



# Designing services and experiences

likka Lovio

Service designer, Solita / Palmu

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# Offering

## Consulting and service design



We help our customers to create new services by understanding their customers and managing the change.

## Data, analytics and AI



We build capabilities and intelligence that help develop and create new business opportunities.

## Digital services

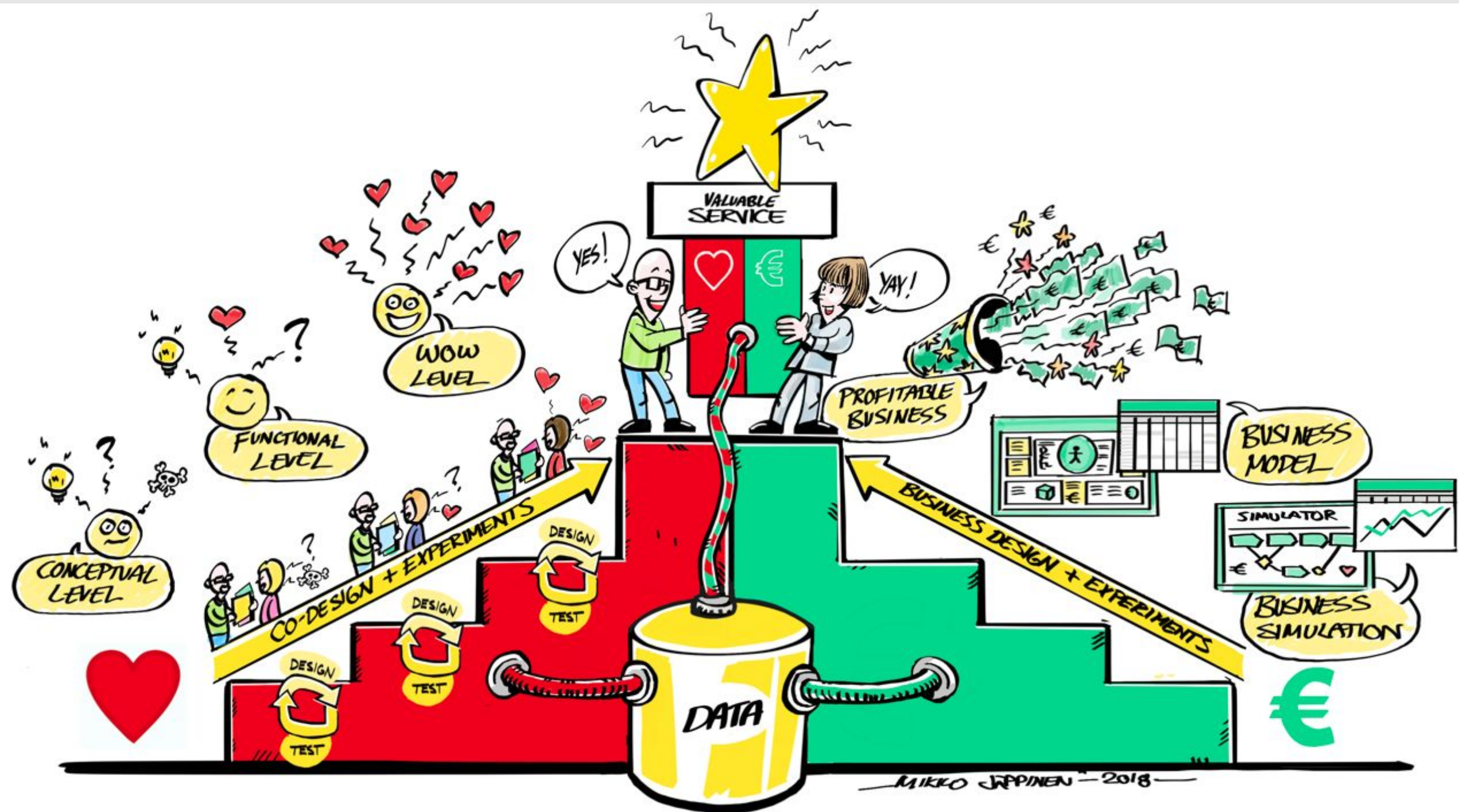


We build and deliver new business and services technologies and infrastructure.

