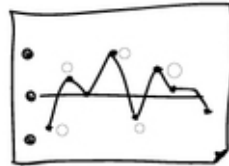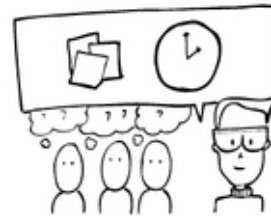# Introduction to Core Service Design Concepts and Tools – Part 2
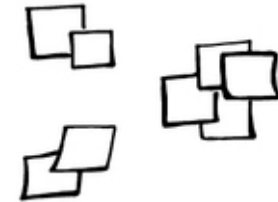
interviews

journey maps

workshops

brainstorming

facilitation
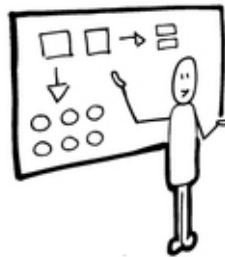
visualization

storytelling

animation

http://odasortland.com/telenor-customer-first-day/

Helena Sustar, PhD
helena.sustar@aalto.fi

21/03/18

Aalto University
School of Arts, Design and Architecture
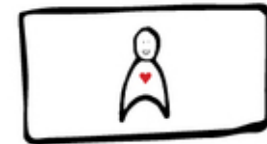
- Write down a question(s) that you would like to ask in relation to service design?

SERVICE DESIGN

From Insight to Implementation

by **ANDY POLAINE, LAVRANS LØVLIE,**

and **BEN REASON** foreword by John Thackara

Rosenfeld

- What is your name?

- What are three things that make you excited at the moment?

Tentative learning outcomes

- Allaying SD tools for complexity
- Explain service prototyping

Lecture content

- Readings
- Final Assignment, deadline last lecture
- Develop (Double Diamond)
- Task

