Designing for Services | in science and technology-based enterprises

Biographies

Antti Ainamo

Antti Ainamo is Professor of Innovation, Technology and Science Policy at the University of Turku in Finland. His research interests include global projects and other new organizational forms; design, architecture and other professional business services; and service innovation.

Andrew Barry

Andrew Barry studied Natural Science in Cambridge and subsequently was a Lecturer in Sociology at Brunel University and Goldsmiths College. He joined the Oxford University Centre for the Environment in January 2006, where he is Reader in Geography. He is author of *Political Machines: Governing a Technological Society* (2001) and has carried out ethnographic research in the pharmaceutical, oil and IT industries. He has also collaborated with Lucy Kimbell in the design of a public experiment called Pindices: Personal Political Indices.

Toke Barter

Toke Barter is founder and director of Radarstation. Toke has a background in interactive media and interaction design with an MA from the Royal College of Art, London, before specialising in technology futures. He is especially interested in how design can shape organisational change and lead to the creation of new service opportunities. Toke has previously worked on concept development for Hitachi, Lego Concept Lab, and Land Design, exploring new technology trends. He has also worked on service innovation and transformation for a number of public and private sector clients including GN Resound, Zentropa Workz and Richmix.

Phil Bishop

Phil Bishop has been the President and CEO of Celoxica and working in the United Kingdom since July 2002. Phil has spent his entire career in the electronics industry with key management, sales and engineering positions in electronic design automation (Mentor Graphics), semiconductors (Motorola), and military aerospace (Boeing). Phil has managed teams in many regions and geographies in his career and has an especially keen understanding of Japan and Asia. Phil has focused his attention on leading the sales and product creation efforts of Celoxica within the Electronic System Level (ESL) and High Performance Computing Markets (HPC). Phil is the Chairman of EDA Network on a Chip startup Silistix Ltd. Phil holds an MBA in International Business from the Fuqua School of Business at Duke University and degrees in Computer and Electrical Engineering from the University of Michigan.

Kate Blackmon

Kate Blackmon joined the Saïd Business School from the University of Bath School of Management in September 2003, having previously worked at London Business School and IMD (Lausanne). Her first career was in the electric utility industry designing and starting up nuclear power stations. Kate has taught core operations management and service management to undergraduates, MScs, and MBAs, as well as an extensive range of sessions on research design, philosophy, and methods to research postgraduates. She currently teaches operations management at Saïd Business School to MBAs, EMBAs and undergraduates. She also lectures on the undergraduate Introduction to Management, to the MSc in Management Research students on Research Philosophy, and to the MBAs on research projects and writing skills. Kate's research interests span manufacturing, services, and technology management. She is particularly interested in how organisations can manage their productive resources and capabilities to achieve and sustain competitive advantage. Much of her recent research focuses on integrating organisational theory with operations management, and also on historical and cross-national perspectives.

Andy Bush (replacing David Hipkiss)

Andy Bush is COO of Prosonix. Andy was most recently Operations Manager of the C 3 Technology Business of Accentus, and has 22 years' experience of international business management. Prior to joining the C 3 team in 2004, he held senior positions in two AEA Technology businesses in change management and business transformation roles. Before that he enjoyed a highly successful 18-year career in BOC spanning technical, operations and commercial management and was responsible for winning several long-term, multi-million pound business contracts. Andy holds a Bachelors Degree in Chemical Engineering and is a Chartered Engineer. He is currently studying for a Masters Degree in Business Administration.

Chris Downs

Chris Downs is the founding partner of the service innovation and design company live|work, having established the company in 2001. live|work's clients include Sony Ericsson, Experian, Boots, Orange, Fiat, Streetcar, Norwich Union Insurance, Vodafone, Egg.com, Macmillan Cancer Support, BAA, Virgin Mobile USA, the UK Design Council, the NHS and the UK public sector. Prior to this, Chris was part of the start-up team responsible for the development and implementation of The Interaction Design Institute Ivrea, in Italy, where he remains an adjunct professor. Chris is a mentor for the NESTA Pioneer Programme. He regularly teaches and lectures internationally on the subjects of service innovation, design, and entrepreneurship. Chris holds MA Interaction Design from the Royal College of Art and BA Product Design from Glasgow School of Art. He has worked as a strategic design consultant, since 1995. During this time, he oversaw the creative direction of MTV Europe's interactive productions, including their first web presence. Chris co-produced the world's first on-line degree show in 1994 and was commissioned by the BBC to develop 'Ozone Terrace' the web's first soap-opera. He also consulted on internet projects including Orange, Rockstar Games, the BBC, Emap, and Unilever.

