REFUJOURNEY

A USER JOURNEY FOR
INTEGRATION OF REFUGEES

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Supervisor: Amalia de Götzen

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Project Group no.: 4
Members:

Adriana Contopoulos - 20152036

Johannes Holt Iversen - 20114841

Rógvi Sivertsen - 20157548

Jessica Ströhmann - 20152048

Tania Willesen - 20157005

ABSTRACT

This report outlines the service concept developed in course of the main project of the 2nd Semester in the Service Systems Design Master at Aalborg University. The concept created is focused around the topic migration, refugees and open data.

The result is the creation of Refujourney, a service that provides guidance and support in the different steps every individual refugee arriving in Denmark has to go through. Refujourney offers a mobile app that helps refugees get an overview of the steps that await them when arriving in Denmark. By providing useful information about rights and opportunities in their individual situations, Refujourney provides the best possible support and makes processes more transparent and understandable for refugees. Refujourney draws on open data for the app content and creates big data as it allows the service provider to generate up-to-date statistics based on user data.

Using a human centered design approach, refugees and asylum seekers currently living in Denmark, have been participating in co-creation sessions as well as end-user prototype testing. The research conducted has been based on desktop research, qualitative interviews and expert interviews. A wide range of Service Design tools and methods have been used to shape the service concept.

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INTRODUCTION

Refujourney is a service system developed during second semester by students from the Service System Design master at Aalborg University Copenhagen. This report was written with the aim of explaining the concept of Refujourney to institutions that could potentially be interested in supporting the implementation or administration of the service.

Refujourney is developed to support refugees in Denmark, by giving an overview of the journey (meaning a progress from one stage to another) and providing guidance throughout the several steps of the asylum seeking process. By providing useful information about regulations, rights and opportunities in their individual situations, Refujourney provides helpful support and makes complex processes more transparent and understandable for refugees.

The service is digital, in the form of a mobile app, where the user creates an anonymous profile with personal information, such as their country of origin, age, gender, professional background, interests, goals and in which asylum center they are staying (if they are staying in one). In addition, the app will ask in which phase of the asylum seeking process the refugee is in (if they just arrived in Denmark, if they are waiting for the first interview, if they are waiting for the asylum answer, if they have been rejected or if they have been granted asylum). The app will generate a timeline with milestones and place the user at the journey milestone which is appropriate for their current situation, depending on their previous answers. Relevant information for the user with that specific profile, in that particular stage in the journey, will then start to be provided, and this interaction will continue to happen on a frequent basis, until the user reaches the final milestone in their personal journey.

The user has the opportunity to continuously add goals (eg. find a job; learn Danish; start a new education) to the timeline, as well as to provide personal views on topics such as dreams and fears, through questions that are asked in the MyQ section of the app. They are also able to participate in a forum and communicate with other refugees, having the possibility to learn from other's experiences in Denmark. This functionality allows Refujourney to provide customised information to the user, at the same that it collects up-to-date statistics on refugees in Denmark. The data collected generates a monthly report, that is accessible to interested parties via paid subscription on the Refujourney website.

A Service Design approach including in-depth user research in the form of desktop research, interviews and co-creation has been carried out to understand the challenges faced by the refugees in Denmark. The result is a concept that supports refugees, while reducing workloads for organisations that help refugees (eg. by receiving information through Refujourney, the refugee might avoid asking the same questions about the asylum process to these organisations). Refujourney has as well the ambition to improve the integration process in Denmark, by giving information about eg. Danish culture, job search, housing (early on), while they are still in the asylum center, while also empowering the refugees by giving them guidance and support.

The service has so far been developed to focus on refugees that are in the phases previous to being granted asylum, but it is Refujourney's future mission to provide continuous support to the refugees after they have been granted asylum as well.

WHY USE REFUJOURNEY ?

During the development of the Refujourney service, research into the environment of refugees showed many challenges that complicates the asylum and integration process in Denmark. The following findings are the key challenges that Refujourney aims to tackle:

The target group experiences a huge lack of transparency in the system they are in. They do not know where to seek information and they have no opportunity to structure their process in a timeline, as the answers they get from supporting organizations are inconsistent and confusing.

"What is needed is a guidance when people come to the country. We need to know how it works here, the whole system" - Zaki

The target group experiences a great lack of support. Due to the refugee status they are often without support network like family and friends. In addition they feel like their skills and knowledge is not appreciated and the asylum administration organisations are treating them with mistrust and disrespect.

"You carry a lot of psychological stress from your journey up here and the government and society don't make you feel welcomed and appreciated" - Noura

Due to the Syrian war and the general increase of refugees in Denmark the immigration service are dealing with much bigger workloads than normal. This prolongs the individual cases and increases the gap of waiting time for the refugees. Some asylum seekers has to wait for a very short time other cases take years to solve.