For next time
- Readings
- Homework

What I remember from previous lecture

List 5 service design tools

The Design Process - Tools

Problem Definition

Observations/ Shadowing

Interviews

Persona

Affinity Diagram

Brief

Stakeholders map

Workshop

User Journey

Service Ecology

Prototyping

Service Design Concept

Scenarios

Diagnose

Specification
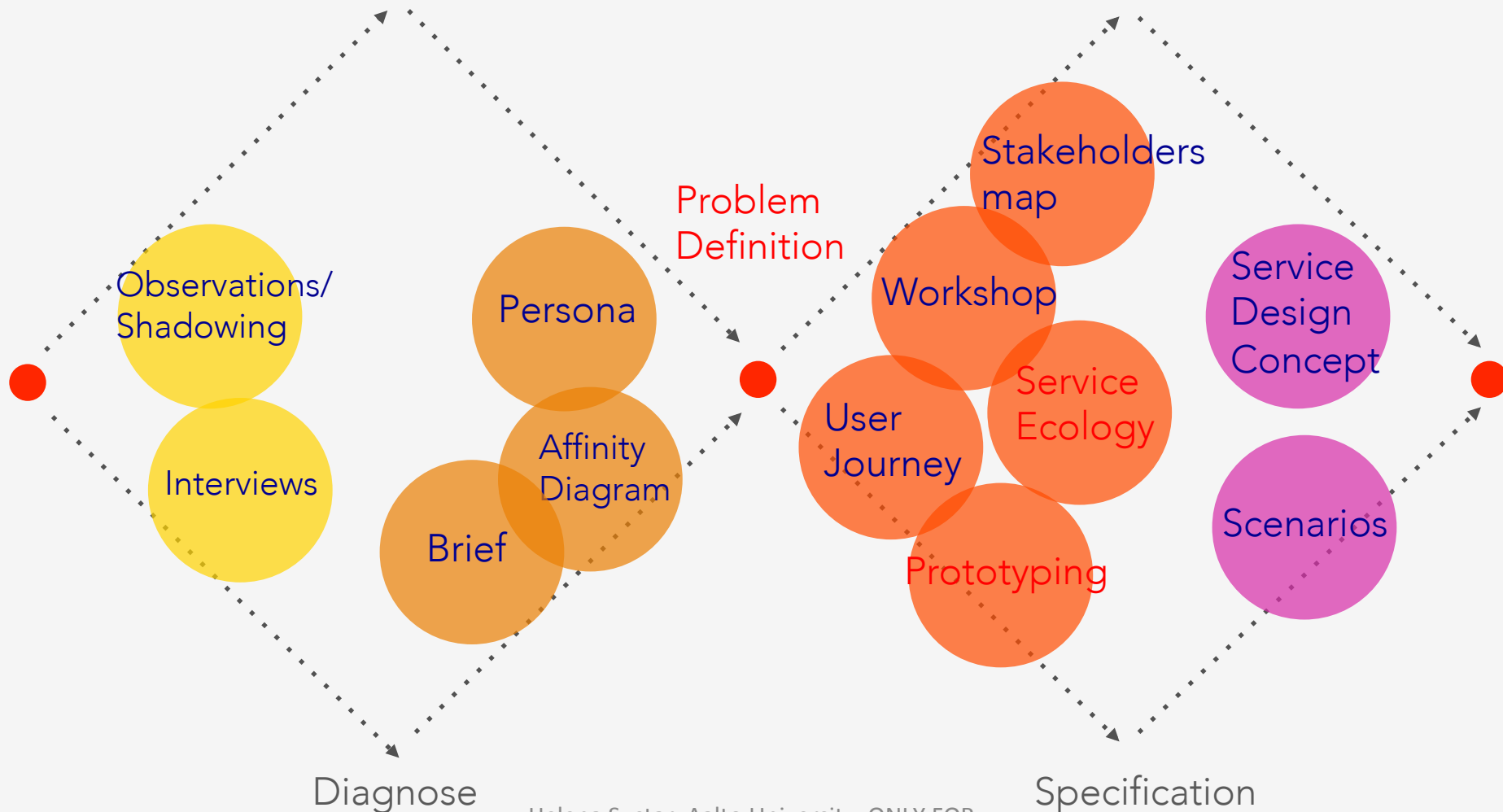
Other important tools

Part 2

Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

Source: https://vimeo.com/86908428 Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

Customer Service Journey/map

1. Illustrates how customers perceive and experience the service over time
2. Also considers the phases before and after actual interaction with the service
3. Mapping current and/or potential future service encounters and touchpoints

The customer journey is a visual representation that describes the journey/path of a user/customer by representing the different actions and touchpoints that characterize its interaction with the service.

Source: Mark Fisher, Whose Diabetes is it?

21/03/18

10

BLUEPRINT - BEFORE THE SEMINAR

Get an email announcement	Receive an email reminder	Check the program on the web site	Registrate	Get a welcome -email
Alternative:	Alternative:	Alternative:	Alternative:	Alternative:
Notice on twitter		Talk with a friend		

Line of interaction

Touchpoints

Email announcement	Email reminder instructions	Website Program	Registration page	Email Instructions Location info etc.

Line of visibility

Front-stage actions

Sending Email & SoMe announcement	Sending the Email reminder	Updating the program & information		Sending the welcome -email

Front Stage: the environment, objects, people

The time and place in which customers come in contact with the service, for example, the website, the person serving you at the restaurant, etc. (Morelli 2002)

BLUEPRINT - BEFORE THE SEMINAR

Netta Korhonen

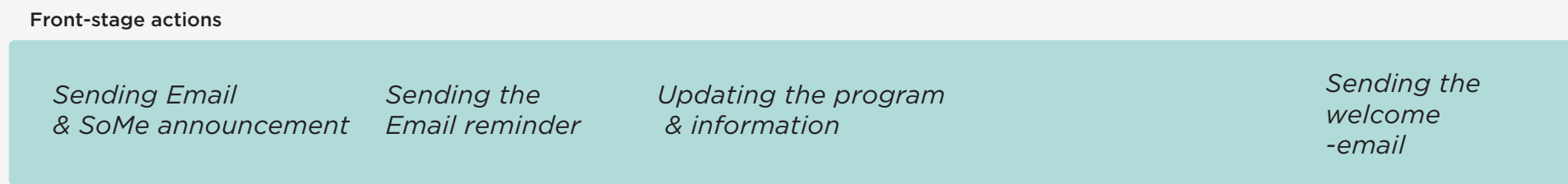| Get an email announcement	Receive an email reminder	Check the program on the web site	Registrate	Get a welcome-email
Alternative: Notice on twitter	*Alternative:*	*Alternative:* Talk with a friend	*Alternative:*	*Alternative:*

Line of interaction

Touchpoints

Email announcement	Email reminder instructions	Website Program	Registration page	Email Instructions Location info etc.
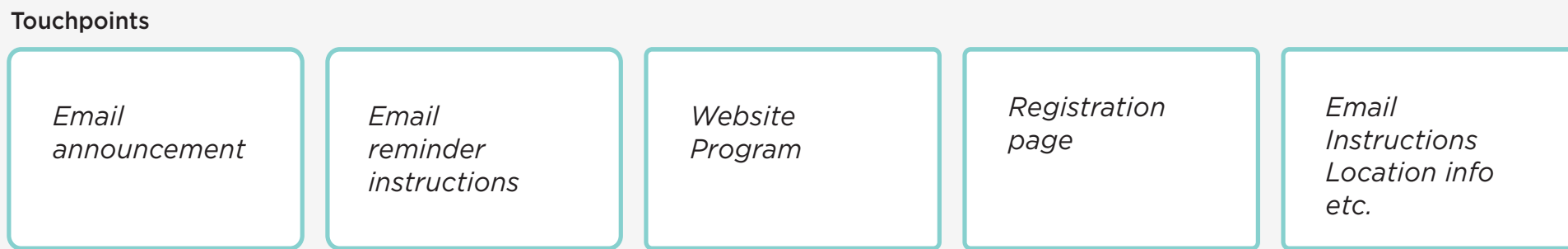
Back stage: IT infrastructure, management, HR
How services are facilitated inside the organisation: e.g. the food production chain inside the restaurant not visible to the customer. The design of the service may involve a re-organisation of these back stage activities performed by the service provider. (Morelli 2002)

