

# Strategic design and the public sphere

Dan Hill, Fabrica

fabrica.it

@fabrica

cityofsound.com

@cityofsound



TV HIGHLIGHTS



Walter's War



Mark Thompson



Top Gear



Royal British Legio...



Dragons' Den

RADIO HIGHLIGHTS



Switch



Stephen Merchant



Top Gear



Festival of Remembr...



Les Miserables Omni...

# BBC iPlayer

2001-2006

TV YESTERDAY TODAY

BBC One

BBC Weekend  
News  
6:05 pm  
(Not Available)

BBC Two

BBC Three

Little Dorrit  
6:15 pm  
(Not Available)

BBC Four

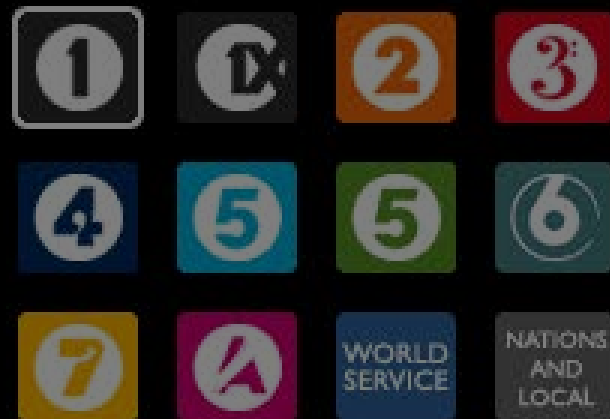
CBBC

Antiques  
Roadshow  
7:15 pm

CBeebies

Strictly Come

Radio



BBC Radio 1

Most Popular

TV RADIO



Top Gear  
Episode 2 (new  
series)

Stephen Fry in  
America  
True West

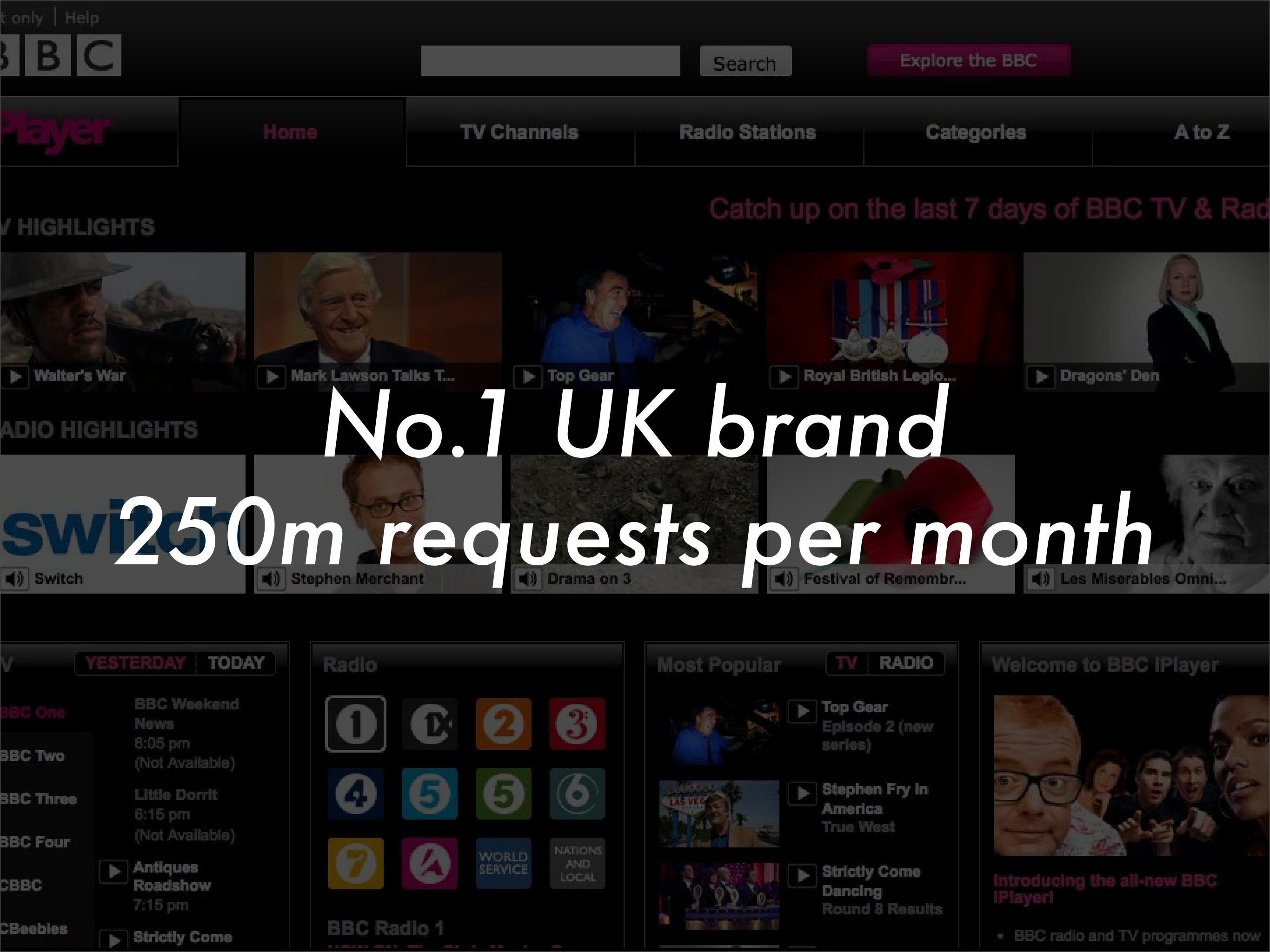
Strictly Come  
Dancing  
Round 8 Results

