

The first specializing master in

# **SERVICE DESIGN**

at Politecnico di Milano

**XII EDITION • 2025/2026**

**Services are  
the heart of  
contemporary  
society**

The last few years have challenged the world as never before, making us touch with our own hands what we previously had the chance to experience only through sci-fi movies; and disrupting, all of a sudden, our values, our habits, our vision of the future. But such turmoil has also proved that rapid, and sometimes even radical, innovation is possible, for both individuals and organizations. New standards of service are quickly taking over, paying attention to serious global-level problems, with more and more emphasis put on impacts they could generate on the planet in the long term.

In the wake of the acknowledgment received in the last decade, **service design is going to be confirmed as the crucial discipline of our times, thanks to an approach that has improved and evolved following the challenges and the needs of the economy and the society.**

From design thinking to critical design, from a systemic to an ecosystemic perspective, from a human-centered point of view to behavioral transformation, a new service design era is arising, exploring new complexities and embedding into theory and practice further cross-disciplinary contaminations.

Established in 2013 in response to the growing demand for professionals capable of handling the complexity of services, the **Specializing Master in Service Design by POLI.design - Politecnico di Milano is maintaining the pace with the evolution of the discipline.**

Following the changes that invest in business and the society, the Master programme, since its birth, **is endowed with the mission of training professionals in the fascinating process of conceiving, developing, and delivering a service, fostering at the same time innovation culture, creative thinking, and cultural exchange.**





**MANAGING AND INTERPRETING DATA FROM BOTH QUANTITATIVE AND QUALITATIVE PERSPECTIVES TO INFORM SERVICE CONCEPTS**

# THE SPECIALIZING MASTER IN SERVICE DESIGN

POLI.design, founded by Politecnico di Milano, devotes a specialized upper-level training programme to Service Design.

The Specializing Master delivers **an English teaching programme on service design employing a practical and learning-by-doing approach**, based on modules that underline the design discipline, and on applied and cutting-edge contents. Students will acquire the fundamental competencies to understand people's needs and behaviors, interpret changes within contemporary society, and design effective and efficient solutions, processes, and experiences. The Master is supported by outstanding partners belonging both to the public and the private sector.

The Specializing Master in Service Design is an **international training programme** focused on people-centred and planet-centred approaches, and the development of service ideas from contextual research to prototyping. Thanks to **a proven and sound methodology that mixes theoretical knowledge with hands-on experiences that are renovated every year**, and that are enriched by always new lectures on topics at the forefront, each Master edition awards a new generation of designers that soon go feeding the ranks of renown design agencies, consultancies, companies, as well as public organizations and research centers.

The complexity of conceiving, developing, and delivering a service requires innovation culture, creative thinking, and cultural exchange. In order to strengthen the student's abilities, the Master programme relies on an educational model that merges the acquisition of broad and multifaceted methodological knowledge and a learning-by-doing approach through:

- **Multidisciplinary modules;**
- **Experimental projects with real companies** coordinated by international academics and professionals;
- **User research, concept generation & development, service prototyping.**



## CANDIDATES / OBJECTIVES

A maximum of **35 places** are available for each edition of the Specializing Master in Service Design. The Specializing Master invites applications from candidates with a **degree, master's degree, or university-level diploma** in design, architecture or engineering, marketing or human sciences. Candidates may also be specialized in non-polytechnic disciplines for whom polytechnic skills can significantly enhance their prior professional training.

The **objectives** of the Specializing Master are:

- **to provide** the specific training required to refine the design skills of students who have already acquired experience in the design field;
- **to enhance** the basic skills of students with a background in other disciplines by furnishing them with theoretical knowledge and practical experience in service design;
- **to furnish** the means necessary to enhance the professional experience of students already in employment.

**COLLABORATE EFFECTIVELY, TACKLE COMPLEX ISSUES, AND RESOLVE CONFLICTS**

## PROFESSIONAL QUALIFICATIONS / OUTCOMES

The Specializing Master in Service Design trains **specialists in the design of services for firms and public sector organizations.**

The programme's overall objectives are to produce **experts and consultants** with a solid design culture, vision, and the ability to design, manage, and organize the conception and implementation of a service. It also aims to develop **innovation and entrepreneurship.**

On conclusion of the programme, the participants will be able to:

- **devise** systemic innovation models for services;
- **deploy** theoretical skills to operate with complex system;
- **use** specific service design tools and manage redesign;
- **observe** and analyse user experience to construct a user-centred vision of complex interactions;
- **manage** service conception, design and development;
- **foster** entrepreneurship.