-email

Back-stage actions

Planning the Email & SoMe announcement		Planning the program, Event page construction	Registration page construction	Planning the welcome-email

SERVICE BLUEPRINT

Netta Korhonen

Physical evidence

| Email Social Media post | Email | Website Program | Website Program | Email | Signs Seats | | Exercise materials | Signs Table arrangements | Takeaways | Email | Website Instructions |

Customer Journey

Before the Seminar | During the Seminar | After the Seminar

- Gets an email announcement
- Receives an email reminder
- Checks the program on the web site
- Registrates
- Gets a welcome-email
- Arrives to the Location
- Listens to the presentations
- Does the excercise
- Has a coffee break
- Listens to the presentations
- Discusses with colleagues
- Gets an email with presentation materials
- Registers as SIGCHI Finland member
- Downloads the materials

Line of interaction

Touchpoints

- Email announce-ment
- Email reminder instructions
- Website Program
- Registration page
- Email Instructions Location info etc.
- Signs, instructions, a person greeting
- Presentations Questions
- Excercise materials, instructions
- Discussions Signs Instructions
- Presentations Questions
- Takeaways Goodbyes
- Email Presentation materials
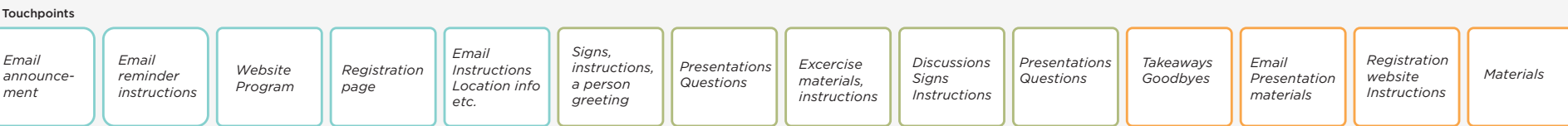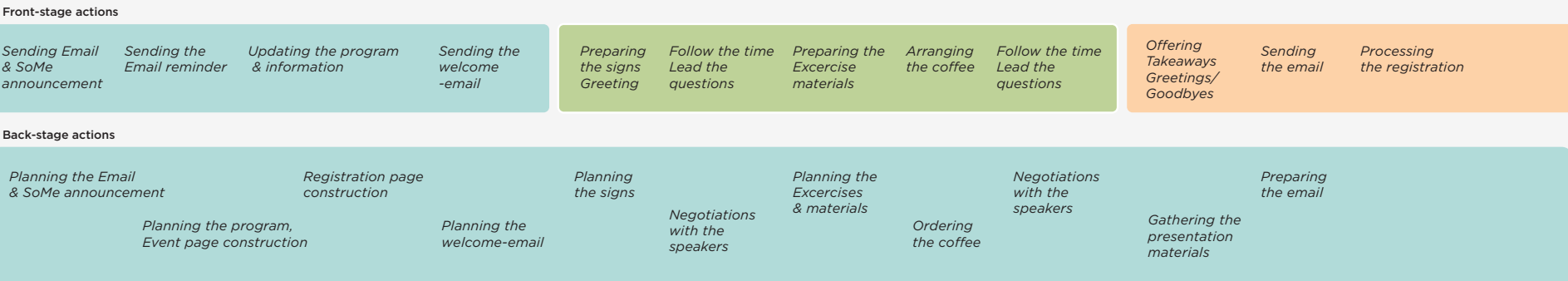- Registration website Instructions
- Materials

Line of visibility

Front-stage actions

- Sending Email & SoMe announcement
- Sending the Email reminder
- Updating the program & information
- Sending the welcome-email
- Preparing the signs Greeting
- Follow the time Lead the questions
- Preparing the Excercise materials
- Arranging the coffee
- Follow the time Lead the questions
- Offering Takeaways Greetings/ Goodbyes
- Sending the email
- Processing the registration

Back-stage actions

- Planning the Email & SoMe announcement
- Planning the program, Event page construction
- Registration page construction
- Planning the welcome-email
- Planning the signs
- Negotiations with the speakers
- Planning the Excercises & materials
- Ordering the coffee
- Negotiations with the speakers
- Gathering the presentation materials
- Preparing the email

Service blueprint visualizes the service journey simultaneously from customer's and service providers perspectives.