Welcome to BBC iPlayer



Introducing the all-new BBC  
iPlayer!

BBC radio and TV programmes now



No.1 UK brand

250m requests per month





# Embedded at front line

---

*R&D within reach  
Live the cultural change  
Breathe new technology like oxygen*



# Institutions have competition



**BBC Radio 1**

1,378,970 likes · 53,081 talking about this

Like



Media/News/Publishing

This is the official Facebook page of BBC Radio 1. Come and join us! Please remember that anything you share on this page is completely visible to thousands of Radio 1 fans.

About · Suggest an Edit

*But also new collaborators*

*Know legacy to hang on to—ditch the rest*

Highlights



**BBC Radio 1**

43 minutes ago

Big show with Sara today and the first Live Lounge of the week! Two Door Cinema Club will be here a little later but first The

Create F

Sponsore

Mainard

MAINARDI



SISTEMI

Like · 3

Mainardi S

Città che



Use N

Paul Lansl

LRB For C

mylrb.co.uk

London Review

of Books

Now

2013

2012

2011

2010

2009

2008

2007

Work in the  
strategy-delivery gap

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*Active stewardship*

*Internet*

*BBC*



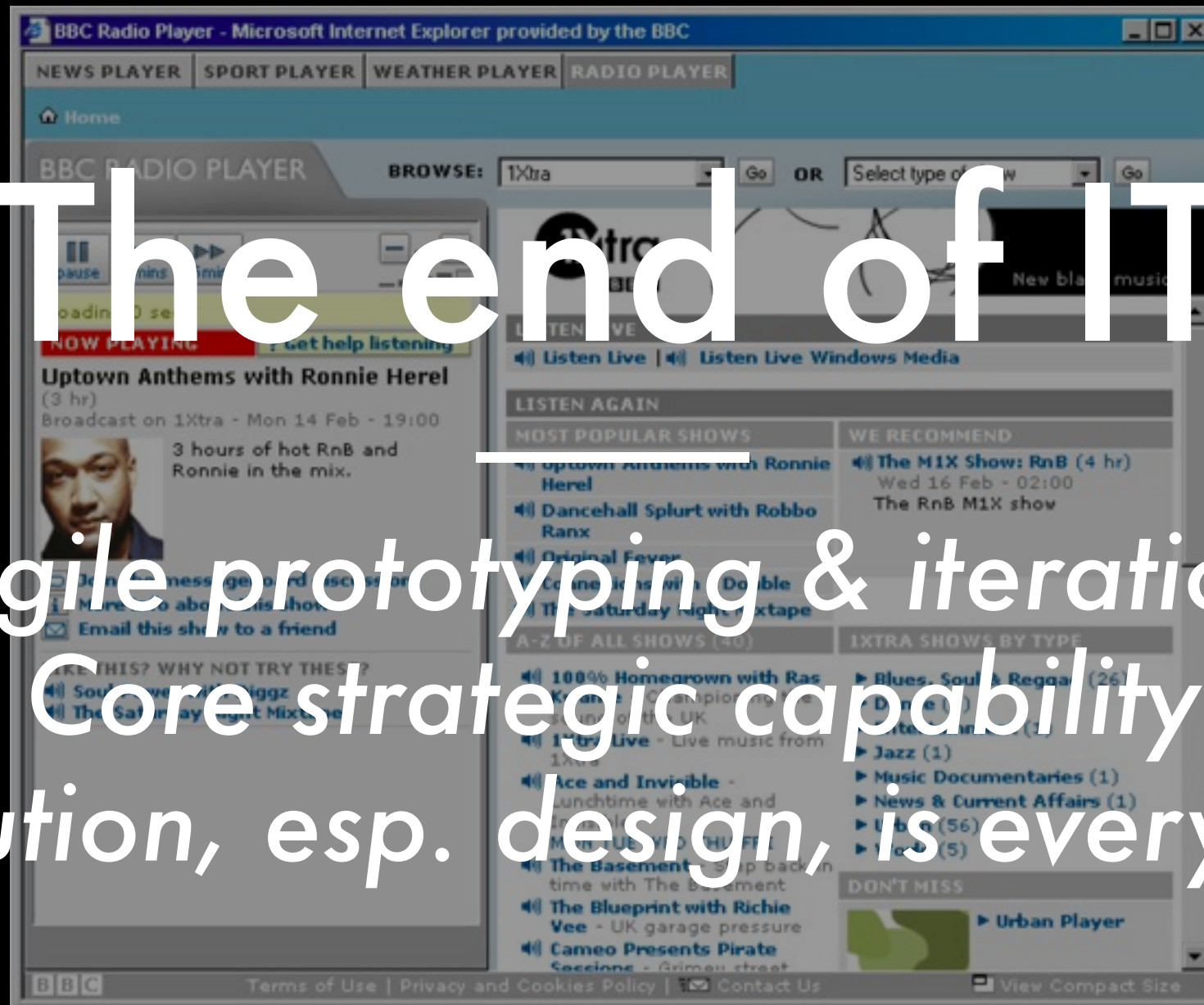
# Design the conditions

Enable lasting change via 'dark matter'  
Not change management but redesign



# The end of IT

Agile prototyping & iteration  
Core strategic capability  
Execution, esp. design, is everything





# Government Digital Service

[Home](#)[About GDS](#)[GDS projects](#)[Working at GDS](#)[Jobs](#)[Cookies](#)[GOV.UK](#)[Cabinet Office](#)

## Of the web, not on the web

by Mike Bracken on 14/03/2015

Today we announced some small but important changes in governance.

[The detail is here](#) but the upshot is: we won't have a cross-government Chief Information Officer (CIO) any more, nor a Head of Profession for Information and Communications Technology (ICT). We are moving responsibility for these capabilities to the Government Digital Service and we are closing some cross-government boards in various technology areas and reviewing the rest in order to make sure we are set up as efficiently as possible.

Why's this important enough to merit a blog post? Every industry and business constantly needs to adapt its internal processes and governance to accommodate digital disruption. We are no different in government, so don't expect this to be the last of these small changes.

However, as we *are* government and, rightly, come under public scrutiny,

@GDSTeam on Twitter

RT @CabinetOfficeUK: £42m transition to @GOVUK - part of 'digital by default' govt strategy  
[@gdsteam](#) #GovSavings  
1 hour ago