Ré Dubhthaigh

Ré is a founder and director of Radarstation. Ré has a background in interaction design (MA from the RCA) and visual communications, and applies a design-led approach to futures. He is passionate about translating complex situations into clear and simple solutions – preferably using imaginative stories or artefacts. Ré has worked with the BBC, DTI Foresight and Vodafone on foresight projects, scenario planning and strategic visioning. A former Research Associate at the Royal College of Art, he teaches foresight methods at various European design schools.

Anthony Dunne

Anthony Dunne is a partner in the design practice Dunne & Raby. He studied Industrial Design at the Royal College of Art before working at Sony Design in Tokyo. On returning to London he completed a PhD in Computer Related Design at the RCA. He was a founding member of the CRD Research Studio where he worked as a Senior Research Fellow. He also taught in Design Products where he jointly led Platform 3 between 1998-2004. Anthony is currently Professor and Head of Department of Design Interactions at the College. His work with Fiona Raby uses design as a medium to stimulate discussion and debate amongst designers, industry and the public about the social, cultural and ethical implications of emerging technologies. Their projects have been exhibited and published internationally and are in the permanent collections of The Museum of Modern Art and the Victoria & Albert Museum.

David Hipkiss

David Hipkiss is CEO of Prosonix. Previously David was General Manager of the C 3 Technology Business of Accentus that he established, and he has 15 years experience in business development and international marketing of cutting edge technologies in high growth, complex, intellectual property-rich environments. Prior to joining Accentus in 2002, he held a number of senior positions with international responsibility in Dow Chemicals, Ascot plc, ChiroTech, and Air Products and Chemicals Inc. David holds a Bachelors Degree in Chemical Engineering.

Bill Hollins

Bill specialises in service design and has a doctorate in Design Management from Strathclyde University. He has been involved in authoring many British Standards on design management and maintains the Design Council website on Service Design. He has written over 100 publications and five books including the first book on service design management. Bill undertakes consultancy for Direction Consultants and also teaches at the University of Westminster. He has worked in twenty countries.

Marina Jirotka

Marina Jirotka is Director of the Oxford Centre for Requirements and Foundations, Lecturer in Requirements Engineering at Oxford University Computing Laboratory and Fellow of St Cross, Associate Director of the Oxford e-Research Centre (OeRC), and James Martin Research Fellow at the eHorizons Institute. She has degrees in

Social Anthropology and Psychology and Computer Science and Artificial Intelligence. She received her DPhil in Context Driven Requirements Capture from the University of Oxford Computing Laboratory in 2000. Her main areas of research have been developing novel methods and techniques for requirements capture drawn from the social sciences, focussing on workplace studies, practice driven requirements and design elicitation. Her research interests have long been concerned with developing systems that support everyday work and interaction, primarily to bring a richer comprehension of socially-organised work practice into the process of engineering technological systems. She developed the Requirements Engineering module that forms part of the MSc in Software Engineering and the MSc in Computer Science. In recent years her research has focussed on requirements for e-Science applications, particularly e-Health and she has worked on various industrially funded research projects, DTI and ESRC and EPSRC projects. She has been the requirements analyst on flagship e-Science projects such as eDiaMoND and is advisor on requirements methods and techniques for e-Science projects such as Integrative Biology and Virtual Research Environments for Humanities. She is a member of the UK eScience Usability Task Force, Co-Director of the Oxford e-Social Science node that is investigating the Ethical, Legal and Institutional Dynamics of Grid Enabled e-Sciences and is Principal Investigator of the EPSRC project Embedding e-Science Applications: Designing and Managing for Usability.

Jeff Johnson

Jeffrey Johnson is Professor of Complexity Science and Design at the Open University which he joined in 1980 after three years as Senior Research Associate in the Geography Department of Cambridge University, and six years as Research Fellow in the Mathematics Department of Essex University. Jeff is lead investigator of the Embracing Complexity in Design research project funded through the AHRC and EPSRC's Designing for the 21st Century initiative. The project aims to understand the part played by complexity science in design, and increasingly the potential for design to play a major role in the emerging science of complex systems.

