Technical file

Credits:
60

Language:
English
Courses in English require an intermediate level, corresponding to TOEFL or IELTS 6.5.

Duration:
from January 18th 2021 to July 22nd 2021
The enrolment will be active from January 7th 2021, until the official submission of the student’s records, which will be executed on December 31st 2021.

Timetable:
Face-to-face teaching in classroom Tuesday, Thursday and alternate Friday from 6.30pm to 10.40pm
The Master course follows a hybrid format with face-to-face classes in our facilities that are combined with distance content (online) without depending on a class attendance schedule throughout the week.

Some sessions may take place outside these hours in the case of making up for missed classes or extra activities.

The educational planning of all IED Master courses is based on the criteria set by the European Higher Education Area (EHEA). IED Master employs a system of credits that follows the structure of the European Credit Transfer and Accumulation System (ECTS). IED issues its own exclusively private Master’s degrees.
Introduction

The service economy is thriving. Already, over 70% of the GDP and jobs in the EU come from the service sector alone, according to the World Bank. In fact, in our daily activities we are constantly in touch with an endless number of services from sectors like mobility, communications, retail, hospitality, finance and insurance, education, health and social services, among many others. Plus, digital and automation technologies —platforms, cloud computing, artificial intelligence, robotics, internet of things… — are expanding services in all possible directions. And this is just the beginning of a major change in the way we have used and provided services for centuries.

In this context, practices and approaches that help organizations understand how to serve their users better spark an increasing interest. One of such approaches is service design, a human and systems centred, flexible and creative approach to the innovation and transformation of services.

What does designing for service mean? So far, academics and practitioners in service design have defined it from three major perspectives. The first focus in the field lied in orchestrating delightful and smooth online and offline experiences. This has now expanded to sensing opportunities and developing them into new arrangements for creating value with users and multiple stakeholders. Even further, to ensuring that all stakeholders participate actively in defining new practices and narratives about what is valuable. Each of those perspectives implies different mindsets, tools and practices; that is, different skills, some of which are at the forefront of service design.

Designers typically bring a few of those skills to the table: connecting with users and developing empathy, dealing with ill-structured problems, inspiring and looking at issues with fresh eyes, putting hierarchy temporarily on hold, using inviting ways of working, visualizing and prototyping, as well as a bias towards future.

Other skills, however, pose a considerable challenge: from thinking in systems, understanding power issues, including questioning one’s own role, and dealing with the complexity of human relations, not as a context, but as an object of design, to data analysis, business modelling and other competencies in strategy and operations traditionally associated with management.

At IED we aim to help you develop all those skills, with particular emphasis on those related to service implementation.
General course objectives

This course aims to build-up and to repurpose the abilities that designers already have, and support them in developing complementary skills that back their work with strategic and human complexity within a service context. Namely,

- To understand the diverse conceptual perspectives of service design and the criteria for deciding which of them is the best fit for each design intervention.
- To practice specific approaches, methods and tools for creating new services, evaluating and transforming existing services and implementing change in service organizations.
- To encourage an exploratory attitude, self-organization and abilities to collaborate in multidisciplinary and cross-disciplinary teams, as well as with multiple users and other stakeholders.
- To foster sensitivity and critical sense towards the latest developments in service design, and socio-technical developments that have an impact on the service economy.

Learning outcomes

On completing the course, students will acquire the skills to understand, intervene and transform services from different yet directly interrelated perspectives:

- Research, understand, visualize and communicate service experiences, systems and the broader organizational, social and technical environment where services occur.
- Sense innovation opportunities and diagnose service shortcomings from experience, operational and strategic perspectives.
- Involve the diverse stakeholders of a given service as active contributors for designing or redesigning it, thus using their design capabilities to frame participatory decision making.
- Iteratively explore, simulate, evaluate and communicate new or redesigned service experiences, processes and systems. And consider their potential intended and unintended consequences.
- Prepare for implementation and scaling of new and redefined services, by transforming and reconfiguring organizational capabilities.
- Communicate effectively insights, ideas, hypotheses, frameworks and other aspects involved in a service design process or result.
#4 Target Audience

Professionals and recent graduates who are interested in continuing their studies to acquire skills in the different perspectives of design for service and become involved in service evaluation, redesign and innovation projects from a multidisciplinary and cross-disciplinary perspective.

