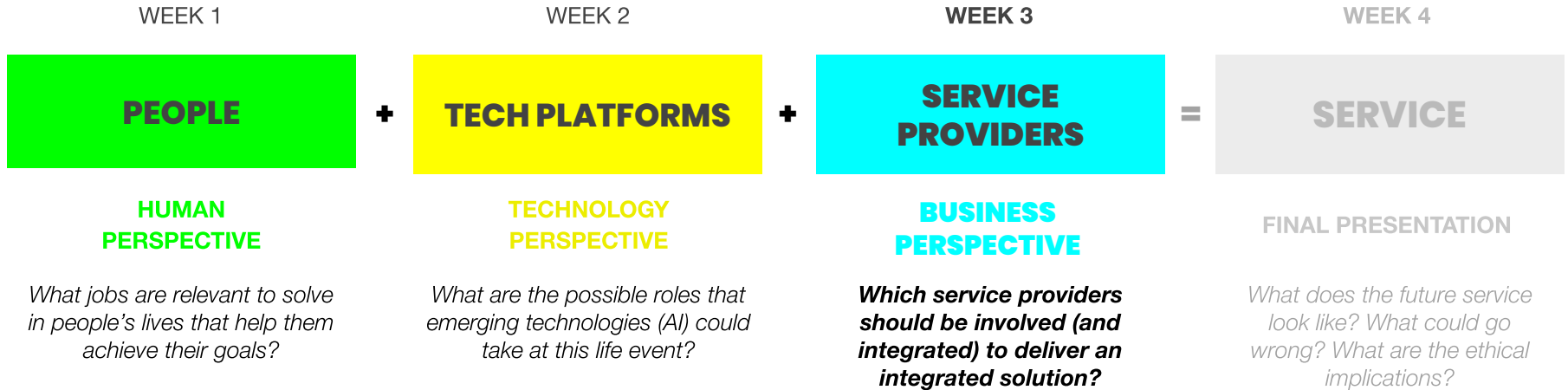


W3

BUSINESS PERSPECTIVE

AALTO UWAS 2020

Jane Vita



TODAY

15.15 - 15.45 **Share feedback from testing**

15.45 - 16.15 **Service proposition**

Break

16.15 - 17.00 **Customer Journey, Service Blueprint and Service Ecosystems**

17.00 - 18.00 **Map Customer journey, Service Blueprint and Service Ecosystem**

**How was the
testing?**

1st

**Understand
the shift**

**Make
people
want
things**

**Before
2000**

To

**Make
things
people
want /
need :)**

**After
2000**



2019

**and in
the future**

**Make a
positive
impact on
people's
life.**



CX maturity leads to growth

Higher revenues: Better retention, less price sensitivity, great wallet share and positive word-of-mouth

Lower expenses: Reduced acquisition costs, fewer complaints, and the less intense service requirements of happy, loyal customers.

183.8%
Annual Revenue Growth

138.7%

63.1%
Annual Revenue Growth



11-Year Stock Performance of Customer Experience Leaders vs, Laggards Watermark, The 2019 Customer Experience ROI Study (2007-2017)



CASE ENERGY TRADING - MVP SCOPING



+



+



Feasibility

TECHNOLOGY

Viability

BUSINESS NEED

Desirability

HUMAN VALUES



CASE ENERGY TRADING - MVP SCOPING



Desirability

DO PEOPLE REALLY NEED THIS?



CASE ENERGY TRADING - MVP SCOPING



Viability

SHOULD FORTUM DO THIS?

1. High urgency area
2. Increases revenue
3. Increases customer loyalty

1. Low urgency area
2. Doesn't affect on revenue
3. Doesn't affect on customer loyalty

CASE ENERGY TRADING - MVP SCOPING



Feasibility

--- CAN FORTUM DO THIS? ---

1. Needed data is available
2. Internal systems support this topic
3. Low cost to start

1. Needed data is not available
2. Internal systems don't support this topic
3. High cost to start

Exercise:
Service proposition

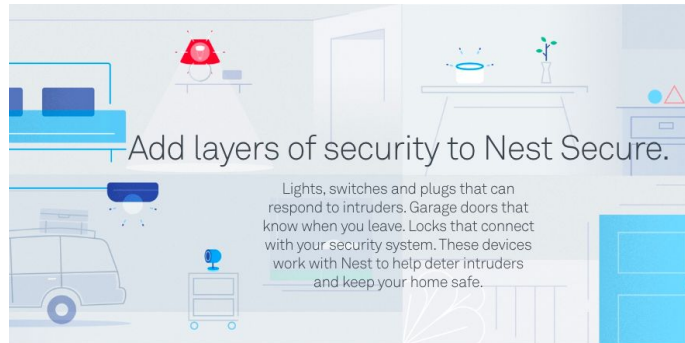
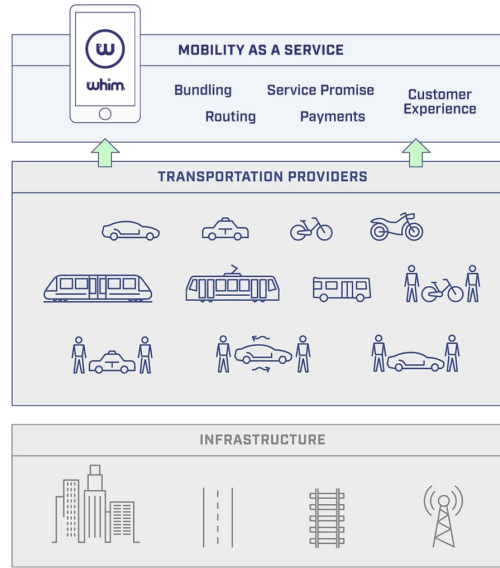
Communicating Service propositions

In service innovation when we create a new service or service offering we design service propositions.

The most strategic “product” of service design, the service offering, is ultimately what the service is all about, the delivered result, the value that is co-created between the service provider and the service user.

The service offering is a value proposition the service provider makes to users. To be successful, it must have a compatible value recognized by users and providers. As such, it needs to emerge from research on users, their context, as well as the service organisation and the way it functions.

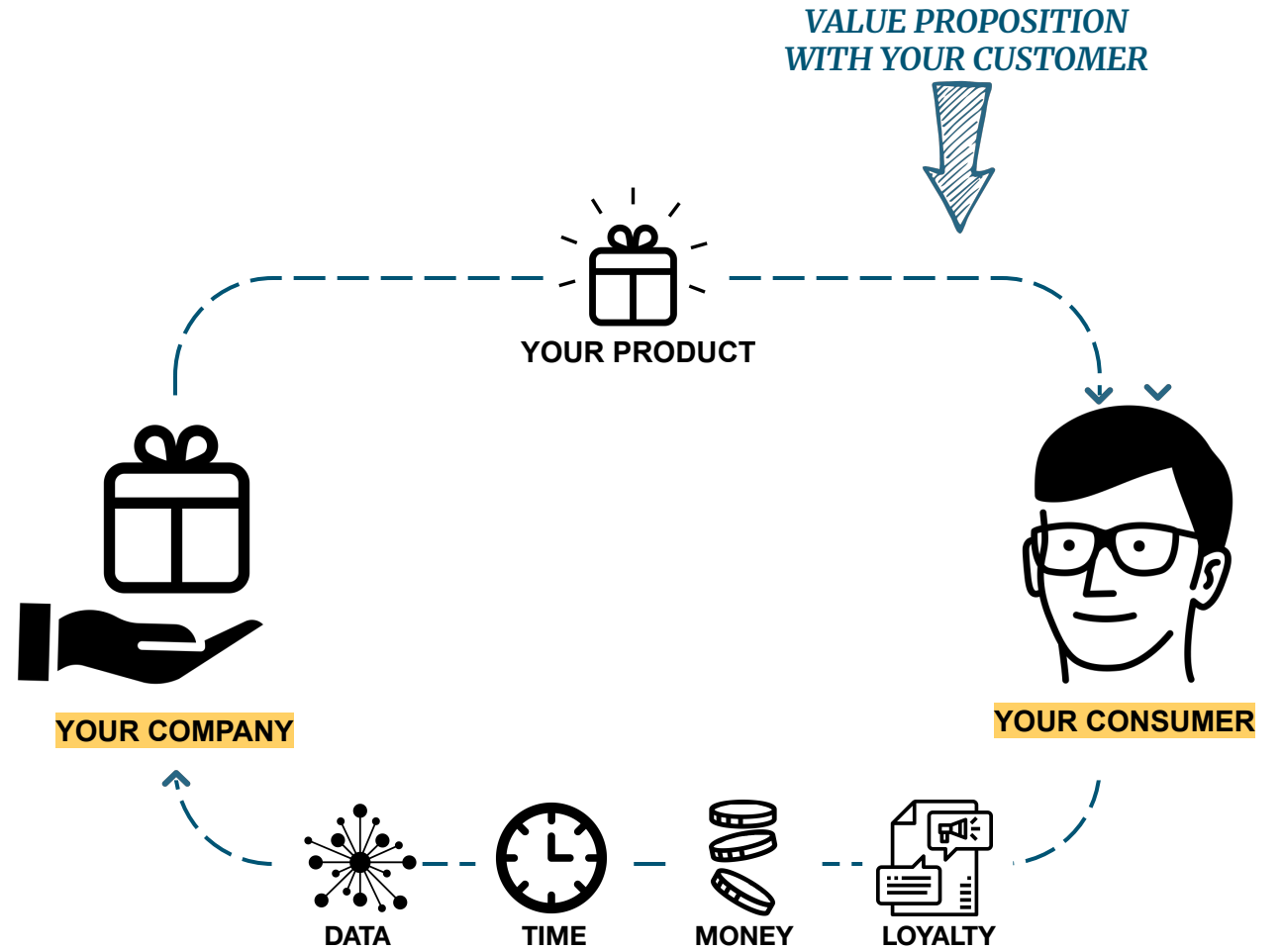
Penin, Lara. An Introduction to Service Design: Designing the Invisible . Bloomsbury Publishing. Kindle Edition.