RT @teacampLondon: coming to #goodlaw #teacamp Thursday featuring @johnls Sheridan  
[amazing teacamp.co.uk/6-...](#) @RHCabinetOf... 2 hours ago

Catch up with the week's news  
[@MichaelCBeaven's](#) video

(More end of IT)

Programmes / Book at Bedtime

## Book at Bedtime

Readings from modern classic novels by leading writers and world literature

Last on

Coming up

[Browse all series / episodes](#)

22:45 18 Oct 2007

BBC Radio 4

### Book at Bedtime

- The Man in the Picture, part 4: Episode 4

As the picture appears to claim another victim, Oliver and his bride

start their honeymoon

*Cultural infrastructure for systemic change*  
*Identify the plumbing*

22:45 19 Oct 2007

BBC Radio 4

### Book at Bedtime

- The Man in the Picture, part 5: Episode 5

As the picture appears to claim another victim, Oliver and his bride start their honeymoon



# Ask the right question

---

"What is the BBC?"  
"What is media?"

DECEMBER 12TH-18TH 2015

www.economist.com

PAGE 27

Cameron's transport woes

PAGE 87

China's democratic struggles

PAGE 13 AND 63

The ethics of genetics

PAGE 83-85

Alan Greenspan remembered

On Top of the World



TECHNOLOGY IS THE ANSWER.  
But what was the question?

Cedric Price





# Hire good people

## Motivated by public mission, not salary

## Manage creative teams creatively

### KEY

### BBC OVERSEAS WORLD TRANSMISSIONS ON THE SHORT WAVES

- |  |  |   |   |
|--|--|---|---|
| <b>A</b> ENGLISH and FRENCH<br>17½ hrs. daily                          | <b>G</b> ENGLISH, FRENCH,<br>MOROCCAN, and ARABIC<br>15 hrs. daily | <b>K</b> ENGLISH, DUTCH,<br>AFRIKAANS, SPANISH, and<br>PORTUGUESE<br>17½ hrs. daily | <b>O</b> ENGLISH and FRENCH<br>8 hrs. daily                               |
| <b>B</b> ENGLISH<br>16½ hrs. daily                                     | <b>H</b> ENGLISH and LOCAL<br>LANGUAGES<br>15 hrs. daily           | <b>L</b> ENGLISH and FRENCH<br>15½ hrs. daily                                       | <b>P</b> ENGLISH<br>7½ hrs. daily   |
| <b>C</b> ENGLISH and FRENCH<br>20½ hrs. daily                          | <b>I</b> ENGLISH, FRENCH,<br>PERSIAN, and ARABIC<br>14 hrs. daily  | <b>M</b> ENGLISH and LOCAL<br>LANGUAGES<br>11½ hrs. daily                           | <b>Q</b> ENGLISH and DUTCH<br>9½ hrs. daily                               |
| <b>D &amp; E</b> ENGLISH, SPANISH, and<br>PORTUGUESE<br>22½ hrs. daily | <b>J</b> ENGLISH and PORTUGUESE<br>15½ hrs. daily                  | <b>N</b> ENGLISH and LOCAL<br>LANGUAGES<br>7½ hrs. daily                            | <b>R &amp; S</b> ENGLISH<br>Summer: 3½ hrs. daily<br>Winter: 4 hrs. daily |
| <b>F</b> ENGLISH, SPANISH, and<br>PORTUGUESE<br>20½ hrs. daily         |  |   |   |