## DevOps and cloud services

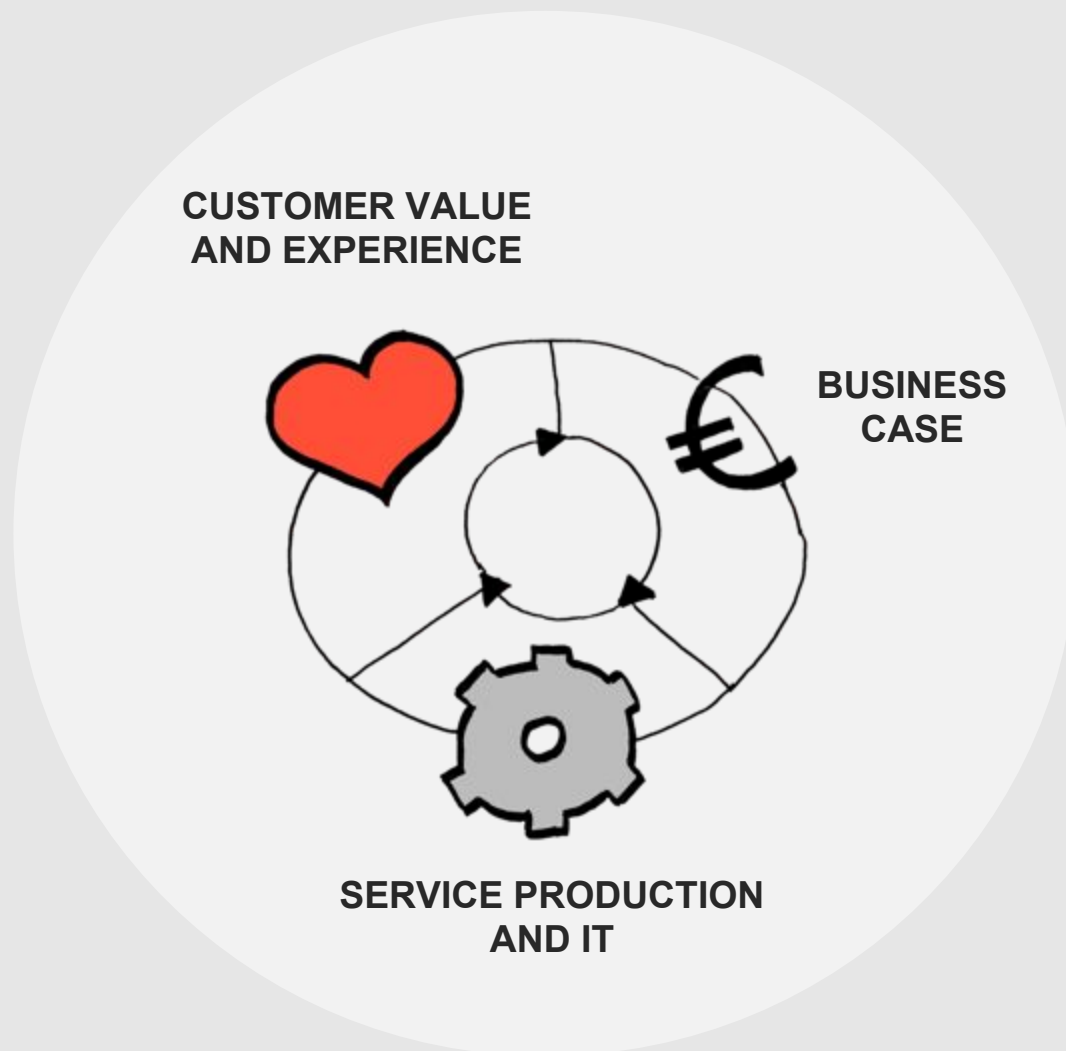


We chase results and take care of our customers and their services.





# Palmu's success formula



## Customer value-based business and service model

1. Business and customer value goals and KPI's lead all design work
2. Business decisions, technology decisions and service concept development are all interlinked in the same project
3. Piloting with a limited customer group for proving value creation and business case
4. Implementation and continuous development based on analytics



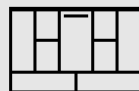
# We usually work in projects related to...



## **NEW SERVICE CONCEPTS (2-3 months)**

*Designing the concept of a stand-alone service*

Examples: HSL mobile app, Airport security check, A new internet security product for F-secure



## **SERVICE BUSINESS CREATION (6 mo - 1 year)**

*Customer experience and organizational design and facilitation of change.*

Examples: New service business unit for teleoperator, Fincumet metal recycling business concept



## **CONTINUOUS SERVICE DEVELOPMENT (1 year or more)**

*Continuous change and improvement through data and qualitative customer insight*