Product, digital, graphic and interior designers, as well as management/marketing, sociology, anthropology and research professionals, among others, will be able to update their knowledge and acquire new skills in service logic and service design that are not part of their expertise.

#5 Career outlook

Graduates are qualified to join different kinds of projects in service innovation and transformation. They approach them from different perspectives and with the relevant tools to interpret and intervene from an overall understanding of service and design. They face the challenges posed by current and future changes in service systems within multidisciplinary self-organized teams and with the active contribution of users and other stakeholders.

Depending on each student’s profile and prior experience, they will be able to work as consultants or in-house for private, non-profit and public organizations in some of the following areas or functions:

- Service designer
- Strategic designer
- Service experience researcher
- Design researcher
- User experience strategist
- Design thinker or design thinking consultant
- Customer experience designer
- Conduct studies related to sensing new service opportunities
- Conduct studies linked to evaluating existing services
- Lead or facilitate collaborative new service development processes
- Lead or facilitate transformation in existing services and service providers’ teams.
IED Barcelona master methodology

IED Master is IED Barcelona’s school of continuous training focused on professionalisation, specialisation and updating in all aspects of design, together with the historical and cultural heritage of Italian design.

Our strategy for the future is in tune with macro trends at a social, environmental and economic level, as well as the changes to which society and our environments will have to adapt over the next 30 years.

We believe that we can provide answers and solutions by training professionals who can confront these changes by being promoters and creators of innovation thanks to culture and design tools.

We view IED Master as a laboratory for research, experimentation, innovation and entrepreneurship in which students take responsibility for their training paths and choose how to build these with the support and tutoring of experts.

IED Barcelona continues to keep a watchful eye on changes in society and the demands of the professional world. This is why we adopt a mixed academic model with face-to-face classes that are combined with distance learning content. This model allows for more flexible follow-up of content and facilitates learning.

Face-to-face classes at IED branches connect students with their surroundings, with a physical and palpable reality that helps them to experiment in workshops, create prototypes and socialise. In the distance content, students work remotely with challenges and exercises that can enhance learning, promote critical analysis and accelerate the acquisition of knowledge in those areas or subjects that are more inclined to be taught online. These allow students to study without depending on a class attendance schedule, without losing a connection with the rest of the group and without renouncing experimentation or teamwork.

Specific course methodology

The learning experience of this course is based upon:

- Working hands-on in a highly experimental manner on several real projects for companies selected by IED Master.
- Understanding the theoretical framework and foundations of service design, as guiding principles for decision-making.
- Active listening to cases by the teaching staff and visiting lecturers.

Content in the course follows an iterative structure, that goes over the three perspectives of service design by applying them to consecutive projects in small teams. Projects follow the same design stages —collection of data, creative synthesis, iterative development and preparation to implement—, but are progressively longer, and approached from richer and more complex perspectives. In this way, students are expected to get used to the inherent uncertainty of designing for service. And at the same time become able to face increasingly harder challenges. For example:

- From deciding for themselves what is the main opportunity and the appropriate way of intervening, to involving others and facilitating the decision-making process.
- From participating in activities fully designed and facilitated by the teaching staff, to becoming progressively self-organized and managing their own teamwork.
- From working in a micro perspective of interactions between a user and a provider, to a meso perspective of relationships in a service ecosystem, and finally to a macro perspective of intended and unintended consequences of introducing new values and social practices.
Experience + Interaction

Strategy + Operations

Organizational + Social Practices

Micro
User-Provider

Meso
Ecosystem

Macro
Broader society
Specific Module of the Master in Service Design

The specific module is divided into complementary subjects that roughly follow the development stages of service design projects. Most subjects are iteratively revisited and extended with each project and service design perspective.

INSIGHTS INTO OPPORTUNITY AREAS AND EXISTING SERVICE EVALUATION
Understanding and practice of human science and design research methods for discovering opportunities and evaluating existing services. The emphasis of this subject lies in how to design and carry out qualitative and ethnographic research for understanding the user world or the problem space. But quantitative research, analytics and hypotheses formulation are also covered. And so is research on the competitive and collaboration environment. Experimenting with nimble models for qualitative and participatory evaluation of existing services.