Tobie Kerridge

Tobie is a research fellow at Goldsmiths, working on collaborative projects funded by Intel and EPSRC. His research explores how design methods can be extended to provide individuals with creative ownership of technology. He is also a visiting lecturer at TU/e and Central St Martins. Before graduating from Interaction Design MA at the RCA, Tobie took a BA in English literature and Fine Art at Oxford Brookes University.

Lucy Kimbell

Lucy joined the faculty of Saïd Business School to research the interfaces between design and organizational life and to teach on the MBA. She founded and/or has had leadership roles in three consultancies designing internet and mobile services, with clients ranging from Vodafone to Deutsche Bank and including non-profit and educational contexts. Lucy first studied Engineering Design and Appropriate Technology and later earned an MA teaching artists and designers how to program in C. Lucy's projects have been exhibited in Germany and the US as well as the UK.

Before joining SBS she was a practice-based research fellow at the Ruskin School of Drawing and Fine Art, Oxford University and tutor on the MA Interaction Design at the Royal College of Art.

Steve New

Steve New is a Fellow in Operations Management at Hertford College, and a University Lecturer in Management Studies and Head of the Operations Management group at the Said Business School at the University of Oxford. His teaching and research interests focus on supply chain management, operations management and project management. He initially trained as an industrial physicist, gaining a First in Physics at Southampton University, combining his studies with a prize-winning undergraduate engineering apprenticeship at Rolls-Royce PLC. He worked in a number of areas within Rolls-Royce, culminating in a period as a Research Officer in the Advanced Research Laboratory, where he investigated the application of holographic tomography to the analysis of combustion and other image analysis methodologies. He then joined management consultants Collinson Grant, working on a wide range of commercial assignments in manufacturing, services and the public sector. His doctoral studies at Manchester Business School entailed working with the truck components division of Eaton Limited on the use of visual interactive modelling in manufacturing management. He then spent five years as a lecturer at UMIST's Manchester School of Management, where he won the Fellowship of the Operations Management Association (UK) 1993-94 for work in Purchasing and Supply, and was director of the School's Doctoral Programme. In 1996 he joined Oxford University's new business school and was responsible for establishing the Operations Management components on both the new MBA and the undergraduate programme. He subsequently became Director of Undergraduate Programmes at the School.

Dan Neyland

Dan Neyland is a Senior Research Fellow of Said Business School. He is currently working on an EU funded initiative focusing on science, technology and inequality. This research involves analysis of the global textile trade, the movement of electronic waste and the production of vaccines for neglected diseases of the developing world. Previously has worked on an ESRC funded Science in Society programme project entitled 'Governance and Accountability Relations in Mundane Techno-Scientific Solutions to Public Problems. This research on airports, traffic management and recycling builds on a successful track record of research on governance, accountability, strategy, privacy and surveillance. He publishes widely including a 2006 book entitled 'Privacy, Surveillance and Trust' and has two forthcoming books on 'Organizational Ethnography' and 'Mundane Governance.'

Will Peachey

Will Peachey is the Application Management Services business leader for IBM UK, Ireland and South Africa. AMS is responsible for the commercial application development and support work IBM undertakes for its clients. With over 3000 staff in the UK and more than 2000 staff in global delivery (including IBM India) working on UK, Ireland and South Africa projects, AMS is an important part of the IBM services

business. Will has been part of the AMS team for over three years, and has over 10 years as an IT professional. He is passionate about the difference that can be made for clients through the effective management of internal application and project teams with supplier processes, new development techniques, and the role of effective offshoring of work.

Rafael Ramirez

In addition to being a Fellow at the Saïd Business School and at Templeton College, Oxford University; Rafael Ramirez is a Professor of Management at HEC, France's leading business school. Rafael holds a PhD from the Wharton School, University of Pennsylvania, and Master's degrees from Oxford and from the Environmental Studies Faculty at York University in Toronto. He has worked in US, French, and Canadian universities and research centres. Rafael has carried out pioneering work on areas as diverse as the aesthetics (attractiveness or repulsion) of business, work, and organisation; the way value creation is being revolutionised, and how scenarios work in business. He has published 5 books (translated into Japanese, Finnish, Italian, Swedish, and French) and many chapters and papers on these subjects. As a consultant and/or management educator, Rafael has worked in over 20 countries, with 30 corporations, six governmental organisations, one trade union federation, and two associations of industrialists. He speaks English, Spanish, and French fluently and has worked in Italian. Rafael leads the School's work on futurising (www.sbs.oxford.edu/scenarios and www.oxfordfuturesforum.org) and business innovation. He is also active in the Coaching and Consulting for Change programme developed jointly with HEC (www.sbs.oxford.edu/hec-oxford).

