

RE.GENERATION

The Association of the regenerated places.

Martyna Krystyna Bielak

The Major Project Report

MA Service Design Experience and Innovation
London College of Communication
University of the Arts London 2018

RE.GENERATION

The Association of the regenerated places.

‘Open and creative heart crates the change.’

Anna Bielak-Dworska, my lovely sister

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London 2018

DISCLAIMER

I declare that this report is my own original work and has not been previously submitted. To the best of my knowledge it does not contain any materials previously except where due reference is made in the text.

ACKNOWLEDGEMENT



I would like to express my gratitude to my supervisor dr Hena Ali for keeping my spirit up, useful feedback, positive energy and significant commitment to the learning process of this master project. Furthermore, I would like to thank my Parents for introducing me to the topic as well for the support on the way. Also, I love to thank my lovely Sister Anna Bielak- Dworska and the Stable Team who have supported me throughout the entire process and helping me put all the pieces together. Special thanks for my brother in law -Bartosz Dworski for amazing pictures during workshops and events which are one of the most significant parts in the Major Project Report. I extend gratitude to my amazing flatmates Sujin Park and Marek Zamaryka for their gorgeous, emotional support and the same special 'dziękuję' to 'deadline energy' team - Tracy Gordon, Aom Lo-apirakkul and Jessica Venoe and Carlos Canali for saying 'everything is gonna be alright'. Moreover, I like to say thank you to Silvia Grimaldi, Cordula Friedlander, Lara Salinas, Phillippha Rose, Alison Prendiville, Guy Barton, Paul Sims and all of my classmates and people that I have met on my design journey during the last months - it was a magical experience.

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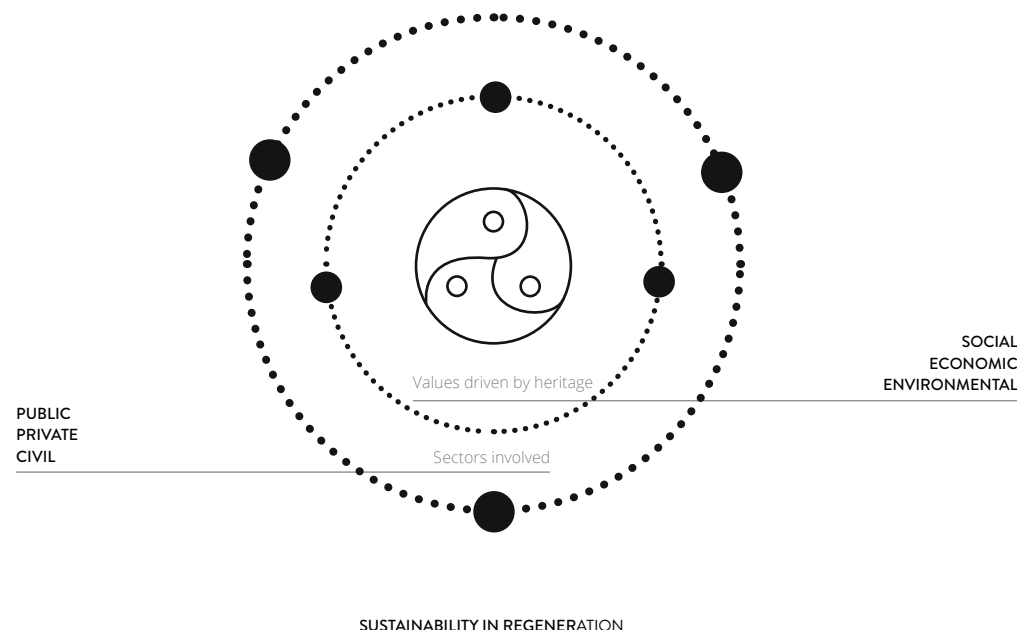
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1.1 INTRODUCTION

The modern world is one of complexity and constant economic, social and environmental changes which correlatively influence decisions. These changes and decisions demonstrate untouched opportunities for exploring new solutions. Recent research on sustainability centred-design and its impacts (Collaborative Community, 2015) has shown that new solutions influence not only humans but also society, ecology, economy and culture. At the same time, the 2017 UK Heritage Statement undertaken by the Department for Digital, Culture Media & Sport proves that heritage also drives economic, social and environmental values. Linked considerations about sustainability and values are driven by the heritage revealed beyond the human-centric approach in regeneration projects as well.



Meanwhile, in many countries, unused historic buildings have shaped the history of the places and local communities as a cultural identity of the regions (Interreg Central Europe, n.d.). The process of strengthening this connection nowadays is called placemaking. To extend the context of the major project research, in this report, place is defined as space not limited by location. Place, then, could be a non-geographical binder that unites people who exist together in physical, digital or both mixed aspects.

Moreover, many cultural heritage buildings are owned and maintained by the public sector. However, this situation is changing because of the rising interest in establishing associations between the private and civil sectors (Interreg Central Europe, n.d.). These building partnerships enable all actors to discover new and balanced ways to collaborate. Thus, the challenge for future regenerative projects is to create a balance between private and public interest, and social, cultural, economic and environmental viability, which will be explored in this major project.

1.2 FIELD OF STUDY

An interest in placemaking and the opportunity to investigate regeneration issues based on a real case study inspired the author to explore more aspects around revitalisation. The knowledge and experience the author has gained over several years (because of involvement in the regenerative project in Poland) have provided a vast range of insights and revealed many valuable perspectives for new solutions that could be implemented. This project addresses the lack of conversation and collaboration between different sectors during the regeneration projects aimed at creating sustainable ideas and models in heritage areas.

1.3 CLIENT

The Stable is the NGO supporting the regeneration process of the Palace and Park Complex in Siemianowice Śląskie, based on principles of sustainable development. The foundation focuses their activities on inclusion and co-creation to aid the process of transforming degraded areas from a state of crisis to improving quality of life. In order to diversify education, placemaking and development activities, the Stable would like to increase the range of social ventures and expand international networking.

Inspiration Point is an owner of the Palace and Park Complex responsible for holistic implementation of the regeneration projects.



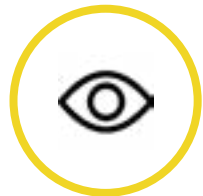
PALACE'S VISUALISATION

Together with the Stable, the Inspiration Point established a shared overview on how the regeneration should be provided. The agreement includes the following aspects:



MISSION

Unique Palace of creative initiatives in Europe.



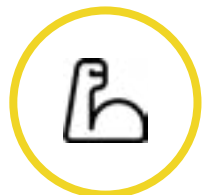
VISION

Be a creative, enterprising, social and cultural center of the Silesia region.



GOAL

Re-establish being a valuable part of life and development of the Silesia region.



CHALLENGE

Create a unique promise for a non-mass brand that will make the Palace an attractive place in a very competitive and fragmented market.

Additionally, every decision and proposition should follow the values the client enacted. Every idea that has been created and presented during the research was screened by these assumptions.

WHY
motivations

RESPONSIBILITY OF THE HERITAGE

honesty, care, civic duty, dignity, respect, truth

HOW
process

INCLUSION / HOSPITALITY

openness, relations, connection, integration

WHAT
regeneration

DEVELOPMENT

curiosity, education, knowledge

ENTREPRENEURSHIP

work, creativity, adaptation, activity, dynamism, action

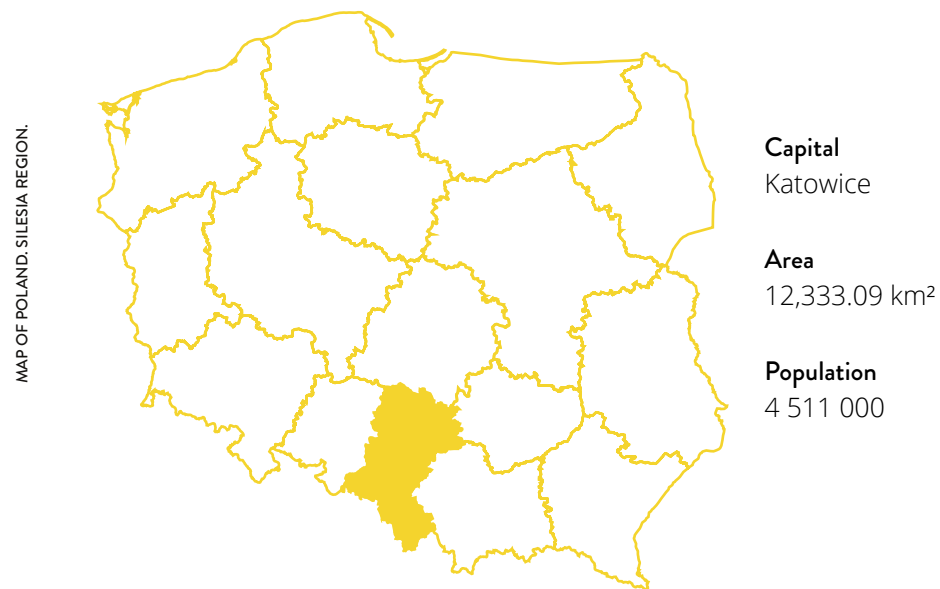
“Regeneration is a comprehensive process of social, economic, [environmental] spatial and technical changes aimed to bring out the most degraded areas from the state of crisis.”

National Revitalisation Program



2.1 SILESIA REGION

The project research was based in the Siemianowice Śląskie in the Silesia region, the southern part of Poland known as one of the most industrialised parts of Europe in the 20th century. Nowadays, the Silesian post-industrial landscape has to create new narratives for its cities, especially by redefining many places which are no longer functional.

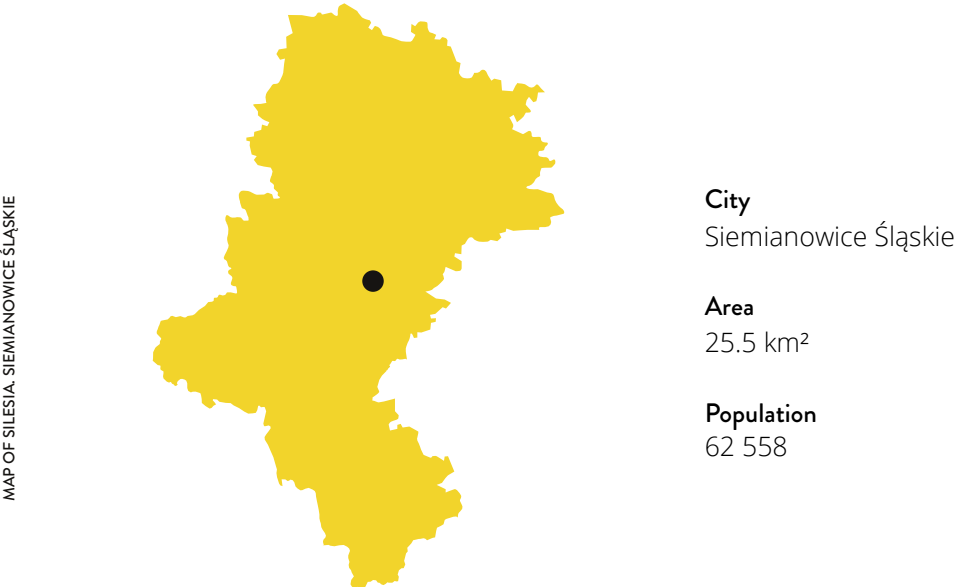


Today, the number of all types of degraded areas is estimated as 17,2 thousand hectares, including the post-industrial areas numbered as 11,3 thousand hectares. Consequently, in the Silesia region, many activities are aimed at restoring socio-economic and natural functions. However, still, a high level of degraded areas need to be regenerated.

Therefore, many documents and initiatives are organised to support the development of revitalised places. Last year the Polish Ministry of Development confirmed the need for acquiring and expanding knowledge and strengthening the potential development of Polish cities. In response, the National Government aimed to spend the next years educating and building awareness about the revival tools and good practices that can support the regeneration process. Furthermore, the Ministry of Development suggested initiating the change by enabling the exchange and promotion of knowledge about the revitalisation, with particular attention to creating a common database about cities and provided changes.

2.2 SIEMIANOWICE ŚLĄSKIE

Nowadays, 47% of Siemianowice Śląskie – the greenest city in the Silesian Region – is covered by green spaces. In the past, the town has long been called ‘The City of Coal and Steel’. However, the need for industrial transformation affected Siemianowice as well. After the shutdown of the two most important factories in the city (one mine and one smelter), Siemianowice is looking for a new identity. Delightful Silesian architecture and development potential of the green spaces and recreation areas are the most significant challenges for the city in the next years.