Numerous employment opportunities are available to graduates from the Specializing Master in Service Design. Potential roles include:

- service designer as a specialized consultant at a **design agency**;
- service designer as a consultant or employee of **public-sector organizations, research centres, enterprises** and **authorities**;
- service designer as a consultant or employee of **private-sector organizations, research centres, companies** and **organizations**;
- service designer as a **freelance** or **self-employed professional.**

# COURSE PROGRAMME AND TEACHING METHOD

The Specializing Master in Service Design programme grants 60 CFU (Formative University Credits) equivalent to 60 ECTS.

The capability to **manage complexity** and act upon different design levels, and the **capacity for creativity** and **vision** are the main features of a service design professional.

These skills will be acquired through a **highly experimental approach** based on **learning modules divided into lectures and design activities** – called Service Design Pills, Service Design Masterclasses, Service Design Workshops – each one led by a different faculty member and focusing on a different topic.

The Master is now starting its XII edition with a **consolidated programme that includes more than thirty didactic modules**, clustered into the following thematic areas:

- **Service Design Basics & Tools**
- **Emerging Service Culture**
- **Service Business & Management**
- **Future Studies, Systems Thinking & Sustainable Design**
- **Human-Centered Innovation & Participatory Futures**
- **Emerging Technologies & Digital Services**

## MASTER TIMELINE

JANUARY  
2025

JUNE  
2025

Didactic activities

MASTER  
LAUNCH

*Theory classes  
& Design learning*

END OF  
CLASSES

In

The didactic path is composed by different kinds of didactic modules:

- **LECTURES**  
Theoretical lessons aimed at providing the disciplinary background and introducing extra-disciplinary knowledge;
- **SERVICE DESIGN PILLS**  
Short design sessions aimed at putting into practice methods and tools on a simulated design challenge;
- **SERVICE DESIGN WORKSHOPS**  
Biweekly design labs that cover all the phases of the service design process, from research to prototyping, experimenting on a real brief proposed by a partner company;

- **SERVICE DESIGN MASTERCLASSES**  
Advanced lectures provided by renown experts on cutting-edge topics emerging in the service design community;

And the **FIELD EXPERIENCE**, which can be:

- **CURRICULAR INTERNSHIP:** 475 hours of training experience in a partner company or other companies suggested by participants; or
- **PROFESSIONALIZING PROJECT:** a scientific research activity that involves the in-depth study of issues shared between the Student and the Master Board.