Fiona Reid

Fiona Reid came to Oxford University's Saïd Business School in 2001 to help set up Oxford Science Enterprise Centre, where she is now Director, after a similar role developing Imperial College's Entrepreneurship Centre. She has developed new models of training and seminar programmes to support science entrepreneurship at both universities. The Centre works with the university's other business-facing units such as technology transfer office Isis Innovation and Begbroke Science Park, as well as the research-based companies around Oxford. She is also Director of the Said Business School's centre 'Entrepreneurship Said'. Fiona read Chemistry at Magdalen College, Oxford University.

Mari Sako

P&O Professor of Management Studies (International Business) at the Said Business School, University of Oxford, Mari specialises in comparative business systems, global corporate strategy and human resource management, with specific focus on sectors such as automobiles, electronics, and business systems. After reading PPE (Philosophy, Politics and Economics) at the University of Oxford, she studied for her MSc in Economics at LSE, MA in Economics at the Johns Hopkins University, USA, and PhD in Economics at the University of London. She also taught at the London School of Economics for ten years, and was a visiting scholar at Kyoto University, Tokyo University, RIETI (Research Institute of the Ministry of Economics, Trade and Industry in Tokyo), and Ecole Polytechnique, Paris. She has

been, since 1993, a principal researcher of the MIT International Motor Vehicle Program (IMVP) (http://imvp.mit.edu) whichfunded her research on outsourcing, modularity, and supplier parks inthe global auto industry. Since 2003, she is a Fellow of the ESRC-EPSRC Advanced Institute of Management Research (AIM) (www.aimresearch.org) in Britain, and has studied the implications of outsourcing/ offshoring ofbusiness services on corporate strategy and national competitiveness. Mari has published in journals such as Sloan Management, Review, Industrial and Corporate Change, Journal of Economic Organization and Behaviour, and Industrial and Labor Relations Review. Her recent books include *Shifting Boundaries of the Firm* (OUP, 2006) and *Are Skills the Answer?* (OUP, 1999).

Fran Samalionis

Fran is a human factors specialist and leader of IDEO's Service Design and Innovation Practice. Her particular interest is in the design and development of the user experience. After joining IDEO in 1996 she worked in IDEO London and San Francisco managing the development of customer experiences for start ups, helping them set strategies for service products in line with their customers' needs. She has pioneered the use of prototyping in the design of services, making otherwise intangible experiences real. She has worked in many different industries: in Financial Services with EGG, the on-line bank, building an innovation partnership and managing several service and applied branding projects; and the service definition and website for a start-up on-line bank - Juniper Financial. In FMCG she managed the creation of a soft drinks brand for Pepsi, and various projects with Procter and Gamble. In telecommunications she has developed strategies for services and their delivery with several European mobile communication service providers. In retail environments she has worked with Boots the Chemists, Pret a Manger and San Francisco Museum of Modern Art. Other projects include design and service interactions with Shell; the Spyfish STV - an underwater remotely controlled vehicle; game controllers and medical products such as drug delivery devices and an in-hospital defibrillator. She has spoken at conferences in Brazil on design and innovation to audiences of up to 500, and in the UK to several in-house conferences for Cadbury, the BBC, O2 and EGG on the development of a culture of Innovation, in the telecommunications industry on How to move from Customer Acquisition to Retention and How to be Customer led, not Technology led. Fran has a Masters in Ergonomics from University College, London and BA (Hons) Astronomy and Electronics from Sheffield University.

Victor Seidel

Victor Seidel studies the processes by which highly-novel innovations are developed within both start-up and established organizations. Drawing from studies across the automotive, medical-device, and consumer-electronics industries, his research has explored how organizations employ specific concept-building practices to manage radical product development. Victor joined the Saïd Business School, where he is University Lecturer in Management Studies (Entrepreneurship), after his Ph.D. studies at Stanford University. Prior to Stanford, Victor spent ten years with IBM in technology development and management positions in the US and Switzerland.