At the beginning of 2017, the Town Hall of Siemianowice Śląskie approved the ‘Strategy of Development of Siemianowice Śląskie till 2030’. This document includes the priorities that should be embraced to achieve the necessary objectives of the transformation. The strategic objectives, as outlined in the document, are presented below:

- Siemianowice as a co-managed town** | Siemianowice Śląskie as a town gaining its strength from the creativity and activities of its inhabitants.
- Siemianowice as a balanced town** | Siemianowice as a balanced town: Siemianowice Śląskie as a town taking advantage of its unique attributes for permanent and responsible development.
- E-Siemianowice** | Siemianowice Śląskie as a town of permeation and synergy of real and virtual space.
- Siemianowice in relationships** | Siemianowice Śląskie as a town with a strong position in networks of regional and over-regional connections.

Additionally, the document says that one of the highest priorities of the city is “Revitalisation of the Donnersmarcks’ Palace and Park Complex” which is included in the project called: “Increasing the attractiveness of cultural objects” as a part of strategic objective no II.

2.3 THE PARK AND PALACE COMPLEX

Nowadays, the Palace and Park Complex is called the Inspiration Palace. It is the oldest building in the Siemianowice Śląskie. The Miroszewscy Family started its construction in the 17th century. At the end of the 18th century, the Palace was considerably expanded by new owners – the Donnersmarcks Family – and sold at the end of the 19th century. During the 20th century, due to the First and Second World War and many political changes, the Palace ownership passed through various hands until the beginning of the 1990s when Siemianowice Śląskie City became the owner. For years, the building was then forgotten and owned by various private companies, none of which undertook any revitalisation works. The Inspiration Palace became the owner in 2013 and started the regeneration process. To support this venture, two years ago City Hall submitted the Palace and its surroundings into the Local Revitalisation Program, which offered the opportunity to apply for grant funding from the European Regional Development Fund (ERDF). Inspiration Point received permission for the grant in mid-2018. Consequently, for the next three years, 85% of the space in the buildings must be adapted for social activities. Importantly, this is the first project in Poland where a private company received a grant for a regeneration idea. Consequently, this case study offers a new perspective for cross-sector collaboration.



POSTCARD OF THE PALACE

03 METHODOLOGY, METHODS & TOOLS

3.1 DESIGN METHODOLOGY

The present research follows the principles of the service design methodology aimed towards a human-centered, collaborative, iterative, sequential, real and holistic approach to designing (Stickdorn, M., Hormess, M., (eds.), 2018).

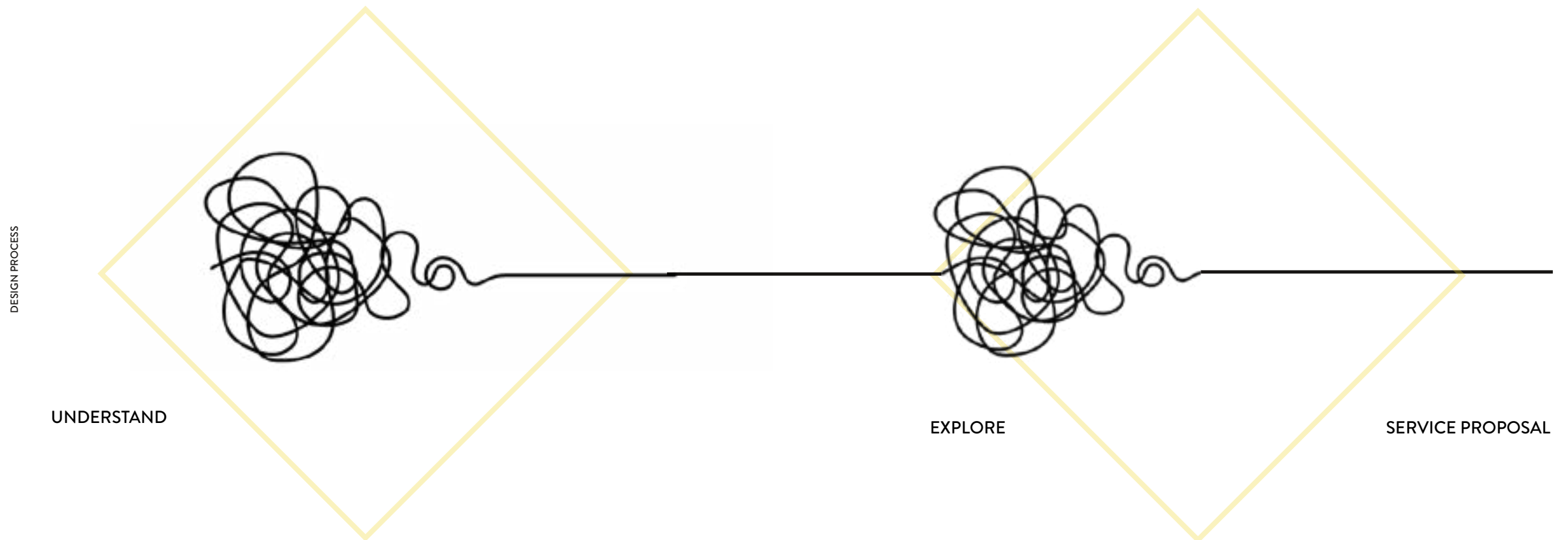
The primary research used methods and tools such as desk research, fieldwork in Poland, shadowing, observations and interviews to understand how people behave and interact in particular situations with the heritage and historical artefacts. Co-discovery activities were planned to explore more issues about citizens' perceptions of the regeneration processes, and their commitment and sense of assimilability to the places and taking actions.

Co-creation sessions with owners of the Palace, the Stable team, local activist, designers and experts in the revitalisation field were carried out to identify both the barriers and the opportunities in different stages of regeneration processes, from each stakeholder's perspective.

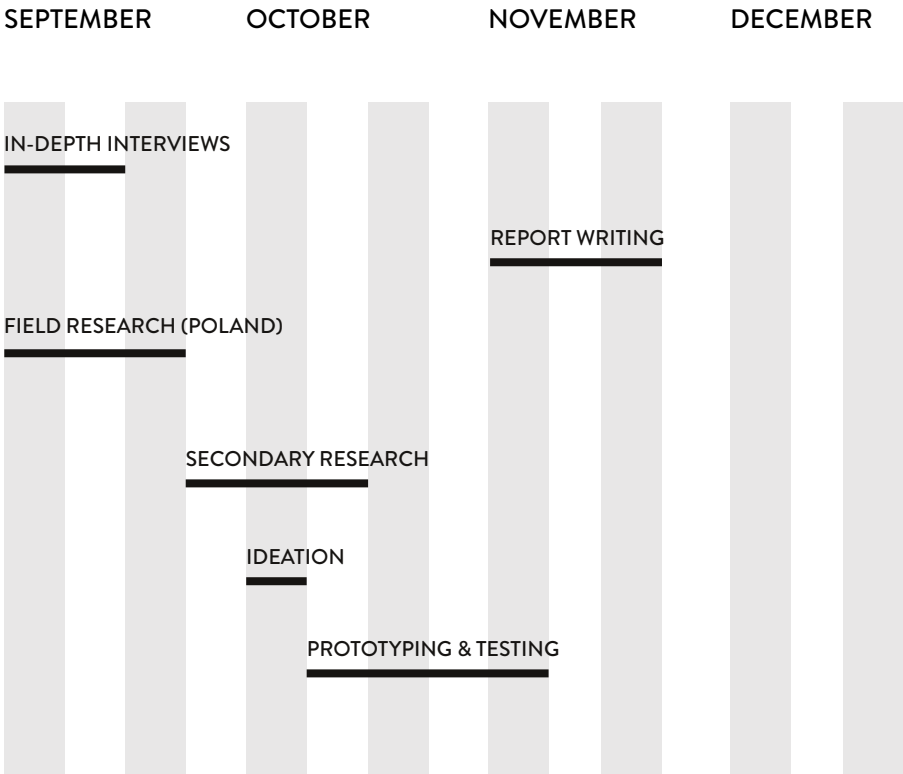
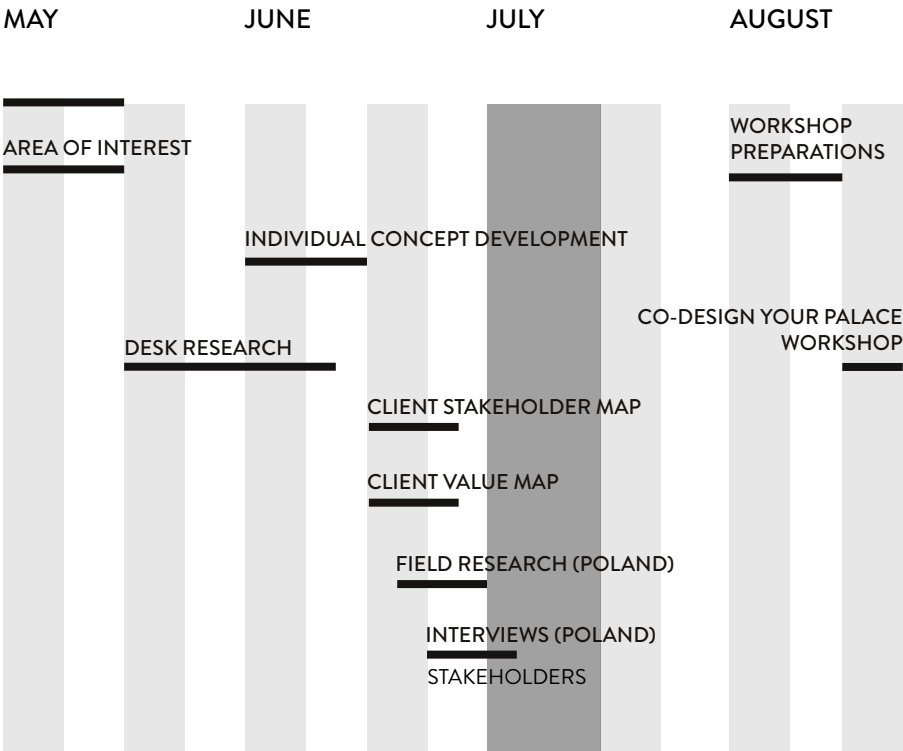


3.2 DESIGN PROCESS

The design process was oriented to the double diamond approach, but primarily shown in two main phases: understand and explore. The second phase was based on small iterations where defined values and insights were validated sequentially.



3.3 TIMELINE



04 UNDERSTAND

4.1 PRIMARY RESEARCH

The primary research focused on gathering a wide range of contexts and information about regeneration processes and heritage itself. Additionally, understanding what kind of values and impact heritage delivers to people's daily lives was crucial.

For the purpose of understanding heritage's impact in different contexts, the author conducted desk research regarding Great Britain as well.

One of the British Government's responsibilities is to promote both heritage and government policies and benefits programs outside and inside the country. This sector includes national public bodies, academics, campaigners, charities and voluntary organisations that aim to protect, care for and manage historical areas, landscapes, buildings and monuments (Heritage Statement, 2017). Additionally, the research shows that heritage influences people's sense of belonging to the places, their shared history, and their community pride. Furthermore, the most significant value that heritage drives is the unique and characteristic atmosphere rooted in the history of the place, shaped by time and individual stories which cannot be replaced by any other activities. Moreover, heritage itself fosters creativity; attracts new businesses, investments and visitors; and consequently, influences community resilience and individual and collective well-being (Heritage Statement, 2017).

'Heritage is an important source of employment and draws millions of visitors each year. England's unique collection of historic buildings provides premises for businesses, homes for residents and can help reverse decline in town centres.'

Historic England (2017)



'Between April 2016 and March 2017, £462 million was invested in over 1,800 projects.'

'Estimated heritage GVA is £987m for 2016'.

'In 2016/17, an estimated 33 million – over 74% – of all adults in England visited a heritage site.'

HERITAGE STATEMENT 2017

4.2 FIELDWORK IN POLAND

Project research was conducted in the Silesia region in Poland. The explore phase was primarily based on the principles of action research. The aim of fieldwork was to work with experts and practitioners to solve the practical issues with the potential to make a real impact. Additionally, the action research contributed to existing knowledge by combining theory and practice, and action and reflection – which can be done by or with insiders to an organisation or community, but never to or on them’ (Salinas, 2016). Thus, users were involved in the process from the early stage of the project. Most of the co-discovery activities were performed in the Palace, including a 6-day service design sprint, which the author had a chance to organise and use as insightful input for the major project.

Consequently, this approach helped to gather significant and deep contextually rooted insights from the heart of the community and the people involved in the ecosystem.

‘Our Palace...’

Jan, 68 years old

‘It is part of our city and region identity.’