Examples: DNA, HSL



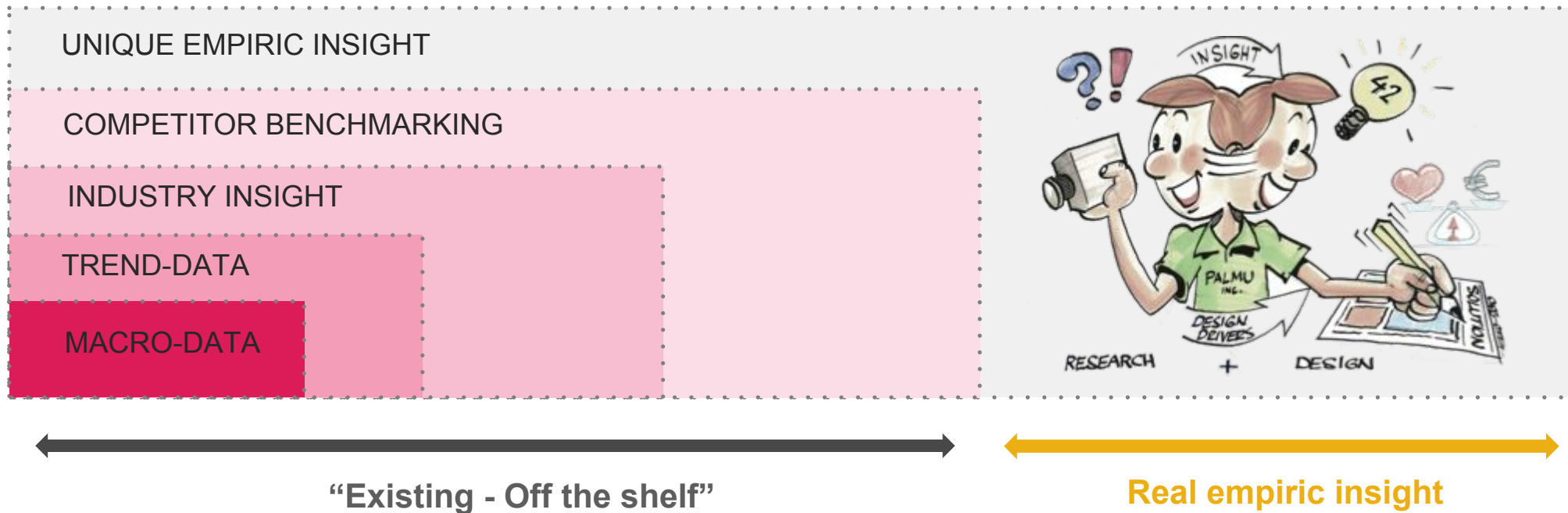
## **CUSTOMER CENTRIC CULTURE AND COMPETENCES (Several years)**

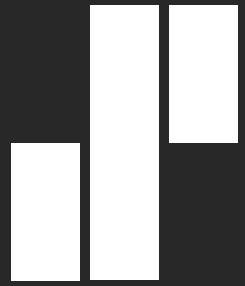
*Designing and facilitating new culture, ways of working, mindsets, habits, processes.*

Examples: Viking Line service model and culture, KONE CX Lab, Accelerator programs

# We study the sweet spots of customer value using co-design methods for identifying where growth can be generated through customer experience

We combine existing data with validated empiric customer insight



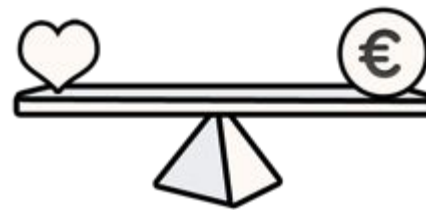


# What is *service* design?

# DESIGN THINKING

Design thinking is generally considered the ability to combine

**Empathy** for insights about real people and the context of the problem,  
**problem framing** for figuring out what is really important and  
**creativity** in the generation of insights and solutions



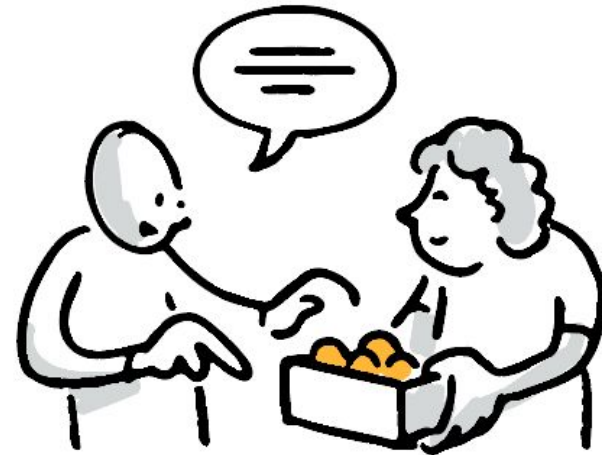


# In a nutshell, business development is changing in three major ways

1. From design by experts to co-designing with customers
2. From developing inside companies to experimenting with customers
3. From designin great customer erxperience services to designing behaviour change



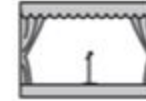
# *Creativity vs. Empathy*







*Service interactions,  
channels and  
touchpoints*



*Service  
environment*



*Service  
concepts,  
arrangement,  
flow and  
drama*

**Customer  
experiences are  
always holistic in  
nature**



*Service  
gestures  
and style*



*Service staff roles,  
KPI:s, goals and  
service culture in  
the organization*



