MARK- E0010
Technology-driven Service Strategy: Group Work Kick-off 12.01.2023

Spring 2023
09.01.2023– 26.02.2023

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Course Structure

COURSE	23E10000 Technology-driven Service Strategy
Credits	6 ECTS
Status	Master's Program of Marketing, advanced studies

Assessment Methods and Criteria	1. Independent work (60%)
	   a. Pre-assignment: Reflection note (10%, 0-10 points)
	   b. Thematic package 1: Learning reflection: mind map & video/audio (10 %, 0-10 points)
	   c. Thematic package 2: Learning reflection: mind map & video/audio (10 %, 0-10 points)
	   d. Thematic package 3: Case Study – report (15%, 0-15 points)
	   e. Thematic package 4: Essay on the future of services (15 %, 0-15 points)
	   Please note that each thematic package includes one quiz (pass/fail) (Quizzes need to be *passed* in order to complete the course)
	2. Group work on Lean Service Creation (40 %)

Course book	Coursebook: **Elective, not mandatory** requirement to course completion. Wirtz, Jochen and Christopher Lovelock (2016): Services Marketing: People -Technology - Strategy, 8th ed.
Idea/delivery mode	Hybrid course (in terms of self-learning enhanced by some online sessions)

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Learning goals

1. Develop a Conceptual Toolbox

To get an overview on the main service marketing and management principles.

2. Learn to Understand Service Research

To explain the main service concepts in your own words (with a special emphasis on technology).

3. Bridge the Gap Between Theory and Practice

To make the transfer from theoretical consideration to practical application.

Technology-driven Service Strategy – Contents

„Service is the application of specialized competences (skills and knowledge) (1),

through deeds, processes, and performances (2)

for the benefit of another entity or the entity itself (self-service) (3)."

Vargo and Lusch (2004b), S. 326.

Wilson et al. (2012), p. 5; 37.

Introduction to Services (Jan. 10, 2023)

- Why study services?
- Defining services
- Servitization
- Value co-creation

Managing Service Excellence (Jan. 17, 2023)

- What is service quality?
- (Electronic) Service quality measurement
- Identifying "Moments of Truth"
- Customer Experience Management
- Service recovery

Service and Technology (Jan. 24, 2023)

- Self-service Technologies
- Four types of AI in service
- Omnichannel customer experience (Lemonade Insurance case study)
- Service robots
- Service platforms

Emerging Themes in Services (Feb. 07, 2023)

- Service ecosystems
- Sharing economy
- Transformative service research
- Service and society

Group Work – Lean Service Creation Exercise
(Kick-off, Jan.12 – Mid-term clinic, Jan. 26 (tbd) – Final presentations, Feb. 16, 2023)

Group Work – Service Champion Exercise

Please visit the site **www.menti.com** (also by scanning the QR-code below), type in the survey code, and write down **one company or organization** you consider to be a true service champion. Please also provide one attribute that makes this company or organization a service champion.
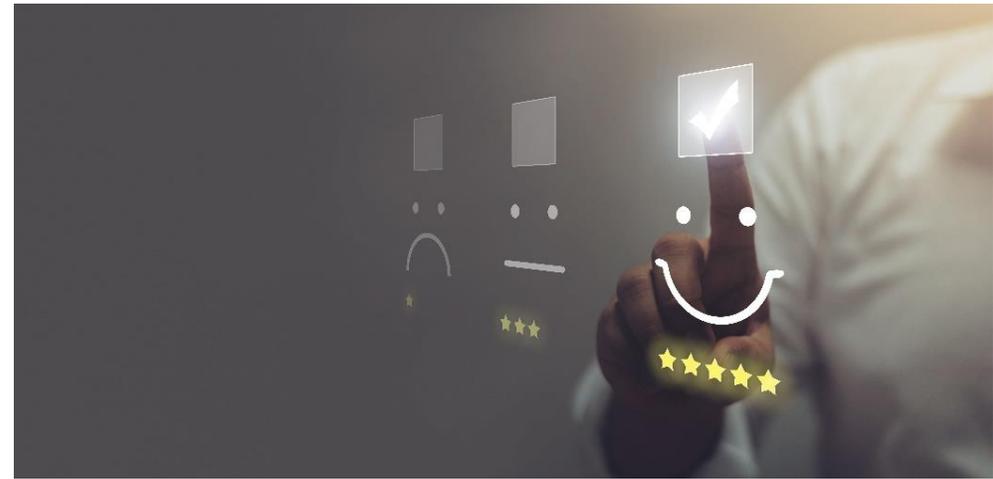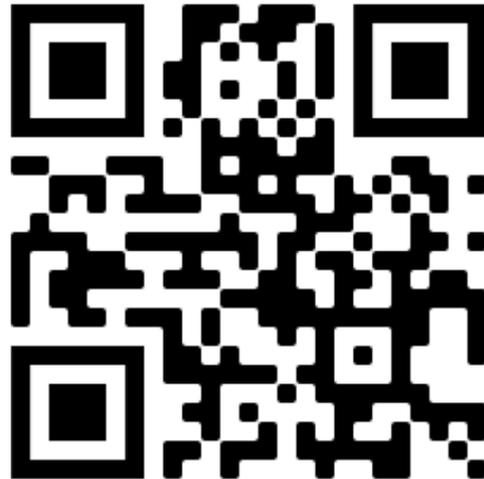
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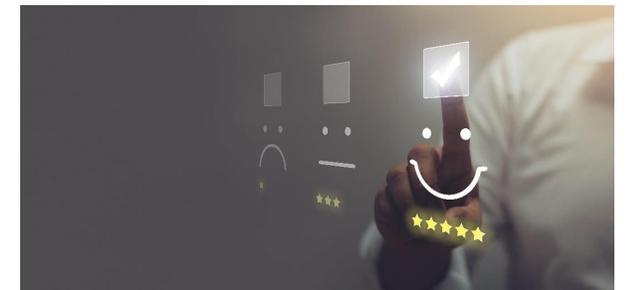
Go to **www.menti.com** and use the code 8907 3935