Katarzyna, 45 years old

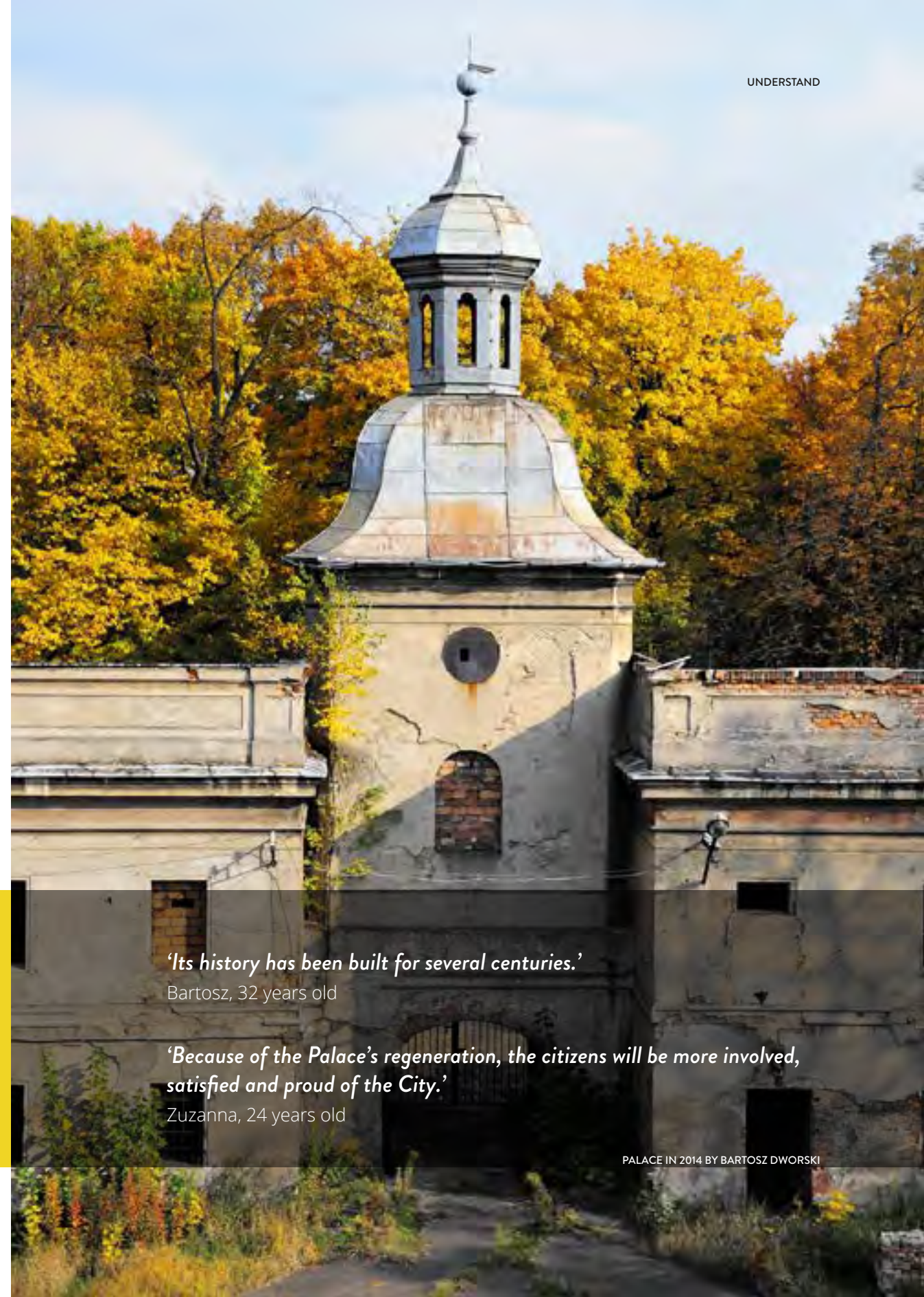
‘Its history has been built for several centuries.’

Bartosz, 32 years old

‘Because of the Palace’s regeneration, the citizens will be more involved, satisfied and proud of the City.’

Zuzanna, 24 years old

PALACE IN 2014 BY BARTOSZ DWORSKI



CREATIVE BRAINSTORMING

The co-design sessions were established by the Stable last year. The meetings aimed to gather information about citizens regarding their needs, desires and motivations. Furthermore, the vast range of exercises focused on discovering problems in the city and the Silesia region. In response to the purpose of the sessions, the participants included a wide range of stakeholders who have been using service design methodology to find potential solutions which could be implemented in the future. The author of the research had a chance to support three creative brainstorming sessions. During these sessions, teams created 5 personas, empathy maps and user journeys maps which provided valuable input into the research as whole through socially constructed knowledge rooted in people's practice, something that cannot be discovered anywhere else.

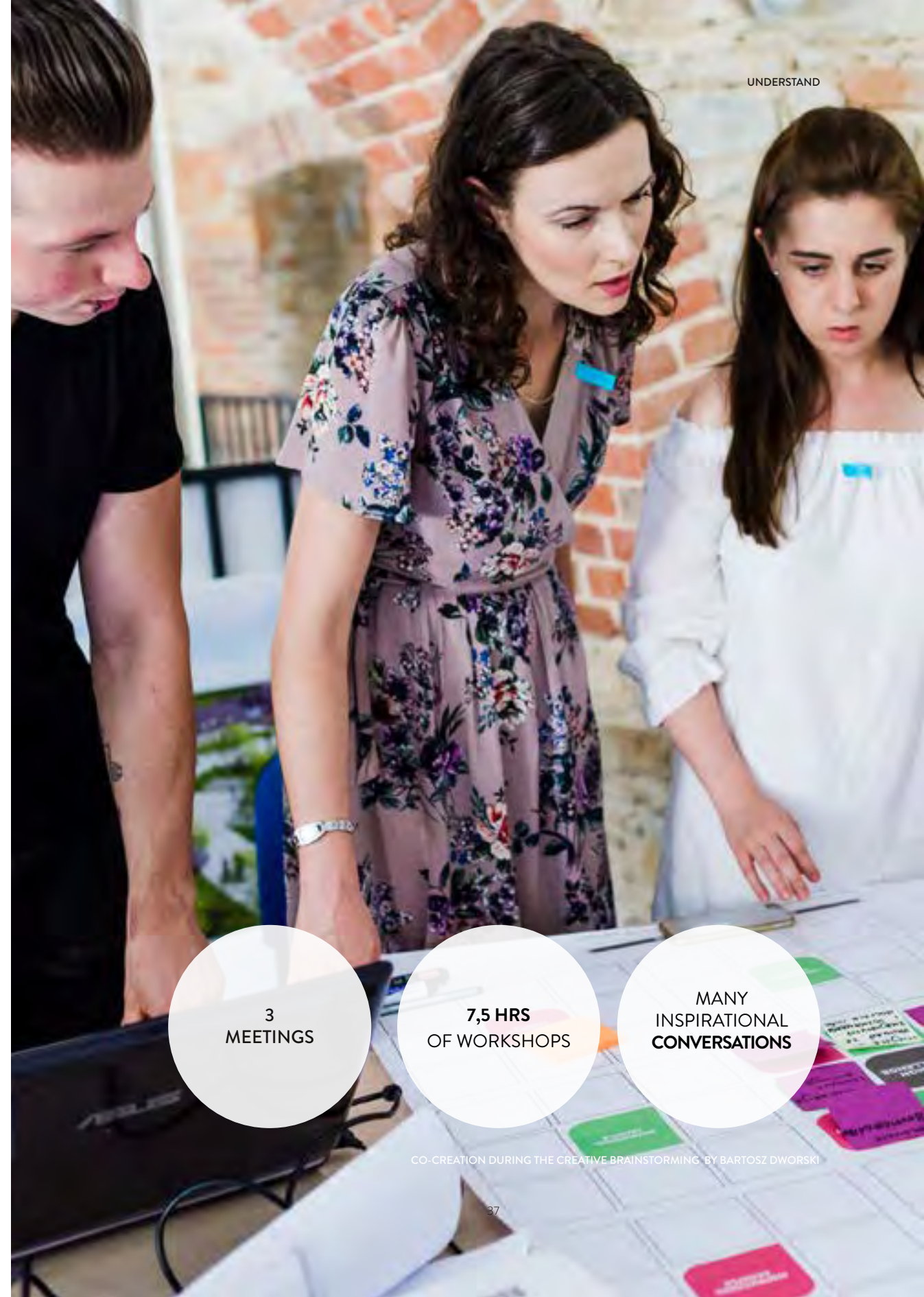
The most significant insight that the author discovered from the regular creative brainstorming is the power of people's engagement and gratitude for having a chance to be part of the change, as evidenced in the quotes below.

'It is important what you are doing for the City. The most significant thing is how you approach it. Because of that, I feel that I am a part of the change.'

Bogusław, 73 years old

'Now, I know that my voice is being heard.'

Joanna, 55 years old



3
MEETINGS

7,5 HRS
OF WORKSHOPS

MANY
INSPIRATIONAL
CONVERSATIONS

CO-CREATION DURING THE CREATIVE BRAINSTORMING BY BARTOSZ DWORSKI

CO-DESIGN YOUR P(A)LACE

Co-design Your Palace was one of the biggest co-discovery events that the author organised and participated in, in collaboration with the Stable and Inspiration Point. The idea of the event was aimed to develop social conscience and engagement, and to share knowledge and expertise about revitalisation and various economic, social and environmental aspects of it. Additionally, during the 6-days international seminar, participants took part in a service design sprint aimed to create the five concepts of the service that will support the Palace's regeneration process.

Four universities and over 200 participants – including 25 designers, researchers, activists and entrepreneurs from around the world – were involved in the process of creating the five concepts.

The priority for the author was to meet people with various backgrounds from different sectors and to empathise with citizens in order to understand their perspectives and approaches for taking actions in regeneration projects. Furthermore, it was crucial to observe how people from different sectors interact with each other, especially during the co-creation sessions and the heritage itself. One insightful observation was how the Palace and its historical surroundings foster creativity and openness for discussion, as the quotes highlight.



TRAINING ABOUT REGENERATION AND WORKSHOPS WITH THE COUNCILLORS

The Stable was asked to conduct the meeting about the revitalisation with 30 people from local and regional government. At that time, the author of the work performed a talk about service design methodology and how it can be used in regenerative projects. After the lecture panel, the Stable team conducted the workshop. Participants had a chance to work in teams and had an imaginary session about possible activities that could be provided in the old train station in Katowice, where nowadays the revitalisation process is focused.

In order to encourage participants to ask questions, raise awareness and facilitate the practice usage of human-centered methodology and service design tools in regeneration processes, author of the report signaled the common need to expand the knowledge about the methods that can support the process, by asking the following question:

‘Does anyone hear about human-centered design’?

(no answer from the audience)

MEDIALAB PROJECT

Since 2016, the author had a chance to be a member of the design team focused on discovering the history of one of the longest streets in Katowice. The project aimed to collect and analyse vast types of data – including citizens stories, private pictures, maps and historical facts – to generate social insights, identify urban patterns and, in the end, present the history of the place.

During the exhibition, all of the outcomes of the work were shown, and discussions about measuring the social impact emerged. Basically, surveys about cultural activities are focused on users but only on the pre-action stage. The talk revealed that a lot of activities in the city are not measured and evaluated afterward.



EXHIBITION BY KRZYSZTOF SZEWczyk

4.3 FINDINGS & INSIGHTS

1. **To create a sustainable and resilient heritage, cross-sectoral engagement focused on economic, social and environmental aspects of regeneration is needed.**

In daily work, the Inspiration Point and Stable team is considering what kind of services should be provided to create a sustainable balance between commercial and social activities. This appropriate diversity was marked as one of the most important aspects of implementing new ideas, as the quotes below show.

‘I am not sure if our social actions make profits for business.’

Anna - the member of the Stable board

‘Without you, we cannot achieve “the balance”, but right now we have to be focused on commercialisation of our activities to create the most sustainable model.’

Bartosz, financial director

Moreover, following the 2017 research undertaken by the Department of Digital, Culture, Media and Sport, it has been shown that creating more sustainable and resilient heritage sectors should be more outward-facing, cross-sectoral, innovative and enterprising in order to draw funds from different sources (private and public).

2. **‘Information is messy and spread out.’**
Katarzyna, councillor

Digital technology could help organisations improve the process of developing and implementing new business models in heritage areas through speeding up cross-sectoral management; improving data sharing and the exchange of knowledge, competencies and expertise; and building capacity.