CO-CREATION, DEVELOPMENT & EVALUATION OF NEW SERVICES
Understanding and practice of stakeholder engagement in a participatory design mindset through generative tools and other techniques for co-creation. The core of this subject lies in techniques and approaches for learning about the solution space and iterative development of services, such as exploratory and participatory service prototyping, and evaluative service simulation and hypothesis driven tests. However, speculative design, provotypes and other forms of broadly exploring the solution space and questioning consequences of new practices and solutions will also be mentioned. Experimenting with nimble models for formative evaluation of new services.

SERVICE BUSINESS, STRATEGY AND CULTURE
Understanding and practice of project and service management in self-organized teams. Scoping, roadmapping and tracking service development and performance results. Slow transformation and fast optimization of services. Service design in lean and agile driven product organizations. Experimenting with service business modelling, creating and validating business hypotheses, and understanding strategy within service ecosystems. Understanding what constitutes a service orientation, which organizational
structures support it, and how to achieve them through culture hacking and change management.

**MASTER’S FINAL PROJECT**
The latest and longest team project is considered the Master’s Final Project. Students confront the same stages as in previous projects, by applying the knowledge and tools they have acquired in the different subjects. The final project addresses a complex issue arising from real needs and open to a multitude of proposals. As in the rest of the course projects, managing the relationship with the client organization and other stakeholders is key. For the delivery of the project, students are expected to link the theoretical framework and foundations of service design to their work and to reflect critically on their own learning, development process and results.

**Online Common Module: Design Culture**

**PUBLIC SPEAKING**
This subject aims to develop skills that allow the structuring and presentation of information in clear, compelling, and creative messages when talking in public. Students build their capacity to expose concepts through different tools as storytelling or the optimization of their oral and body language.

**PORTFOLIO**
This subject offers visual representation techniques and tools related to communication which allow, in a creative way, to develop a graphic style that will revert on the project delivery or the development of personal branding.

**SOCIAL DESIGN AND SUSTAINABILITY**
The focus of this subject is on the analysis of different business models including the variables related to sustainability. This will offer a new perspective on any business or organizational project or initiative, considering its potential environmental and social impact related to each sector or activity.

**INTRODUCTION TO BUSINESS MANAGEMENT**
A review of the essential management concepts that allow acquiring a global vision of business management: the competitive strategy, the business model, the market and customer segments, the organizational structure, processes, and the economic model.

**DESIGNING FOR THE MANY**
This is an educational innovation project set within the framework of courses at the IED Master Barcelona school that has been developed to conduct research into the capacity, strategies and impact of design in constructing our society, raising questions about its cultural, productive, economic or political aspects. Through interdisciplinary groups and the use of creative and experimental practices, work is carried out under not only theoretical but practical research records, linked to proposals for productivist, critical or speculative design. The format of the subject (online or face-to-face) will depend on the circumstances that will exist at the time of giving it.

Please bear in mind that the management board of the Istituto Europeo di Design reserves the right to change the curriculum in accordance with any requirements that may arise as regards its educational objectives.
Coordinator

Itziar Pobes
Service designer and co-founder of We Question Our Project, a service design studio based in Barcelona. She works for businesses and public organizations at a local and a European level in areas such as health and aging, education, local development, customer service and business collaboration within service ecosystems. Her previous background lies in user experience research and content design. She studied a degree in Philosophy, and a degree in Translation and Interpreting, a postgraduate degree in Design Thinking and Innovation in Elisava, and she is currently studying an MBA in Service Innovation and Design in Laurea Polytechnical University in Finland. She is also a regular lecturer or visiting lecturer on service design, service prototyping and co-creation in several design schools, universities —like Barcelona University or Pompeu Fabra University—, business schools —like IESE— and in-house training services in government.

Manuela Procopio - Future Thinking
Sophie Freiermuth - Design Research
Lourenço Viana - Organizational Design
Josep Almirall - Design Research 2
Núria Solsona - Strategy & Business Design
Bassam Jabry - Ideation & Concept Development
Jordi Galobart - Service Prototyping
María Sierra - Project & Team Management
Silvia Calvet - Service Management
Nicolas Leblanc - Strategy & Business Design
Edoardo Fano - Public Speaking
At IED Master, a whole range of courses are taught to cover all kinds of training needs: Masters, Postgraduate Courses and Continuing Study Programs. Courses are organised in terms, and can last 3, 6, 9 or 12 months. This means that some courses can be combined within one academic year, while others may be divided depending on how demanding and specialised they are.