« Architecture Week, Manchester UK | Main | Modelling embodied experience »

ABOUT THIS SITE

cityofsound / Dan Hill

Email Me

## Over 600,000 mp3 downloads of BBC Radio 3's Beethoven programmes

I've kept quiet about this for a while, amidst all the good points for it going on elsewhere, but I'm massively pleased to be able to point people to the press release we just issued around the public response to offering mp3 downloads of BBC Radio 3 programmes around Beethoven's first five symphonies.

"Live performances of Beethoven's first five symphonies, broadcast as part of The Beethoven Experience on BBC Radio 3, have amassed an incredible 657,399 download requests during a week long trial. The downloads – launched on 6 June - offered complete Radio 3 programmes containing live performances of the symphonies by the BBC Philharmonic in Manchester, conducted by Gianandrea Noseda. They were available free of charge and therefore not eligible for the Official UK Download or Top 40 Singles charts, although the public's

# Legible practice

## Work in public

## Encourage copying and critique

Twitter Follow @cityofsound

Dan Hill @cityofsound 1h

Quick, old BBC colleagues: anyone got a decent image/screengrab for IPS or PIPs? (big-ish) cc: @sizemore @derivadow @fantasticlife

Dan Hill @cityofsound 3h

"In Sweden, young people are expected to pay for things themselves instead of sponging off their parents." [qz.com/85017/college-...](http://qz.com/85017/college-...)

Show Summary

Dan Hill @cityofsound 4h

"I urge you to consider both sides of the startup coin. There are so many ways to make a dent in the world." [al3x.net/2013/05/23/let...](http://al3x.net/2013/05/23/let...)



02

# Low2No

2008–2012





# Embedded at front line

An architectural rendering of a modern interior space, likely a research or office building. The space features a high ceiling with a curved, ribbed structure and large windows on the left side. The floor is made of light-colored wood. Several people are shown in silhouette, walking through the space. The overall atmosphere is bright and open.

---

*R&D within reach  
Breathe new technology like oxygen  
(In this case, CLT)*



IF YOU REALLY WANT TO CHANGE THE CITY, OR want a real struggle, a real fight, then it would require re-engaging with things like public planning for example, or re-engaging with government, or re-engaging with a large-scale institutionalised developers. I think that's where the real struggles lie, that we re-engage with these structures and these institutions, this horribly complex '*dark matter*.' That's where it becomes really interesting.

Wouter Vanstiphout

*Interviewed by Rory Hyde, 2010*





Building codes  
= dark matter



Work in the  
**strategy-delivery gap**

---

*Active stewardship*

*Building tech.*

*Building code*



# Hire good people

---

*Motivated by public mission, not salary*  
*Manage creative teams creatively*

# Identify the code that writes

## *Cultural infrastructure for systemic change* *Identify the plumbing*



# Legible practice

---

*Work in public*  
*Encourage copying and critique*





03

# Open Kitchen

2012







# Embedded at front line

*Live the cultural change*





# Embedded at front line

*Live the cultural change*





Embedded at front line

*Live the cultural change*





# Embedded at front line

*Live the cultural change*





# Embedded at front line

Live the cultural change



A photograph of three young women at an outdoor event. In the foreground, a woman with long reddish-brown hair in a ponytail, wearing a blue leather jacket, is seen from the back. In the background, two other women are standing near a table. One woman is wearing a light pink dress and has her hand to her face, while the other, wearing a white shirt with black polka dots, is laughing. The table in front of them is covered with a white lace tablecloth and holds several small, round pastries, stacks of pink and white disposable cups, and a large vase of red and pink roses. The background shows a green lawn, a brick building, and a paved area with some outdoor furniture.

# Institutions have competition

---

*Not strictly legal, but very good*



Carbon  
Logistics  
Agriculture  
Waste

Service culture

# Ask the right question

Health  
Diversity

“What is street food about?”

“Who is the city for?”