3. **Impact measuring is crucial to understanding how dedicated actions influence the social, economic and environmental values of each stage of regeneration.**

However, people are approaching regeneration projects with uncertainty due to a lack of knowledge and tangible visualisation of short- and long-term benefits of participation. Increasing the involvement in new projects would be supported by building awareness about gains and impacts that stakeholders can achieve in different stages of the revitalisation project.

4. Heritage has the power to attract people.

‘I’ve never seen this kind of energy here [in the Siemianowice Śląskie City]. The innovation is because all of us are here in the same place and time.’

Vice Marshal of the Silesia region

It is commonly known that heritage encourages people to stay in or visit historical places. In the UK, for instance, heritage is one of the most important economic drivers for the tourism sector. Additionally, it is one of the key factors for people coming to visit the country (Department of Digital, Culture, Media and Sport, 2017). During the progress of the Palace’s regeneration, it has been noticeable how important “their Palace” (as they called) is to citizens. Regular meetings and workshops enjoy popularity among different stakeholders.

5. ***‘It is not true that we are not interested what is happening in the city.’***

Mirosław, 71 years old

During the interviews and fieldwork around the region, the author gathered a lot of information about high interest in participatory activities, but the problem is in the well-known low involvement results from inadequate programs and low-quality agendas.

6. **To achieve the common goal of collaboration in revitalisation projects, potential partners primarily need to know what they can offer to the team. Furthermore, they should also be able to articulate why they would like to take part in the design process and to explain how they approach their work.**

The theory about teamwork presented by Alison Hardingham and Jenney Royal confirms the importance of preparing an individual for team membership. Throwing people together to start a collaboration without clarifying responsibilities, roles and competencies would delay or even destroy the opportunity for team building.

“We are not able to collaborate and provide large scale solutions if we do not know individual goals, purposes, needs and expectations.”

Anna, The Stable

4.4 PERSONAS

Based on six in depth-interviews and daily talks with different stakeholders author prepared three profiles of users and journey maps which helped to empathise with the customer segments.



INTERVIEWS DURING THE CO-DESIGN YOUR PALACE BY BARTOSZ DWORSKI

Zbigniew, 57 years old

Owner of the heritage



'It is essential to find the partners that shared the same values with you.'

'Of course without our team, it would not be possible, but I know that we need more fresh energy and inspiration from the outside the Region.'

The owner of a private family business, Zbigniew has a great sense of belonging to the place and responsibility for maintaining the history. He had dreamed of starting a new project, so Zbigniew started work on a regeneration project five years ago.

PAINS

Stressful journey because of the financial and qualitative responsibility of the project and its outcomes. Zbigniew does not have any expertise in this field. He has a lack of support at the regional and national level, and he does not have any access to a similar case study.

GAINS

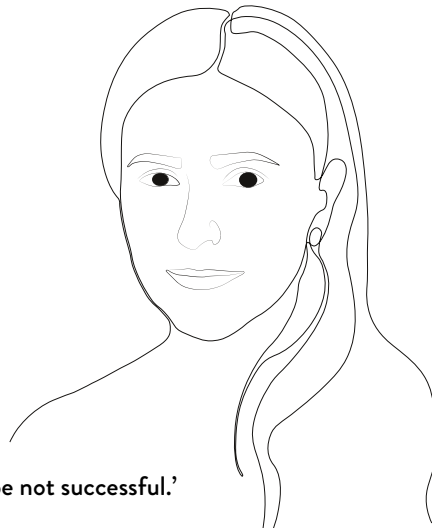
Tremendous satisfaction with any success and great joy because of being a pioneer in running this type of investment. Additionally, Zbigniew can filter ideas and propositions and choose those which are represented by the Palace's values. One of the most significant gains is that his company provides successful collaboration with local governments.

VALUES

He loves his job and is passionate about the history of the region. That is why he takes considerable responsibility for the proposed solutions, with the utmost consideration of the market's needs and the context of the place.

Anna, 32 years old

NGO supporting the regeneration project



‘Without passion and open heart regeneration will be not successful.’

The initiator of a social business, which aims to support regeneration projects in social aspects. Currently, Anna works in a small team looking for many partners in Poland and abroad. She is responsible for many events in the regenerative space, thus fulfilling the social mission of the owners of the place. Anna co-designs services with the local community and organically builds bottom-up relationships with other stakeholders in the city.

PAINS

Her biggest concern is the low amount of income from current projects and actions she carries out. Anna needs financial support from external organizations and grants. She spends a lot of time looking for partners and appropriate competencies for many projects.

GAINS

She is aware of how her social activities have a huge positive impact on the rest of the investment. She has many contacts with a local and regional background. Anna slowly has been starting international networking. Anna appreciates cooperation with various local and regional stakeholders.

VALUES

Anna loves what she does and cannot imagine life without developing her social entrepreneurship. Working on regenerative projects gives her a lot of energy. Most important for her is the environmental and social aspect and the impacts of implemented services.

Aldert, 29 years old

Entrepreneur and Ph.D. student in Haga



‘We only partner up with those we share a value set with.’

‘We show the world what students are able to do.’

During his master’s studies, Aldert developed the idea of creating an inter-university community of students. With friends, he realised that young people from different universities do not have a chance to share knowledge, experiences, expertise and even lack an inspiration space/place to work. They decided to launch an organisation, and a few years later they had an opportunity to have their own headquarters – the old police station, which is waiting for revitalisation.

PAINS

The major challenge for him has been costs related to the revitalisation. Currently, Aldert has to devote time to finding the necessary financial support. The venture requires a lot of time, so he has now suspended his Ph.D. research. The community workspace is still outside the police station because, nowadays, the building cannot be fully used.

GAINS

He has many contacts, which he has built up over many years. Aldert has amazing support in students who are fascinated by the initiative and want to develop it as well. The first revitalisation works have already been undertaken.

VALUES

Every action that has been taken has strived to create the impact that the organisation defined. Their perspective of values considers the ecology, sociology (meaningful life), psychology (wellbeing) and economy which influence every user, organisation and the whole ecosystem where they are settled.

4.5 JOURNEY MAPS

Zbigniew's journey. Regeneration project implementation.

	INTERNAL ORGANISATION PROCESS		
	INSPIRATION	DECISION	EXPLORING
GOALS	START NEW PROJECT	PURCHASE THE PALACE	CLARIFY THE BRIEF AND RELATIONSHIPS BETWEEN PARTNERS
ACTIONS	LOOKING FOR POTENTIAL INVESTMENT	BUYING THE BUILDING	CREATING THE CONCEPT OF FUNCTIONS
TOUCH POINTS	WORD OF MOUTH, OTHER INVESTORS		OTHER INVESTORS
PAIN POINTS	FINDING PARTNERS	FINANCIAL BUSINESS MODEL	HUGE NUMBER OF INFORMATION AND CONTEXTS, DIFFERENT OPINIONS AND VISIONS IN THE TEAM
EMOTIONS	EXITED, CURIOSITY	EXITED BUT WORRY	STRESS AND FEAR
OPPORTUNITIES	DIFFERENT MODELS PARTNERSHIPS	KNOWLEDGE SUPPORT ABOUT DESIGN PROCESS AND ITS STEPS IN REGENERATION PROJECTS	SUPPORT IN CLARIFYING FUNCTIONS, COMMON GOALS AND TEAM ROLES

	EXTERNAL ORGANISATION PROCESS NOW			
	ATTRACTION	COLLABORATION	IMPLEMENTATION	EVALUATION
	FIND PARTNERS	FIND FINANCIAL SUPPORT, IMPLEMENTATION OF NEW ACTIVITIES IN THE PALACE		
	SHOWING THE HISTORICAL VALUES AND BUSINESS OPPORTUNITIES OF THE INVESTMENTS, NETWORKING	NEW SMALL PROJECTS AND PARTNERSHIPS		
	PERSONAL CONTACT	PERSONAL CONTACT		
	LONG TIME AND TERM PROCESS, NO IMMEDIATE EFFECTS, ORGANIC WORK	PARTNERS DO NOT SEE LONG-TIME BENEFITS AND VALUES OF THE REGENERATION		
	FEAR	IMPATIENCE AND GREAT SATISFACTION OF ANY SUCCESS		
	IMPROVING THE PROCESS OF SEARCHING PARTNERS, VISUALISATIONS OF THE LONG-TERM BENEFITS	DIGITAL COMMUNICATION CHANNELS AND EXTRA MANAGEMENT TOOLS		

Ania's journey. Social project implementation.

INTERNAL ORGANISATION PROCESS

	INSPIRATION	DECISION
GOALS	IMPLEMENT NEW SOCIAL PROJECT, SUPPORTING THE REGENERATION PROJECT OF THE PALACE	CREATE THE BRIEF
ACTIONS	FINDING THE PROBLEMS AND NEEDS	DECISION MAKING PROCESS, BUSINESS MODEL
TOUCH POINTS	FIELDWORK, MEETINGS WITH OTHER ACTIVISTS AND CITIZENS, WEBSITES	THE STABLE TEAM
PAIN POINTS	TIME AND FINANCIAL RESOURCES	TIME AND FINANCIAL RESOURCES
EMOTIONS	EXCITED ABOUT A NEW PROJECT BUT IN THE SAME TIME WORRIES ABOUT IMPLEMENTATION	EXCITED ABOUT A NEW PROJECT BUT IN THE SAME TIME WORRIES ABOUT IMPLEMENTATION
OPPORTUNITIES	COMMON DATA BASE WITH INFORMATION ABOUT CITY AND REGION.	IMPROVING THE PROCESS OF MAKING ACTION PLAN, BETTER COMMUNICATION RELATED TO THE DECISION MAKING ISSUES IN THE TEAM

EXTERNAL ORGANISATION PROCESS

ATTRACTION	COLLABORATION	IMPLEMENTATION	FEEDBACK
FIND PARTNERS	BRIEF IMPLEMENTATION	PLANS REALISATION	EVALUATION
WORKSHOPS, AND SMALL EVENTS IN THE PALACE	ORGANISATIONAL MEETINGS, DIVIDING RESPONSIBILITIES, DAILY BASED COMMUNICATION	FOLLOWING THE SCHEDULE	SURVEYS, TALKS, RETRO SESSIONS
PALACE, WORD OF MOUTH, FACEBOOK, THE STABLE WEBSITE	THE STABLE HEAD-QUARTERS, PALACE, DIGITAL COMMUNICATORS - E.G. ASANA, FACEBOOK	DIGITAL TOOLS, PERSONAL COLLABORATION	DIGITAL TOOLS, PERSONAL CONTACT
A LOT OF PREPARATIONS, AGENDA, TOOLS, SPACE, SMALL BUDGET AND TEAM	HIGH QUANTITY OF INFORMATION, PEOPLE ARE NOT ABLE TO FOLLOW THEM IN REAL TIME	OFTEN PARTNERS HAVE THEIR DAILY WORKS OBLIGATIONS. DECISION MAKING AND DOING PROCESS TAKE MORE TIME.	DATA COLLECTION AND ANALYSIS TAKE A LOT OF TIME
EXITED AND STRESSED	EXITED	EXITED AND STRESSED	CURIOSITY
NEW WAY OF COMMUNICATION WITH EXTERNAL PARTNERS	NEW PARTNERSHIPS	NEW PARTNERSHIPS	NEW WAY OF COLLECTING THE DATA AND ANALYSING THEM

Aldert's journey. Idea implementation.