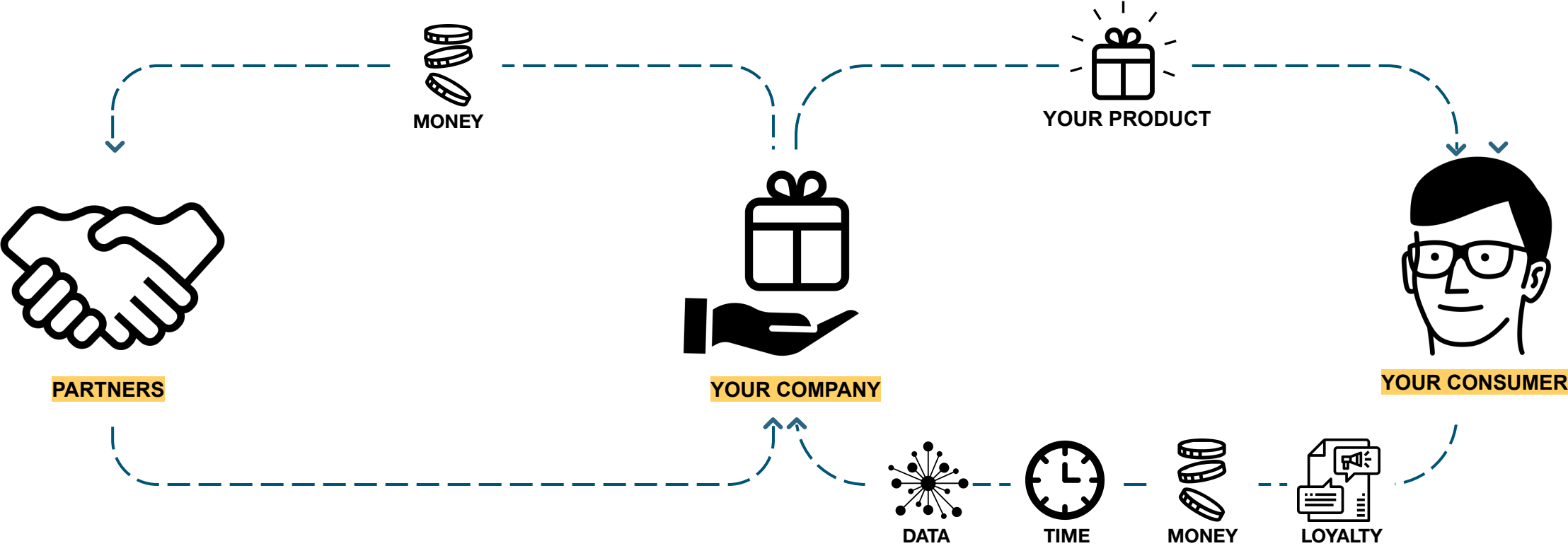
VOCABULARY CHECK - VALUE CREATION



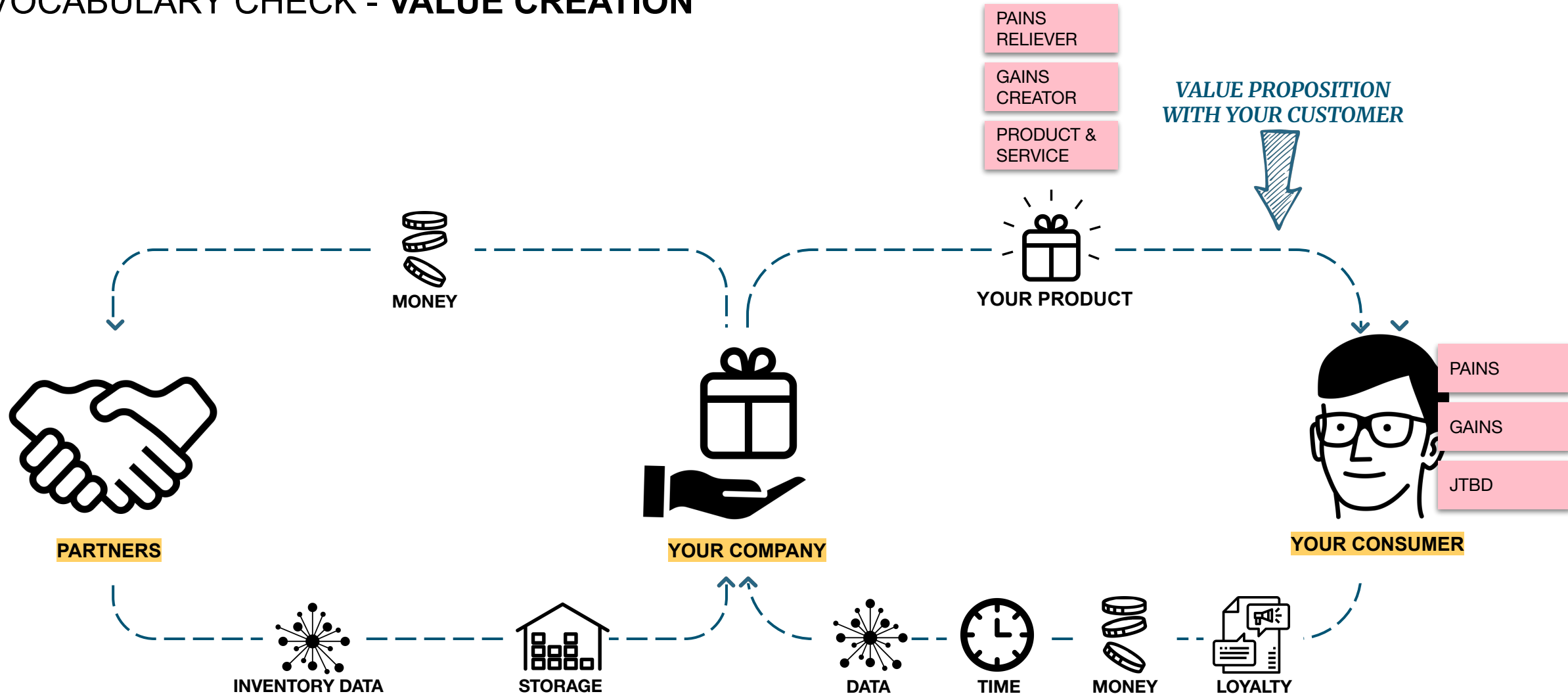
VOCABULARY CHECK - VALUE CREATION



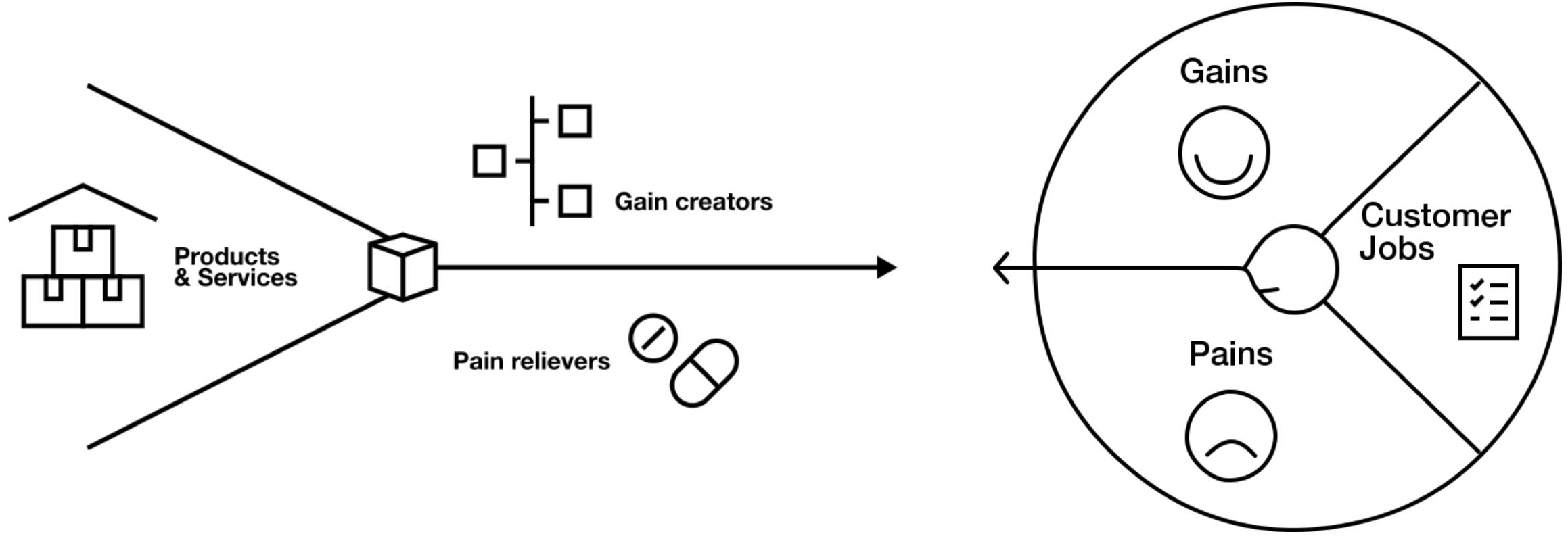
VOCABULARY CHECK - VALUE CREATION



VOCABULARY CHECK - VALUE CREATION

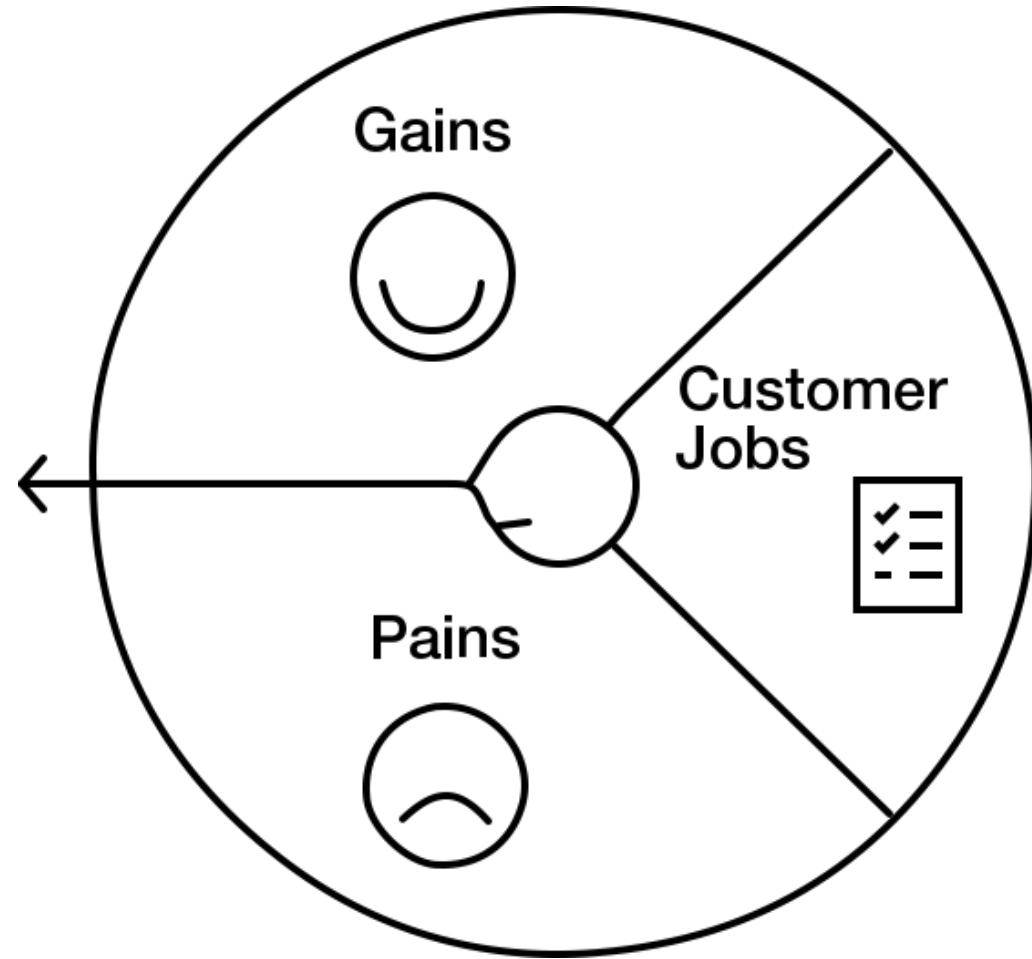


Empathy map and Value proposition



Hands on work

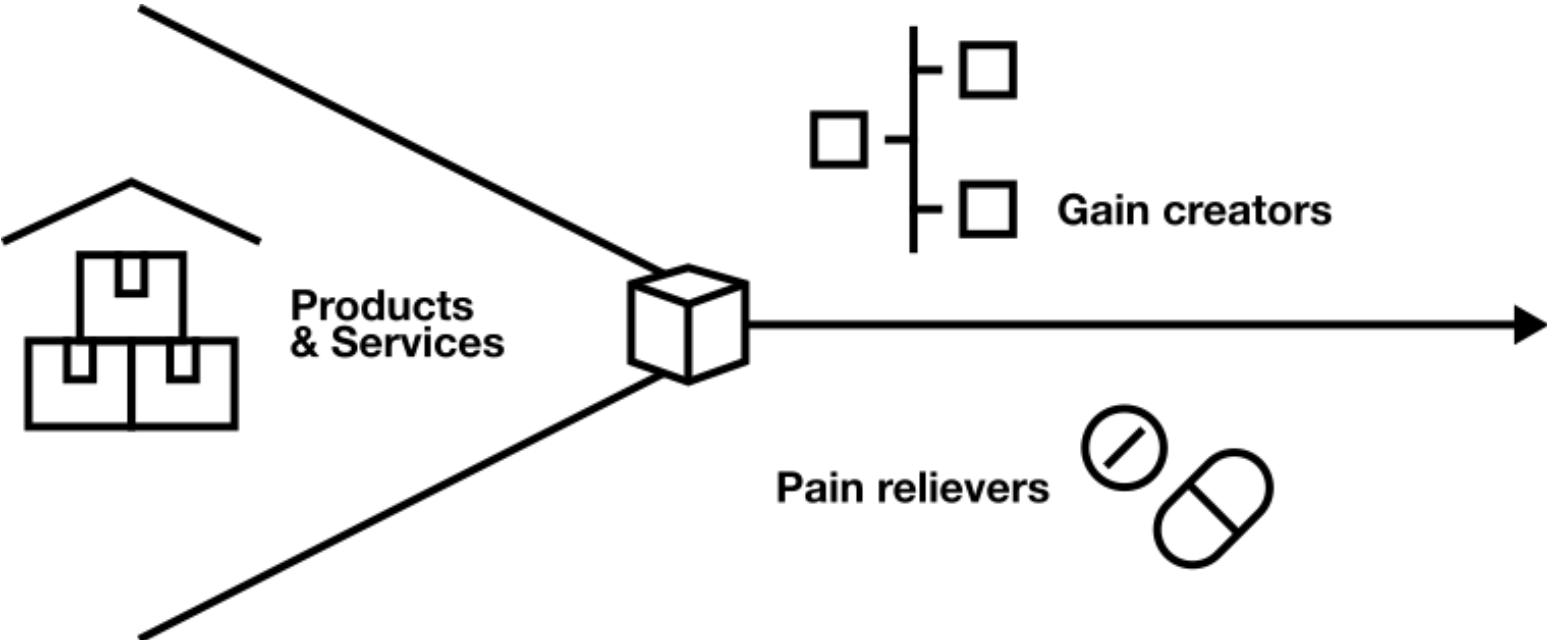
Empathy map



10 min / group

Hands on work

Value Proposition Map



10 min / group

Exercise:
Customer journey

Customer journey example

Smart Living Customer Experience Lifecycle

11 Advocacy 3

Minna and Mark are very happy with their new Smart Living setup. When their friends visit for a dinner party, they notice how Mark and Minna are able to monitor their home so well and carefully and want to get more information on Smart Living.