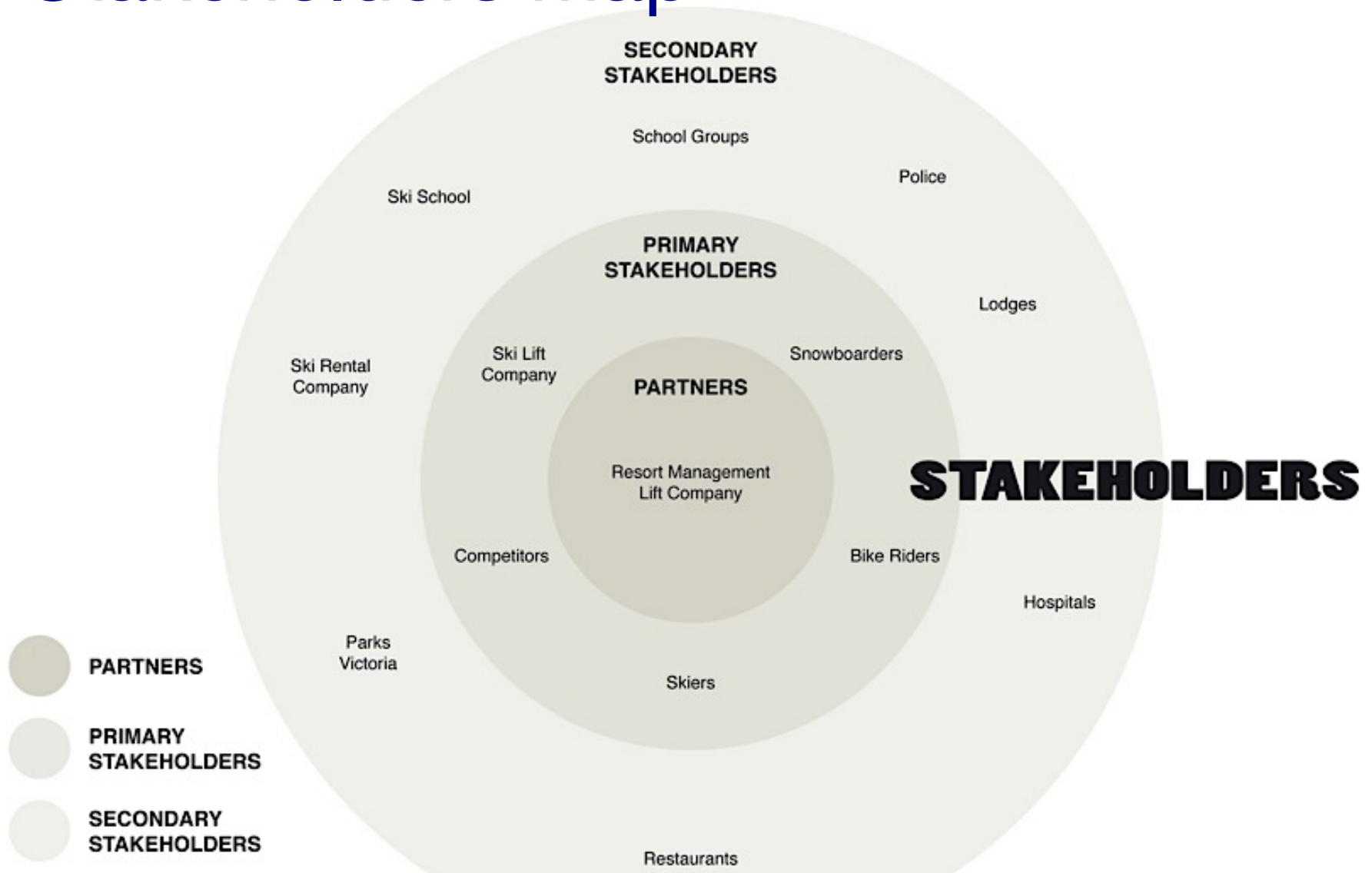Visualize current or test potential future service process.

Reading 2 & Homework

Bitner, M. J., Ostrom, A., & Morgan, F. (2008). Service blueprinting: A practical technique for service innovation. California Management Review, vol. 50, no. 3, pp. 66-94.

Question: What are the benefits that companies in the ceases achieved when implementing Blueprint?

Communication map/ Stakeholders map/ Actors map

1. To map service actors and stakeholders
2. To investigate relationships that are part of or affect the service
3. To generate new service concepts by reorganizing how actors work together

- Actors interact with the system e.g. humans sitting at the computer.
- Stakeholders have some interest in the system e.g. users, company officers who invest in a system, partners etc.

Stakeholders map

Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

HOW?

BY TRAIN

AEROPLANE

CAR - SYSTEM

BY BUS

CAR - COMMUNITY

SHARED LOCATION

WHY?

REDUCE POLLUTION

STATIONS

STOPS

GOVERNMENT

WHO?