Field experience

DECEMBER  
2025

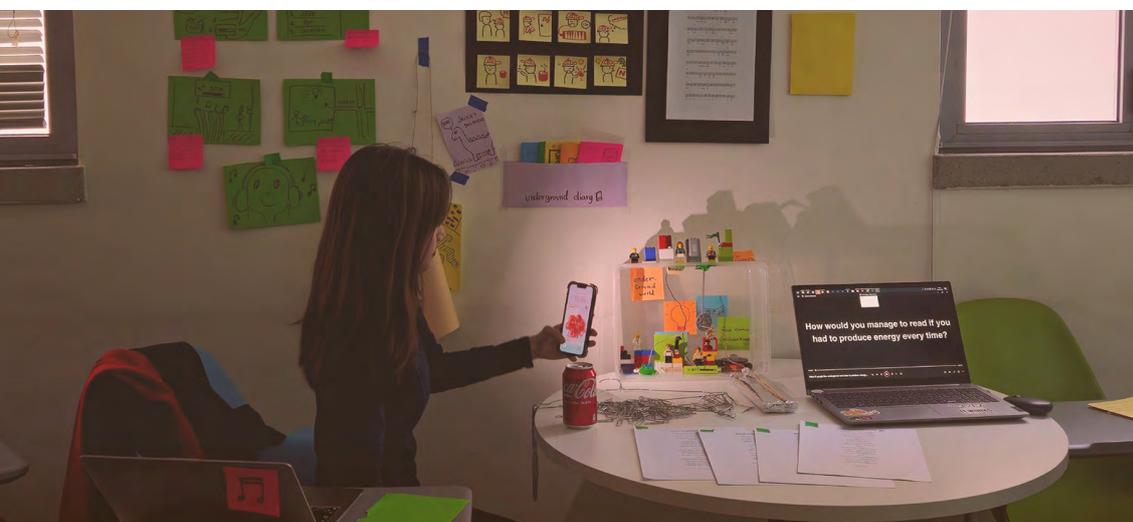
FEBRUARY  
2026

Road to graduation

Internship/Professionalizing project  
& Graduation project

END OF  
INTERNSHIPS

FINAL  
EXAM



**VISUALIZE RELATIONSHIPS,  
COMPLEX JOURNEYS,  
INTERACTIONS, AND THE  
PHYSICAL COMPONENTS  
OF SERVICES**

## ATTENDANCE / LANGUAGE

Master attendance is **compulsory for at least 75% of the hours scheduled**. Lessons start at 10:00 AM and finish at 5:00 PM (Italian time), and usually take place from Monday to Friday. **Classes are held in POLI.design's facilities**, within the Politecnico di Milano Design Campus.

## ASSESSMENT / DEGREE

During the Specializing Master, members of the teaching faculty will assess each student's progress by means of exercises, project revisions and presentations. Moreover, each student will take an individual final examination consisting of the discussion of the **Graduation Project**. The purpose of the examination is to assess the analytical, theoretical, and practical skills acquired by the student throughout the programme. Upon conclusion of the Specializing Master, students who have passed the final examination will receive a **First-Level Specializing Master's Degree in Service Design** awarded by Politecnico di Milano.



# SELECTION AND ADMISSION

Selection is based on **assessment of the candidate's skills, aptitude, and experience**, as well as **his/her goals and expectations toward the programme**.

The assessment is made by the Master Board on the basis of the candidate's:

- academic records;
- professional curriculum;
- online interview.

Significant **professional experience is also considered** as a criterion for admission.

With regard to aptitude, **the programme prioritizes highly-motivated candidates with creative and relational skills, curiosity, critical awareness, and a pragmatic mentality**.

Conditional admission to the programme may be granted to:

- students enrolled at Italian universities whose final degree examination is scheduled for a date subsequent to the beginning of the Specializing Master;
- students with foreign degrees whose validation is not yet complete.

Admission to the Specializing Master may also be granted to students possessing **Italian university diplomas or three-year degrees** (awarded under the previous university regulations) or **qualifications acquired in foreign countries**, provided that they are accredited, submitted in the original format, translated, and certified by the Italian consular authorities in the country in which they have been awarded, and accompanied by a declaration of legal validity.

For more information about the selection process, please write to [formazione@polidesign.net](mailto:formazione@polidesign.net)

## DOCUMENTATION

The following documents must be submitted online by applicants:

- application form completed in all its parts;
- updated CV;
- motivation letter;
- letter of reference (optional);
- portfolio (optional);
- copy of the passport, demonstrating citizenship;
- scan copy of the original University Degree achieved and related translation in Italian/English/French or Spanish;
- scan copy of the official University transcripts and related translation in Italian/English/French or Spanish or the Diploma Supplement.

In case a candidate will pass the selection, for the enrolment he/she will have to deliver the Declaration of Value from the local Italian Diplomatic authorities, or an Official document issued by ENIC/NARIC centres.

## COST

**The Specializing Master costs 15.500 €**, including the fee for enrolment at the Politecnico di Milano. It is exempt from VAT under article 10 DPR 633/72.

## DEADLINES

To take part to the selection process, the application form must be completed online within the following deadlines:

- for EU Citizens with a qualification obtained in Italy or abroad: **27/11/2024**;
- for non-EU Citizens with a qualification obtained in Italy: **27/11/2024**;
- for non-EU Citizens with a qualification obtained abroad: **27/10/2024**.

## FINANCIAL AID

Under the terms of regulation, POLI.design srl grants n. 4 (four) **partial exemptions of 25%** to candidates being less than 35 of age and applying for the First-Level Specializing Master in Service Design, 2025-26.

To request one of the partial exemptions, candidates must submit the application to the Specializing Master within the deadlines set by the present regulations and submit a formal written request for a partial exemption to the following address: [selezioni@polidesign.net](mailto:selezioni@polidesign.net) no later than 07/07/2024 – 11:59 PM (GMT +1 - Italian time zone).