- Easy and attractive to advocate with customer loyalty benefits
- Easy to extend the service to friends and family members



10 Fulfillment 1 2

After setting up her devices, she is offered a tutorial for the App. She begins to use the Smart Living App and is able to view and monitor her indoor air quality, as well as remote control her smart plugs and an abundance of other services directly from the App

- Support when needed, but also dismissive to suit different users



9 Set-up

She opens the App and is able to input her settings and preferences. She is also able to add her partner Mark to the Smart Living App

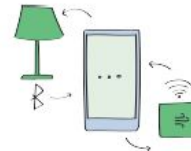
- Smooth setup process
- Feels personal and secure



8 Installation

She pairs her devices and following instructions on from the package. Some of the devices are hyperlocal, while others require wifi and it is easy for her to tell the difference

- Setup should be easy to understand and quick to build trust and assurance



7 Unboxing

Minna opens the Hygge lamp at home. The box includes easy to understand instructions on how to use Hygge lamp and where to place the sensors

- Provide easy to follow instructions
- Make the tech less intimidating for different users



6 Waiting for...

Everything is set up and she can take the Hygge lamp home immediately

- Start to build the conversation with the customer
- Begin building a trustful relationship



4 Conversion

Minna decides to buy the Smart Living service. The Sales rep helps her create a new account, set up the contract and payment that works for her

- Create positive first experience through a quick and efficient sign up process
- Build a relationship through tailored commitment plans that suit the customer's needs.



3 Inception

She talks to a Sales rep from Fortum who explains the features and product details

- Provide convincing and engaging materials for the customer to make a decision in the Shop-in-shop



2 Discovery

Minna (non-Fortum customer) notices the pop up and decides to get more information

- Triggers customers' attention to gain more information and approach the Shop-in-shop



1 Awareness

Shop-in-shop pop up is set up in a high traffic location by Fortum

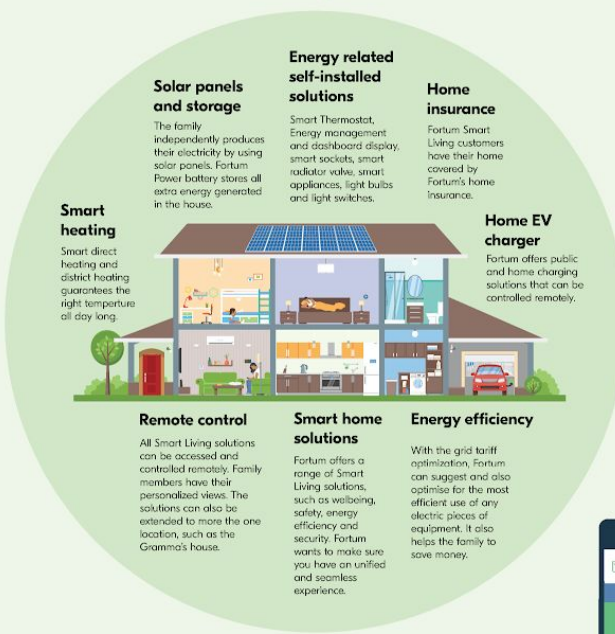
- Generate interest and awareness of Smart Living solutions, Hygge and gain new customers



FORTUM CONSUMER CX Near-term vision

Simple, relevant, trustworthy, engaging and unified customer experience to all Fortum services under one login.

Daily living in a smart and energy-efficient home



Fortum cloud

My Fortum app collects all relevant information from the energy consumption and ensures its security and privacy. The data stored in the Fortum cloud is analyzed, making personalization and relevance possible.



On the go with EV, a weekend trip



Fortum webpages

Fortum web pages provide all the relevant information needed for the customers and non-customer. They also can quickly access the desktop version of the My Fortum app from there.



Fortum webshop

Fortum webshop resells all the relevant devices to help customers and non-customer to understand energy consumption and use it more efficiently.



Supporting web channels

The significant presence of Fortum on social media channels and web news will support the service to attract more users. They also help current customers to get informed promptly.



Multiple users and extended locations

Fortum understands the need for multiple users, such as family members. It also will support multiple locations, such as grand parent's house and cottage, and why not multiple electric cars.



Voice UI and Voice search ecosystem

Voice is a natural extension of our keyboard, mouse, touch-based input and output methods. Consumers are recognizing the value and desire for it to work in more ways.



Simple, relevant, playful and personalised

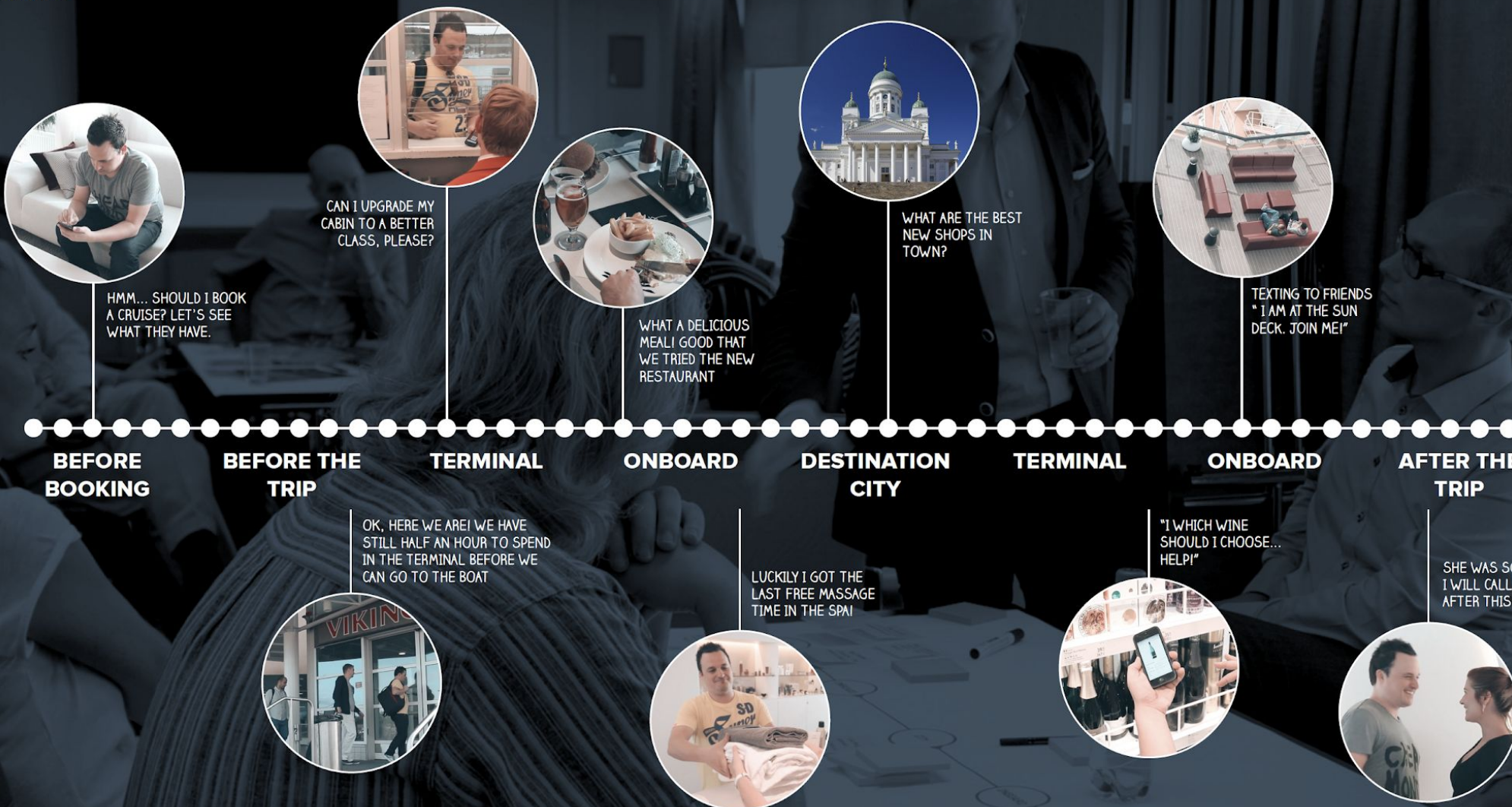
Bringing the right, relevant and easy to access and understand content to the customers will help Fortum to differentiate from the competitors.