**Masters**

- **60 credits**

Top quality courses to specialise in a certain field of design, communication or management. Students gain the know-how, tools and skills to provide professional solutions.

**Postgraduates**

- **30 credits**

An opportunity for all kinds of design professionals to become better qualified.

**Continuing Study Programs (CSP)**

- **15 credits**

These courses are a chance for professionals to update and broaden their knowledge of design and creative methodologies.

**Summer Courses**

In July, IED Barcelona offers students the chance to live an intensive training experience thanks to its broad range of summer courses. Coming to our Summer School is an experimental journey through different courses in which to learn and have fun in an international, multicultural environment. The courses are divided into different levels depending on the student’s profile: Professional, Advanced and Introductory.
The opportunity
to combine Courses

Master Professional Service Design 2020-2021
Our Partners

IED Barcelona has special relationships with institutions and small, medium and large companies, which take an active part in projects, workshops, talks and activities, with the aim of providing the students with knowledge, communicating experiences and sharing both creative and theoretical aspects with them. All the final thesis are carried out as part of a collaboration with a company, giving the students training in their future profession and helping them develop relationships in the labour market.
IED barcelona has collaborated with more than 100 national and international companies and institutions.
STUDENT CENTER
The aim of the Student Center is to offer a welcome and consultation service to students who need this. It pays particular attention to foreign students, helping them to adapt to their new environment. The department wants to be a place that helps to improve and enrich the experience of being a student at the school in every way possible.

CAREER SERVICES
This section offers students the possibility of course-related and extracurricular internships with companies in their sector. It also facilitates contacts with the labour market for students who have completed their studies. It enters into direct contact with companies in the different sectors: fashion, design, communications, management, marketing, etc. in order to create collaborative links and offer opportunities of internships and jobs.

PERSONAL COACHING
Possibility of personal and confidential assistance by an expert psychologist.

FACILITIES
Practical work is essential in IED Barcelona training, so its premises have basically been divided into classrooms, workshops and laboratories adapted to each area. The school’s facilities include: 26 classrooms, 6 multimedia labs equipped with PCs and Macs, 4 product, interior and transport design workshops, 9 fashion workshops, one printing centre and one photo and video studio.

IED TOOLS
Exclusive tools for the IED Community.

Adobe
School’s students can use the software included in the Adobe Creative Suite, without any additional cost, both in the school’s computers and their own laptops. Therefore, all throughout their years enrolled in the school, students can enjoy for free the following applications: Adobe Photoshop® CC, Adobe Illustrator® CC, Adobe InDesign®

Office
All the students can also download the Microsoft Office 365 for free. It includes the software Word, Excel and PowerPoint

Autodesk
School’s students can use Autodesk, world leader in 3D design software for entertainment, manufacturing, engineering, etc. Therefore, the students can enjoy for free applications such as AutoCAD, Maya or 3ds Max, etc.

Emerald
Emerald, another tool currently used in the most outstanding universities in the fields of management, marketing and communication, is a worldwide editor that connects research and practice for the benefit of society. Students can access to more than 290 magazines and 2,000 books.

WGSN
The whole IED Community, from computers in the Library, can freely access to WGSN, the leading online platform to analyse and forecast trends in current lifestyles and consumption.

Vogue Italia
Harper’s Bazaar
Digital records of famous magazines, including practically every edition from the very first issue to the most recent ones. All of the content has been indexed and can be accessed via the library computers.

Material Connexion
The whole IED Community, from computers in the school, can freely access to Material Connexion, the world’s leader database in material innovation.

The whole IED Community has an unlimited Gmail account.
General entry requirements

Students must provide the following information:

- Copy of DNI (Spanish students) or passport (foreign students).
- Copy of university degree (bachelor’s, degree or equivalent).
- Letter of motivation in the language of the Master’s degree course.
- CV in the language of the Master’s degree course specifying language and IT skills.
- Language certificate: Courses in English require an intermediate level, corresponding to TOEFL or IELTS 6.5. Courses in Spanish require a B2 language level. If a prospective student has neither of these certificates, his or her language skills will be assessed in a face-to-face interview or via a Skype call.
- Portfolio for creative Master’s degree courses and/or admission exercise if required.

Fees

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For information about reductions on the Tuition Fee amount for Anticipated Enrolment please contact the Orientation and Admissions Department.