"The cases are being processed one at the time, but immigration service are doing what they can and are not trying to scare the refugees. However, like patients, doctors won't always explain the process which results in the patient being confused and insecure." - Michala Bendixen, chairman of Refugees Welcome
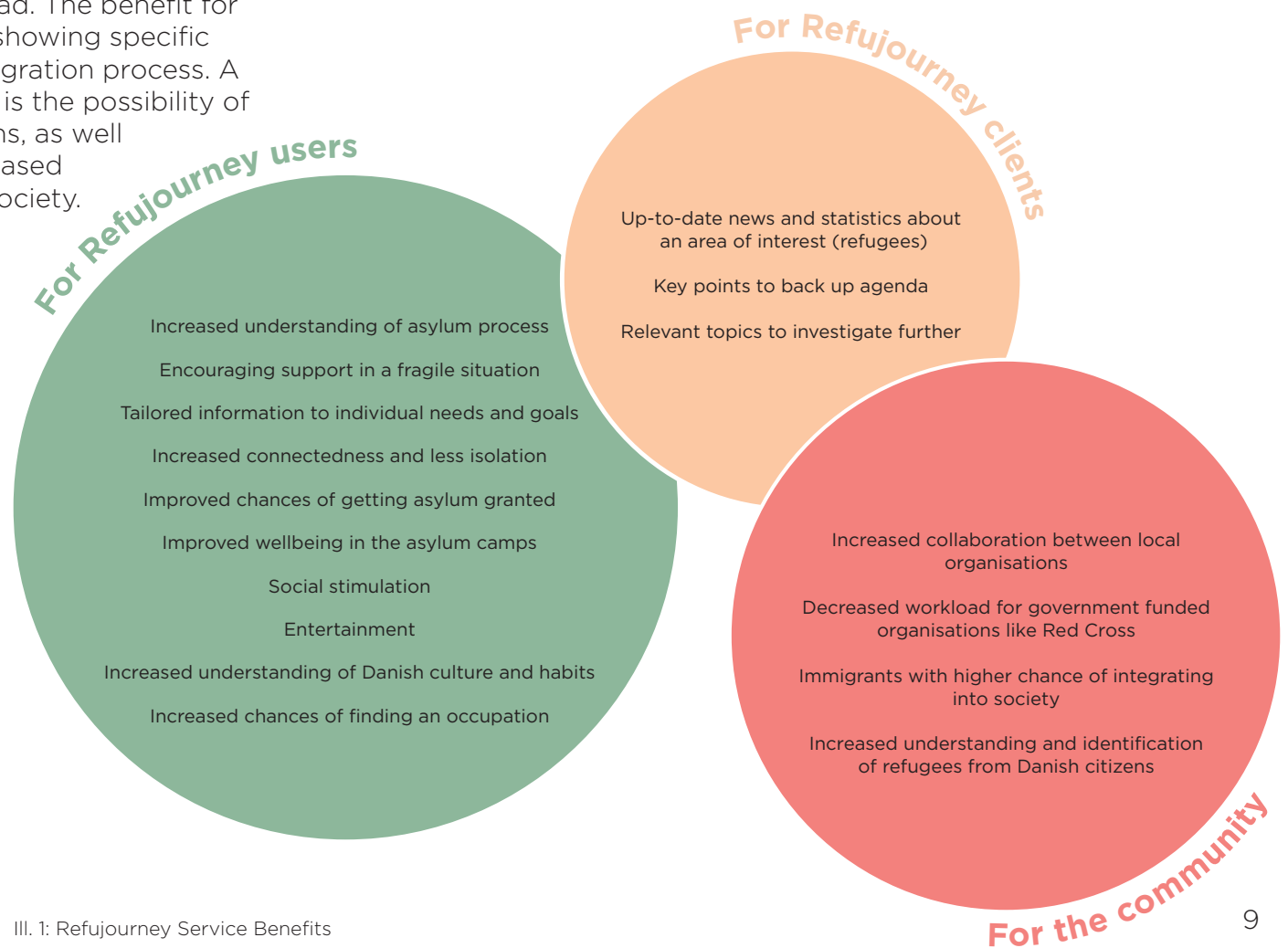
The research findings documented a need for creating increased awareness about the refugees' individual rights and opportunities. There were cases of refugees who did not know their basic human rights like for example the right to divorce your husband, or cases of refugees who only after two years got to know about the opportunity of doing an internship while waiting in the camp.

"I didn't know my chances in the process [asylum application] and that I could defend my case - now I missed the deadline" - Houda

Scholars and policy makers are increasingly exploring the potentials of using smartphones to reach disadvantaged groups and address social challenges like immigrant integration (Benton 2014). The potentials have been proved and policymakers are urging the development of additional services within this category.

Service Benefits

The potential in focusing on the refugees' individual identities and goals enables the service to embrace multiple benefits for different user groups. The service benefits is represented in three different categories in the overview below. One of the main benefits for the user is to get an overview about their journey and know what is coming ahead. The benefit for clients is the exclusiveness of data reports showing specific trends and behavioural data during the integration process. A key benefit for the surrounding community is the possibility of a better collaboration between organisations, as well as a better chance of immigrants with increased possibilities of integrating into the Danish society.

For Refujourney clients

Up-to-date news and statistics about an area of interest (refugees)

Key points to back up agenda

Relevant topics to investigate further

For Refujourney users

Increased understanding of asylum process

Encouraging support in a fragile situation

Tailored information to individual needs and goals

Increased connectedness and less isolation

Improved chances of getting asylum granted

Improved wellbeing in the asylum camps

Social stimulation

Entertainment

Increased understanding of Danish culture and habits

Increased chances of finding an occupation

For the community

Increased collaboration between local organisations

Decreased workload for government funded organisations like Red Cross

Immigrants with higher chance of integrating into society

Increased understanding and identification of refugees from Danish citizens

Ill. 1: Refujourney Service Benefits

WHO IS REFUJOURNEY FOR ?

The target group has been defined based on in-depth user research which was aimed at including user needs and challenges throughout the whole design process. Via co-creation sessions and focus group interviews, the project group empathized with the users, what brought attention to the need of focusing on their individual journeys within the immigration system. The research stated a big need for having a friendly helper throughout the phases in the asylum camps as well as for starting a new life in Denmark.