Smart home, service experience

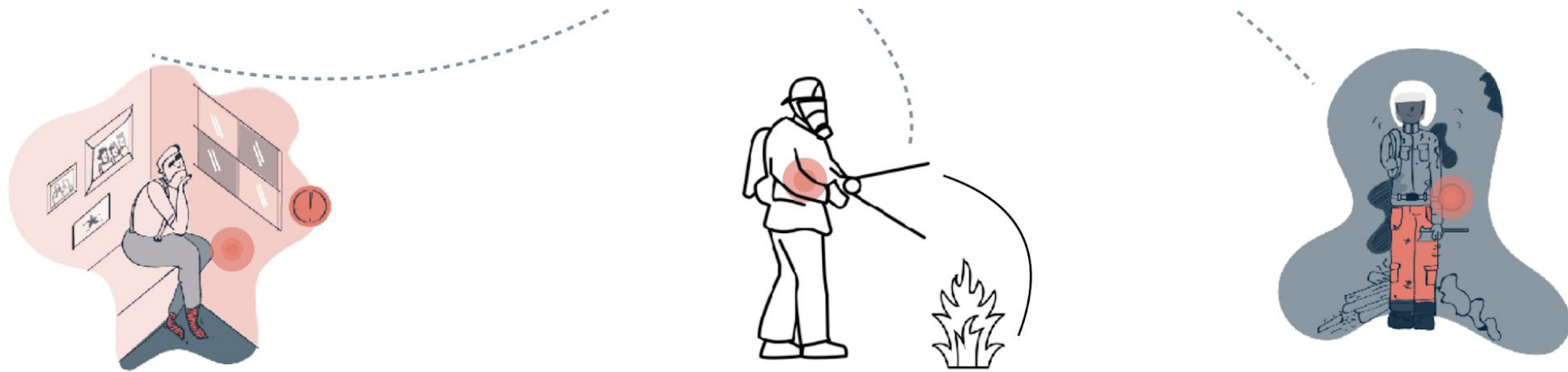
Fortum, Smart Living, A day in the life journey

CUSTOMER JOURNEY EXAMPLE

Cruise to Stockholm



Firefighter & Commander



BEFORE

• Fireman & Incident commander

- When is the next fire?
- How long can I sleep until the next incident?
- Do I have time to finish my football game with my colleagues?
- Is my performance level acceptable in the next test situation? Am I in a good shape?

Feelings

- Tired
- Anxious
- Pumped
- Ready

DURING

• Fireman

- Where are the people I need to save?
- Where are my team mates?
- How can I get out? Can I get out in time?
- Can anyone get me out if I get trapped?

• Incident commander

- Can I keep me team safe and alive?
- Can I keep them out from not trying anything stupid?
- How are they doing? Where are they?
- How to prevent any further casualties?

Feelings

- Exhausted
- Hot
- Lost
- Pumped
- Hopeless

Feelings

- Frustration
- Stressed
- Lack of trust

AFTER

• Fireman

- Why did I not go further?
- Why did I not push harder?

• Incident commander

- Did I give the right orders?
- Could I have done something different?