*Tools that support the  
service model and  
desired behavior*

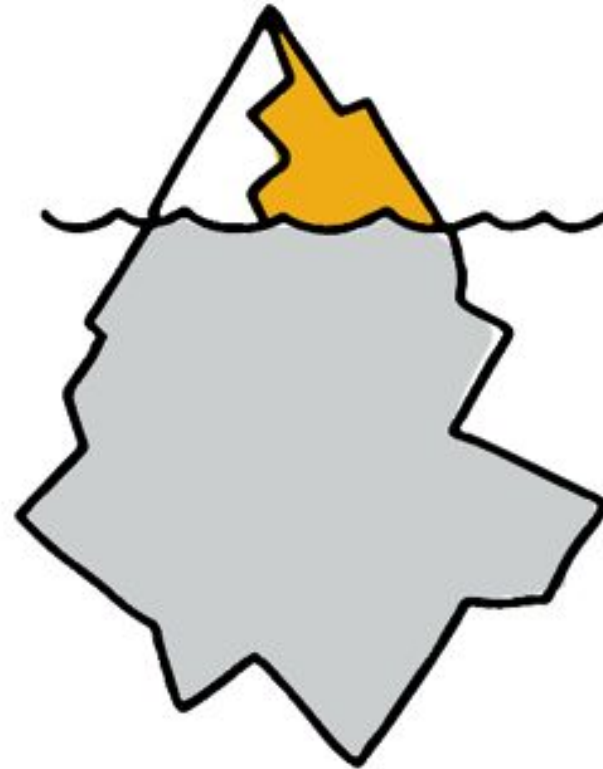
# Design, implement and lead with customer value

**FRONTSTAGE  
& EXPERIENCE**

- **Customer journeys**
- **Customer encounters**
- **Online UI/UX**

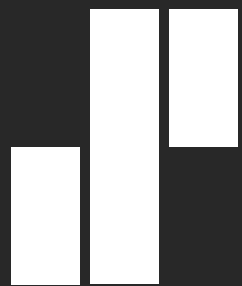
**BACKSTAGE  
& BUSINESS  
& CULTURE**

- Vision and service strategy
- Roles and processes
- KPI's
- Middle management
- Attitude towards clients
- Attitude towards employees
- Technology infrastructure



## ORGANIZATION LEAD BY CUSTOMER VALUE

Insight about what creates value to customers is used – not only at the surface and frontline – but also in all backend and leaderships decisions.



# Co-designing with customers

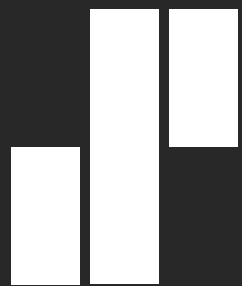
*No service concept survives its  
first contact with  
real people*



# Principles: Co-designing with customers

1. Expose your ideas to people as early as possible
2. Learn to interpret not what people say about them but why they say what they say
3. Iterate on your creation and talk to more people
4. Don't let your ego get in the way: Learn to be humble and let go of your favourite idea if no one likes it
5. Be persistent. The way forward is talking to more people.