James Tansey

James Tansey received his PhD from the University of East Anglia in 1999. After a number of years in the Faculty of Graduate Studies at UBC in Canada, he returned to the UK as a lecturer in Science and Technology Studies with the Said Business School in Oxford, where he was also deputy director of the James Martin Institute for Science and Civilization. James returned to UBC in 2006 and is jointly appointed with the W. Maurice Young Centre for Applied Ethics. James' research activities cover a number of areas including the social impacts and acceptability of new technologies including stem cells and biobanks. He has written extensively on the role of public consultation in the governance of industrial societies, industrial ecology, scenario methods and climate change. His current research focuses on emerging international markets for carbon exchange, social determinants of health in developed countries and the governance of biotechnology and genomics in Canada. James is Managing Editor of the journal Integrated Assessment and co-founder of a Canadian carbon offset entity called offsetters.com. He has taught on MBA, EMBA, Executive Education, MSc and Undergraduate programmes in the UK and Canada. He currently contributes to the MBA core and to graduate teaching in the Faculty of Graduate Studies. James has recently worked as an advisor and contributor to the World Economic Forum, the UK National Audit Office, Oxford Analytica, Cisco, ISIS Innovation (Oxford), Environment Canada, Canadian Environmental Assessment Agency and the Asymmetric Threats Contingency Alliance.

Bruce Tether

Bruce Tether is Professor of Innovation Management and Strategy at the University of Manchester, with a dual appointment at the Centre for Research on Innovation and Competition (CRIC) and the Manchester Business School. He is also a Ghoshal Fellow of the Advanced Institute of Management Research. He has been in Manchester since 1997, initially appointed as a Research Fellow at CRIC when it was established by the ESRC in January of that year. Bruce is interested in both design and services, and indeed the intersection of these through the design of services. Much of his research concerns how services innovate, and whether they do so differently from manufacturing firms. In essence, he is exploring whether the study of services innovation requires that we change our received understandings of innovation. In relation to design, Bruce perceives design as an important yet neglected (relative to R&D) contributor to innovation, with a significant (yet not fully understood or appreciated) role to play in both in manufacturing and services.

Mark Tucker

Mark is CEO of G-Nostics which was founded to commercialise innovative technology in the pharmacogenetic sector.   Mark is experienced in working within start-ups and early stage firms - he co-founded and subsequently sold one of the world's first companies to develop and manufacture transdermal drug delivery systems. Mark has written a number of technology and process patents in the area of drug treatment for tobacco dependence which is g-Nostics' lead market. He has substantial commercial experience, successfully negotiating multi-million dollar international distribution licenses.

Kos Vankov

Kos is interim CEO and Head of Operations at Oxford Arch Digital. Before joining OAD, Kos managed the project delivery of software applications for the Healthcare industry, working directly with the NHS and private organizations. Prior to that, he completed an MSc in International Management at Oxford Brookes University and Masters in Mathematical Modelling in South West University in Bulgaria. He also worked for 3 years as an Assistant Professor in Graph Theory at the South West University, Bulgaria, leading a team of researchers and reading lectures in Linear and Non-Linear Optimizations, Graph Theory, Computer Modelling and Algorithms. Kos joined OAD in January 2006. Kos is a PRINCE2 qualified Project Manager with established experience in delivering successful software projects in Britain and Europe.

Marc Ventresca

Marc is University Lecturer in Strategy, Saïd Business School and Fellow of Wolfson College and an Associate Fellow of the Martin Institute for Science and Civilization, at the University of Oxford. Marc has research expertise in industry emergence, governance innovations and entrepreneurship in information- and knowledge-intensive industries, and more generally in the institutional and economic sociology of strategy.   He is especially interested in long-term shifts in the distribution of information expertise across sectors and in the intersection of policy studies and organization theory. Current studies focus on reform rhetorics in the ancient universities of Europe, on governance innovations in global financial markets, and the social studies of services. His research is recently published in *Organization Science, International Studies in Management and Organization, Theory & Society, Sociological Forum, and Organization*. He served on faculty at the Kellogg School of Management, Northwestern University, and has been visiting faculty at the University of California, University of Illinois, and Copenhagen Business School. He has an international executive education practice on issues of strategy implementation and leadership. He holds a PhD in sociology, MAs (education policy, sociology) and a BA (political science) from Stanford University.