	INTERNAL PROCESS	
	INSPIRATION	DECISION
GOALS		SOLVE THE PROBLEM
ACTIONS	DEFINING THE PROBLEM	RESEARCH, FIELD-WORK, CONCEPT OF THE IDEA, LOOKING FOR THE PARTNERS
TOUCH POINTS	UNIVERSITY AND STUDENTS ENVIRONMENT	INTERNET, STUDENT ORGANISATIONS
PAIN POINTS	LACK OF PARTNERS AND SUPPORT	INTERNET, STUDENT ORGANISATIONS
EMOTIONS	READY TO MAKE THE CHANGE :)	EXCITED
OPPORTUNITIES	GOOD NETWORK	GOOD NETWORK

EXTERNAL ORGANISATION PROCESS			
ATTRACTION	COLLABORATION	ACCIDENT / LUCK	EVALUATION
FIND PARTNERS	IMPLEMENT THE BRIEF	FIND HEADQUARTERS	REGENERATION OF THE POLICE STATION, STUDENT COMMUNITY IDEA IMPLEMENTATION
IDEA PROMOTION	SUPPORT AND PARTNERSHIP WITH UNIVERSITY	PROPOSAL OF GETTING THE HEADQUARTERS IN HISTORICAL BUILDING (POLICE STATION)	STARTING REGENERATION PROCESS, LOOKING FOR PARTNERS AND FINANCIAL SUPPORT AND STUDENT
IDEA PROMOTION, INTERNET, FACEBOOK, UNIVERSITY	PERSONAL COMMUNICATION WITH RECTOR	PERSONAL COMMUNICATION WITH RECTOR, OFFICIAL DOCUMENTS	PERSONAL COMMUNICATION WITH SPECIALIST, OFFICIAL WEBSITE ABOUT REVITALISATION
A LOT OF EFFORT, UNCERTAINTY OF THE IMPLEMENTATION OF THE CONCEPT	BUREAUCRACY	BUREAUCRACY	HUGE RESPONSIBILITY, SMALL TEAM, LACK OF EXPERIENCE IN REVITALISATION
MOTIVATION DROP	AFRAID ABOUT FAILURE WITH PROMISES	EXTREMELY HAPPY	CURIOSITY AND STRESS
IMPROVING THE PROCESS OF SEARCHING PARTNERS, VISUALISATIONS OF THE LONG-TERM BENEFITS	AWARENESS ABOUT DECISION MAKING PROCESS, TRANSPARENCY	AWARENESS ABOUT DECISION MAKING PROCESS, TRANSPARENCY	TOOLKIT ABOUT REGENERATION BASIC KNOWLEDGE, CASE STUDIES, NEW PARTNERSHIPS

4.6 FROM THE PROBLEM SPACE TO THE DESIGN SPACE / RESEARCH QUESTION

During the understand phase, a wide range of problems was identified. The main reflection from gathered insights shows a lack of tools and methods which could facilitate the cross-cultural collaboration and help understand the values and benefits which can be achieved by different stakeholders in each stage of the project.

In response to that, the following research question was shaped for the project:

Thus, the author focused the next actions on deepening the aspects of collaboration and how the collaboration process could look in regeneration projects. The aim was to discover the barriers in each phase of the collaboration in order to design potential solutions.

How might the Stable

facilitate the col-
laboration between
private, public, civil
sectors in taking sus-
tainable co-actions in
regenerated areas?

05 EXPLORE

EXPLORE

5.1 SECONDARY RESEARCH

The process in the explore phase was more iterative than linear. Thus, after defining the research question, the author conducted secondary research focused on the theory of team building and management in order to discover the value and principles that should be included in the service proposal.

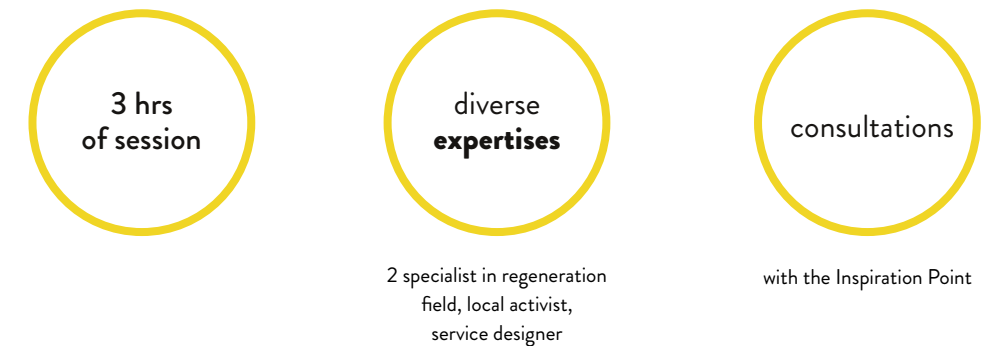
‘Collaborate means to work with someone else for a special purpose.’

‘Team meaning refers ‘to people working together as a group in order to achieve something.’

(Cambridge, 2018)

Overall, groups have been formed since the beginning of human history in order to ‘generate new ideas, get things done, and nurture’ (S.Wheelan, 2016). Nowadays, a lot of research and surveys about groups show the necessity for collaboration given the complexity of work goals that cannot be accomplished alone. In recent years, various methods and tools supporting teamwork have been published with special attention on preparing individuals for team membership. In view of revitalisation and making meaningful sense of it, the author of the work targeted the area of interest primarily to underscore the importance of defining personal capabilities in regenerative projects.

5.2 IDEATION SESSION



The first ideation session took place at Stable head-quarters. The key point of the meeting was to propose a possible pathway for collaboration. For each stage of the collaboration, a list of barriers and limitations was prepared to identify any issues that could make cooperation difficult. The limitations presented on the next page were considered from the perspective of each sector.



IDEATION SESSION BY KASIA MARTULA

GENERAL PROBLEMS:

- Lack of imagination on how to conduct long-term processes.
- A system of benefits from regeneration is incomprehensible.
- Lack of experience of working in teams.
- Cross-sectoral motivation conflict.
- A conviction that NGOs work for free.

The unanimously proposed model started the design phase aimed to create a concept in response to the above barriers and limitations.

**The perspective of government:**

- Complicated structure, bureaucracy, policy.
- Lack of possibility to make quick decisions
- Lack of openness to collaboration.
- Councillors tenure.

The perspective of business:

- Unwillingness to cooperate with government and NGOs.
- Business believes that alone they can achieve goals faster.
- Business does not see benefits in cross-sectoral collaboration in regenerative projects.

Civil sector perspective:

- No benefits.
- No communication tools.

Common perspective:

- Lack of common trust.
- Roles and responsibilities are not clearly defined.
- Benefits of a collaboration are incomprehensible.
- The common goal is not clearly defined. A wide range of micro goals.
- Lack of time

Common perspective:

- Lack of trust to share experiences and failures.
- How can potential partners combine their micro goals and competences?

Common perspective:

- Possibility to lose common perspective and main goals.
- Often roles in teams are not defined.

5.3 PROTOTYPING & TESTING & ITERATION

The next stage of the project consisted of iterative phases of prototyping and testing, which started with the idea of a toolkit.

1. REGENERATIVE TOOLKIT

IDEA

The toolkit is a proposition for the physical and digital publication about regeneration. The idea was focused on building awareness by presenting basic data and tips about the revitalisation. Additionally, the toolkit consists of information on how to start the project and what milestones appear along this path.

FEEDBACK

At that point, a main issue was related to a user who could be engaged only in the first phase of the collaborative pathway. In this scenario, instead of being part of the movement, it would be possible to pass only the basic knowledge to the user because the common model of revitalisation has not yet been created. The service provider would not have any other benefits apart from sharing knowledge, practice and expertise, where one of the main client goals is to broaden networking and extend activities on an international scale. During the conversation with the local officer responsible for regeneration in the city, it was also emphasized that the toolkit idea would not generate much extra value for other stakeholders either.

2. REVILAB

IDEA

After the feedback on the toolkit, the concept of ReviLab came out. Additionally, the author noticed the need to understand the influence of regenerative actions which nowadays are made in an intuitive way. Additionally, research confirmed a lack of impact measurements for social, economic and environmental aspects. The proposal features of the ReviLab were aimed at collecting the data from individual project providers which could be used to analyse the impact of actions and then build the indicators needed to create a common, sustainable model of regeneration. Additional functions of the service were aimed to present service design methodology, tools and knowledge which could support different stakeholders during the implementation of new projects.

FEEDBACK

Identifying the problems regarding the impact indicators was very insightful. However, after discussions with the academic community, the author concluded that designing the data collection process and tools would not necessarily provide the greatest value during the implementation of the project. Thus, it was determined that the more interesting area of exploration is hidden in designing a new way to promote cross-sectoral collaboration.



In this platform, users can do the following:

- Get materials about urban revival.
- Be inspired by other case studies.
- Become a member of the Association.
- Find partners, build teams to solve new challenge.
- Look for investors for the project.
- Find support from service providers.
- Consult with other members.
- Inspire others by being an ambassador.

FEEDBACK

After discussions with Inspiration Point and Stable team members, the author confirmed the usefulness of the service features. Additionally, future perspective was gained regarding a business extension for creating heritage indicators and collecting data about the functions of impact indicators, for which the design and testing model of regeneration has already been undertaken by the Stable team members. Therefore, the potential of combining these two projects was noticed, with a particular desire to connect the ideas with the Smart City idea which will be launched in Silesia in the near future.

3. THE ASSOCIATION OF REGENERATED PLACES

IDEA

In this stage, the final concept was shaped. According to the previous feedback, the Stable mission, and the national and regional governments' announced challenges with creating common platforms and a database for improving the revitalisation processes were all considered in this stage. According to those elements, the idea of the Association of Regenerated Places emerged.

4. REFLECTIVE BOX / SCREENING TOOL

IDEA

Regarding the secondary research about team building and the tremendous value which individuals can bring to the design process by clarifying their own profiles to be matched properly, the author also focused the design activities on proposing screening tools to help define personal capabilities.

For instance, the screening tool called RE.FLECTIVE BOX consists of the following:

- INSPIRATION CARDS
- MEANINGFUL REGENERATION CANVAS
- DISCOVER THE PURPOSE CARDS AND BOARD
- SKILLS MAP
- ME.REFLECTION CANVAS

FEEDBACK

During the feedback session about RE.FLECTIVE BOX features and website design, the potential users and service provider constantly highlighted the importance of showing the value exchange that different stakeholders can achieve in each stage of the collaboration. Additionally, consultation with the graphic designer helped the author improve the communication design of the tools and website. Conversations with a sociologist involved in the revitalization process also helped the author to determine the relevant questions to include in the reflection part of the service. Moreover, the given advice helped define the best possible business model and value exchange of the journey.



RE. GENERATION

The new collaborative journey in
heritage-led regeneration projects.

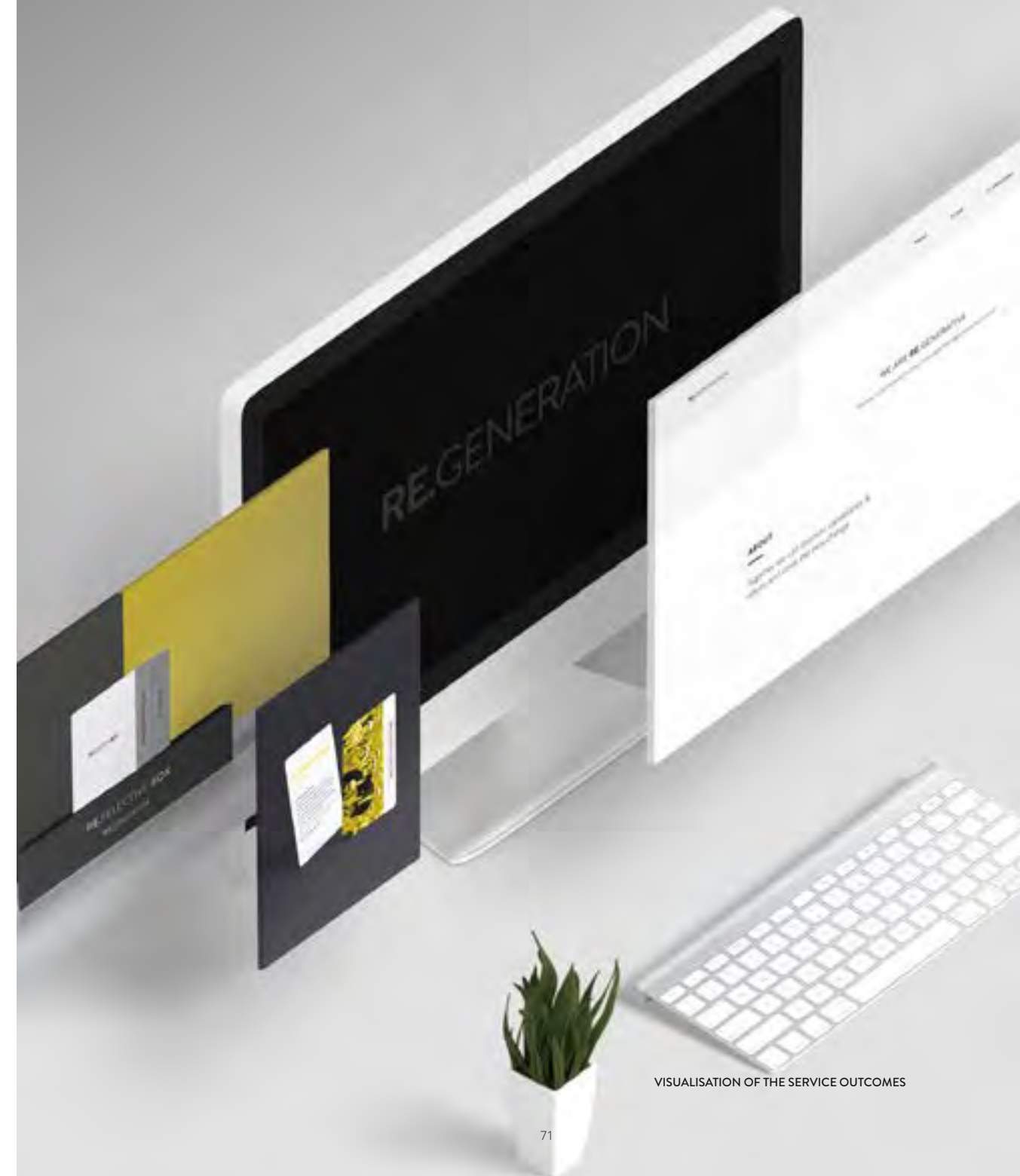
6.1 RE.GENERATION

RE.GENERATION is a digital service that facilitates and supports cross-sectoral collaboration in heritage-led regeneration projects. The service aims to spread knowledge about revitalisation, build community around it, share the best practices and expertise.

