# Global Conference on Services Management (GLOSERV 2017)

## CONFERENCE PROCEEDINGS

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**Co-editors:**
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## *Benvenuto (Welcome) to the Learning Village in Tuscany!*

We would like to to welcome you to Volterra, Tuscany. You will be immersed in a very historic and strategic former very important Roman City. Service industry is the biggest industry in the world as OECD data supports it. Global Conference on Services Management aims to produce research in this important industry. We are delighted that you are taking part in this important conversation.

**Services Output as a Share of GDP**

($1987)

| | 1960 | 1970 | 1980 | 1985 | 1990 |
|---|---|---|---|---|---|
| | | | (percent) | | |
| Canada | | 46.2 | 52.4 | 53.5 | 55.8 |
| Germany | 45.8 | 45.6 | 49.4 | 50.6 | 53.7 |
| France | 49.0 | 50.3 | 52.4 | 54.2 | 56.8 |
| United Kingdom | | 54.9 | 57.0 | 59.9 | 63.1 |
| Italy | | 59.4 | 57.5 | 58.0 | 58.8 |
| Japan | | 57.8 | 59.7 | 58.5 | 59.4 |
| United States | 57.2 | 58.0 | 61.4 | 62.2 | 63.2 |

Source: OECD, 1994 International Sectoral Database.

In addition to the outstanding presentations, wonderful networking with colleagues from all over the world and the unrivalled Tuscan cuisine and world famous wines – take the time to walk around the historic town and visit the museums and see the 3,000 year old Etruscan and Roman ruins and artefacts found throughout our Gem - Volterra.

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The learning village was ideated and founded by the Scuola Superiore San'Anna in Pisa, one of the top graduate Schools in Italy, in collaboration with the Saving Bank and the Bank Foundation of Volterra and the support of the Regional Government, with the aim to provide high-level education in the fields of management and advanced technologies, contributing to the competitiveness of various types of organizations. SIAF's activities are carried out in partnership with local, national and international institutions and corporations.

We hope you enjoy your time here, and come back often- and call our SIAF Campus here in Volterra, Tuscany your home.  Grazie mille. Welcome!

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# Service Design Within the Public Sector in the Northern Region of Colombia: Governance and Community Challenges

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**Abstract**

There are two official ways in which poverty is measured in Colombia: the Multidimensional Poverty Index (IPM) that evaluates five different dimensions in which Colombian homes may be in a state of deprivation; and the monetary income, which evaluates the acquisition capacity of homes related to a basic shopping basket. According to the National Statistics Department, in 2016, the IPM showed that 17.8% of the population of Colombia was poor. Additionally, the monetary income indicated that 28% of Colombians were monetary poor with 8.5% of them living under extreme poverty conditions (DANE, 2017). Even though both indexes have seen reductions over the last ten years, the figures still show that many Colombians still require assistance both from government and non-government organizations in order to cope with their situation.

Specifically, this research has focused on the Caribbean Region of Colombia, in which the situation if worse than that of the national average. In 2016, 26.4% of the inhabitants of the Region were living in conditions of poverty. This is the second poorest Region of the country, only exceeded by the Pacific Region with a 33.2% (DANE, 2017). Taking these circumstances into account, this project has focused on how public services aimed at people living under these conditions could be enhanced in order to meet their requirements and be efficient and effective from the provider´s perspective.

Owing to the situation described above, the Colombian National government through its local administrations provide services in order to care for its inhabitants necessities, and a special effort has been made into those aimed at people living under deprived conditions. However, delivering public services to underprivileged areas poses a challenge for national and local administrators. The aim of this on-going research is to identify those specific challenges and to propose a method by which the first part of the service design process could be improved in order to conceptualize, develop and evaluate services within the public sector in Colombia.