CAR - OTHERS

SHARED ACTIVITY

CREATE VALUE

TRAFFIC

CAR - CAR

BUSINESSES

COMMUNITY

CITIZENS

BY CAR

DRIVER

SHARED DEMOGRAPHIC

AVOID TRAFFIC

BY BIKE

CAR - PASSENGERS

DRIVER

ORGANISATIONS

SHARED JOURNEY

BY MOPED

WALK

TO ACHIEVE A TASK

INTERFACE

PASSENGER

MOBILITY

USE

FAMILY

IN CAR

LICENCE

CAR DATA

NOW

PAST

KEYS

IN CAR

TRIP

GPS

FUEL

INFORMATION

PARKING

MONEY

HOME

SPEED

RELATIONSHIP

INSURANCE

TELECOMS

CONTRACT

GARAGE

SCHEDULE

LIFETIME

ENTERTAINMENT

ROADS

SHOPS

WHAT?

ROAD TOLLS

NETWORKS

SCHOOLS

WORK PLACES

FUTURE

WHEN?

TICKETS

ITALY

WORLD

WHERE?

ENABLERS

MOTIVATIONS

21/03/18

Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

17

Service Ecology

- is a system of interactions and actors that, together, create a sustainable and successful service or experience.
- include several companies or organizations that specialize in delivering one part of the total service.

Dictionary of Sustainable Management

Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

Source: http://taylor-haig.agincourt.radiatecms.com/blog/the-changing-places-card-deck

http://www.servicedesignmaster.com/service-ecology.html

In a group of 4 people

10 min

Task 1: Individually Read text about the tool (e.g. persona)

Read scenario and complete exercise

Helena Sustar, Aalto University, ONLY FOR INTERNAL USE

CLAIRE COOK

Bubbly   Energetic   Curious

Goals
- Try out new things.
- Support the community.
- Be a good mother.
- Develop new recipes.

Frustrations
- Dislikes people disregarding each other.
- Sometimes finds it hard to find ways to help.
- Feels that she doesn't always have enough time to do everything she would like to do.
- Doesn't feel like cooking every day.

"I love giving back to my community and meeting new people."

Age: 34
Work: Teacher
Family: Married, 2 kids
Location: Leeds, UK

Motivations
Helping
Worry
Achievement
Learning new skills
Impact
Social

Bio
Claire loves cooking and trying out new recipes from time to time. She found out about Casserole Club in a community meeting and decided to give it a try. Since then she has cooked a meal for Danny once a week. She really likes listening to the stories that Danny tells him about his life. Recently Claire has started to give Danny tips about cooking better meals. Sometimes she even takes her kids with her to say hello to their new friend.

Personality
Introvert — Extrovert
Conservative — Liberal
Passive — Active

Persona

A persona is archetypes built after an exhaustive observation of the potential users. Each persona is based on a fictional character whose profile gathers up the features of an existing social group. In this way the personas attributes of the groups they represent: from their social and demographic characteristics, to their own needs, desires, habits and cultural backgrounds.

Course: www.servicedesigntools.org

Scenario

You are a service designer working at the *Akendi* service design agency.

Japanese airline *JAL* will open a new destination from Helsinki to Osaka. You are asked to design a new service design concept for this new destination.

When designing a new passenger destination is important to know who will be the potential passengers? Create a persona of a passenger who will be flying at this destination. This could be a family with children, business man or a disable person.

Task 1:

Scenario

You are a service designer working at the *Akendi* service design agency.

Japanese airline JAL will open a new destination from Helsinki to Osaka. You are asked to design a new service design concept for this new destination.

When designing a new passenger destination is important to know who will be the potential passengers? Create a persona of a passenger who will be flying at this destination. This could be a family with children, business man or a disable person.

Methods

1. Scenario
2. Persona
3. Customer service journey
4. Blueprint
5. Stakeholders map

Task 2: In pairs: 10 min
Explain the tool to another person &
complete the task with your pair

Task 3: In a group: 10 min
Share learning(s) from different exercises

The Final Assignment

Final Assignment "Ecology of your Service Design Learning"

- Draw, write notes and reflections during the course, on lectures, exercises and reading material.

- Make a visualization including explanatory texts about what was your understanding of the course as a whole and how the elements are related. This is both a reflective task to learn about core topics in service design, externalizing the understanding, but also a design task typical in service design *"How to make sense of complexity and abstract processes and relationships between parts and how to communicate this to others."*