The digital platform offers free basic features for casual guests. These users have access to publications about regeneration, case studies and the **RE.MAP**, which allows finding regenerated places around the world.

Updated profiles allow to use the network database to find partners and investors and ask for experts advice. Additionally, **RE.GENERATION** supports partnerships by tracking their project pathway and suggesting methodology, methods and tools adequate to the phase of the collaboration.

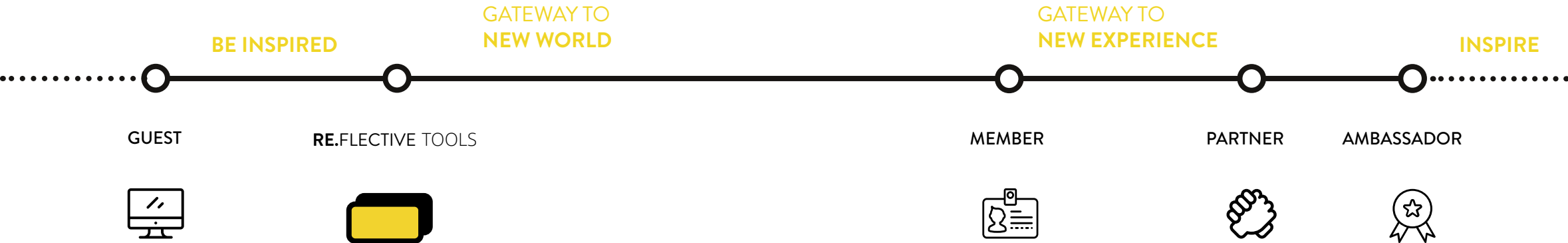
Furthermore, the **RE.GENERATION** service offers an extra physical reflective step for which the answers have to be submitted on the platform during registration. Tools are available in a digital way and can be downloaded from the web page or purchased in the store.



VISUALISATION OF THE SERVICE OUTCOMES

SYSTEM MAP

The graph below shows the main stages of the service.
Based on the system flow on the next pages, features and
benefits offered to the users are presented.



FEATURES & BENEFIT SYSTEM

GUEST

- ACCESS TO THE PROFESSIONAL KNOWLEDGE ABOUT REGENERATION. UNDERSTANDING THE LONG-TERM PROCESS OF REGENERATION AND ITS GENERAL
- BENEFITS AND DRIVEN VALUES.
- **RE.MAP** - INTERNATIONAL MAP ENABLES TO FIND REGENERATIVE PROJECTS AND INVOLVE PEOPLE FROM AROUND THE WORLD.

RE.FLECTIVE

- SELF-REFLECTION TOOLS AIMED TO DEFINE A USER'S CAPABILITIES AND DESIRES. BASED ON THAT INFORMATION, THE MATCHING SYSTEM WORKS.

MEMBER

- CROSS-SECTORAL NETWORKING & DATABASE WITH OTHER MEMBERS.
- MATCHING SYSTEM.
- HIGH QUALITY PROJECTS/BRIEFS & NEW OPPORTUNITIES FOR COLLABORATION.
- PERSONALISED ACCOUNT & SUPPORT FROM SERVICE PROVIDER AND OTHER MEMBERS.
- MORE CASE STUDIES AND SOURCES.

PARTNER

- SUPPORT IN TEAM MANAGEMENT: INTRODUCTION TO METHODOLOGY, METHODS, TOOLS AND TEAM PROCESSES.
- PERSONALISED ACCOUNT

AMBASSADOR

- INSPIRE NEW MEMBERS.
- WORK AS A CONSULTANT

TYPES OF USER

The platform is dedicated to users from different sectors and fields. The author of the project highlights the following sectors, which could be interested in collaboration:

- Private sector (e.g. owners of the heritage, investors).
- NGOs, (e.g. social entrepreneurship).
- Governments (e.g. the Department for the Preservation of Historic Monuments and Buildings)
- Civil sector (e.g. local activities, citizens)
- Research centres (e.g. universities)
- Professions (architects, urban planners, product and service designers, artists, entrepreneurs).

Regardless of the sector the users comes from, it is important to define what is their purpose of registration. Therefore, the following client segments have been highlighted:

CASUAL USER:

- GUEST

HIGH VOLUME USER (MEMBER AND PARTNER LEVEL):

- SEEKER
- SOLVER

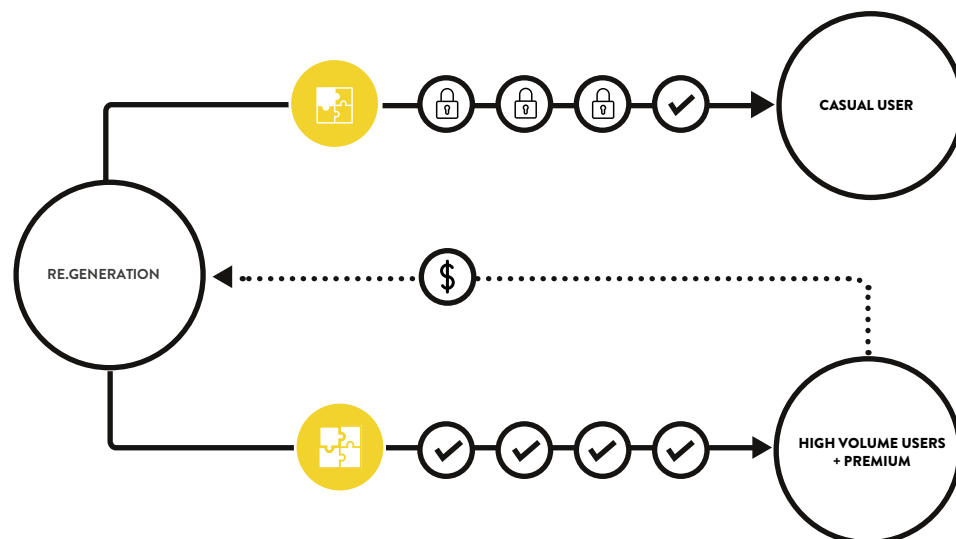
PREMIUM:

- AMBASSADOR

BUSINESS MODEL PATTERN - FREEMIUM & THE CONNECTOR: INNOCENTIVE

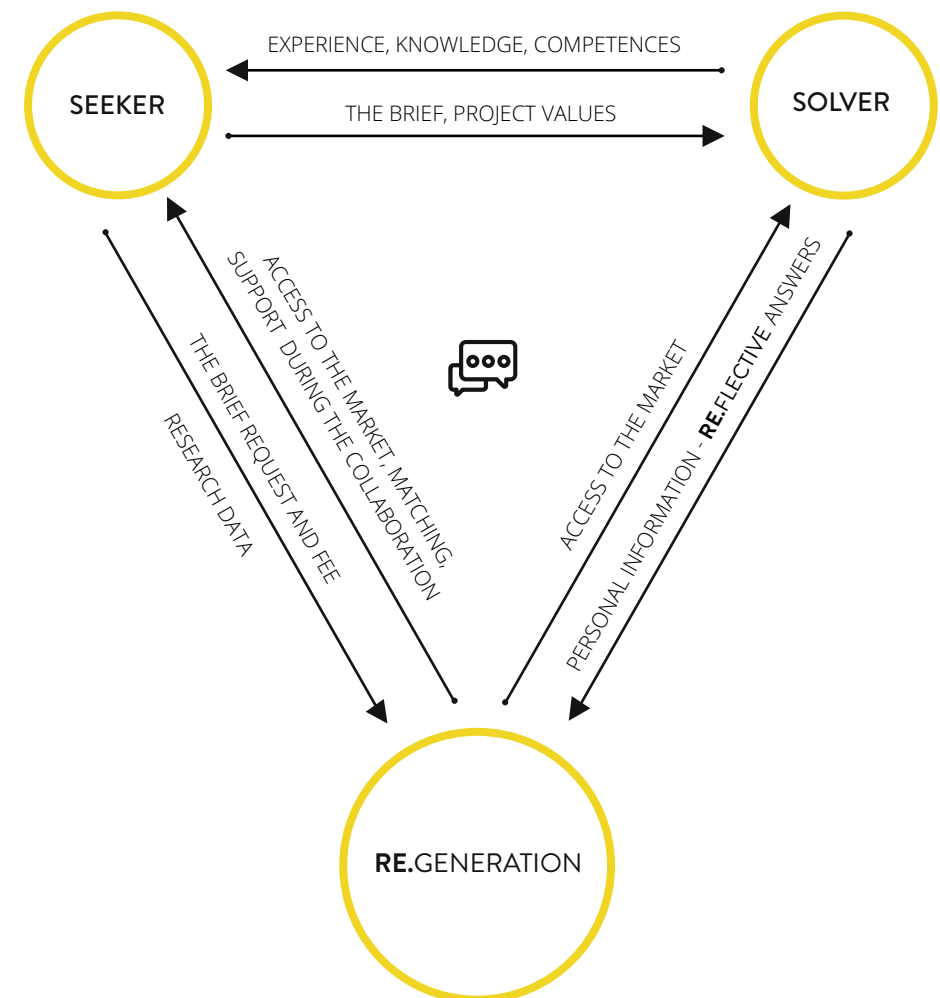
Based on the customer's segments, the author recognised the opportunity to implement the InnoCentive, business model. InnoCentive 'provides connections between organisations with research problems to solve and researchers from around the world who are eager to solve challenging problems' (A. Osterwalder, Y.Pigneur, 2010). More information about the model is presented in the Business Model Canvas.

Furthermore, the platform follows a freemium business model principle. Consequently, the service offers basic features for free and additional premium functions for a fee.