Citizen engagement

Migrant cultures

Social memory

Cultural production



Create Page

Sponsored

5 cibi am  
bodybuildingCome Fare  
guadagnare

Commit Co

Company Formation  
Specialists - DubaiLike · 2,8  
Commit Co  
Specialists, F

Now

December

2012

Joined Fac

# The end of IT

SEURAAVA  
RAVINTOLAPÄIVÄ  
17.2.2013



## Ravintolapäivä

Community Page about Restaurant Day

✓ Liked

Message



Seuraava Ravintolapäivä järjestetään sunnuntaina 17.02.2013.

Ravintolapäivä on karnevaali ja innoitus ja ruokailun ilo. [www.restaurantday.org/fi/](http://www.restaurantday.org/fi/)

About

Photos

Likes

Notes 3

Highlights ▾

Post

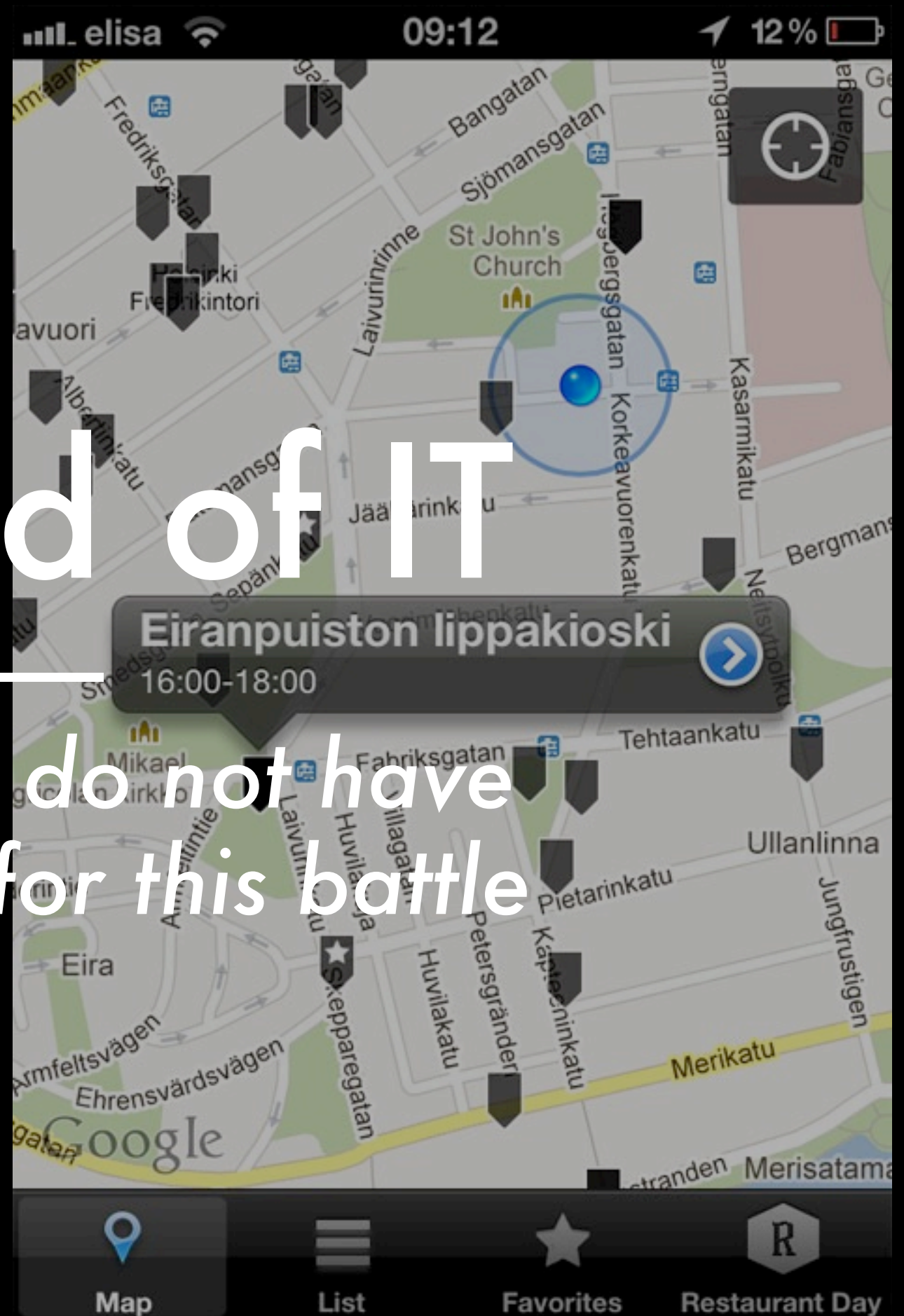
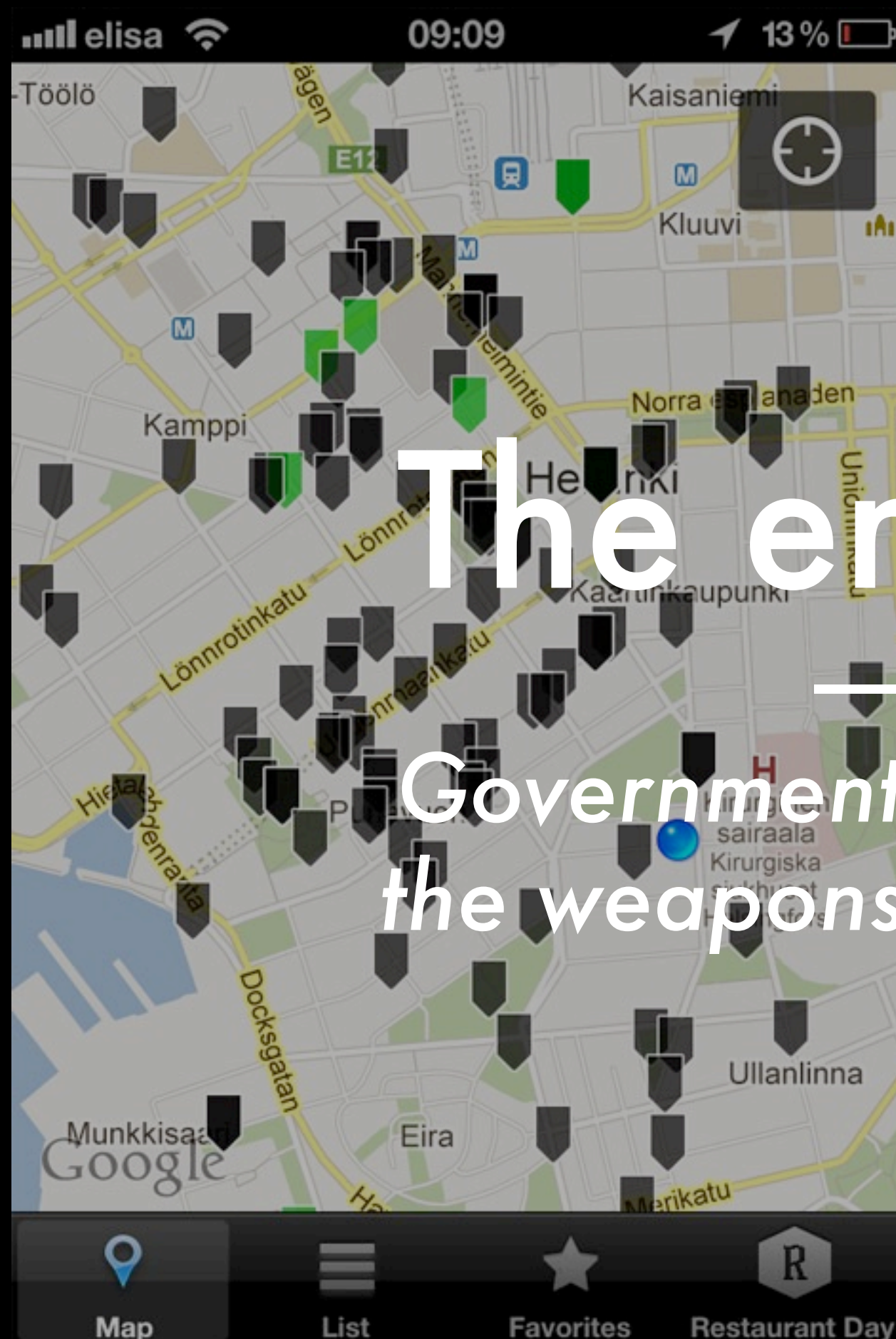
Photo / Video