More info at: <https://www.polidesign.net/en/formazione/business-design/master--service-design-2/>

# FACULTY

The Specializing Master is taught by an **outstanding Italian and international Faculty**, belonging to Italian and foreign universities, but also drawing on the expertise of design professionals and entrepreneurs working in Italy and abroad. It is supervised by an Advisory Board whose members represent Italian and international excellence in service design and innovation.

## MASTER BOARD

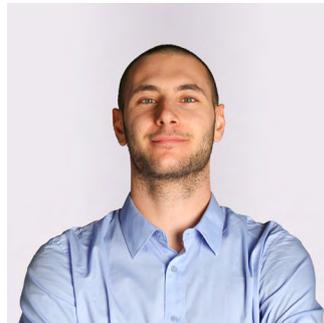
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DIRECTOR



**Beatrice Villari**  
CO-DIRECTOR



**Bryan Sabin**  
DIDACTIC COORDINATOR



**Raffaella Scognamiglio**  
EXTERNAL RELATIONS MANAGER



**Beatrice Ferrari**  
TUTOR

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### **Ottla Arrigoni**

SERVICE DESIGNER AT FUTUREGOV

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GENERAL MANAGER MILAN AT SKETCHIN

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DESIGN EDUCATOR & EDTECH PRACTITIONER

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FULL PROFESSOR AT POLITECNICO DI MILANO

### **Ilaria Durante**

PH.D. CANDIDATE & RESEARCHER AT POLITECNICO DI MILANO

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PH.D. STUDENT AT POLITECNICO DI MILANO

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BRAND DESIGNER

### **Francesca Foglieni**

ADJUNCT PROFESSOR AT POLITECNICO DI MILANO

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PROJECT LEADER AT NTT DATA

### **Peter Gall Krogh**

PROFESSOR AT AARHUS UNIVERSITY

### **Heidi Gargareta**

SERVICE & UX DESIGNER AT TANGITY

### **Antonio Grillo**

SERVICE DESIGN & UX DIRECTOR AT TANGITY

### **Sara Innocenti**

ANTHROPOLOGIST, UX RESEARCHER & STORY DESIGNER AT EXPERIENTIA

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CO-FOUNDER & DIRECTOR AT SUPERFLUX