Name one brand (company or organization) you consider to be a true service champion (loser). Also provide a reason for your selection.

Mentimeter

nespresso
netflix
patagonia
wolt
nordea
spotify
disney
amazon
uber
hbo
apple
tori fi
ruokaboksi
aalto biz-great courses
finaviapleasant airports
hybe prev big hit ent
oda convenience

https://www.mentimeter.com/app/presentation/e58b12226766438b084d3498d092b752/81376eee5c67/edit

21

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Slide 6

Technology-driven Service Strategy
Seittu and Falk
Spring term 2023

Group Work – Lean Service Creation

Group Ideation Project – New Service Development Using the Lean Service Creation Approach

Idea:

1. You will be randomly allocated to groups of max. 5-6 participants. The group allocation will be communicated during the kick-off session on January 12, 2023.
2. Please select a well-established (Finnish) company to focus on during the group project. For a more varied and interesting discussion, let there (ideally) be different companies.
3. Your task is to design a new service for a particular segment of customers that helps the company to reach a particular business objective (e.g., enhancing brand awareness, customer experience, customer satisfaction, customer loyalty, or fostering new revenue streams etc.). You will consider the following aspects when designing the service:

    1. What is the customer problem that the service will tackle?
    2. Describe the customer segment you are designing the service for. What are the concrete needs, wants, problems, or desires that your innovative service addresses?
    3. Describe how the service works (e.g., based on a blueprint or customer journey map).
    4. Communicate customer benefits and formulate a concrete value proposition.
4. To facilitate your group work, you will be provided with specific guiding questions and canvases following a "Lean Service Creation"-approach.

Group Work – Lean Service Creation

Group Ideation Project – New Service Development Using the Lean Service Creation Approach

Organization:

1. Each group is asked to submit a summary of their service concept in a written form (graphics and visualizations encouraged). A template will be provided to the group for the final submission. Please submit your summary according to the deadline defined on the course outline (i.e., **February 23, 2023**).

2. Each group is also asked to present its new service concept on **February 16, 2023, either at 09.15-10.15 or at 11.15-12.45** in an elevator pitch-like manner. The elevator pitch should not exceed 5 min in length.

3. Please agree on specific target company during (or if that should not be feasible, as soon as possible after) the virtual kick-off lecture. Choose a company you are more or less familiar with so that you can make educated guesses about their business, customers and strategy.

4. We will offer a mid-term clinic to answer group work-related questions on **January 26, 2023, at 09.15-10.15 (tbd)**.

5. The Lean Service Creation-canvases will be made available via google jamboard. Ideally, to support our grading efforts, please use the jamboard-canvases.

6. Check out Futurice's Lean Service Creation youtube channel on: https://www.youtube.com/channel/UCTm8AVKm0UgXFC1vfDqkJyg

Group Work – Target Company

Step 1	Identifying the customer problem and zeroing in on a target company.