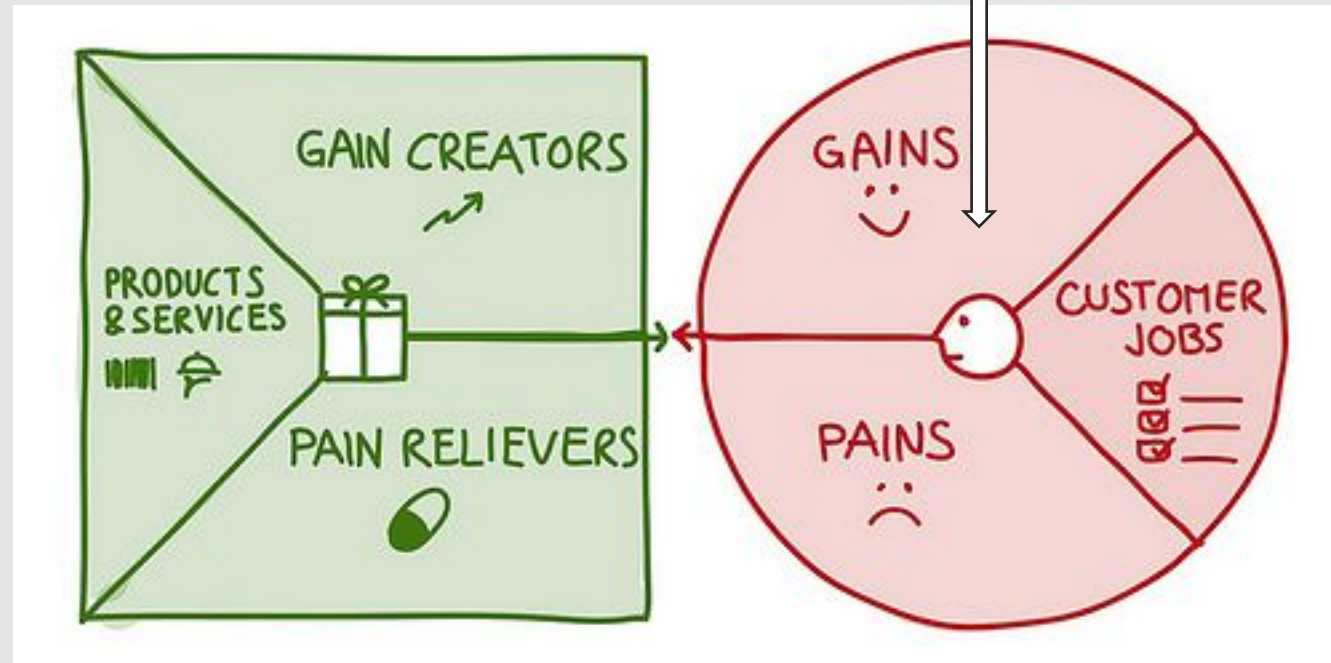




# Interviews & hypothesis material

Before going to your solution

Find a meaningful problem worth solving

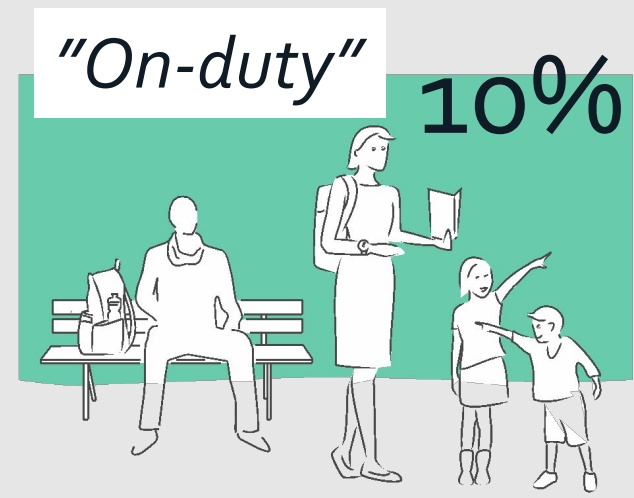
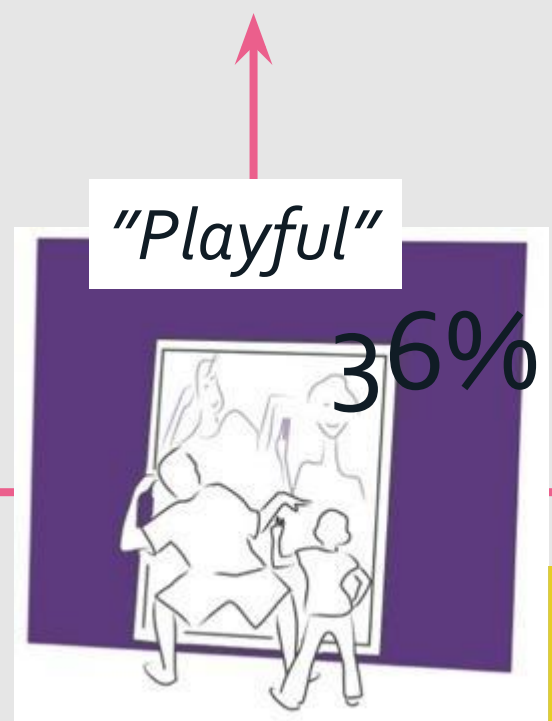
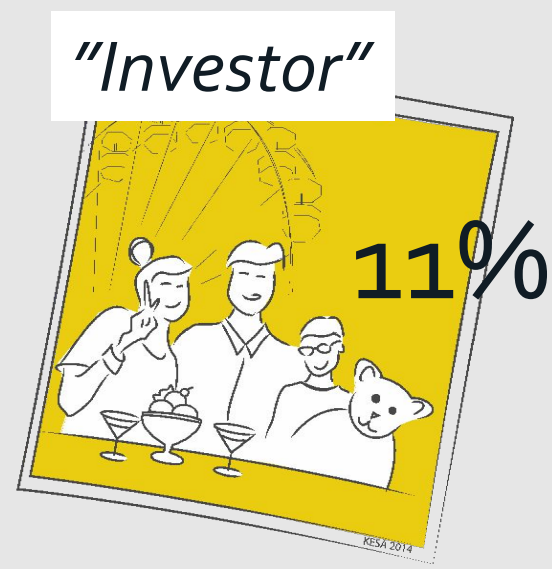




WHY?

WHY?

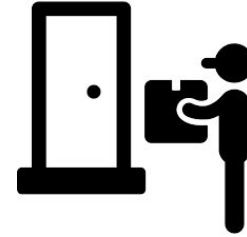
WHY?



*Figures representative for whole population of Finland – without those people who haven't visited for 5 years because Linnanmäki is too far away*







Normal



Oily



Dry



TEST COMPLETE

75

High stress



Daily user

Occassional user

Quality seeking

Price sentsitive

Disciplined

Drop off

High interest

Low interest

Routine maintanance





# Ideas are easy

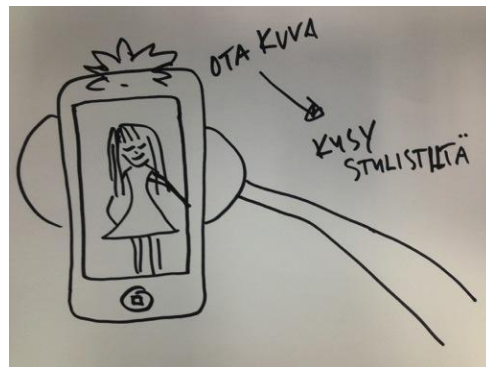






# Concept explains the idea

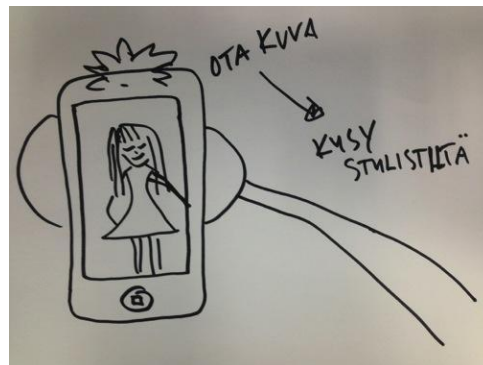
How does it work?