Feelings

- Happy to be alive
- Sad for not being able to save them
- Proud

Feelings

- Guiltiness
- Happiness

STRUCTURE

Customer Journey

BEFORE

DURING

AFTER

Actions

Actions

Actions

*Thinking
Feeling*

*Thinking
Feeling*

*Thinking
Feeling*

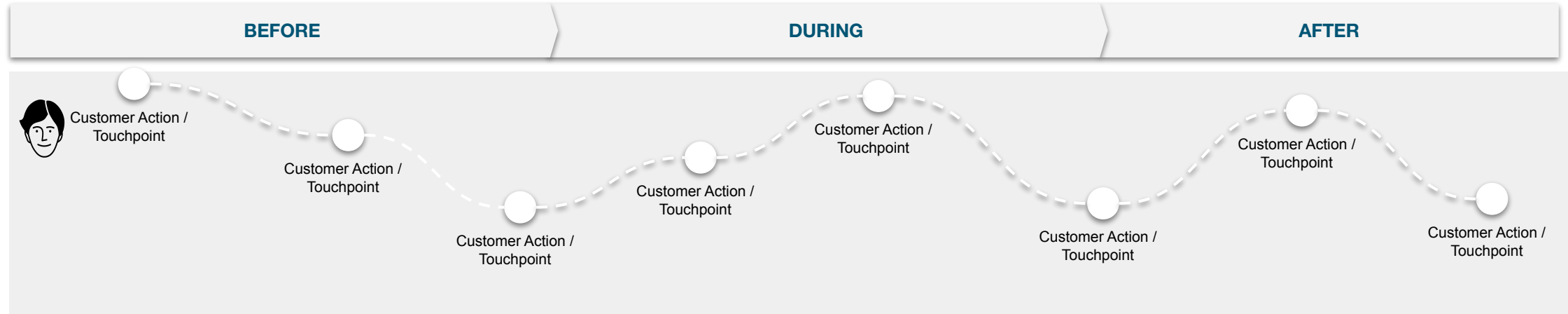
*Challenges
& Needs*

*Challenges
& Needs*

*Challenges
& Needs*



Customer Journey



SERVICE - FRONTSTAGE



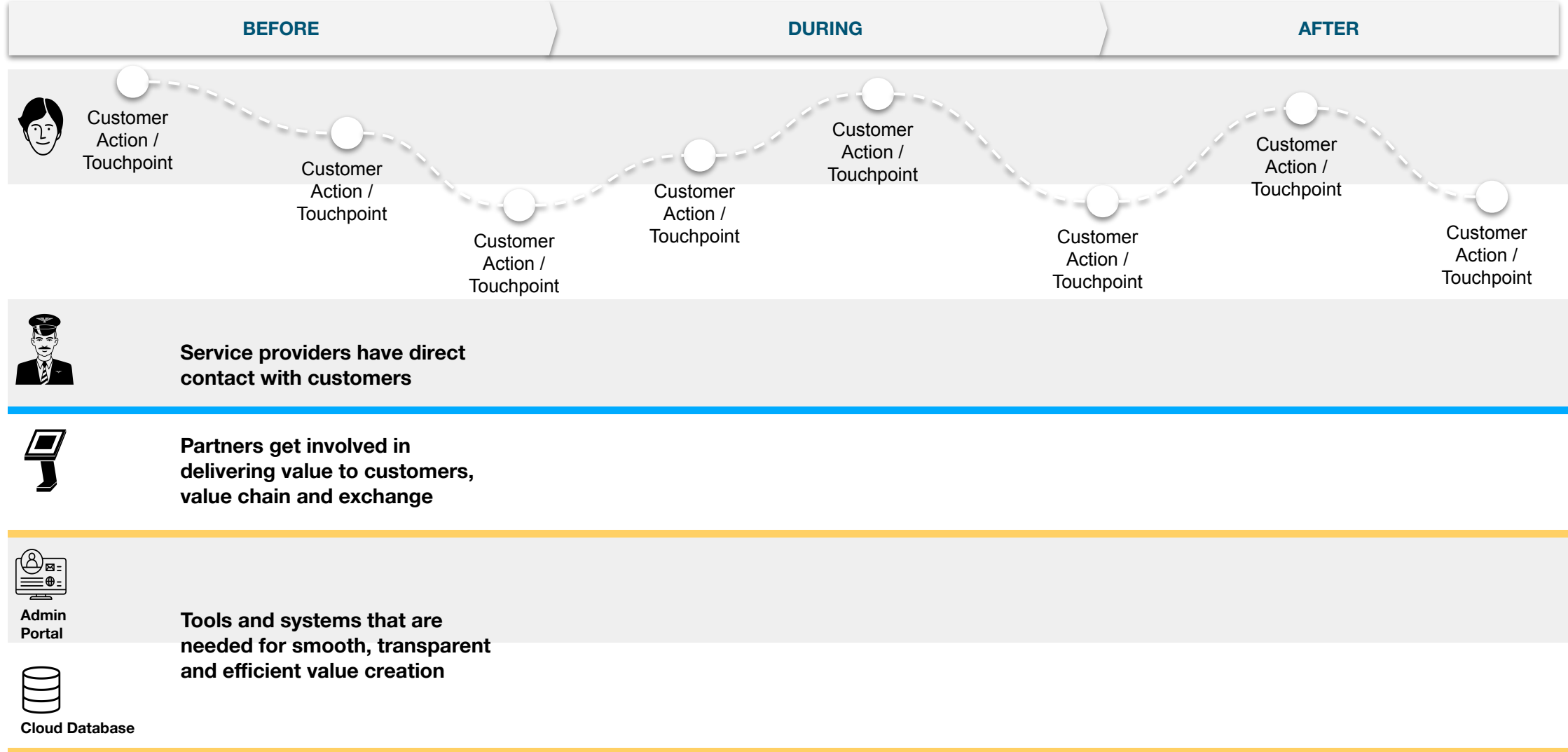
10 min / group

Exercise:
Service Blue

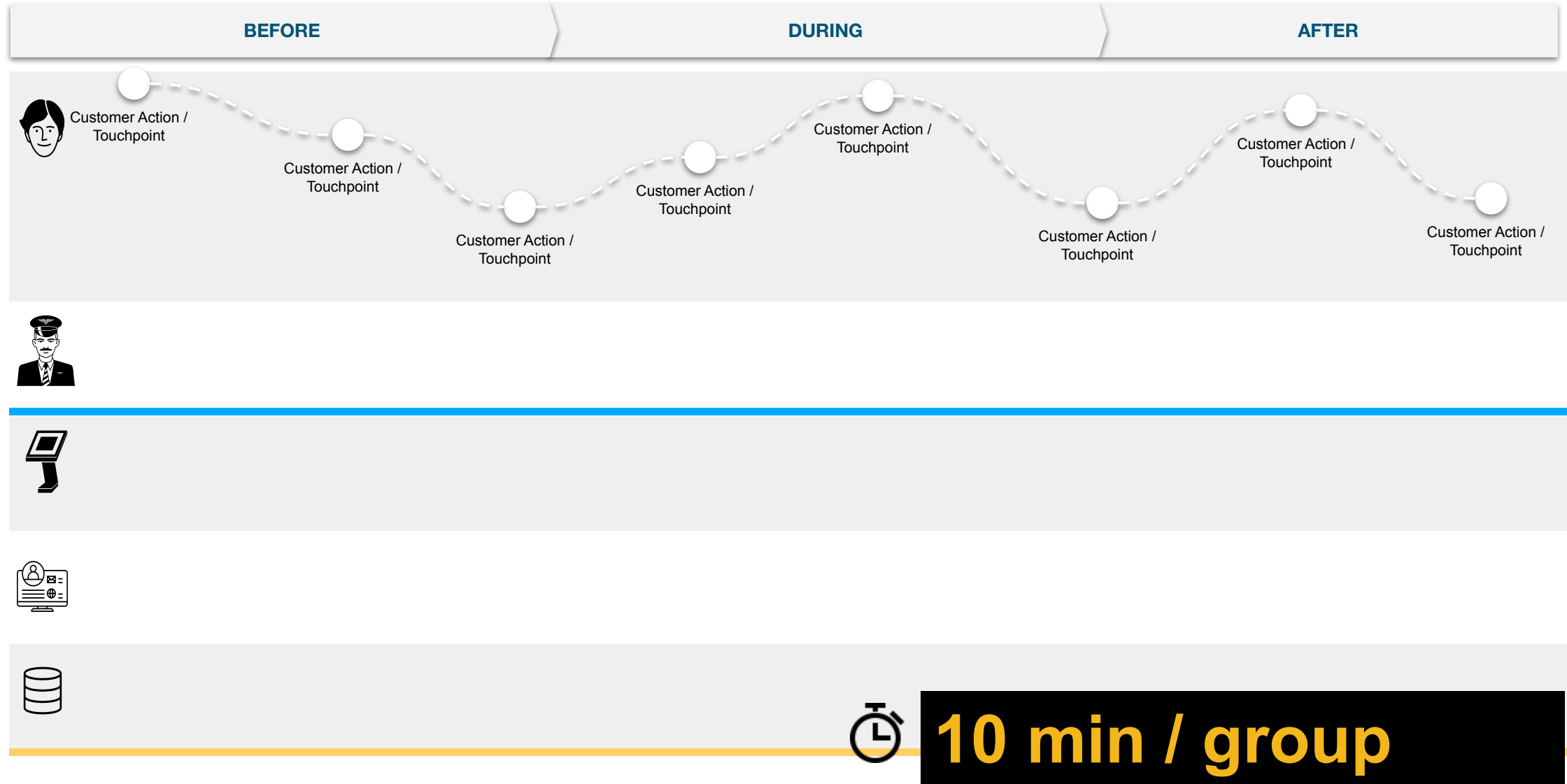
Service Blueprint

SERVICE - FRONTSTAGE

SERVICE - BACKSTAGE



Service Blueprint



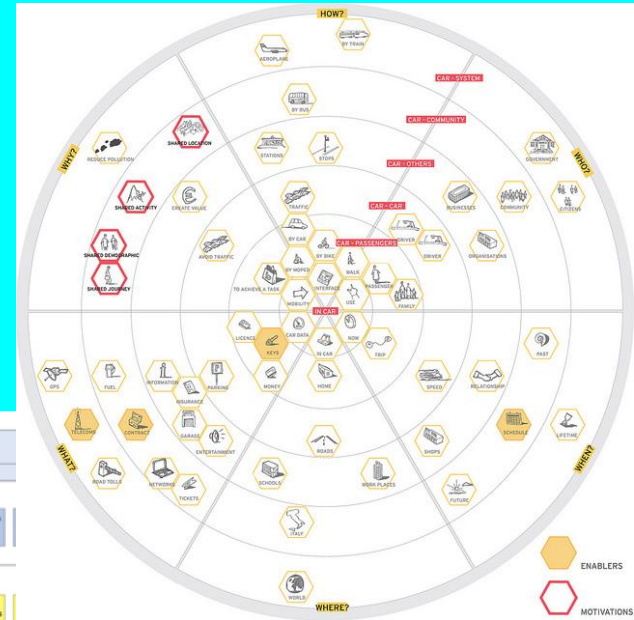
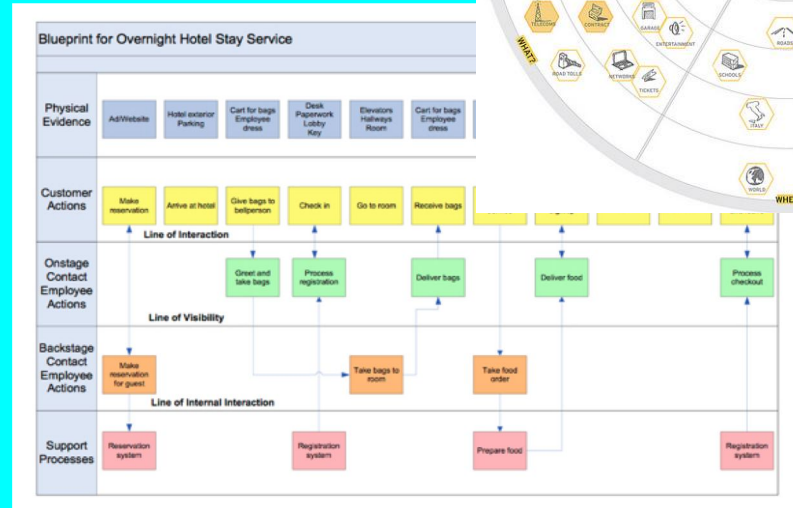
Service ecosystems

BUSINESS PERSPECTIVE: SERVICE PROVIDERS

Define the **service ecosystem stakeholders**. That is identify the service partners. *Which other services our new service needs to integrate with?*

We explore commercial opportunities by defining **value propositions** that makes value flow between all stakeholders involved.