Google jamboard links

Group 1: https://jamboard.google.com/d/1b1FrzYkHtsl1w6ehSteY5Bk5gpNJuvP9wWB3BXJFewU/edit?usp=sharing

Group 2: https://jamboard.google.com/d/1Os5jsVfDa0AFBscjPaakg0F4ZBE8v8PW5BiuZG8k1P8/edit?usp=sharing

Group 3: https://jamboard.google.com/d/1UPRZBwgoBOgxIhS9MdCnoOK4txIZrwC9kEuJWuRsiyY/edit?usp=sharing

Group 4: https://jamboard.google.com/d/1jyykkOICGDG7RWagZbV0ZdPZ96fj6P4Xo_6QKR5zemI/edit?usp=sharing

Group 5: https://jamboard.google.com/d/132QO4l1elFxDExvE32tjekHOP5G5ycO4VzI_WBhdsOY/edit?usp=sharing

Group 6: https://jamboard.google.com/d/1CbQzPW90hHYa5MvzsGYbcUlmAGRwZWWVMfKn6CcxIpw/edit?usp=sharing

# Group Work – Immersion Canvas

Step 2

Now, you can start working with the Lean Service Creation-canvases. Please begin with the **Immersion-canvas**. This is the canvas that helps you doing your homework before taking a deeper dive into creating the new service. (if time allows 20-30 min)

IMMERSION – To know where you are and to build on top of others work.

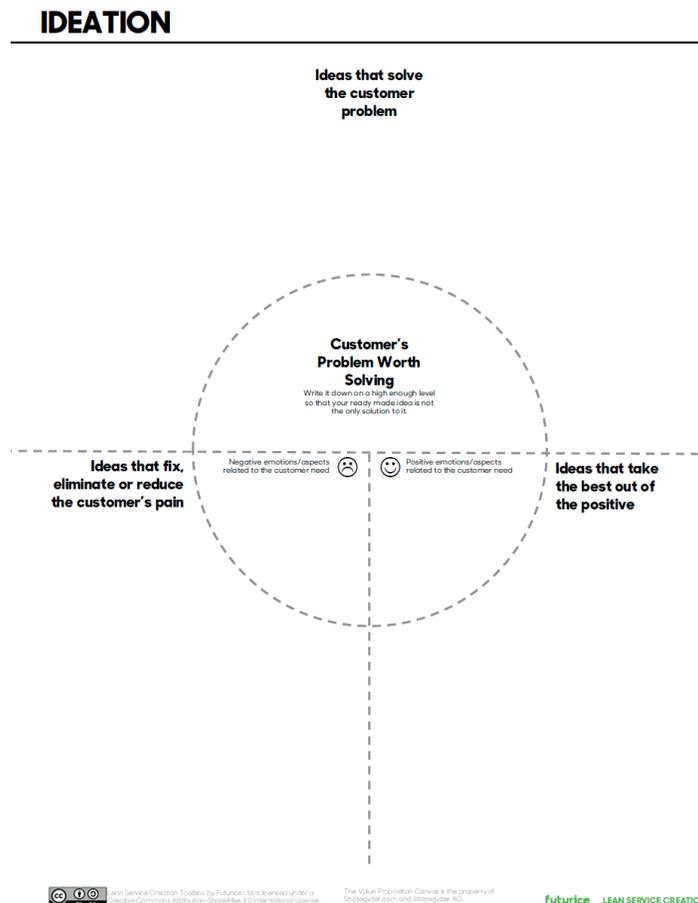| Your best guess of the customer's problem | Alternative solutions from the customer's perspective |
Competitors within our business domain :	Hottest start-ups:
How could current business be disrupted:	Hot names, known experts, people to listen to:
Inspiring services & products:	Public debate around the topic:

futurice LEAN SERVICE CREATION
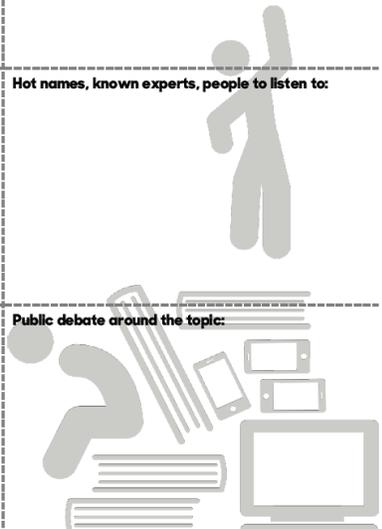
How to do it:

- Start with the upper left box, continue to the right, go to the left box in the second line etc.