**What is the value?**

**How does it work?**

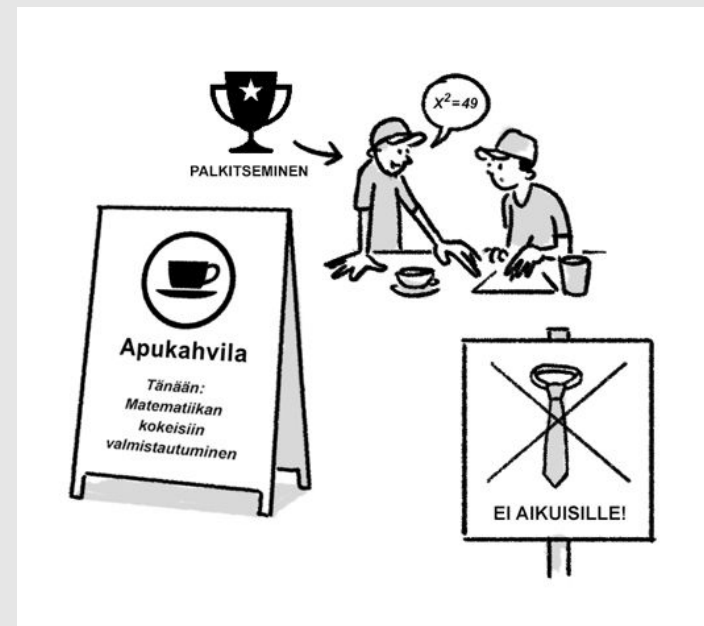
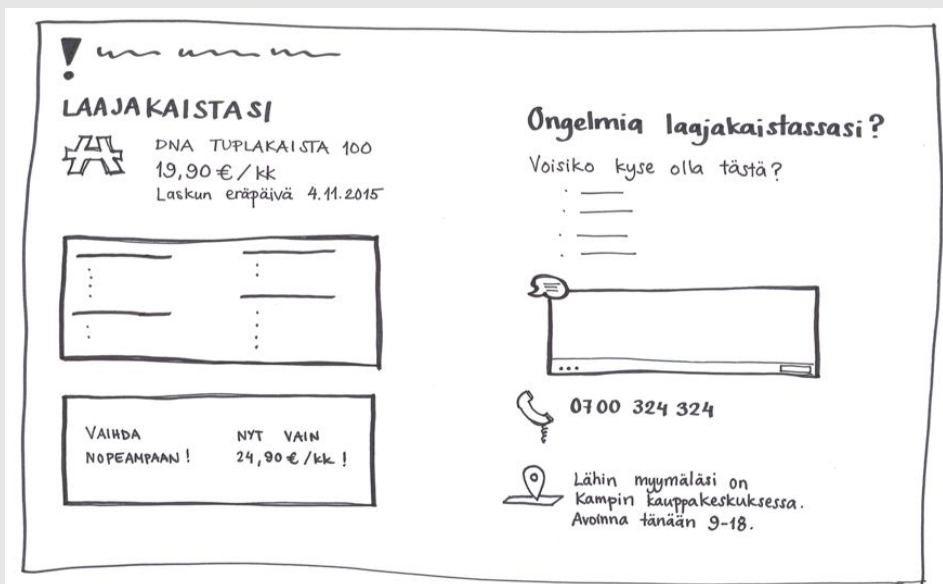


Before

After

**What is the behaviour around it?**

# Esimerkkejä hypoteesikuvista



**ASIAKASONGELMA**

Tietoa paikallista eduista  
---  
Yleinen lisätieto palveluista, kartalla pitäminen  
---  
Tietoa mitä uutta on tulossa  
---  
Tiedon puuttuminen tai soveltaminen  
---  
SAAMATTOMUUS

**TILANTEET**

Lainanmaksu loppuu



**TOIMIALAT**

Sijoitus



**KANAVAT**

Kohdennettu viesti verkkopankissa (inbox)



**TOIMIALAT**

Vakuutukset



**ASIAKASONGELMA**

Mitä minun kannattaa tehdä?  
Mitä muut tekevät?