In the first part of the process, the researchers focused on mapping public services experiences worldwide to analyse the cases of success and/or failure reported by the literature and to identify the similarities and differences in the Colombian case. In particular, the objective was to identify cases with a service design approach, owing to the predominant interest of the researchers in this area. The field of service design developed as an answer to the change of focus of organizations that had evolved from "industrial design, which was defined by aesthetic and technical skill applied to mass production" (Lovlie, 2009: 38); to service design, in which the end user becomes the centre from which solutions are generated (Zwiers, 2009). Because of this, service design as a discipline has provided governments with tools that have helped them enhance the experience of their users and the engagement of providers. The mapping of cases provided guidance on how to address this issue in Colombia, where it could be argued there is a particular challenge caused by the circumstances mentioned above.

The literature regarding the relationship between design and the public sector showed results from academics and practitioners alike. In particular, the literature review revealed researchers interested in how designers can facilitate processes within the public sector. For instance, Akesson and Edvardsson (2008) analysed how employees perceived the effect of design on an e-government service. Bradwell and Marr (2008) and Hyde and Davies (2008) suggested that co-design and co-production respectively have a high impact on how public services are designed and produced. Regarding this issue Parker and Heapy (2006: p.80) suggest, "…Only if they are applied systematically will service design principles have the potential to transform public services as we know them". This supposes a commitment with a design culture, but also a system that will encompass all of design´s principles including a proper evaluation of outcomes. The analysis of cases from public services of countries different than Colombia revealed the challenges found in diverse contexts and pinpointed the issues that could be addressed when approaching the Colombian case.

The first experiences reported by government agencies, directly or through intermediaries, demonstrated the utility of involving users in the conceptualization process of the service, in order to acknowledge their attitudes and expectations towards the service itself. In addition, as the concept of service design has evolved to a systems approach, governments have been able to better understand the implications of conceptualizing, implementing and evaluating public services. Mager and Sung (2011: p.1) included in their definition that "…services are systems that involve many different influential factors, so service design takes a holistic approach in order to get an understanding of the system and the different actors within it". The reported cases of success show how the involvement of all actors in the service system is relevant to re-conceive public services. With the participation of users, government and providers and through a series of iterative processes, a continuous improvement is obtained which is not only reflected in the satisfaction of users' expectations, but also in the perception of efficiency and efficacy from the providers and government´s

perspectives. The literature also suggests that these changes need to be implemented in an incremental way, especially when dealing with complex contexts (Di Russo, 2015), such as the one in the Caribbean Region of Colombia.

As a result, the researchers have focused on the analysis of local experiences and how they relate to those in other parts of the world. The first outcome that arose from this analysis is the complexity of the context due to the vulnerability of users and their lack of involvement with other actors of the system. The level of vulnerability of the poorest areas of the country inhibits the interaction and communication with other actors within the service system. Therefore new ideas created by the users arise within the communities, which sometimes believe that they truly satisfy not only their functional needs, but also their social needs. The second outcome was that these initiatives create new means of collaboration among members of the community and frequently become permanent solutions for the users´ needs. The challenge arises owing to the lack of knowledge by the government of these types of initiatives, its inability to identify them, and the repeated efforts made to provide solutions from its own perspective. The experience of cases worldwide, has demonstrated the effectiveness of assuming a government design focus that enables the development of public services, which are desirable for users and efficient for providers (Tischner and Verkuijl, 2006).

The third outcome was that in a complex context such as the Colombian one, there are still issues of trust on the part of taxpayers in relation to government´s initiatives. Even though local governments are obliged to publish the results of the various projects that are implemented and the amount of resources allocated to each; these reports do not evaluate long-term results. Evidence suggests that the evaluation of public services is only made during government terms, which constrains the implementation of projects over longer periods of time. This, as opposed to successful cases worldwide found in the literature, represents the main challenge that the public service system in Colombia may need to overcome. Finally it is relevant to mention that the research is still in the data collection and analysis stage. The project has now focused on one particular case study, in order to further analyse the issues that have already been identified and to address the challenges mentioned above. Additional findings will be presented in the conference.

**Keywords:** public, service design, service system, actors

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