As Refujourney is a digital service in the form of a mobile app, the users are refugees that have access to a smartphone and are used, on a minimum level, to interact with mobile applications.
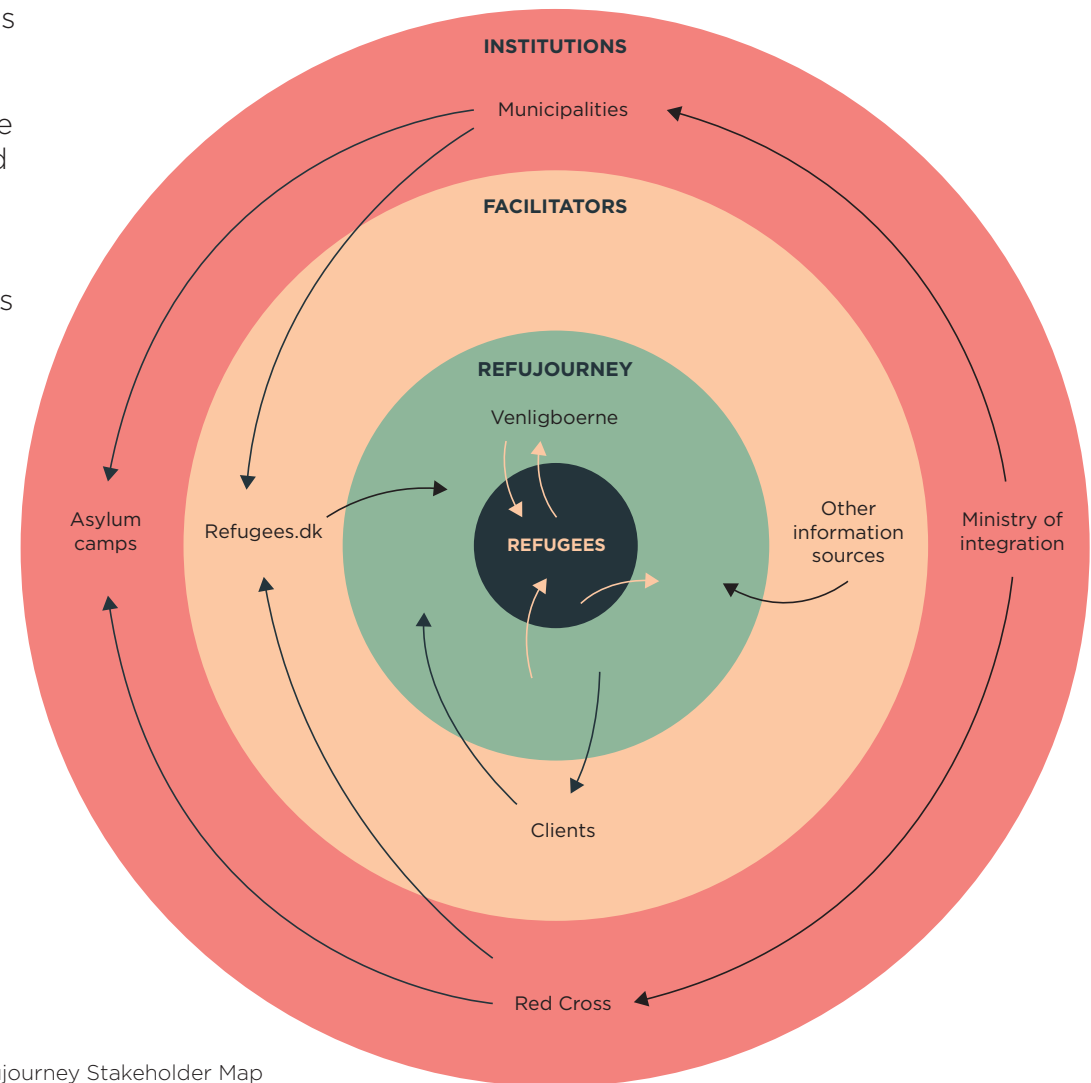

Ill. 2: Target Group Metaphor

Target group

The service targets asylum seekers that are arriving in Denmark but also those who are in the asylum centers. The service is designed for adults from 18 up to 59 years old from any gender, country, level of education and work background.

Stakeholder Map

Several actors are involved in this service: refugees, volunteers, organisations involved with refugees and online sources of information for refugees. These actors can be identified in the Stakeholders map below, which displays who the main actors, facilitators and institutions are, as well as how they are related. In the center, the users (refugees) are placed. Around them is the service provider (Refujourney) including Venligboerne as ambassadors of the service, followed by the facilitators (those who Refujourney depend on to exist, as they provide content for the service and function as intermediaries between the government and the refugees). In the last layer, the institutions are placed. They are indirectly related to the refugees (in this service context) by creating the environ ment and rights for the refugees., through creation of political strategy in relation to the refugee crisis, creation of regulations for the asylum seeking process, regulations in the camps etc.

INSTITUTIONS

Municipalities

FACILITATORS

REFUJOURNEY

Venligboerne

Asylum camps

Refugees.dk

REFUGEES

Other information sources

Ministry of integration

Clients

Red Cross

Ill. 3: Refujourney Stakeholder Map

Persona

The following personas are examples of Refujourney's potential users. They are four personas with different ages, gender, occupation and background, that were created based on interview insights and desktop research findings. They represent the target groups motivations, frustrations and goals, since these factors give an idea of the user's attitude and hence their motivation for using the Refujourney service. The personas have been an important addition to the design process since their role has been testing the ideas with their perspectives and goals in mind.

„I wish to continue my studies in Denmark and reunite with my family eventually"

YASMINE
SYRIAN - 22 YEARS

Yasmine is a 22 year old unmarried girl from Syria. She has been in the camp in Roskilde for four months. Her mother and sister are in another camp in northern Jutland, but they try to keep in contact weekly. She is an extrovert and optimistic person. Before coming to Denmark, she studied Health studies in Syria, and wishes to continue with her studies in Denmark. In her freetime she likes to do sports and she frequently uses technology including smartphone, laptop and various social media. Her father has disappeared during fleeing, and one of her brothers is in Greece, the other one in Sweden. The whole family originally wanted to reunite in Sweden.

BACKGROUND
Student of Health studies

MOTIVATIONS
Wishes to continue her studies in Denmark and reunite with her family eventually

ATTITUDE
Extrovert and optimistic

FRUSTRATIONS
Does not know about her possibilities to study
Her family got separated during fleeing

Ill. 5: Persona Card Yasmine

„I am waiting to get my asylum so I can work and start a new life in Denmark"

ALI
AFGHAN - 26 YEARS

Ali is a 26 year old unmarried man from Afghanistan. He has been in Denmark since 18 months and is waiting for his asylum asnwer in the camp in Roskilde together with his brother who is underage (17). Ali has to take care of him and hopes for a positive answer so he can work and provide for him and his brother. He has a kind of sceptical attitude, because everything takes so long and he doesn't know when he get's an answer to his case. Back in Afghanistan he had a barber shop, which unfortunately was destroyed in a bombing event. Ali is a social person and makes friends easily, he is very dependent on his smartphone to stay in touch with them.

BACKGROUND
Barber / Hair Dresser
Entrepreneur

MOTIVATIONS
Work as Hair Dresser in Denmark,
provide for his brother

ATTITUDE
Social, became sceptical

FRUSTRATIONS
Waits for asylum and does not his chances

Ill. 4: Persona Card Ali

„I hope to find a job in my field and teach at a University again, so I can priovide for and reuinte with my family"

HUSSEIN
SYRIAN - 47 YEARS

Hussein is a 47 years old married man from Syria. He has two daughters (22 and 24 years old). The daughters and his wife are granted asylum and live in Aalborg. He has been living in the camp for 11 month, and has granted asylum since 4 months, but his education has not been recognized so he has been working as a dishwasher. Hussein has been a business professor at a University in Syria, and in Turkey, where he lived with his family the last two years before fleeing. He has some technological skills, and uses a smartphone once in a while. In his free time he likes to play the Oud, which is a traditional syrian instrument. His goal for his lfie in Denmark is to teach again.