Write something...

25 Friends  
Like Ravintolapäivä







The end of IT

Governments do not have  
the weapons for this battle



How Will the Helsinki of Your Wishes Come True?

Future of motoring

# The end of IT

Your answer is brief - one theme at a time (60 characters left)

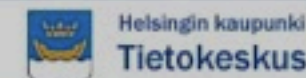
Please elaborate your thinking (1500 characters left)

*Governments do not have  
the weapons for this battle*

Save answer



## Kuntalaisten kiinnostus ja tyytyväisyys Helsingin kaupungin toimintaan ja päätöksentekoon



### 1 Kuinka kiinnostunut olette Helsingin kaupungin toiminnasta ja päätöksenteosta?

### 2 Saatteko mielestänne riittävästi tietoa seuraavista Helsingin kaupungin toimintaan ja päätöksentekoon liittyvistä asioista?

Valmisteltavana olevat asiat

Tehdyt päätökset

Tavat, joilla kuntalainen voi osallistua ja vaikuttaa päätöksentekoon

Helsingin kaupungin talous

Kunnalliset palvelut

### 3 Seuraatteko Helsingin kaupungin toimintaa ja päätöksentekoa seuraavista tietolähteistä?

	Akivoitellisin	Käytän	Harvoin	En lainkaan
1 Sanomalehdistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 Asuinalueen tiedotuslehdistä tai muista ilmaisjakelulehtistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 Helsingin kaupungin omaa tiedotuslehdettä ja muista kotiin jaettavista kaupungin tiedotteista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 Helsingin kaupungin www-sivuilta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 Osallistumalla Helsingin kaupungin järjestämiin tilaisuuksiin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 Yhdistysten/järjestöjen/foorumeiden tilaisuuksista tai www-sivuilta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 Puolueiden tilaisuuksista tai www-sivuilta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 Radiosta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 Televisiosta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 Internetistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11 Muulla tavoin, miten? <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Helsingin ajankohtaisten asioiden seuraamisessa minulle tärkein tietolähde näistä on:  (vaihtoehdon numero)

4 Keen että Helsingin kaupungin toimintaan ja päätöksentekoon liittyvistä pienkehittämissuhteista kerrotaan ja keskustellaan riittävästi tiedotusvälineissä



WE HAVE 18TH CENTURY INSTITUTIONS  
facing 21st century problems.

Marco Steinberg, Sitra





Identify the code  
that writes

---

*The Day after Restaurant Day*  
*Identify the plumbing*



A photograph of a yellow wooden kiosk with a curved roof. The roof has two street name signs: 'YRJÖNKATU' and 'GEO. ESKATUN' on the left, and 'PERIMILINNATU' and 'SÄNTÄNDUATUN' on the right. The kiosk has a dark metal counter. In the background, there is a green lawn with people, a black fence, and a large red brick building with many windows. A tree is on the right side of the frame.

Health regulations  
= dark matter



KAUPUNKISUUNNITTELU-  
LAUTAKUNTA

Identify the code  
that writes

STADSPLANERINGSS-  
NÄMNDEN

CITY PLANNING  
COMMITTEE

---

*Identify the plumbing  
Cut across silos*



Work in the  
strategy-delivery gap

---

*Active stewardship*

*Ravintolapäivä*

*Municipality*



A photograph of a two-story brick building with many windows. In the foreground, there is a garden area with several large, empty, tan-colored fabric planters arranged in rows. Some of the planters are filled with dark soil. A white van and a silver car are parked in front of the building. The sky is clear and blue.

openkitchen.fi







**Hire good people**

*Motivated by public mission, not profit*

**POP-KAVINTOLA.** Antti Melanenmen vetämissä kurvilla perustettiin ravintola viikoksi Teurastamon kelihallin vieruksi. N...  
tönsä toimi taas Melanenmen ja Heikki Purhosen ravintola

Ravintolapäivä on lisännyt kiinnostusta ravintolayrittämiseen. Kokenut ravintoloitsija Antto Melasniemi tarjoaa vinkkejä ravintolan pyörittämiseen.

"Täsi tänään karsun tavoin ei myöskään ollut heikokäläistä ruokaviljelystä. Pöytäni alla olivat ihmiset saaneet olla suuttuneita, ja pyöräni kytettiin tihessä jotta ajajaleivät astiain väheni karsimista", Malinheimi sanoo.

**NUOVE ONTARIATI**  
benedicite, nobiles gravitate



Vaikeinta on  
työn määrä. Se tulee  
varmasti isolle  
osaksi "viihtymistä".

# Primus valtak alan to

Konkurssiin me  
tä ravintolayhti  
tehtiin yli 30 ta

**Hanna S. Vauhonen**  
Ravintola- ja cateringkattopä

Konkurssiin menneen  
sen ravintolayhtiön Prim  
nottajat lähtökohtia. Kes  
säi ravintoloista yli 30 ta  
la on valittu yksi ostajak  
Konkurssipöytä hoito

**Ilkka Aaltonen** johtamasta  
ta ei halua paljastaa ost  
neuvottelet ovat vielä k  
verran kuin valottaa tila  
ostajan kandidaatti on vas  
va ravintola-alan valtak  
toimija.

Tällä hetkellä ravint  
on loppusuoralla ja tas  
myyntiä on tehty os  
kkaan kanssa ajatusta sop  
jakkauttamista luvassa ka  
kapuolista neuvotteleja ja  
tapa tekee normaaleja luku  
larttyvät tarkastukset ost

Ravintolat ovat men  
ettämällä yleensä kokee  
Primus ravintolat ho  
keilla lähtökohtilla.  
Kinnestusta näitä kuita  
on Marmerheimin talle  
alirakasta, Vespu Etelä  
Kauri XR Nyländi Nati  
Kinnastadulla ja Prim  
01855.

**Tiikara** sanoo, että kany  
moderääkisesti viety  
tammokan ahana.



**UUDELLE OMINTAAJALLE.**  
tyhtiön ranskalaisravinto

Konkurssiin me  
tä ravintolayhti  
tehtiin yli 30 ta

**Hanso S. Vanharen**  
Biology and Chemistry, University of

Konkurssin menneen sen ravastuloksetkin Paimionnaiset lähtölelle. Kesäsiivouksesta yli 30 tuntea on valittu yksi ostaja.