- Write down your thoughts on (virtual) post-it notes and place them in the respective boxes

- This canvas helps you to assess where you are and to build on top of others' work

Group Work – Ideation Canvas

Step 3

After having collected valuable initial insights, you can start filling in the **Ideation-canvas.**
It's time to work on the actual solution for the customer problem; how your idea alleviates negative feelings and how it triggers positive emotions.

IDEATION

Ideas that solve the customer problem

Customer's Problem Worth Solving
Write it down on a high enough level so that your ready made idea is not the only solution to it

Ideas that fix, eliminate or reduce the customer's pain

Negative emotions/aspects related to the customer need ☹ ☺ Positive emotions/aspects related to the customer need

Ideas that take the best out of the positive

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The Value Proposition Canvas is the property of Strategyzer.com and Strategyzer AG. www.strategyzer.com

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How to do it:

- First, fill the inner circle based on your knowledge on the customer problem
- Then brainstorm around large and small ideas for solving the problem
- Remember that your business objective should be linked to a real customer problem…

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Group Work – Customer Grouping Canvas

Step 4

Once you have finished the ideation-canvas, you can start with the **customer grouping-canvas.**

It's time to divide your target stakeholder group into sub-groups and to identify the most promising segment. Which segment might be particularly interested in your new service?

CUSTOMER GROUPING – Choose who you aim to serve.

Common in all customer groups:

Group name:

Description:

Problem (assumed) worth solving:

Main group?

Why/why not?

LOVE THE PROBLEM NOT THE SOLUTION

Group name:

Description:

Problem (assumed) worth solving:

Main group?

Why/why not?

LOVE THE PROBLEM NOT THE SOLUTION

Group name:

Description:

Problem (assumed) worth solving:

Main group?

Why/why not?

LOVE THE PROBLEM NOT THE SOLUTION

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How to do it:

- Begin with pondering on the commonalities between the groups (if they are common enough, you will end up with a large target market)
- Name the customer group and then describe the group based on three bullet points (what are the three most important things to know about this customer group?)
- NOW DEFINE THE CUSTOMER PROBLEM YOUR SERVICE IS SOLVING FOR THIS GROUP
- Finally, ponder on whether/why/why not this is your main target group

Group Work – Blueprint Canvas

Step 5

Time to get your hands dirty with some blueprinting. A Service Blueprint is a great tool when you need to figure out all the important interconnections between the different parts of a service from a step-by-step perspective (i.e., not a static architecture diagram).
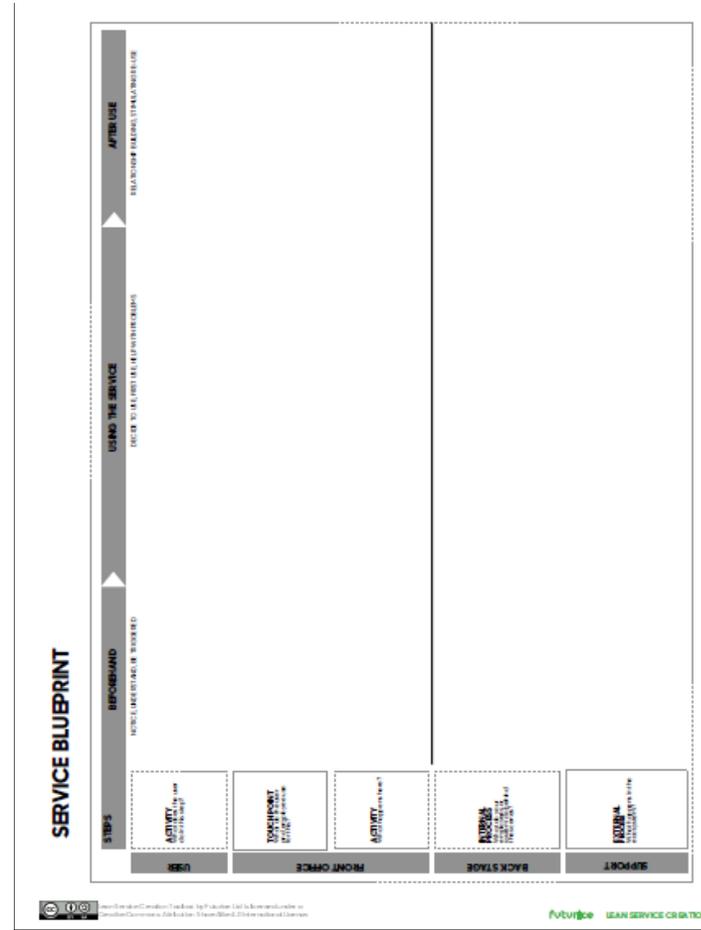
How to do it:

- Reflect on all five elements of the blueprint.
- Start with capturing the user's (customer's) actions in the first line.
- Continue with the visible front office activities.
- Then write down the invisible front office activities.
- Do not forget about the activity in the back office that is triggered by a front office activity.
- Finally, also consider important support processes.