BACKGROUND
Business Professor
Musician

ATTITUDE
Calm and patient

MOTIVATIONS
Wants to find a teaching job and provide a home for his wife and daughters

FRUSTRATIONS
Works as a dish washer at the moment, because his education has not been recognized

Ill. 7: Persona Card Hussein

„I wish for my family to be reunited and I want my kids to have a good future in Denmark"

MARIAM
SOMALI - 22 YEARS

Mariam is a 35 years old married woman from Somalia. She has three kids (7, 10 and 12 years old). She has been in Denmark for six months and is living in an asylum centre with her 12 year old son. She is scared and unsure about the future and misses her family being together. Mariam is a stay-at-home mother and a really good cook. She doesn't use computers but talks on Skype with her husband and uses her smartphone for basic things. She hopes to have family reunification after she will be granted asylum (if so) and bring her husband and the two other kids to Denmark.

BACKGROUND
Stay-at-home mother
Good cook

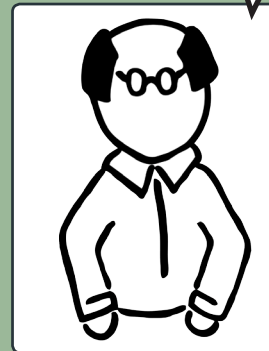**ATTITUDE**
Insecure, but hopeful

MOTIVATIONS
Biggest motivation is the thought of being reunited with all her family again

FRUSTRATIONS
Lack of understanding the rules of the asylum process leads to uncertainty about the future

Ill. 6: Persona Card Mariam

Persona Journey Overview

The Journey Network provides an overview of how the use of the Refujourney application can differ based on the user. The illustrated example journey represents the various possible milestones of the personas. While the milestones until Asylum granted are most likely the same, the provided content along the way can differ a lot based on the goal and following milestones after the Asylum answer, as indicated by the arrows.

THE PERSONA'S REFUJOURNEYS

Arrive in DK

1st Interview

Asylum

Work / Trainee — Own business — Social Network

Studying in DK — Family reunion — Sports Club

Schools for Kids — Family reunion — Family activities

Teaching Job — Home for Family — Music Club

Ill. 8: Persona Journey Overview
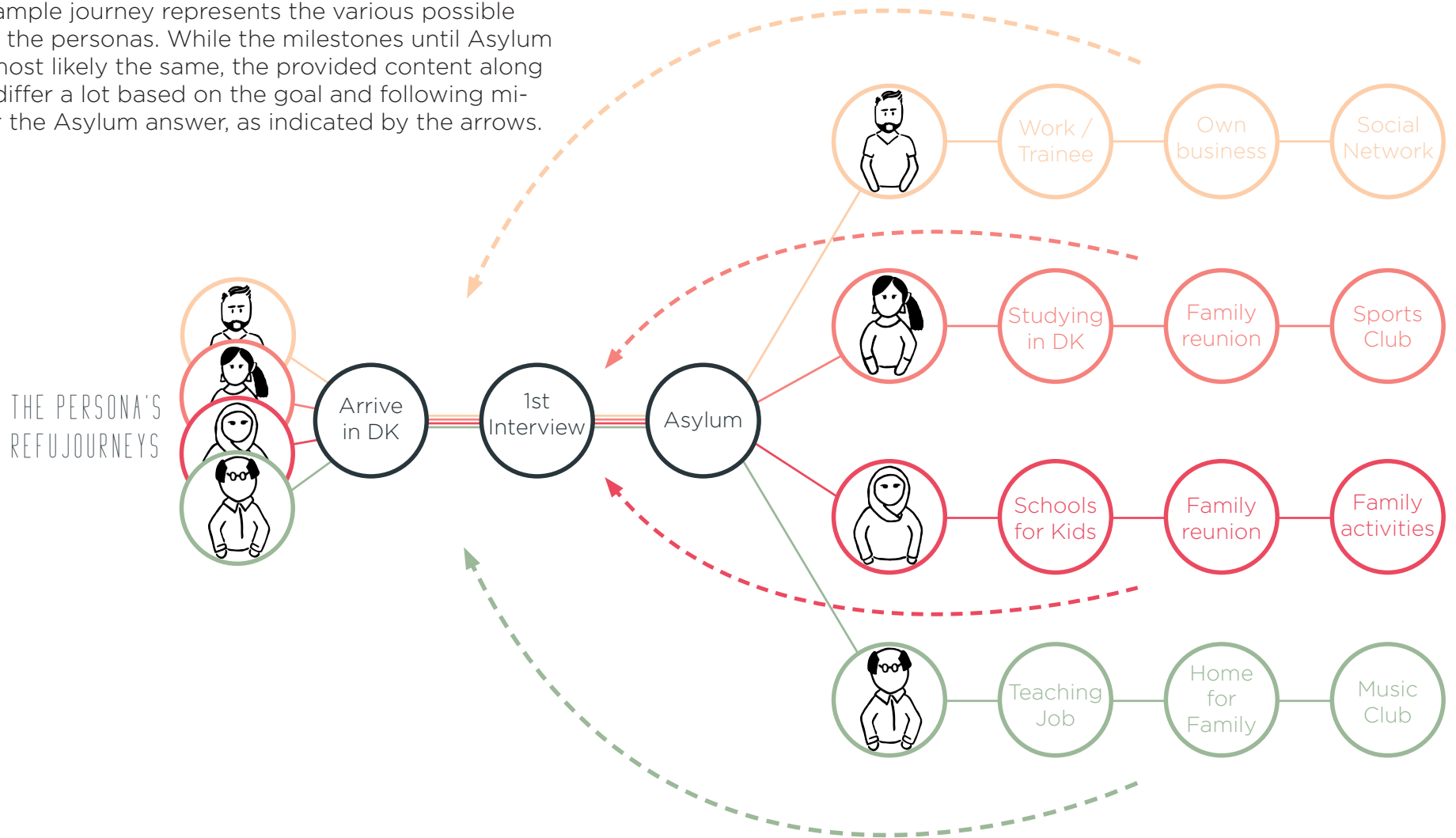
WHAT IS REFUJOURNEY?