**TILANTEET**

Vahinkotapahtuma



**PERSONOITAVUUS**

Ryhmätaso vs. henkilökohtainen taso



**PERSONOITAVUUS**

Useus  
---  
Sisältö  
---  
Paikallisuus  
---  
Asiakasomistajuus  
---  
Perhe  
---  
Sesonkikohtaisuus

**KANAVAT**

Sähköposti





Freebies <sup>91</sup> Reseller portal White papers Contact F-Secure

Register now and start selling (5 Prospects in your area)

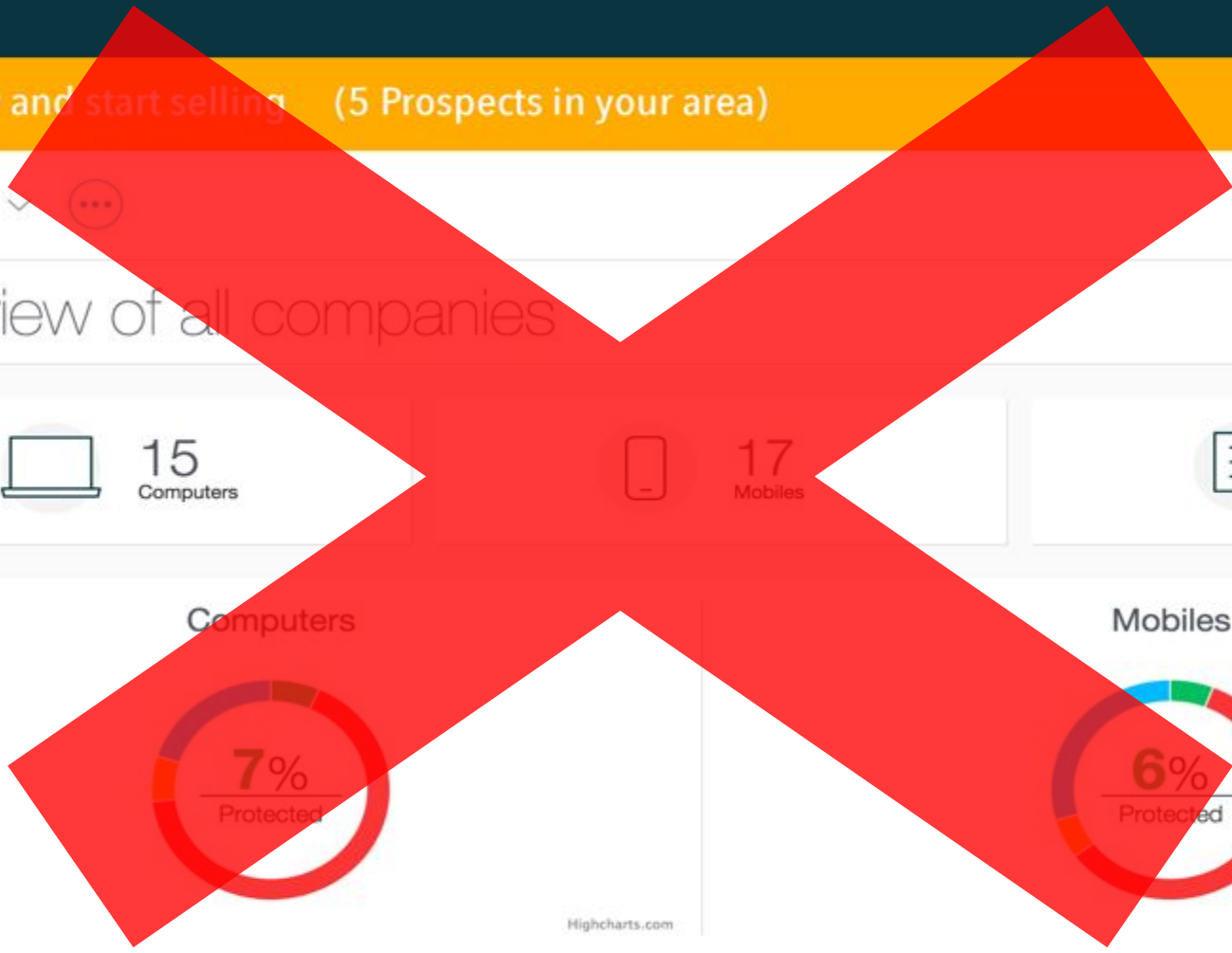
Home company Overview of all companies Add new company