### **Indy Johar**

EXECUTIVE DIRECTOR AT DARK MATTER LABS

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### **Thomas Markussen**

ASSOCIATE PROFESSOR AT UNIVERSITY OF SOUTHERN DENMARK

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UX RESEARCHER & MEDICAL ANTHROPOLOGIST AT EXPERIENTIA

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ASSOCIATE PROFESSOR AT INSTITUTE OF DESIGN

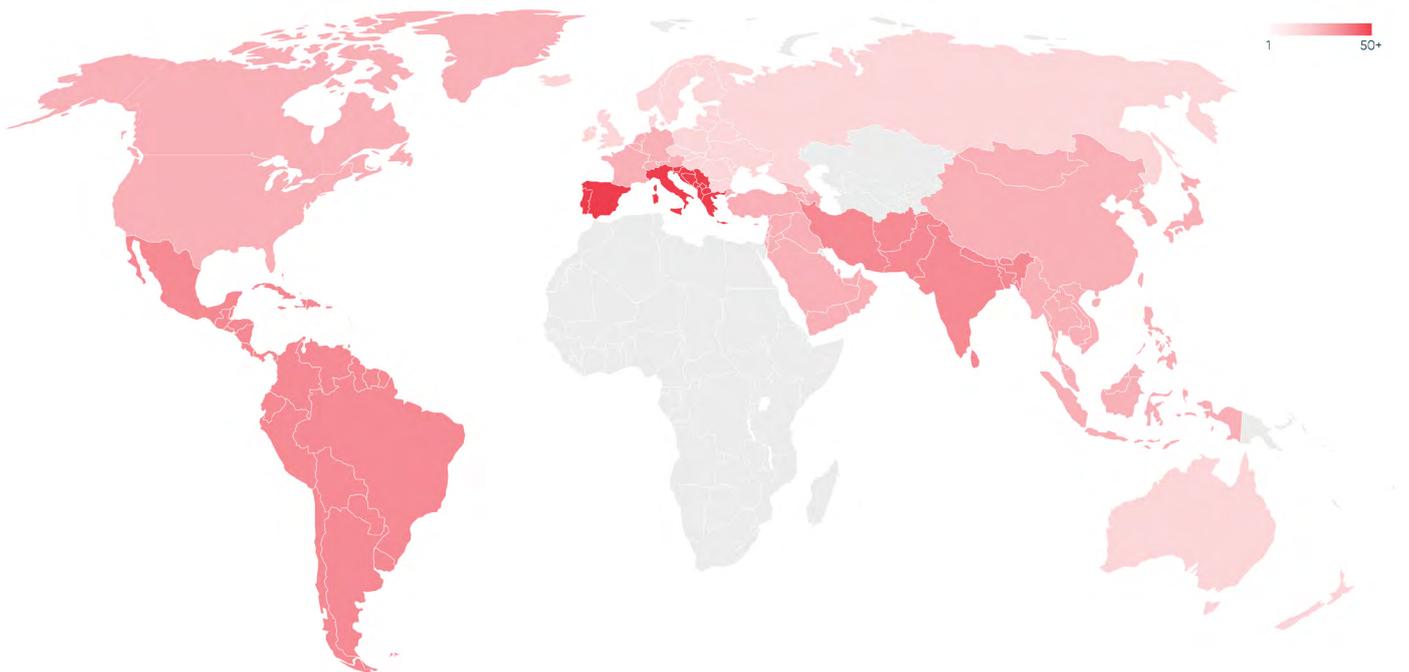
# FACTS & FIGURES

The Specializing Master prides itself on its commitment to **internationality** and **wide range of industry partnerships**. Its students come from diverse backgrounds and bring a range of perspectives to the programme. The Specializing Master serves as a **stepping stone** for many students, allowing them to choose between a variety of sectors following the completion of the Master's programme.

## STUDENTS' GEOGRAPHIES

The Master's student population is distributed in **39 countries on 4 different continents**. Italy is the main base area.

The geographical distribution shows a fairly homogeneous balance of international origins between Europe, Asia, and the Americas.

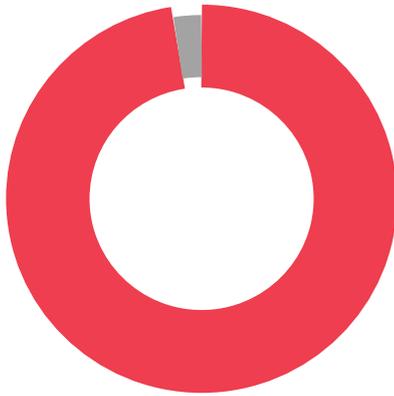


*figure based on the United Nations geoscheme's subregional division*

## ALUMNI OCCUPATION

**97.6%**

occupation rate  
within 1 year of  
graduating

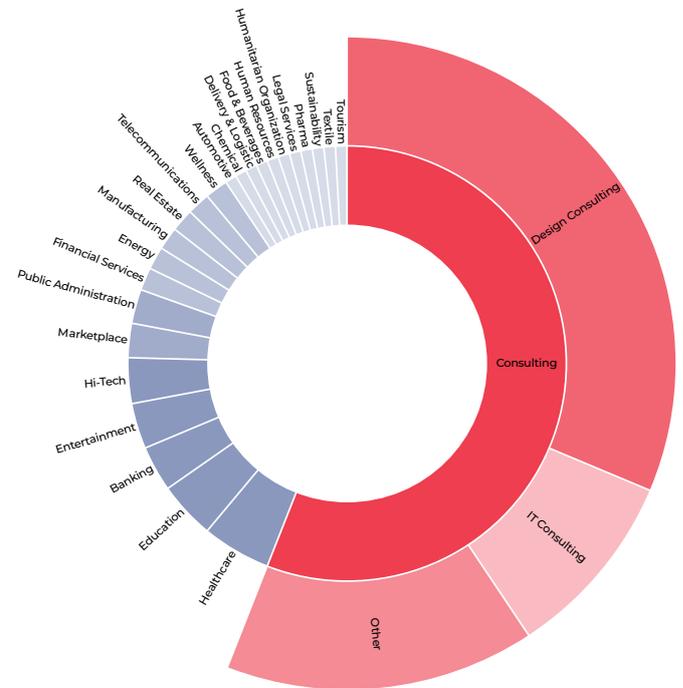


Within one year of completing the Specializing Master, 97.6% of our alumni become employed.