Persona Journey Overview

The Journey Network, displayed on the following page provides an overview of how the use of the Refujourney application can differ based on the user. The illustrated example journey represents the various possible milestones of the personas. While the milestones until Asylum granted are most likely the same, the provided content along the way can differ, based on the POI and following milestones after the Asylum answer, as indicated by the arrows.

Service Narrative

The use of the Refujourney application is clarified in the following service narrative. Within this a user journey is described through the eyes of one chosen persona in order to be able to highlight details and show the customization aspects of Refujourney.

Furthermore, the Refujourney timeline with appropriate miles-
tones explains the functionality of the timeline within the ser-
vice and the inclusion of UI screens creates a clearer picture
of the provided content in the different steps of usage.

System Architecture

The System Architecture shows the technical and material flow of information within the service system of Refujourney. In order to emphasise the use and flow of data, the System Architecture is split into two areas - the IT infrastructure and the physica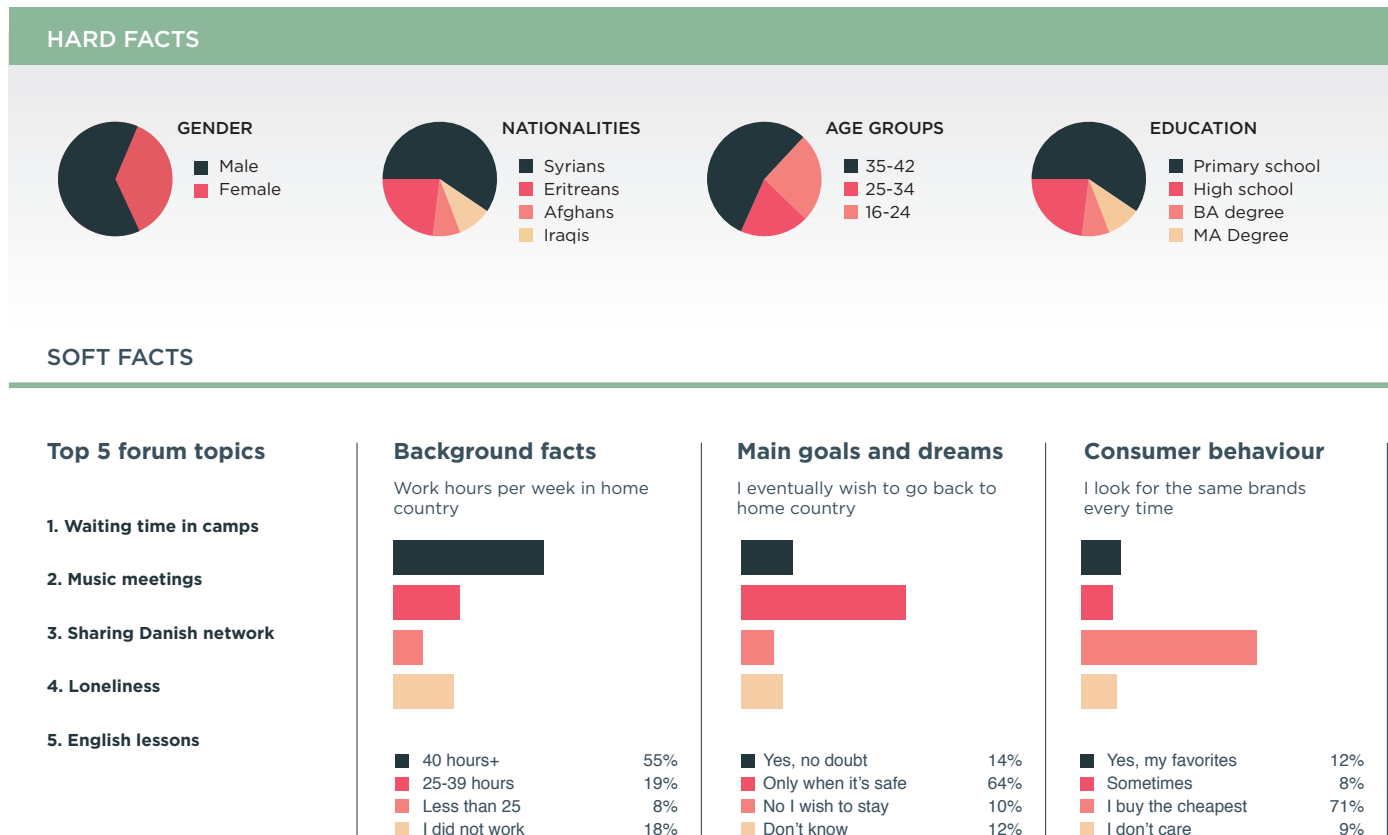l infrastructure of the service. This way, the connections of the digital platform with the physical actions within the service systems can be shown.