Devices Software updates Reports Subscriptions Downloads Support Account

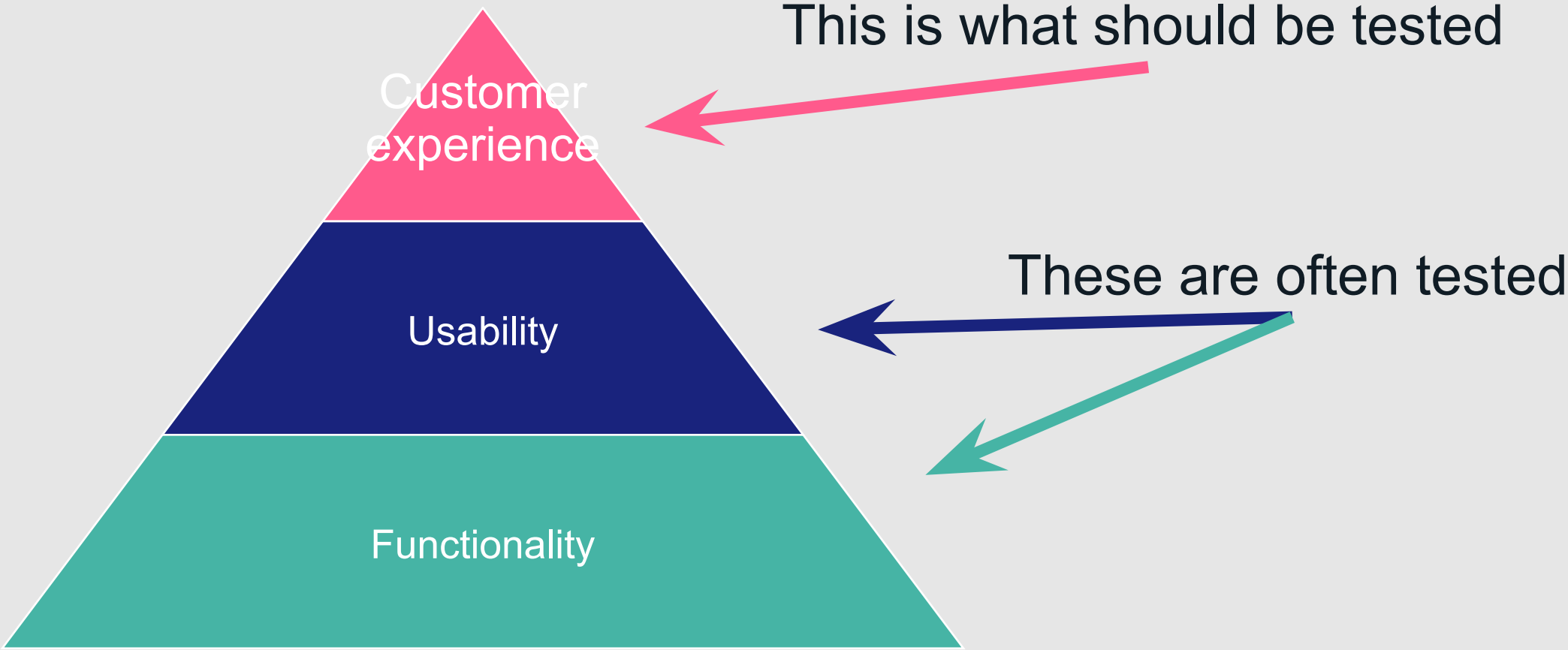
15 Computers 17 Mobiles 450 Subscriptions

Computers 7% Protected Mobiles 6% Protected

Total issues: 90 Critical, 12 Important, 67 Informative



# How to approach testing with prototypes

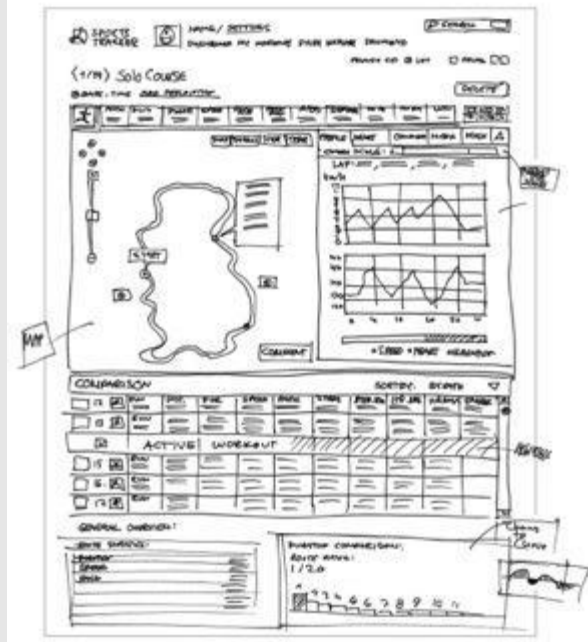


Customer  
experience

Usability

Functionality

## 1. Sketches



EARLY STAGE MOCK UP

## 2. Wireframes



UX CONCEPT

## 3. Detailed views



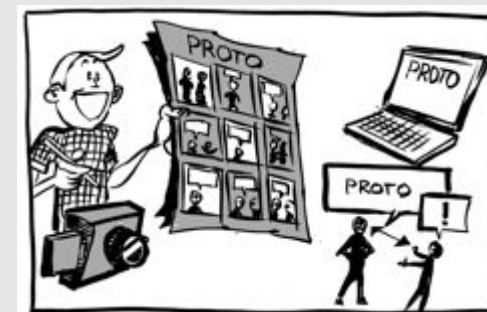
UI DESIGN





# Interview preparation

- Filtering of who to test
  - Who should you talk to, where can you find them
  - Is it important to talk in context or not in context
- Producing interview material
  - Themes of discussion
  - Advertisement or
  - Paper sketches or
  - Clickable demo
- How many people to talk to
  - In qualitative tests 5-8 persons is usually enough
  - In quantitative tests a few hundred persons, depending on sub-segments



**A capable designer visualizes insights and draws new designs during and right after the tests**

**PALMU**