



**INNOVATIVE APPROACH  
TO INVOLVE CUSTOMERS  
IN THE DEVELOPMENT  
AND DESIGN OF SERVICES  
AND PILOT PROJECTS**

# Greenhouse technique

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## SWEDEN

The perspective of the customers, including jobseekers and employers, proved to be very valuable during the development of new services and also for the adaptation of existing services.

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|---|---|
| Name of the PES   | Arbetsförmedlingen, Swedish Public Employment Service   |
| Scope of measure (a pilot project or a national reform)                           | The Greenhouse technique is an instrument to incorporate customers' needs in the development and design of new or amended services.   |
| When was the practice implemented?  | The project lasted from October 2013 until June 2016. Since then the practice which was implemented from 1 July 2016 is part of ordinary services.  |
| What was the driver for introducing the practice?<br>Was it internal or external? | Development and design of new services should be proofed by prospective customers (jobseekers and employers) themselves.  |
| Which organisation was involved in its implementation?                            | The involvement of other organisations depends on the scope and nature of the new or adopted service.   |
| Which groups were targeted by the practice?                                       | In principle all groups of customers can function as target groups.   |
| What were the practice's main objectives?   | <ul style="list-style-type: none"> <li>▶ The practice sought to improve the public's trust in Arbetsförmedlingen.</li> <li>▶ The bottom-up approach should ensure that new or amended services meet the actual needs of the target groups in an efficient and effective manner.</li> </ul>  |
| What activities were carried out?   | <p>The involvement of customers has been increased during recent years and they are now involved in the development, implementation and evaluation of pilot projects and the design of new services on a regular basis.</p> <p>Following the project methodology, the involvement of customers is already considered in the planning stage of the development process or the pilot projects. Furthermore, they are often involved in ex-ante evaluations when designing services.</p> <p>In the course of the development of pilot projects, the perspectives of customers are regularly gathered and are part of the projects steering including corrective actions, if necessary. Furthermore, their experiences and assessments form an important part of project evaluations. Therefore, the whole process can be described as a client driven operational development.</p> <p>The specific methods for involvement depend on the nature and scope of the development process and the pilot projects. The methods comprise surveys and interviews, assessments and workshops, customer journeys, etc.</p> |
| What resources and other relevant organisational aspects were involved?           | It depends on the nature and scope of the pilot, for example, often support from external contractors is needed.  |
| What were the source(s) of funding?   | National funds  |

What were the outputs of the practice: people reached and products?

The consideration of customers' perspective can sometime lead to amendments to the design of services and also to a resumption of the development of services.

What outcomes have been identified?

Outcomes identified include:

- ▶ Strict orientation towards customers' needs.
- ▶ Increased quality of services and also increased effectiveness and efficiency of service provision.

The project has received the following awards:

- ▶ Service Design Award 2016 – Arbetsförmedlingen together with the contractor Transformator Design was one out of five winners in this international competition organised by The Service Design Network
- ▶ Design S – Arbetsförmedlingen received an award in the category Service Design for its new system of booking appointments online, a service developed as part of the Greenhouse technique. The competition is the largest design competition of its kind in Sweden and is arranged by Swedish Svensk form.

What are the lessons learnt and success factors?

Customers' perspective and experience is very valuable for the design of efficient and effective high quality services.



#### Contact details for further information

Arbetsförmedlingen. The Swedish Public Employment Service,  
Department for Employment Services,  
Section for customer-driven business development.

Email: [kunddrivet@arbetsformedlingen.se](mailto:kunddrivet@arbetsformedlingen.se)