop ideas (even if flawed), and think critically from that position. In this sense I really enjoyed going through this process with someone like Selwyn Lloyd, and Simon Burnett and Neil, who were never shy in dropping various pressing and interdependent issues on the desk.

A shout out to my teammates. Even though there were language, cultural and geographic differences, we have managed to push through. A big thank you to Huizi for and Qijing for their contribution in the research with their sharp and invaluable analysis, for the effort in providing visual ways of representing their ideas.

A special thanks to Ziwei, an astute and calm negotiator and an invaluable person to have at any service design table. Her project management role, and Mandarin and English skills were a useful bridge between all of us. It was also truly a pleasure and an honour to collaborate with Selwyn, Simon & Neil. EcoGif's thought provoking ideas have always granted us the necessary space for imagining unheard-of solutions and have constantly pushed our creativity to the limit. This actually might be our biggest unresolved fault: because we always felt the need to propose a potentially feasible business model and viable deployment strategy – we had to leave some of the risk behind. That was probably for the better, as we did find a way to finish the project in time. We are also very grateful to all the people, students, market traders, business owners, experts (Linda, Connor, Peter) that helped during our research.

A big thank you to our team tutor David, for sharing his experience and supporting us – an essential piece to calibrate our engines every time we met. A final thank you note to all the tutors for the precious feedback, from the Interim to the Final Review.

Qijing Huang



My main job this time was user and market research, with a secondary share of output testing and expert interviews.

Firstly, I learnt during this solid research process the importance of search channels and cross-validation of sources. A good search channel means the authenticity of your sources, which can have a big impact on the subsequent judgement, and output. And different sources come from different positions and perspectives, so how you cross-verify whether they contradict or merge can also influence insights into key issues. For example, when I find a food market report, but it doesn't represent the consumption habits of young people, so I need to screen the data from the food market report. Secondly, I learn to think very differently from different teammates. This is part of what I gained a lot from the project each time. The project manager in our group, Ziwei, was able to identify the most urgent and important tasks at different stages of the process and rationalise everyone's division of labour. And her use of remote collaboration tools such as Miro, Google Drive, Zoom and WhatsApp was spot on and took the guesswork out of collaborating across borders.

And João, the content provider for our group, really showed me the big picture mindset. He was always able to extract the best from the suggestions of different stakeholders involved to iterate on our design output. At the same time, I really admire his ability to learn quickly and produce outputs.

Then there is our visual designer and market researcher, huizi, who is able to use simple cartoons to present lengthy stories, and she is always interested in creative ways of presenting them. Also, I think she shows great ability in competitive analysis and case studies.

In the end, it was a valuable collaborative learning experience with the partners and showed me how fun and difficult it can be to start a business.

Ziwei Liu



This was my first attempt at working closely with a client on a consultancy project and not only did I learn a lot of design skills, but I also gained a new appreciation for collaboration.

Due to the enthusiasm of the start-up for the main project, this project was somewhat of a break from my work habits compared to when an epidemic occurs and all the work needs to be done remotely. While we are using service design to provide design solutions for our clients, we are also experimenting with service design to improve the collaborative experience of our own team of designers.

As well as being involved in the research as usual, I also acted as project manager on this project. It was clear to me that our ability to successfully manage the client was the result of all the team members working together. I would like to thank João, Qijing and Huizi for their professionalism and patience in collaborating remotely, and for their emotional support to me. I'm lucky to be teammates with you.

In the early stages of the project, we did not progress very smoothly due to the broad brief. I tried to digest all the information given by the client and struggled for a long time with the desktop research phase. I really appreciated that my teammates not only contributed their excellent expertise, but also kept an eye on the project and were always willing to share their views on progress and output, allowing me to step out of my silo and adjust the project schedule and try to optimise the existing collaboration. There was always a goodwill and positive attitude to get along and try to solve problems when projects were not going well, going in the wrong direction or under pressure. The support and trust in this was invaluable and such collaboration was the cornerstone of this project's success.

In addition to this, I am very happy to have had the opportunity to develop my design skills as a designer. During this

project, in addition to using online design tools such as Miro and mural, I was able to gain an initial understanding of how to use After effect and Premiere by creating videos. I also gained new insights into storytelling techniques: the content and perspective of a project is often complex, and how to distil a main takeaway flow of information is a question service designers always need to think about.

In fact, every project is a learning process, not only in terms of skills, but also in terms of personal knowledge and perspective. What I particularly like about service design is that it brings new content to all stakeholders, including the service designers themselves, through co-design. After this project I have become more involved in sustainable lifestyles and saving food, and I hope to pass this on to more people in future projects.

Finally, I would like to thank our tutor David for giving us very clear and helpful advice during each tutorial without trying to manipulate the direction of our project. He was also very generous in his willingness to provide extra help outside of tutorials. I really appreciated the respect that David showed us not just for the students but for people in general. I admire this genuine equality and lack of prejudice.