Technical system infrastructure   **Physical infrastructure**

Ill. 10: Refujourney Service Architecture
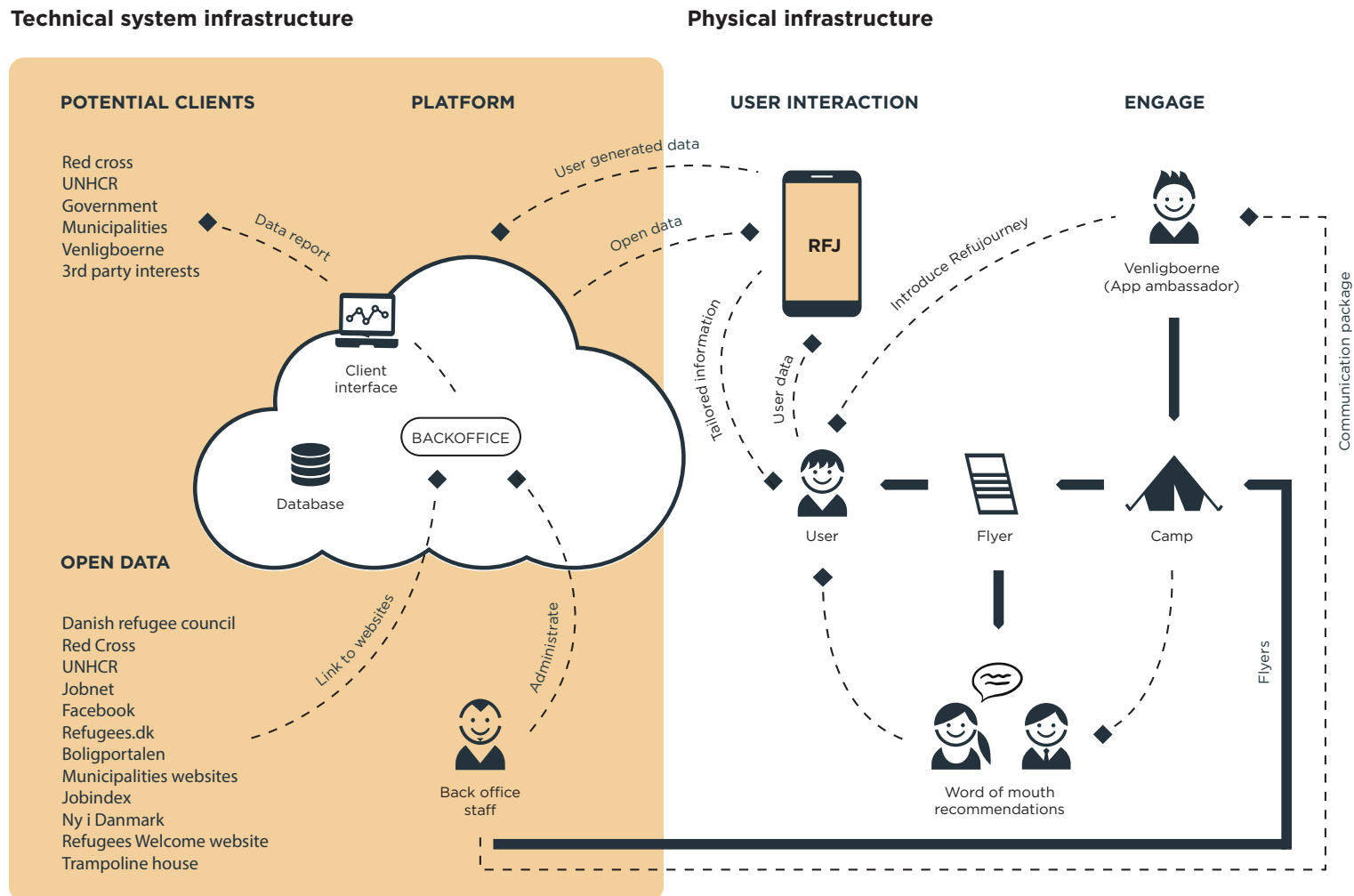
Data Report for Clients

The data report shown in the Systems Architecture as the stream of information going from the database to the clients is user data statistics generated via the My Q feature in the app. This feature offer two options for the user: 1) a forum where the users can interact and communicate with each other and 2) an ongoing questionnaire where the users can answer questions within topics like background facts, personal goals and frustrations, consumer behaviour, social media patterns etc.

Every time the user answers a question, they receive an overview of how all other users answered same question. The data stored about the users will every month be translated into a report with selected data presented in a easily understandable way, like this example shown below via an infographic. The data report will generate a revenue stream for Refujourney as it will only be available via a subscription fee. A business model for this part of the service can be found later in this product report, including key partners, value proposition, customer segments etc.

HARD FACTS

GENDER
- Male
- Female

NATIONALITIES
- Syrians
- Eritreans
- Afghans
- Iraqis

AGE GROUPS
- 35-42
- 25-34
- 16-24

EDUCATION
- Primary school
- High school
- BA degree
- MA Degree

SOFT FACTS

Top 5 forum topics

1. Waiting time in camps
2. Music meetings
3. Sharing Danish network
4. Loneliness
5. English lessons

Background facts

Work hours per week in home country

40 hours+	55%
25-39 hours	19%
Less than 25	8%
I did not work	18%

Main goals and dreams

I eventually wish to go back to home country

Yes, no doubt	14%
Only when it's safe	64%
No I wish to stay	10%
Don't know	12%

Consumer behaviour

I look for the same brands every time

Yes, my favorites	12%
Sometimes	8%
I buy the cheapest	71%
I don't care	9%

Ill. 11: Refujourney Data Report

HOW does refujourney work ?

Like most systems, Refujourney is the result of many planned actions. All these processes and their interrelations are thought through and shaped to fit into the holistic service result.

Blueprint

The elements that are crucial for Refujourney to run smoothly, are visualized in the following blueprint. The blueprint shows the interaction between the service provider (Refujourney), the app user (the refugees) and the clients (organisations subscribing to the data report). Furthermore, the blueprint shows the whole service experience from first time till end-usage where the result is generated. The result is when the clients receive the data report and the app user completes their last milestone, not needing to use the app any more. This phase is not related to time, as the client receives the data report once a month, while the refugee might make use of the app for days, months or even years. The touchpoints are shown in the first row, color coded in relation to the actor. The arrows indicate the flow and the order that the events happen throughout the blueprint. In the back office are the IT infrastructure and the office staff. The internal processes within the backstage is shown in detail in the System Architecture.