Konkurssipöytä heitti **Arka** Aikamajapaikastaan ei halua peljätään ostamattomien ostajien vierähtämistä. Vain valokuvia näytettiin kädessä on vain ravastulosten valittu.

[illegible]



# The end of outsourcing

*Agile prototyping & iteration*  
*Core strategic capability*  
*Execution, esp. design, is everything*

15. - 22. 12. 2012  
KELLOHALLI

openkitchen.fi  
Serving lunch and dinner  
bookings@kellohalli.fi for reservations





# The end of outsourcing

*Agile prototyping & iteration*  
*Core strategic capability*  
*Execution, esp. design, is everything*

About - Suggest an Edit

Highlights

Post Photo / Video

17 Friends Like Open Kitchen



# Legible practice

## Work in public Encourage copying and critique

Young women in Helsinki city centre, 1988. Note the canopies outside. Street food, which tends to be in open public places, sidesteps the exclusionary social mores of the time and suggests a new, more inclusive, temporary culture.



creating an atmosphere in which women in public were associated with licentious behaviour. Indeed, up to the mid-1960s, women couldn't even enter a restaurant without an accompanying man, nor in a larger group of women. When they did get in, their choice of attire was also regulated such that some restaurants required skirts and dresses, and rather than trousers.

As the decade ran its course, however, and infected by the social developments of the time, such attitudes began to fade away. By the 1970s, then, women were allowed into restaurants on their own, entirely new types of food had emerged in line with new social patterns, and Alko had decided that food could be fun.

The restaurant scene in general had expanded significantly, principally through the burgeoning café chains, and alcohol consumption was also on the rise. Although burger and pizza joints had brought food

onto the street, albeit not with any kind of licence. In mind, the atmosphere they were now creating stayed very low. They were now operating out of independent summer cafés that had temporarily annexed outdoor space.

In 1977, however, when they had alcohol permits, and even those not actually located on the street to begin with, had remained tight in comparison to the public acceptance and interest in outdoor terraces and al fresco dining.

North European nation of terrace culture—in mainstream opinion—was essentially seen as a kind of very high quality, sophisticated development.

Yet opinion was beginning to change. The scarce supply of outdoor cafés was a topic of mounting concern in the north, elsewhere in Northern Europe, as the café culture came to be seen as a sign of development, and the newspapers were filled with stories complaining about

the scale of the 10th century. Helsinki's relationship with street food could be drawn on a gentle arc, where the last decade begins to reach a new set of conditions to the first. A perversion of the original idea of restaurants and a school of thought that has been through the 1980s and 1990s, a new restaurant boom across the city.

If the start of the century had been characterised by a freer, more open attitude to food, drawn from the cosmopolitan belle époque-era Helsinki, then this was to some extent beginning to be echoed at the century's end.

In between 1900 and 2000, tight regulations, not least in actual prohibition, and conservative cultures in both populace and policy—sometimes forged in the crucible of independence, sometimes affected by war—created moments of a stunted, inhibited food culture. It was not until the mid-century onwards, a steady curve upwards in attitude, quality, volume and variety of eating establishments.

© 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 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A man with short brown hair, wearing a black and white horizontally striped long-sleeved shirt and blue jeans, stands in the foreground. He is looking slightly upwards and to the right. Behind him is a two-story red brick building with many windows. The sky is clear blue. In the background, there is a parking lot with a dark car and a red car. The text 'Design the conditions' is overlaid in large white letters, with a horizontal line underneath it.

# Design the conditions

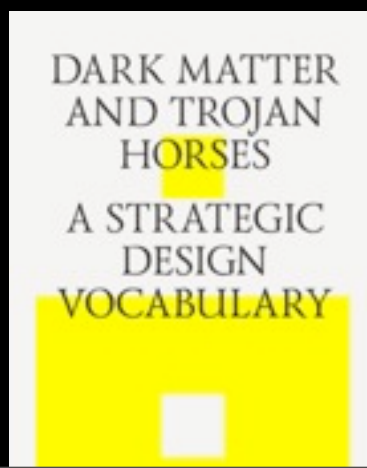
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*Enable lasting change via 'dark matter'*  
*Redesign institutions through projects*



# 10 Strategic design principles

1. Design the conditions.
2. Work in the strategy-delivery gap.
3. Prototype between matter and dark matter.
4. Don't outsource core strategic capabilities (esp. IT)
5. Hire good people, motivated by public mission.
6. Legible practice.
7. Ask the right question
8. Execution is everything, esp. design.
9. Look for the systemic change, the code that writes.
10. Redefine institutional for Networked Age.



Dark Matter and Trojan Horses: A strategic design vocabulary

Dan Hill (Strelka, 2012)

[www.strelka.com/books](http://www.strelka.com/books)



# Grazie mille.

Dan Hill, Fabbrica  
fabrica.it  
@fabrica  
cityofsound.com  
@cityofsound