Brendan Walker (replacing Tony Dunne)

Brendan Walker is senior tutor in the Design Interactions Department at the Royal College of Art, London. He originally trained as an aeronautical engineer at Imperial College, London and worked for British Aerospace Military Aircraft for five years before undertaking an MA in Industrial Design Engineering at the RCA. For eight years Brendan combined his professional practice with working in the research studio of the Interaction Design Department at the RCA. In that time he collaborated on several major international research projects. In recent years he has defined his own design research domain, chromo11: engineering the thrill, which was funded by both the AHRB and the Wellcome Trust. He originally wanted to understand his romance with moving structures, and their potential to thrill him. However, this led him to ask a more fundamental question; can design effectively elicit an emotional response? In chromo11 he attempted to answer this question by drawing on his collective interests and training in art, design, science and engineering to explore the phenomenon of thrill. His company Aerial now specialises in the creation of tailored emotional

experience. Aerial offers strategic consultancy; the design and production of intriguing interactive electromechanical installations, sculptures and rides; and the curating and staging of engaging events. www.aerial.fm

Andrew Warr (replacing Marina Jirotka)

Andrew Warr is currently a Usability Researcher Officer at the Oxford e-Science Research Centre (OeRC), University of Oxford. He is working with Dr. Marina Jirotka (PI) on the EPSRC funded 'Embedding e-Science Applications - Designing and Managing for Usability' project. Prior to this project, Andrew studied for his PhD in the HCI Group at the University of Bath, supervised by Dr. Eamonn O'Neill. His PhD research focused on 'Understanding and Supporting Group Creativity in Design'. Andrew was also a cluster member of the EPSRC funded cluster, 'Understanding and Supporting Group Creativity' part of the Designing for the 21st Century initiative. Andrew also has strong interests in designing, developing and evaluating mobile and pervasive technologies for social settings.

Jennifer Whyte

Jennifer Whyte is a Research Fellow in the Innovation Studies Centre at Tanaka Business School, Imperial College London. Her research focuses on design, visualization and innovation. She is interested in the understandings of organization and practice that come from studying the creative industries. One theme in her work investigates the practices associated with digital visualization technologies and the strategic implications of using such tools within complex organizations. She has a background in architectural and engineering design and has worked internationally in multi-disciplinary design practice.

Bob Young

Bob Young is the Associate Dean for Research and Consultancy in the School of Design at Northumbria University, where he has directed research activities since 1991 and the Centre for Design Research since its inception in 1996. He is a member of the Design Research Society and the European Academy of Designers. He has worked with the furniture industry, engineering manufacturing industries and as a consultant designer and researcher with the Home Office and emergency services. He has led the development of design research degree programmes at Northumbria and many of the PhD candidates he supervises are engaged directly in collaborative and live design practice projects with industry. His own research and consultancy interests include; complex systems and service design, digital design practice, design innovation, user experience issues in design, responsible design practice and action research in design practice.

Theodore Zamenopoulos (replacing Jeff Johnson)

Theodore Zamenopoulos is a professionally qualified architect. He is currently finishing his PhD on the mathematical basis and abstractions of complexity and design at the Centre for Advanced Spatial Analysis (CASA) and the Bartlett School of Graduate Studies in University College London. He is also a research assistant at The Open University working at the ONCE-CS Project funded by EC and the Embracing

Complexity in Design Project funded by AHRC/EPSRC. He has published on topics related to complexity, artificial intelligence in design, design and planning support systems and design science, and organized a number of workshops and meetings on relevant themes.

Leonieke Zomerdijk

Leonieke Zomerdijk is a post-doctoral researcher working with Professor Chris Voss at the London Business School, as part of the UK's Advanced Institute of Management Research (AIM) program. She recently obtained a PhD from the University of Groningen, the Netherlands, in the field of Business Administration. Her research interests include operations management issues, particularly service operations, such as the design of service delivery systems, the division of labour in production systems and the fit between service strategies and service processes. With regard to empirical research methods, Leonieke's experience largely lies in the area of case-based research. Her PhD thesis concentrated on design decisions in the front office – back office issue in financial service organizations. The main AIM projects she is working on are the design of experience-based services and the development and adaptation of promising practices.

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