This underlines the **market's ability to absorb service designers early in their career** or recent graduates, offering them good opportunities for professional growth.

**~56%** now works in a consultancy

The Master's alumni work across more than 20 different industries, ranging from healthcare to real estate, **demonstrating the broad reach of service design in organizations and its diverse applications.**



**32.8%**

Of internships we  
provide switch  
into a job  
contract



The curricular internships for Master's students come through an international network of partners who have either adopted service design practices or are interested in developing such skills.

Roughly **1/3 of the curricular internships convert to employment contracts, effectively guaranteeing an almost direct continuity between training and the job.**

## ALUMNI SAY...

**Chiara Casadei** from Italy

BACKGROUND IN PRODUCT DESIGN

I decided to attend the Master in Service Design founded by POLI.design for several reasons. First of all I was fascinated and curious to find out what Service Design really was. I was coming from a Product Design background, and I was really interested in understanding the wider picture that surrounds the single product, the single touch point. Secondly, I wanted to enter a reality that would have given me the opportunity to get in touch with the work world, the "real world" outside the university walls. I needed something in a way more practical and stimulating, such as designing for real "clients". My expectations were fully met. This master gave me the possibility to not only attend classes and practical courses held by the most influential figures in the Service Design world, but also to attend workshops with real partners, trying to approach real challenges, working with designers coming from all over the world. This has been very challenging but also incredibly satisfying. Nevertheless I have to admit that the best part of all the experience was definitely the internship. The Master in Service Design offers a great chance to spend some time working for real firms, finally being part of a project team and address real problems. This has been an amazing opportunity, and I can only say that both the theoretical part and the internship satisfied me in a total way.

**Christina Sadek** from Canada

BACKGROUND IN MARKETING, INNOVATION, AND TELECOM

As a design thinker, innovation management practitioner, and seasoned marketing professional I'm passionate about bringing to market meaningful products, services, and experiences. With this aim in mind, I'm extremely happy with my decision of pursuing the Master in Service Design at POLI.design. The course has provided me with a

holistic view and formal understanding of service design principles and methods while enhancing my creative problem-solving skills and level of critical reflection in business, design, and life in general. The structure fosters a deep, collaborative approach to active learning, underpinned by integrated subject matter, each project building upon the existing knowledge and concepts of the previous one. I've particularly benefited from high caliber lecturers from various disciplines with contrasting styles and points of view, reflective of true work situations. As paradigms shift, I always seek new ways to engage clients in the cultural transitions that help them enact relevant change and deliver on the needs of both the consumer and the business. Having the skill-set of a service designer helps me do so by transforming both user and stakeholder relationships and experiences for the better.

**Adriana Matiz** from Colombia

BACKGROUND IN INT. RELATIONS, INNOVATION CONSULTING

I first discovered service design while trying to figure out why people wouldn't use the digital marketplace I was working on. Once I realized the depth and power of the service design tools for creating and adding value to the user's experiences, I quickly fell in love with the possibility of understanding better how service systems work and how we can improve them to deliver a better experience. Once I decided that this was the path I wanted to follow I encounter the Master in Service Design at POLI.design, which caught my attention because of the way the programme was structured with enough flexibility to let me explore my own interests and a practical approach to the learning process. The experience has been worthy, I have seen myself grow by learning not only the theoretical and methodological aspects of service design, but also the way in which a team of service designers can approach issues and provide solutions in a quick and practical way.



## XI EDITION PARTNERSHIPS

MAIN PARTNER

**Deloitte.**  
Digital

PREMIUM PARTNER

**sky**

PREMIUM PARTNER

**bludigit**  
una Società Italgas

PARTNER

**LUCCA**  
COMICS&GAMES

## PAST EDITIONS PARTNERSHIPS

**oblo**

**Sisal**

**Tangity**  
part of NTT DATA  
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**MEDECINS SANS FRONTIERES**  
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Download the 10-years report: [Nurturing Service Designers](#)

Ask for more info: [hello@polidesign.net](mailto:hello@polidesign.net)

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