In the work you should include reading material, lectures, practical work and reflections, which should be visible in your individual assignments. Secondarily, is a option to apply the service design ecology to the place where you work.
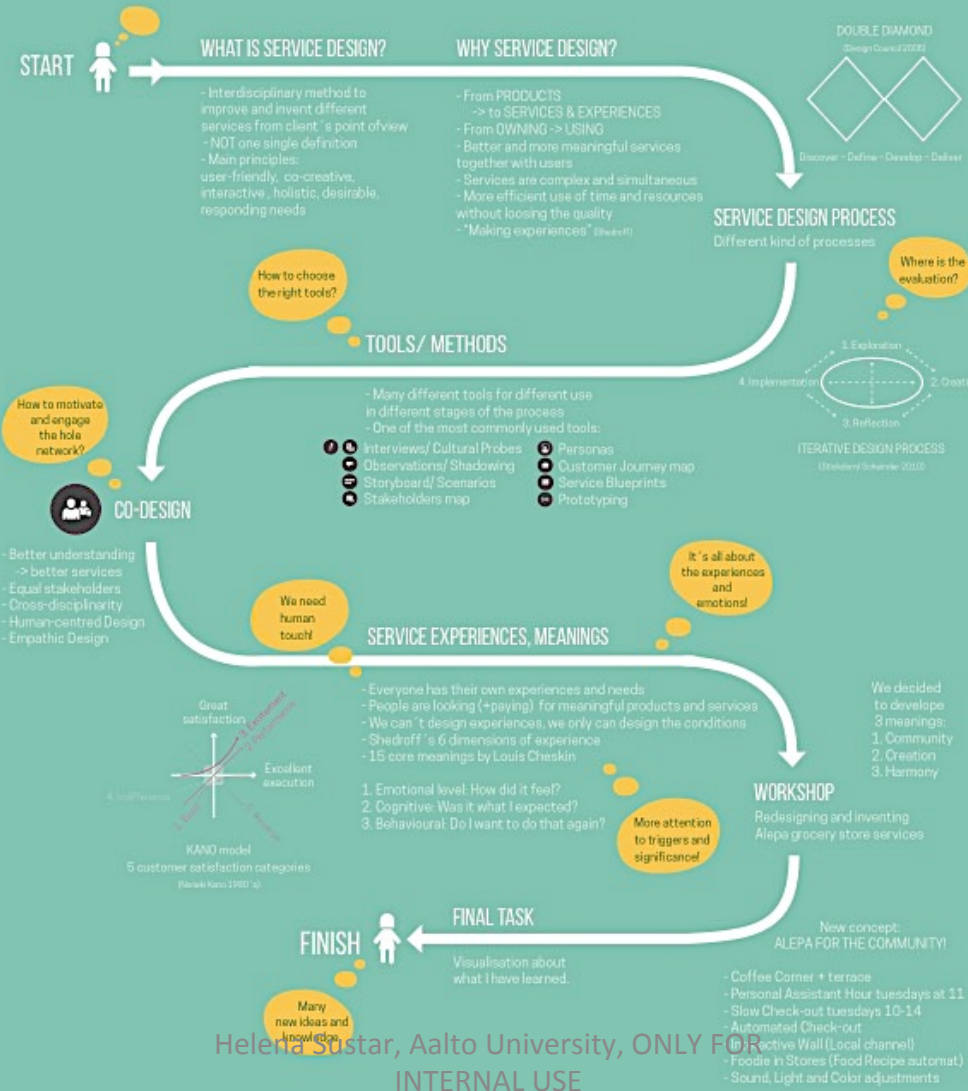
Deadline: last lecture

SERVICE DESIGN

timeline during the course

"Methodology to help IMPROVE or INNOVATE service experiences that result in more satisfied customers and more profitable enterprises" (Moritz 2012)

START

WHAT IS SERVICE DESIGN?

- Interdisciplinary method to improve and invent different services from client´s point of view
- NOT one single definition
- Main principles:
user-friendly, co-creative, interactive, holistic, desirable, responding needs

WHY SERVICE DESIGN?

- From PRODUCTS
  -> to SERVICES & EXPERIENCES
- From OWNING -> USING
- Better and more meaningful services together with users
- Services are complex and simultaneous
- More efficient use of time and resources without loosing the quality
- "Making experiences" (Shedroff)

DOUBLE DIAMOND
(Design Council 2005)

Discover - Define - Develop - Deliver

SERVICE DESIGN PROCESS
Different kind of processes

How to choose the right tools?

Where is the evaluation?

TOOLS/ METHODS

- Many different tools for different use in different stages of the process
- One of the most commonly used tools:

Interviews/ Cultural Probes
Observations/ Shadowing
Storyboard/ Scenarios
Stakeholders map

Personas
Customer Journey map
Service Blueprints
Prototyping

1. Exploration
2. Creation
3. Reflection
4. Implementation

ITERATIVE DESIGN PROCESS
(Stickdorn/ Schneider 2010)

How to motivate and engage the hole network?

CO-DESIGN

- Better understanding
  -> better services
- Equal stakeholders
- Cross-disciplinarity
- Human-centred Design
- Empathic Design

We need human touch!

It´s all about the experiences and emotions!

SERVICE EXPERIENCES, MEANINGS

- Everyone has their own experiences and needs
- People are looking (+paying) for meaningful products and services
- We can´t design experiences, we only can design the conditions
- Shedroff´s 6 dimensions of experience
- 15 core meanings by Louis Cheskin

1. Emotional level: How did it feel?
2. Cognitive: Was it what I expected?
3. Behavioural: Do I want to do that again?

Great satisfaction

Excellent execution

KANO model
5 customer satisfaction categories
(Noriaki Kano 1980´s)

More attention to triggers and significance!