BLUEPRINT

Touchpoints

The Refujourney website targets three different stakeholder groups. In order for the volunteers to become ambassadors, they need to sign up at Refujourney's website. There they have access to the tool kit, that explains how to communicate the service for potential users. The website also contains information for refugees, who can read about the Refujourney app and the benefits of using it. A third group of stakeholders that will be directed to the website is the clients of Refujourney. There will therefore be a section for them focused on the benefits of receiving the monthly report, where they can subscribe to it.
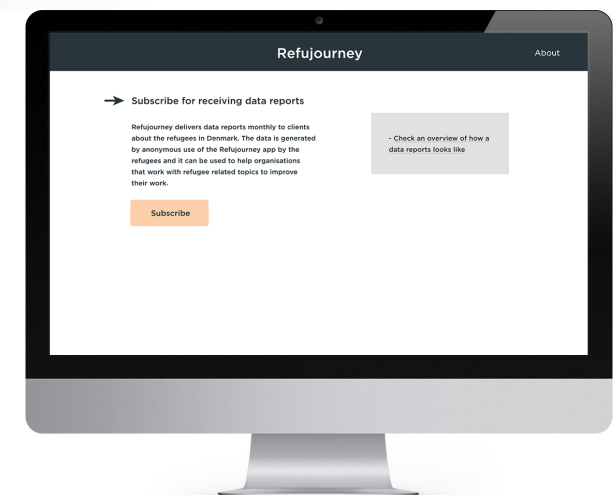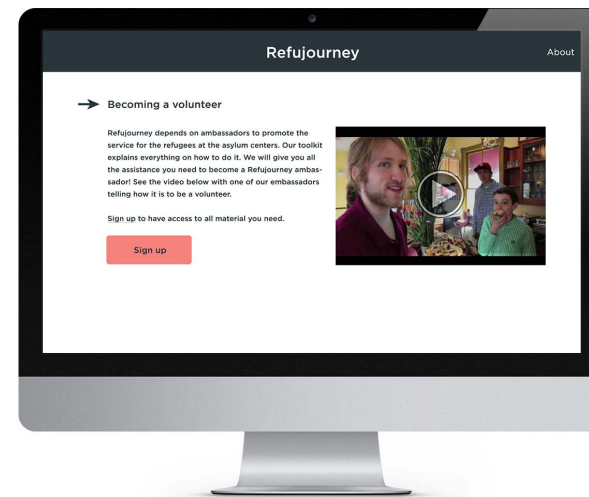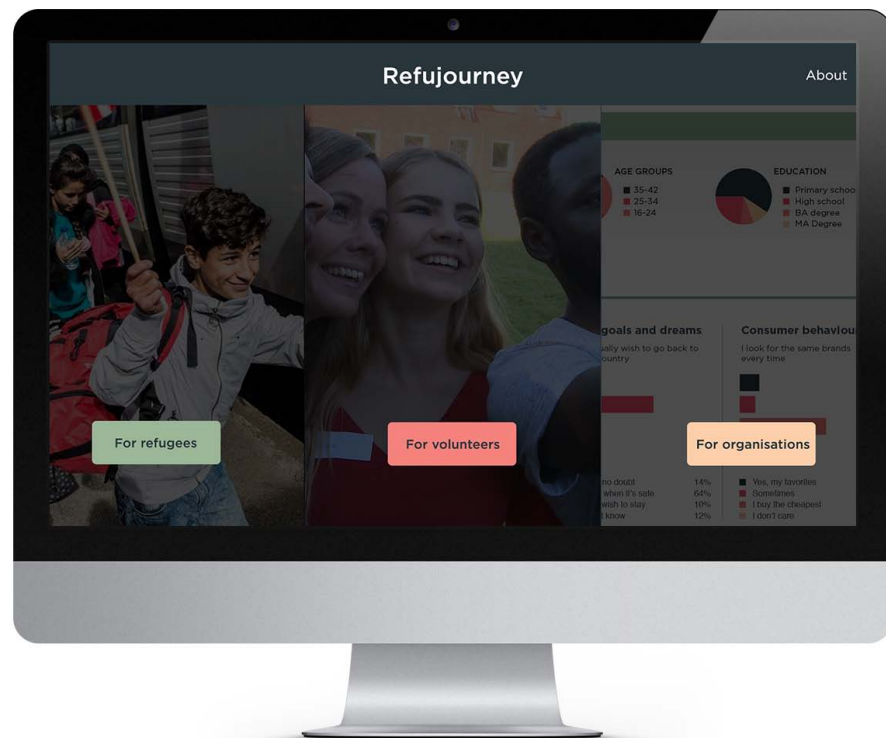

Ill. 13: Refujourney Touchpoints

Digital Prototype

In the main screen of the app the journey timeline is displayed with the milestones and goals. Completing a milestone on the timeline makes it shift the circular loading bar surrounding the step, to show that the step has been completed. The final mockups show a swipe function using the left/right wings of the screen as well.