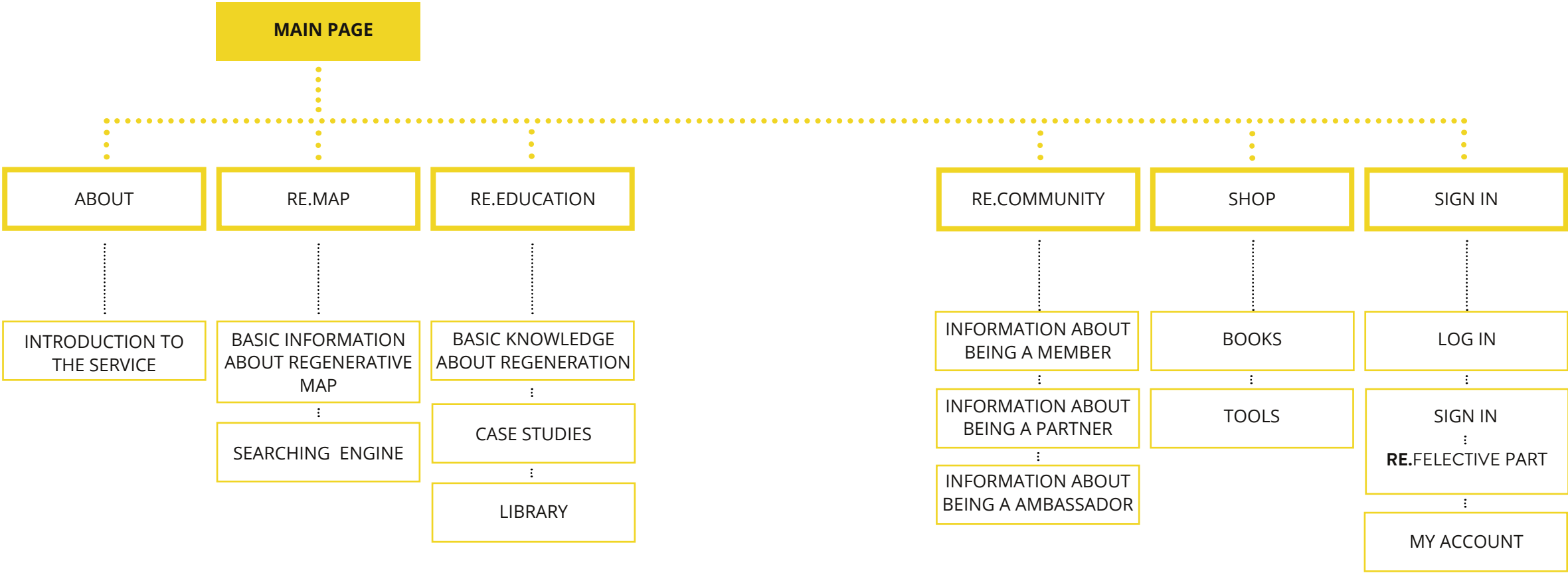


FREEMIUM BUSINESS MODEL

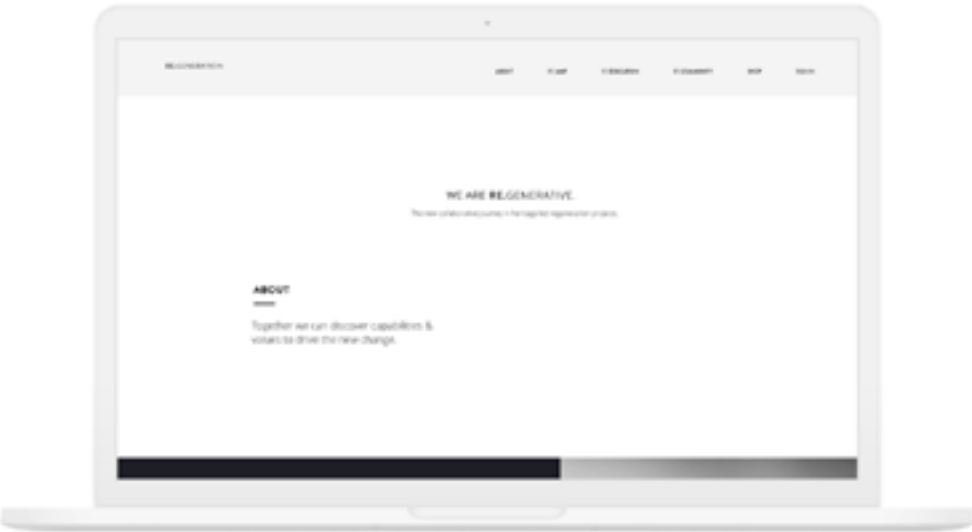
VALUE EXCHANGE MAP ON THE HIGH VOLUME USER LEVEL



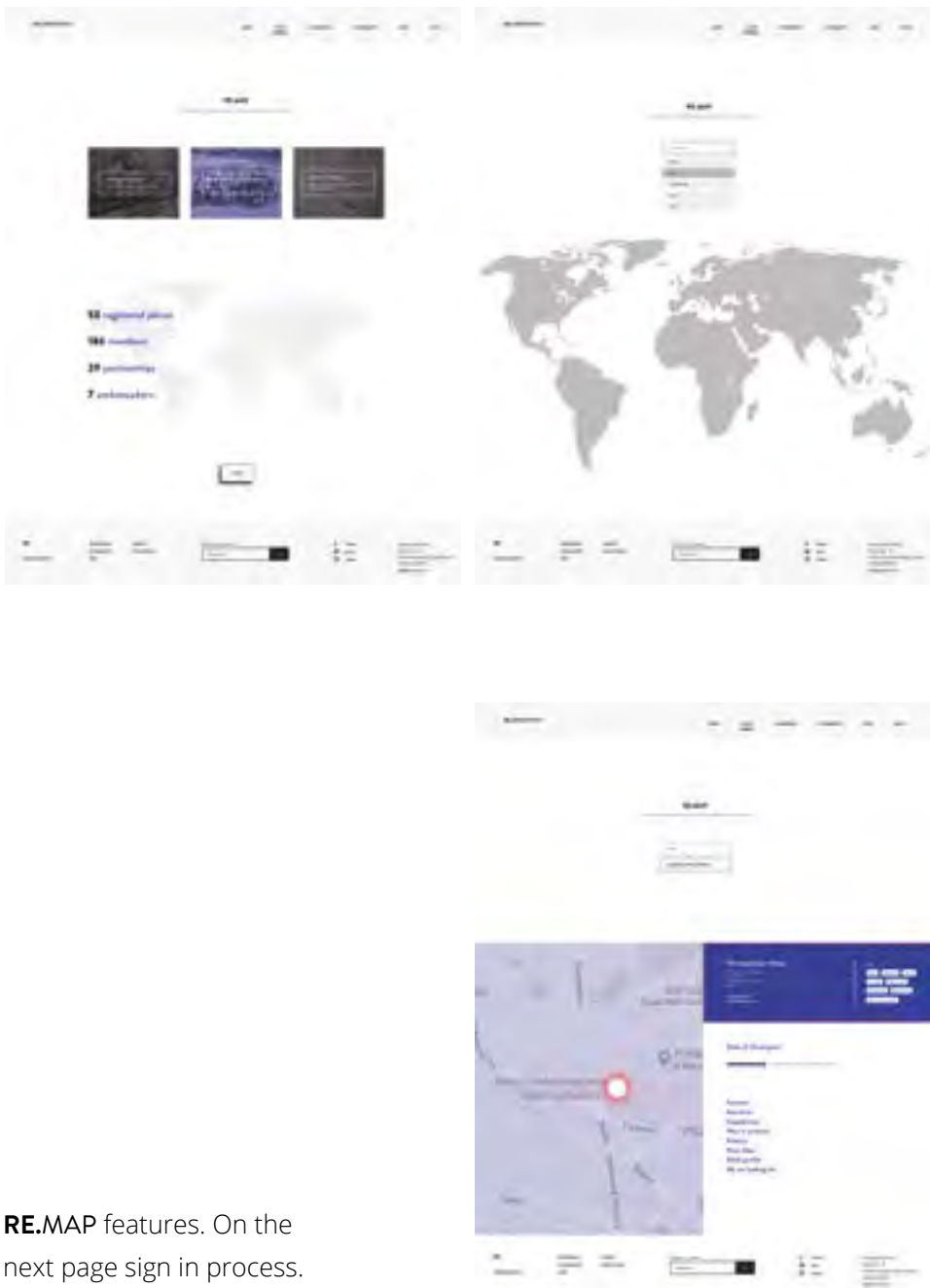
WEBSITE ARCHITECTURE



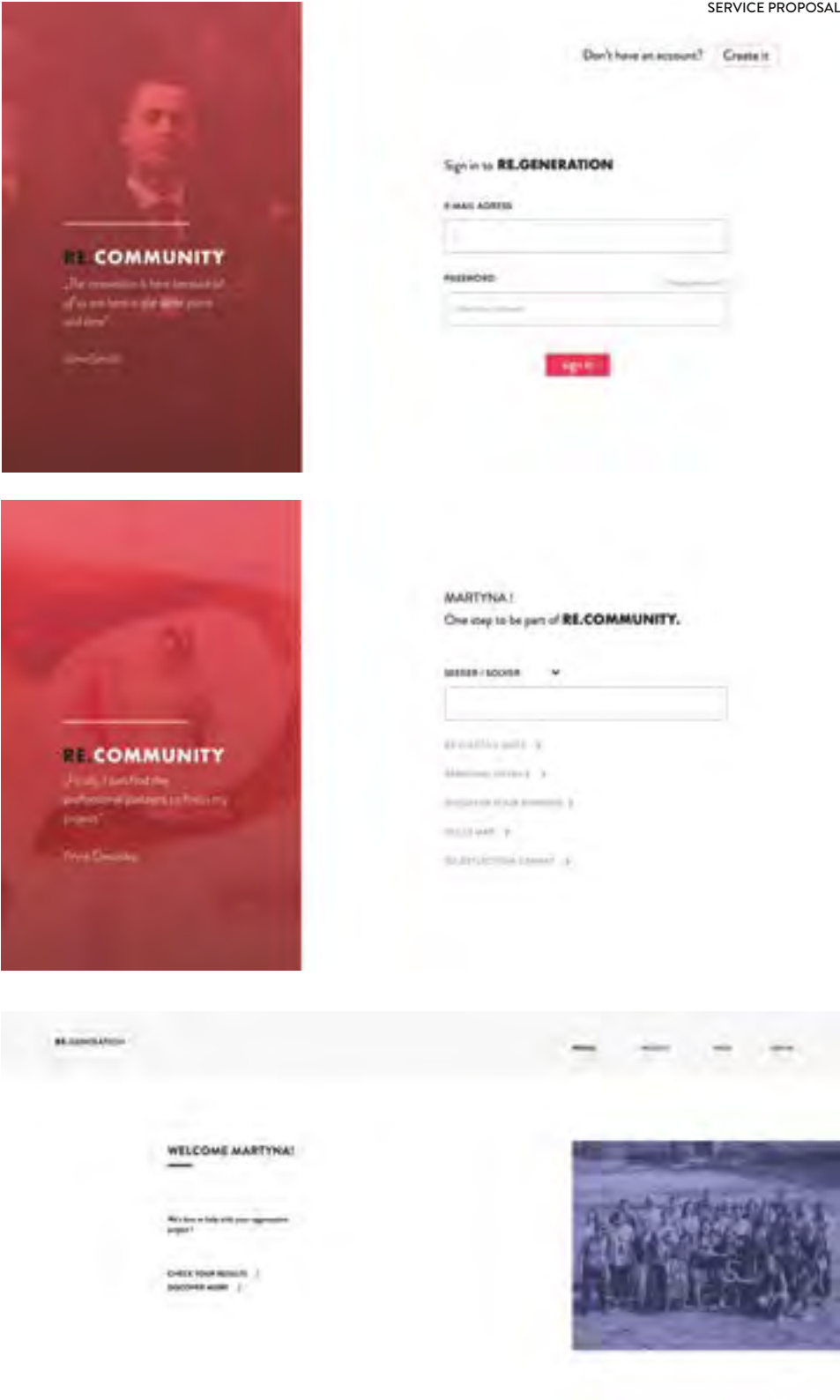
DIGITAL PLATFORM



Main webpage



RE.MAP features. On the next page sign in process.



THE RE.FLECTION PART



INSPIRATION CARDS

Take a look at examples of events, organisations, quotes. Just be inspired !

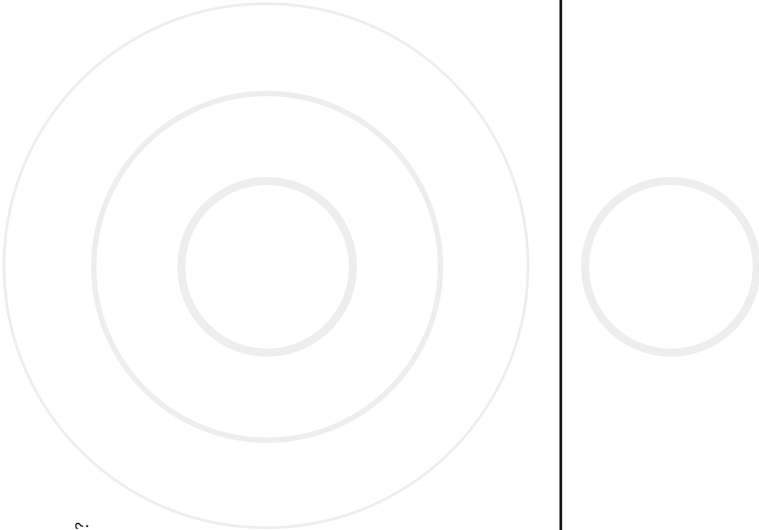


RE.FLECTION NOTE

Tools presented on the next page support reflection about regeneration.

How do you understand regeneration?

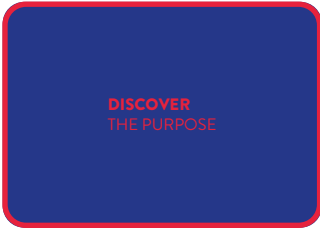
What do you feel when you are thinking about regeneration?
In the centre put the strongest feelings.



Regeneration for me means...

DISCOVER YOUR PURPOSE

Questions and board help to discover personal goals and purpose of being the member of **RE.GENERATION** movement.



What do you feel when you think about achieving your goals?

Who could help you achieve your goals?

What skills would you like to get once you have achieved your goals?

By when would you like to achieve your goals?

What do you need to achieve your goals?

What about RE.GENERATION makes you want to collaborate with us?

How would you like to start achieving your goals?

What are the three most important things you want to obtain from this collaboration?