We decided to develope 3 meanings:
1. Community
2. Creation
3. Harmony

WORKSHOP
Redesigning and inventing Alepa grocery store services

FINAL TASK

FINISH

Visualisation about what I have learned.

Many new ideas and knowledge

New concept:
ALEPA FOR THE COMMUNITY!

- Coffee Corner + terrace
- Personal Assistant Hour tuesdays at 11
- Slow Check-out tuesdays 10-14
- Automated Check-out
- Interactive Wall (Local channel)
- Foodie in Stores (Food Recipe automat)
- Sound, Light and Color adjustments

Through explorative, generative and evaluative design processess you can really ensure that service interfaces that are generated are useful, usable and desirable from the client's point of view and effective, efficient and distinctive from the supplier's point of view.
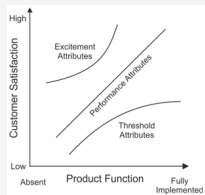
-Mager 2008-

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

-Maya Angelou-

15 CORE MEANINGS by LOUIS CHESKIN

1. Accoplishment 2. community 3. beauty 4. creation 5.
englightment 6. freedom 7. duty 8. harmony 9. redemption
10. oneness 11. validation 12. security 13. justice 14. truth

Significance
Lifestyle

Triggers
Senses

Intencity
reflex/
engagement

Interactions
Passive/active

breadth
tangible
elements

duration
timeline

Experiences

The Kano Model

RELEVANCY
Society is shifting from product service economy towards an experience economy.

07
How to create meaninful experience?
By innovating what is meaningfull to your cus-tomers lives you can create deep connection with your audience. Be consistent in your value propositions.

01
Why you need Service Design?
Service design is technique for applying time and resources more efficiently. It's a method for inventing and improving services through client/customer insight and by that adding value and profit to businesses.

06
What is right experience?
What is the meaning of your service/product for the customer? Meaning is experiencing the pro-duct/service. Is it positive, nega-tive or neutral. There are different dimension of experience.

02
Who you gonna call?
SERVICE DESIGNERS!
They are professionals of translating ideas into reality, making abstract thoughts tangible and creating holistic and innovative solutions

Deep diving into services that are multidisplinary
Services are processes consist-ing of activities or a series of activities.
▪ Service as a platform (UX)
▪ Business Services
▪ Social Services

MARKETING - DESIGN - MANAGEMENT - RESEARCH

NOT FEELING IT?
Service Design will make it all better
DOES IT WORK?

05
What needs to be fixed?
By getting the experience right you will create a friendship or love affair with customer/cli-ent/user. By creating a meanin-full bond with audience you will enhace the brand equity.

03
How they're gonna fix it?
By creating a clear concist-ent and unified and posi-tive customer experience by using service design methods and tools.

DESIGNERS TOOLKIT
▪ observations
▪ interviews & deep dives
▪ exploring and defining touchpoints
  - environments
  - objects
  - people
  - processes interactions
  - visual communication standarts.

04
How they work?
Design process is human centric. It's not presenting ready ideas but finding solu-tions together in co-operating with stageholders. Both clients, customers, users. It's a working progress where everybody is been invited

Double diamond Design process

1. Discover
Data from field
- stakeholders
- cultural probes
- Interwievs
- UX
- space

2. Define
Information analyze
- personas
- affinity wall
- workshop
- customer journey mapping
- service blueprints (front & backstage)

3. Develop
Testing and prototyping
- walk through
- act it out
- CGI/Video/ moodboarding, storyboarding...

4. Deliver
Produced and launched

3. Develop – the Solution

- design-led solutions are developed, iterated and tested

- make prototypes for different areas of the service

- test ideas and improve

Service prototyping

- Creating, generating and modelling new service features e.g. prototyping touchpoints, systems of touchpoints, service encounters, service journeys and/or service networks
- Low and high fidelity prototypes > from quick and dirty paper prototypes to functional prototypes
- Easy way to introduce and test new ideas - provide common language (e.g. design team, customers, other stakeholders)
- Can be used as a prop in contextual interview "play out the experience"

Different scales prototypes

http://www.servicedesigntools.org/tools/24

Helena Sustar, Aalto University, ONLY FOR
INTERNAL USE

Cardboard hospital

21/03/18

Sourse: https://vimeo.com/46812964

Storyboard/ Scenario

Sequence of drawings, typically with some directions and dialogue, representing the shots planned for a film or television production.

Next Week Reading 4

- Basic: Pirinen, A. (2016). The Barriers and Enablers of Co-design for Services. INTERNATIONAL JOURNAL OF DESIGN, no 10. vol. 3., 27-42.

Task: Find 8 practical cases demonstrating barriers (4) and enablers (4) from your work experiences.