Swiping to the left gives you information backed up by external websites, while swiping to the right makes you able to provide information to the app, checking off tasks and achieving the given milestone. The Search tool and the MyQ sections can be found in the bottom of the app. An interactive version of the prototype, that shows the experience in high fidelity can be accessed through the link: https://projects.invisionapp.com/share/927C490YJ#/screens/160670111__1
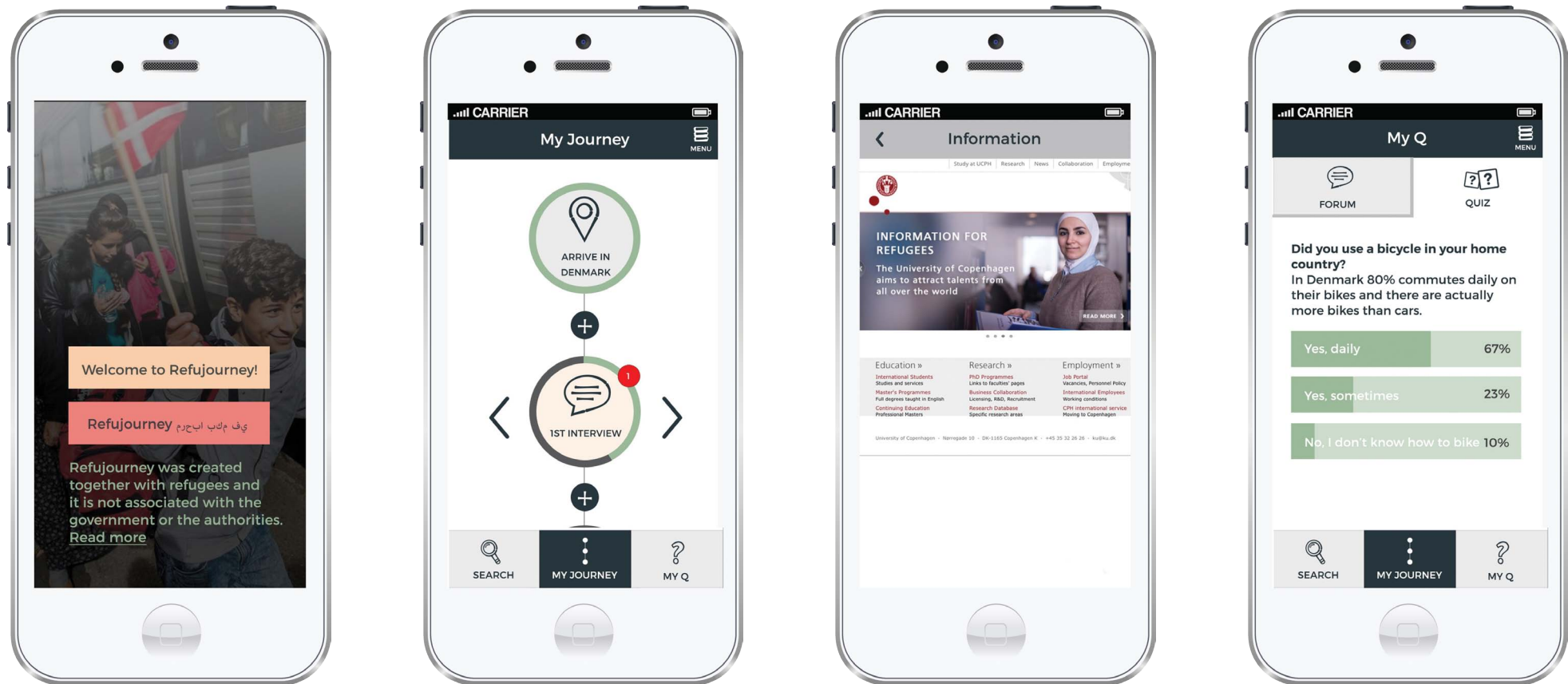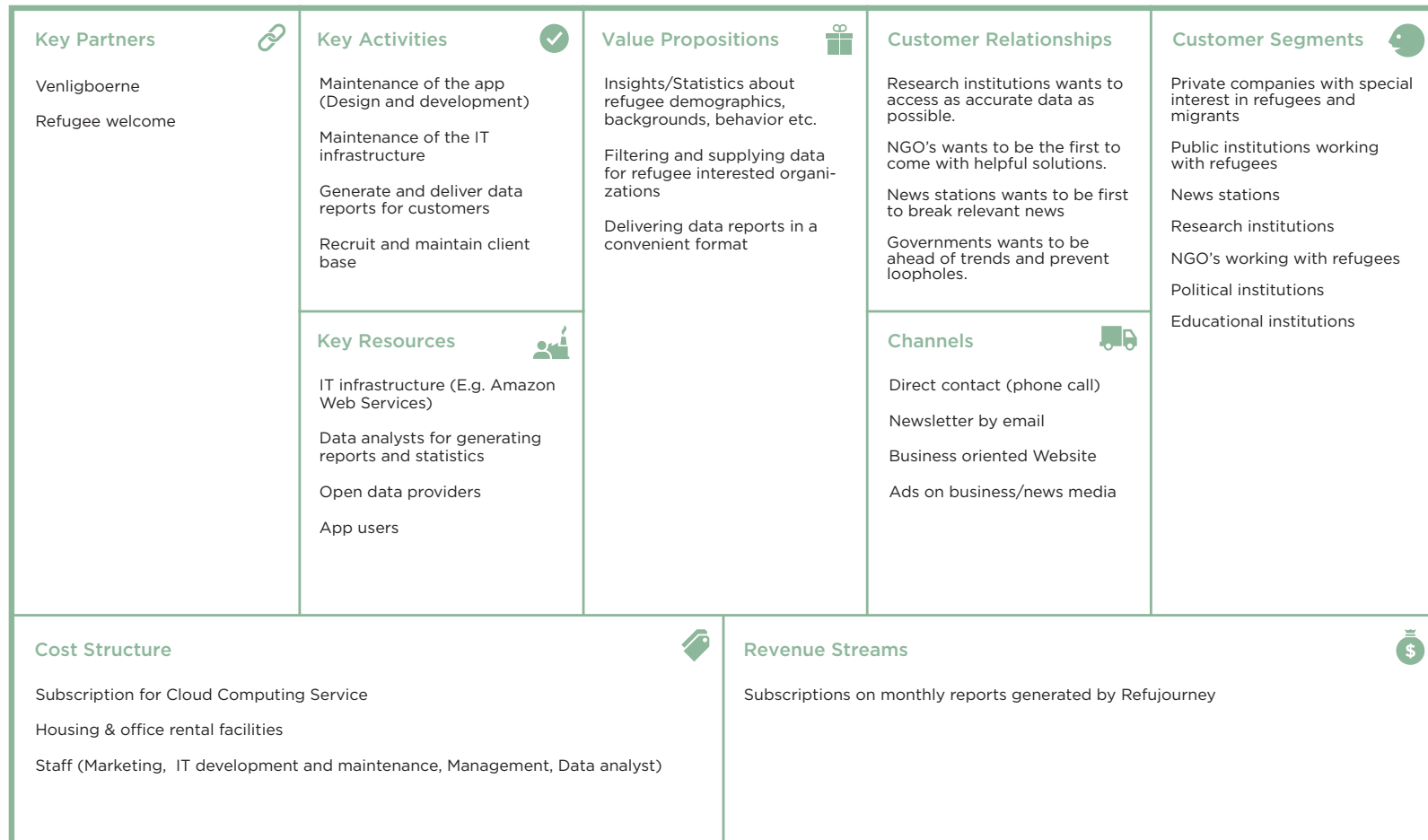

Ill. 14: Refujourney UI Prototype

Business Model Canvas

Even though the main values with the Refujourney service is not to generate revenue, having a steady cash flow will make it possible to allocate resources for maintenance and development of the app, assuring that the service is not purely based on fundraising and volunteers. The Business Model Canvas offers a framework which enables the group to cover the most important aspects in terms of delivering value to potential clients. Below is an overview of the what the different building blocks in the canvas contain.

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Venligboerne	Maintenance of the app (Design and development)	Insights/Statistics about refugee demographics, backgrounds, behavior etc.	Research institutions wants to access as accurate data as possible.	Private companies with special interest in refugees and migrants
Refugee welcome	Maintenance of the IT infrastructure	Filtering and supplying data for refugee interested organizations	NGO's wants to be the first to come with helpful solutions.	Public institutions working with refugees
	Generate and deliver data reports for customers	Delivering data reports in a convenient format	News stations wants to be first to break relevant news	News stations
	Recruit and maintain client base		Governments wants to be ahead of trends and prevent loopholes.	Research institutions
				NGO's working with refugees
	Key Resources		**Channels**	Political institutions
	IT infrastructure (E.g. Amazon Web Services)		Direct contact (phone call)	Educational institutions
	Data analysts for generating reports and statistics		Newsletter by email	
	Open data providers		Business oriented Website	
	App users		Ads on business/news media	

Cost Structure	Revenue Streams
Subscription for Cloud Computing Service	Subscriptions on monthly reports generated by Refujourney
Housing & office rental facilities	
Staff (Marketing, IT development and maintenance, Management, Data analyst)	

Ill. 15: Business Model Canvas

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ILLUSTRATIONS LIST