SKILLS MAP

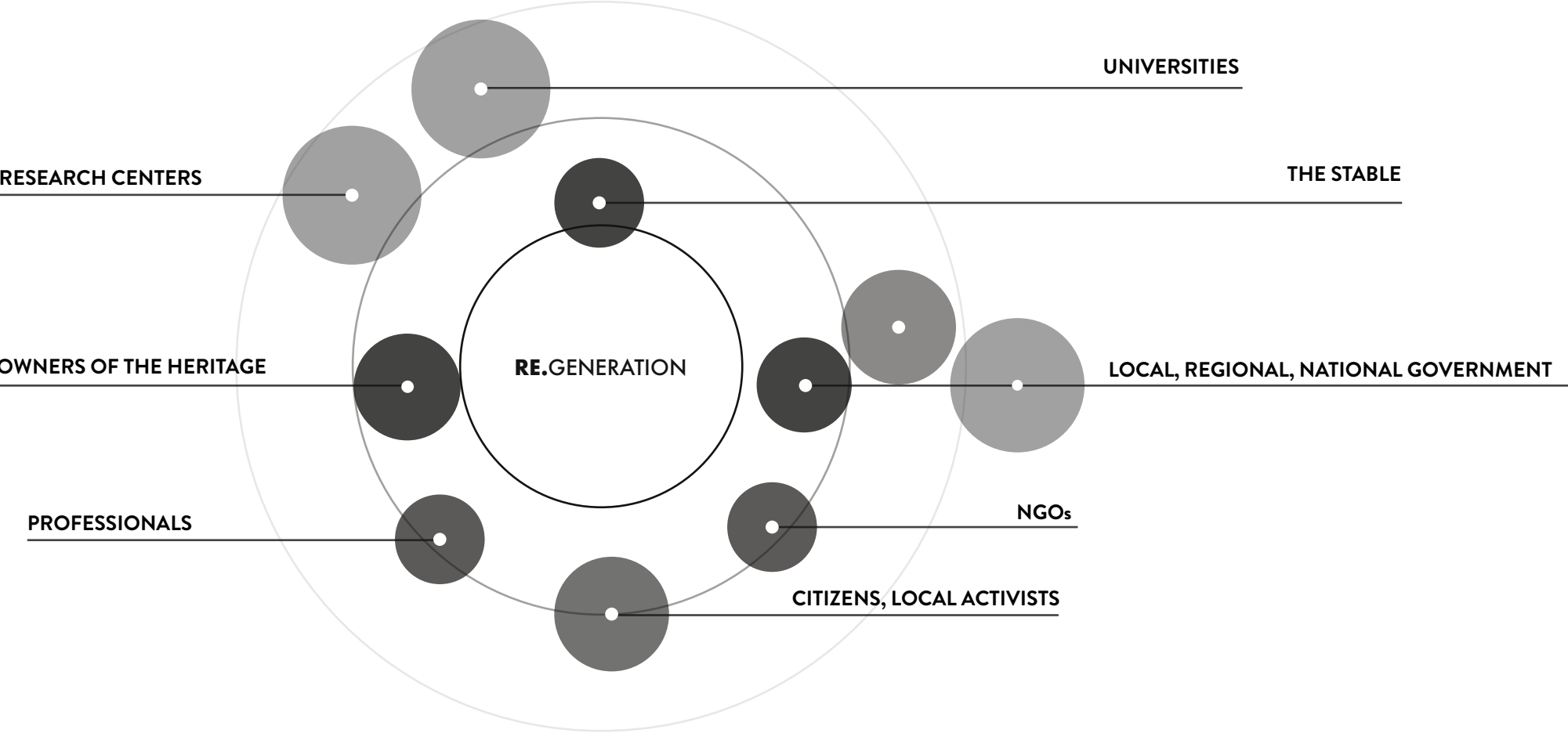


ME.REFLECTION CANVAS

After skills mapping, it is a turn for completing information about the user. **ME.REFLECTION CANVAS** focuses on gathering information about personal context, expectations, needs and values.



6.2 STAKEHOLDER MAP



6.3 STORYBOARD

To understand how users would use the final service author created storyboard to show the potential interactions in the **RE.GENERATIVE** ecosystem.

2020, Haga

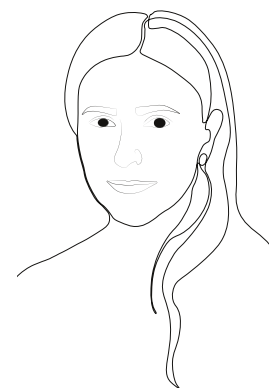
Aldert (ambassador) has already uploaded case study about police revitalisation project. He wants to take part in new project.



Few days after in Siemianowice Śląskie



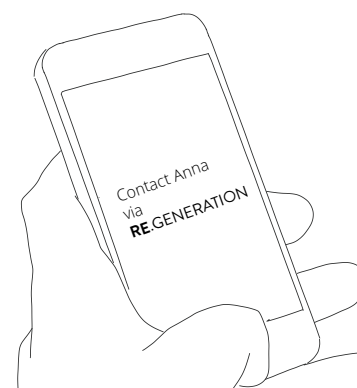
Ania, we need someone for supporting us during the revitalisation of the Stable. I checked indicators and talked to few partners on RE.GENERATION platform. I came with the idea of building an Innovation Center for young people.



Sure, I will send a request on the platform.

One day after

Aldert is matched with the Inspiration Palace



SERVICE PROPOSAL		AWARE / GUEST
6.4 BLUEPRINT		
FRONT STAGE	USER Who is the user? What do they need?	WHAT THEY NEED What is the user trying to do and what do they need at this step Exploring the digital sources about regeneration. Visiting the Palace in Siemianowice
	PHYSICAL CONTENT What products or environments are needed to deliver the service?	RE.GENERATION website Information board in the Palace
	INFORMATION What information is communicated and what format?	Basic information about regeneration and its benefit itself. Next steps of the system.
BACK STAGE	RULES Which policies and procedures allow for smooth operations?	Website management Private policy Data protection
	TOOLS What low and high-tech, digital or analogue, things help?	Digital promotion on - Facebook, Instagram, Re.Generation, the Inspiration Palace, the Stable website. Information can be provided on partners websites, profiles.

JOIN	FIRST USE / MEMBER	UPGRADE / PARTNER	CONTINUE / AMBASSADOR	LEAVE
Guest wants to be a member. Registration. Payment for RE.FLECTIVE part.	Guest bacame a member	Member can be a seeker (looking for some competences) or solver (can offer some competences). Sending the request to the platform operator.	After finishing the collaboration, seeker or solver wants to share experience, for example, publish a case study, share outcomes of the project and inspire someone.	High volume user wants to delate the account.
RE.FLECTIVE BOX digital or physical version	RE.GENERATION Personalised account	RE.GENERATION Personalised account	RE.GENERATION Personalised account	RE.GENERATION Personalised account
Instruction how to use RE.FLECTION part. Information about benefits of joining the group and next steps of the service.	Introduction to the features of the service. Explanation how next steps are facilitated.	Information how to set the brief. Costs and them matching information + recommendations what to prepare for the first meeting. Information about new partners - RE.FLECTION part is sent to all of the new team members.	Information what kind of benefits user has as an ambassador. Showing the steps of sharing the stories and reflections. Report with collaboration data and its outcomes.	Summary of collaborations - Report about actions that user have taken. Indicators of users impact. Thanks and farewell.
Website management. Private policy. Data protection. If a user uses the physical version, it is possible to take a picture and submit answers online. RE.FLECTION payment option.	Website management. Private policy. Data protection. Help line.	Website management. Private policy. Data protection. Help line.	Website management Private policy Data protection. Help line.	Website management Private policy Data protection. Help line.
Digital promotion on - Facebook, Instagram, Re.Generation, the Inspiration Palace, the Stable website. Information can be provided on partners websites, profiles. Function for submitting answers.	RE.FLECTION analyzer, matching system.	RE.FLECTION analyser, matching system. Additional tools for recording design and decisions making process. Indicators to measure the impact.	Digital promotion on - Facebook, Instagram, Re.Generation, the Inspiration Palace, the Stable website. Information can be provided on partners websites, profiles. Gold profile on the RE.GENERATION	

6.5 SWOT ANALYSIS

STRENGTH

- SERVICE PROVIDER HAS THE EXPERIENCE IN THE REGENERATION PROJECTS.
- SUSTAINABLE AND SCALABLE BUSINESS MODEL.
- HIGH-QUALITY CONTENT
- NGO AS A SERVICE PROVIDER - PASSION TO REVITALISATION = HIGH QUALITY OF SERVICE

OPPORTUNITIES

- BASED ON THE INDICATORS COLLECTING DURING THE DIFFERENT REGENERATIVE PROJECTS, SERVICE PROVIDER HAS A CHANCE TO BE A PIONEER IN BUILDING THE UNIVERSAL MODEL OF REVITALISATION.
- NEW REVENUE STREAM FOR THE STABLE.
- KNOWLEDGE AND NETWORK EXTENSION - BASED ON BEST PRACTICES FROM AROUND THE WORLD

WEAKNESSES

- AT THE BEGINNING THE SIGNIFICANT FINANCIAL CONTRIBUTION FOR WEBSITE DEVELOPMENT IS NEEDED.
- SMALL TEAM FOR A PROJECT SCALE.

THREATS

- DATA SHARING AND PRIVATE POLICY MANAGEMENT.
- WORKING IN DIFFERENT CULTURAL CONTEXTS - POSSIBILITY OF MISUNDERSTANDING

6.6 THE BUSINESS MODEL CANVAS

KEY PARTNERS THE STABLE THE INSPIRATION POINT	KEY ACTIVITIES SPREADING KNOWLEDGE ABOUT REGENERATION BUILDING AND UPDATING CONTENT PLATFORM MANAGEMENT MATCHING MEMBERS COLLECTING AND ANALYSING RESULTS OF PARTNERSHIPS	VALUE PROPOSITION ACCESS TO A BROAD NETWORK OF 'SOLVERS' AND 'SEEKERS' QUALITY PROVEN AND BRANDED KNOWLEDGE ABOUT REGENERATION CUSTOMISED SUPPORT IN DURING ALL OF THE STEPS		CUSTOMER RELATIONS ONLINE PROFILES AND COMMUNICATION DEDICATE ASSISTANCE - PREMIUM PROFILES	CUSTOMER SEGMENTS CASUAL USER - GUESTS HIGH VOLUME USERS: SOLVERS SEEKERS AMBASSADORS
	KEY RESOURCES KNOWLEDGE, EXPERTISE IN REGENERATION PROJECTS HISTORICAL PALACE - THE RE.GENERATION HEADQUARTERS THE STABLE TEAM NETWORKING			CHANNELS RE.GENERATION ONLINE PLATFORM THE RE.GENERATION HEADQUARTERS IN THE PARK AND PALACE COMPLEX IN SIEMIANOWICE ŚLĄSKIE	
COST STRUCTURE PLATFORM DEVELOPMENT AND MANAGEMENT				REVENUE STREAMS FEE FOR ENTRENCHING TO THE SERVICE - RE.FLECTION TOOLS FEE TO LIST THE BRIEF OR REQUEST FOR MATCHING - SEEKERS ONLINE STORE ONLINE CONSULTATIONS	

07 CONCLUSION

The revitalisation projects face a wide spectrum of gaps, starting from the general complexity and long-term conditions to local problems which have to be settled and examined in the individual contexts. Hence, the wide scope of regeneration can be overwhelming. By using the service design methodology, the author discovered that, in creating sustainable models, heritage influences that strong dependence between cross-cultural cooperation and social, economic and environmental values. Additionally, many discussions and observations showed a lack of value exchange and a lot of barriers in creating new partnerships because of non-understanding the regeneration process and its longtime benefits. Thus, to build and facilitate collaboration, a space that promotes discussion, knowledge and expertise exchange must be designed.

The client has made small steps toward creating a trustful and diverse local ecosystem which can be expended as good practice on a larger scale. Considering that, all of the activities carried out by the Stable and Inspiration Palace in the physical environment should be transferred to the digital space.

The service solution should inspire other organisations to take collaborative actions and expand knowledge about historical places which are obligated to be carried by society to pass historical values to the future generations. An interesting opportunity for scaling the service design concept lies in the hyperconnectivity of the regenerated place. An open and transparent database showing impact indicators could support the creation of a universal revitalisation framework and suggest the relevant methodology that can be used in a particular project and time. In the end, notably, the greatest learning of this design journey was to understand that, just by having an open heart and being humble, it is possible to implement the project successfully.

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The Major Project Report

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2018