Design the **end-to-end customer relationship** through the design of key interaction moments or service touchpoints.



Ecosystems

Business strategist James Moore adopted this biological concept in his 1993 Harvard Business Review article “Predators and Prey: A New Ecology of Competition,” in which he paralleled companies operating in the increasingly interconnected world of commerce to a community of organisms adapting and evolving to survive.

Moore suggested that **a company be viewed not as a single firm in an industry, but as a member of a business ecosystem with participants spanning across multiple industries.**

HOUSING





REAL ESTATE



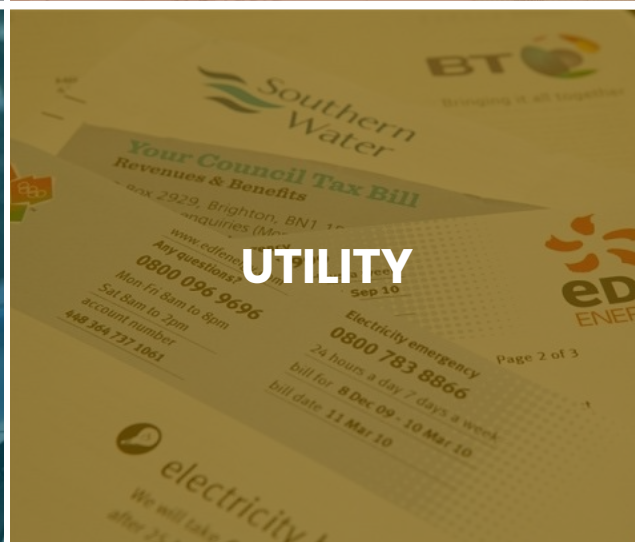
BANKING



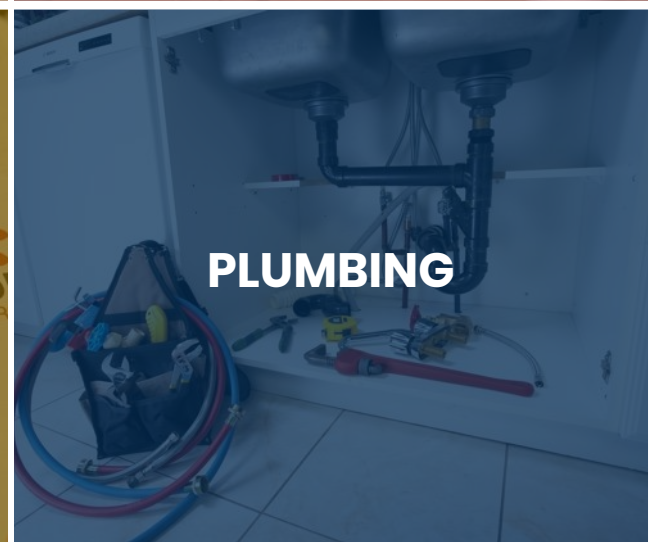
LOGISTICS



PUBLIC SERVICES



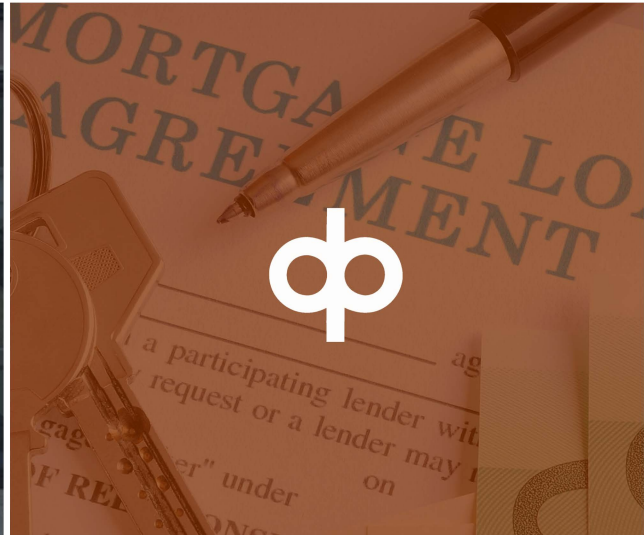
UTILITY



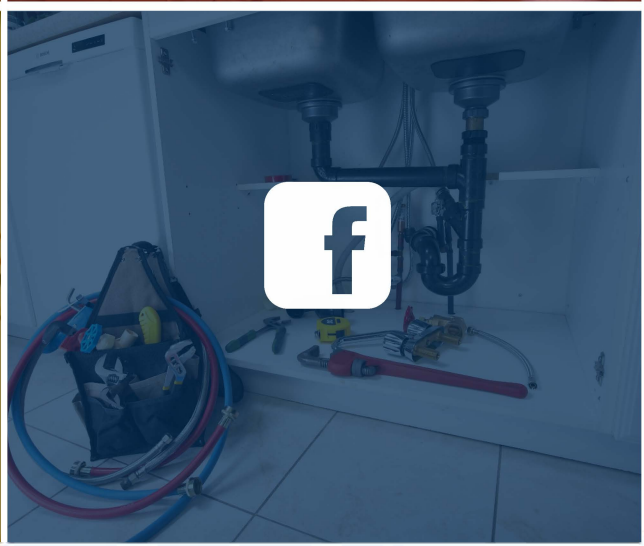
PLUMBING



OIKOTIE



Helsinki



Find a home

Buy

Moving in/out

LIVING

Park car

Manage costs

Fix incidents

Stakeholder roles

Ecology map

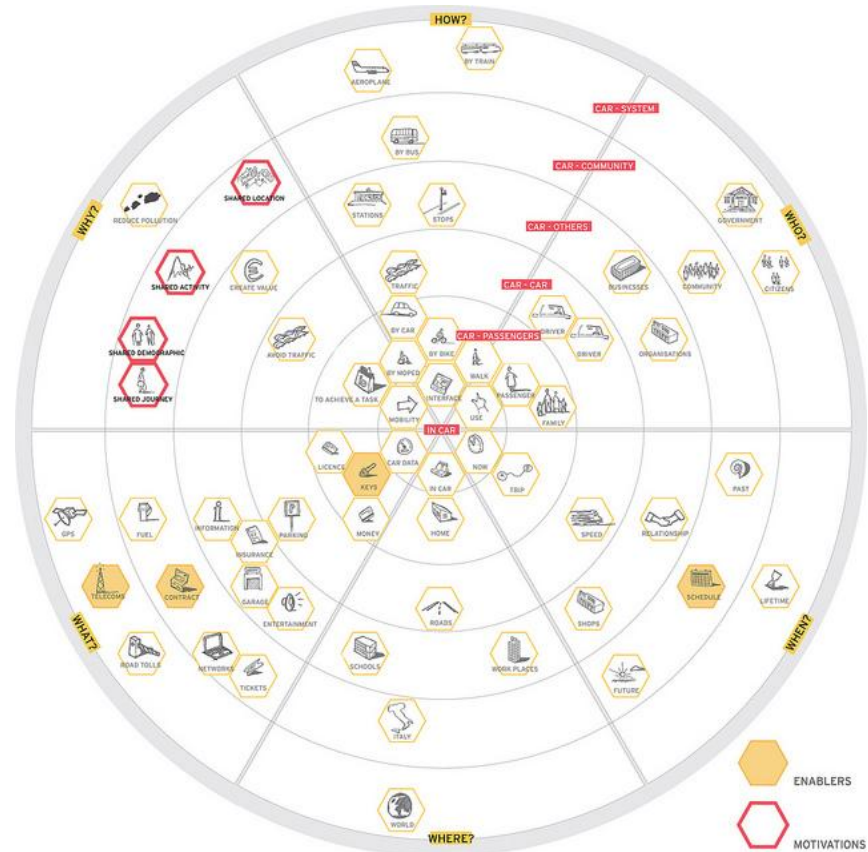
A map of actors involved in or affected by a new car-sharing scheme. This map was created for FIAT's Future Design Group as part of a project at Interaction Design Institute Ivrea in Italy.