Group Work – Concept and Value Proposition Canvas

Step 6

Almost there! Enough brainstorming – it's time for a fully blown service concept! Please work now on the **Concept and Value Proposition-canvas**.

CONCEPT AND VALUE PROPOSITION

Concept name?

How does it work?

Value to the end-user?

LOVE THE PROBLEM NOT THE SOLUTION

What differentiates it from other solutions to the same problem?

Value to our business?

Written value proposition:

Headline:

Description

Main points:
-
-
-
-

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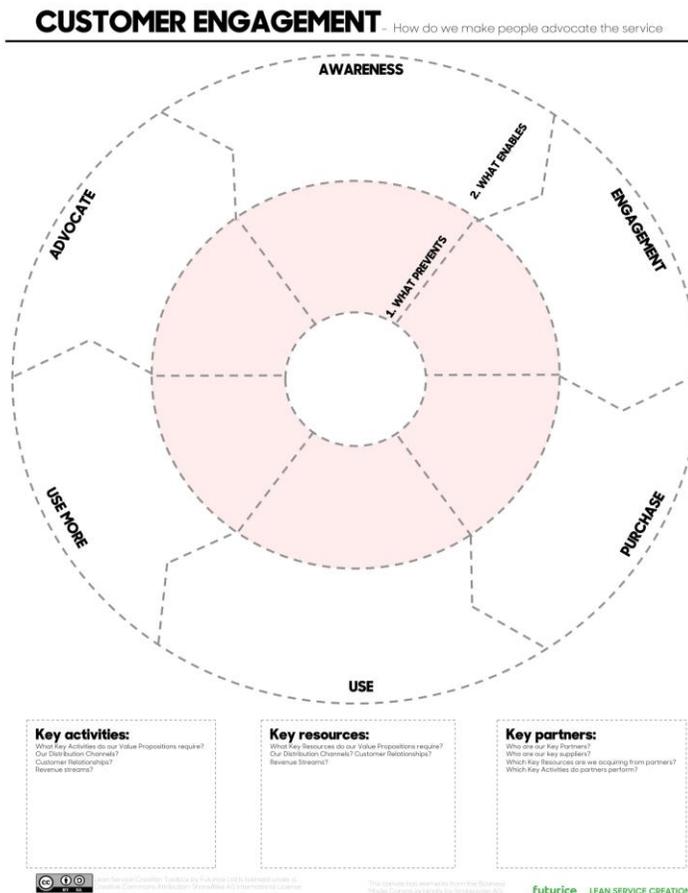
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How to do it:

- Keep your focus on the customer's problem, feasibility, and business impact while creating the concept
- You might want to read over your notes related to the business objective discussion
- Summarize your thoughts in form of a written value proposition

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Group Work – Customer Engagement Canvas

Step 7

A good service(or solution) continuously attracts new customers and turns them into satisfied, and ultimately loyal customers. The customer engagement canvas supports you in keeping this cycle turning (and not churning).

CUSTOMER ENGAGEMENT – How do we make people advocate the service

AWARENESS · ENGAGEMENT · PURCHASE · USE · USE MORE · ADVOCATE

2. WHAT ENABLES
1. WHAT PREVENTS

Key activities:
What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

Key resources:
What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

Key partners:
Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

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How to do it:

- Start with the awareness section and ponder on how to attract new customers to your service (or solution).

- Then, continue to think about how to
  - engage customers
  - make them buy your service/solution
  - use your service/solution (frequently!)
  - Transfer customers into brand ambassadors
- What enables and hinders you to get the customer engagement circle turning?

- What are key activities, resources, and partners that you need?

Group Work – Written Summary

Step 8

Ultimate stretch! Please prepare a brief (max. 1600 words) written summary of your ideas by filling in the word-template.

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Group Ideation Summary Template

Group #
Group members:

Assignment due: February 24, 2023

Note: Please try to provide your answers within a word limit of 1600 words. This also means that shorter answers are possible. You may incorporate snapshots of your Lean Service Creation-canvases.

How to do it:

- Please fill in the word-template by answering questions such as:
- What is the customer problem?
- Who are your customers?
- How does your new service actually work?
- What value does the service provide to customers and your target company?
- Submission latest by February 23, 2023