Designing an entire ecosystem is impossible, Designing an entire ecosystem is impossible, so service ecology maps give you a means to establish **a shared overview of the space you work within.**

The development of the service ecology map helped **make connections between different services that would normally have been overlooked.** The center describes the relationship between the driver and the car, and then expands to passengers, other cars, other services, communities, and at the perimeter, the Earth.

The map was designed as an interactive tool for project participants to combine actors in different ways in order to explore different service concepts. As an example, connecting a community to a car revealed the potential of a business model in which FIAT could get a town to pay for a shared car to provide more flexible transportation for its citizens.

Source: Service Design From Insight to Implementation (2013)



Stakeholders & Roles

FRONT END ACTORS



CLIENTS

- Customer
- User
- End-user
- Community



SERVICE ACTORS

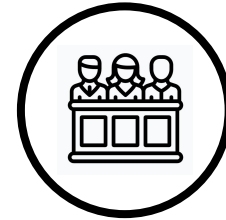
Individuals involved in the service delivery, e.g. civil servants, sales reps, customer service support, service staff,...

BACK END ACTORS



PARTNERS & SERVICE PROVIDERS

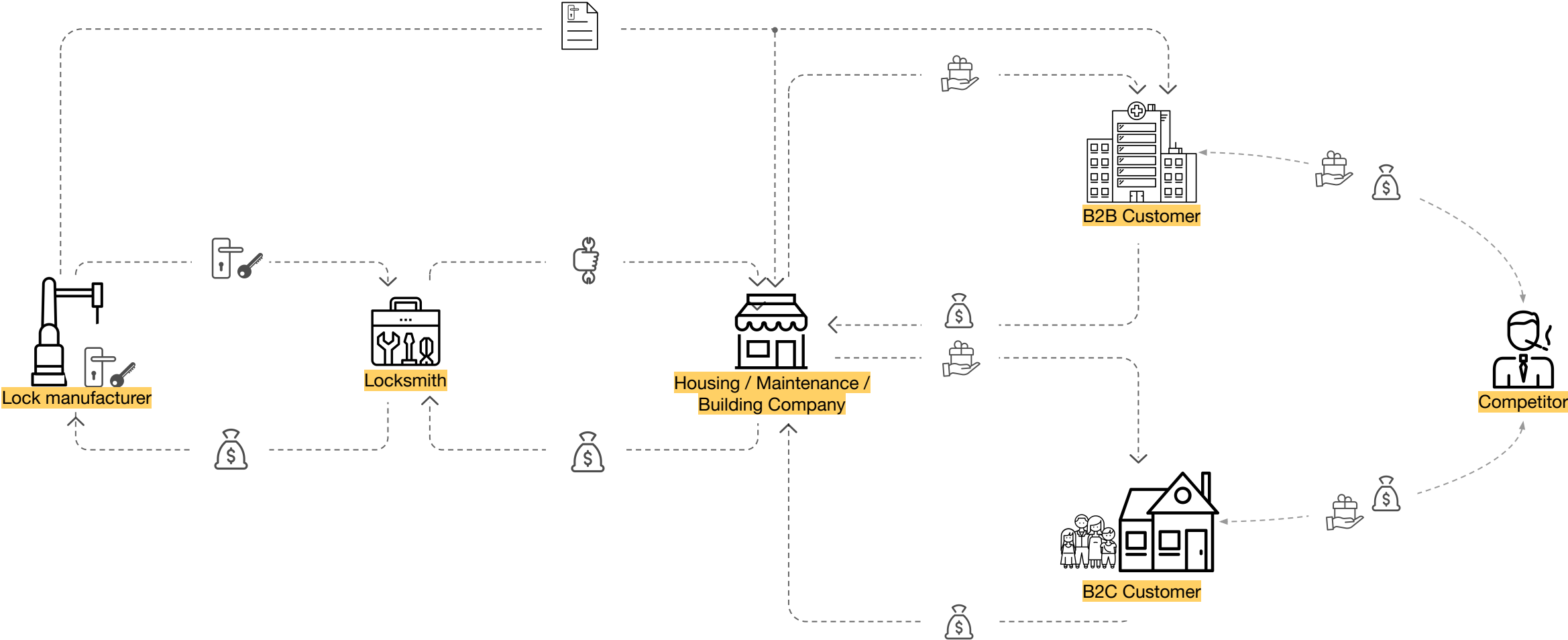
Organisations directly or indirectly involved in the service delivery, including public services and other commercial services



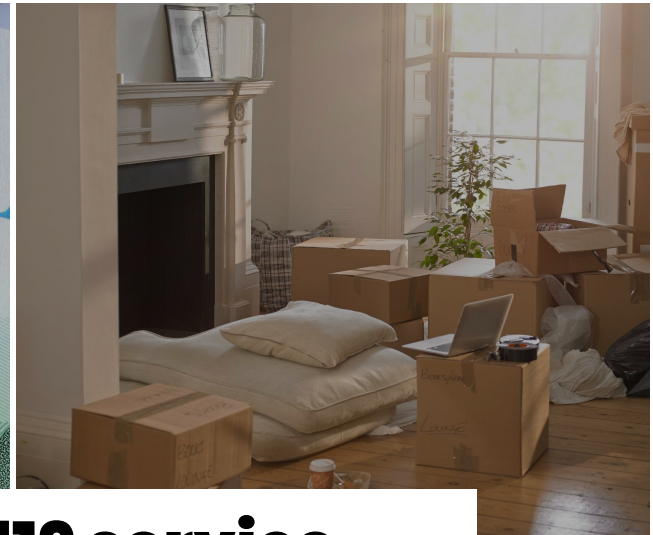
REGULATORS & EXTERNAL AUTHORITIES

Local institutions, regulatory bodies and policy agents, but also Independent organisations, thought leaders

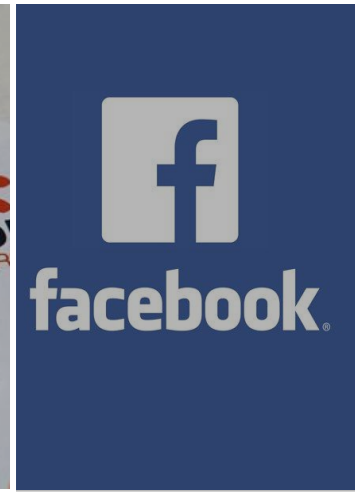
ECOSYSTEM MAP

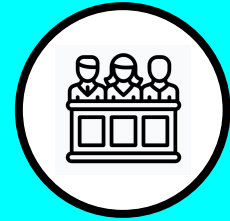


Exercise



Service ecosystem of post-covid19 service





What is the ecosystem of your service (JBTD)?
Identify your partners and their roles



15 min / group

Assignment

Thursday 1st October: Service Concept sheet

Based on the learnings from testing and the possibilities of different service providers, consolidate your service idea into a value proposition. On an A3 sheet, your concept sheet (see template) should include:

A visualisation of your service idea

A title for your service idea

A brief description of the service

A description of the value and outcomes people will get out of it


A description of the role of the emerging technologies used

A description of the role of your service provider(s)

The main customer interface

- **Reading task (Blomberg & Stucky)**

Read the 8 pages chapter 'Service design and the emergence of a second economy' by Jeanette Blomberg and Susan Stucky from the book *Designing for service* by Daniela Sangiorgi. Reflect on the implications of your service and other ethical considerations related to the design of digital services. We will discuss it collectively in class.

SERVICE CONCEPT Give it a punchy name!	WHO IS THIS FOR? Describe the user type and their scenario
WHAT JOB DOES IT SOLVE? Based on your interview findings, describe the JTBD – the pain that your service wants to solve.	
WHAT'S THE OUTCOME? Describe the core value of your idea, what does it help them to achieve?	Illustrate the concept in a high-level, that express the core value of the service for their users and the service providers involved
WHO ARE THE SERVICE PROVIDERS? Describe the service providers and their roles in the service delivery. Who is the customer owner?	SKETCH
WHAT'S THE MAIN CUSTOMER INTERFACE? What is the key customer touchpoint? How is the service branded?	