- Extra: Steen, M., Manschot, M., & De Koning, N. (2011). Benefits of Co-design in Service Design Projects. International Journal of Design, no. 5. Vol. 2, 53-60.
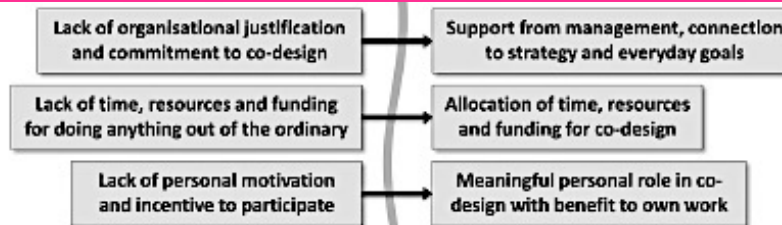
Question:

- What were the cases where co-design was adopted?
- List three benefits of adopting co-design in the service design projects.
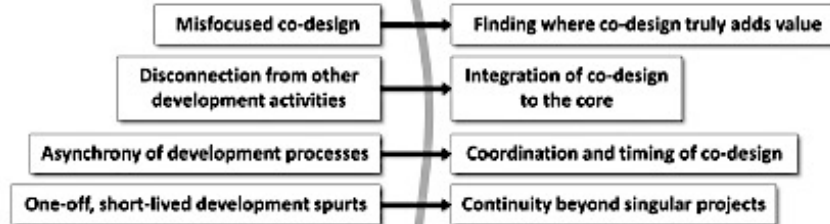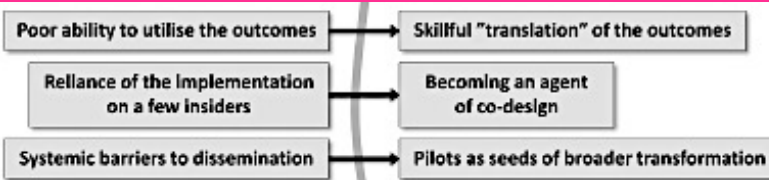
COLLABORATION
FINDING A COMMON GROUND

Barriers	Enablers
Prejudices and misconceptions	Trust through making together
Differences in language and culture	Credible, responsive communication
Conflicting goals and expectations	Search for mutual value
Complexity of organisations, processes and real-life contexts	In-depth understanding of the nature and characteristics of the target system
Systemic resistance and professional power hierarchies	An informal arena for different expertises to come together as equal
Lack of ownership and leadership	Taking responsibility of co-design

ORGANISATION
CREATING COMMITMENT

Barriers	Enablers
Lack of organisational justification and commitment to co-design	Support from management, connection to strategy and everyday goals
Lack of time, resources and funding for doing anything out of the ordinary	Allocation of time, resources and funding for co-design
Lack of personal motivation and incentive to participate	Meaningful personal role in co-design with benefit to own work

PROCESSES
BEING INTEGRATED

Barriers	Enablers
Misfocused co-design	Finding where co-design truly adds value
Disconnection from other development activities	Integration of co-design to the core
Asynchrony of development processes	Coordination and timing of co-design
One-off, short-lived development spurts	Continuity beyond singular projects

IMPLEMENTATION
MAKING AN IMPACT

Barriers	Enablers
Poor ability to utilise the outcomes	Skilful "translation" of the outcomes
Reliance of the implementation on a few insiders	Becoming an agent of co-design
Systemic barriers to dissemination	Pilots as seeds of broader transformation

METHODS
BECOMING A PRACTICE

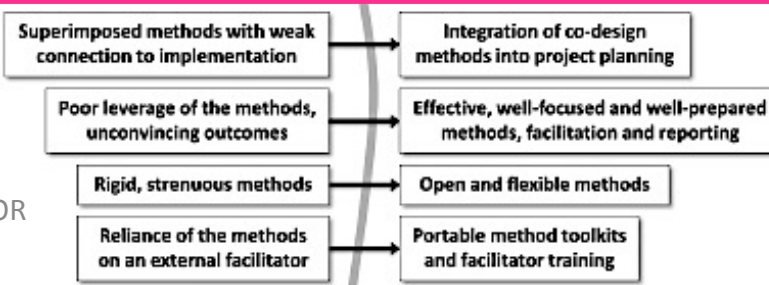| Barriers	Enablers
Superimposed methods with weak connection to implementation	Integration of co-design methods into project planning
Poor leverage of the methods, unconvincing outcomes	Effective, well-focused and well-prepared methods, facilitation and reporting
Rigid, strenuous methods	Open and flexible methods
Reliance of the methods on an external facilitator	Portable method toolkits and facilitator training

Figure 2. The barriers and enablers of co-design for services.

Homework 3: Planning Co-Design Activates for Central Library Due to 26.3.2018

Extra

CODESIGNING AND PROTOTYPING
THE WHITTINGTON HOSPITAL PHARMACY

Course: http://www.designcouncil.org.uk/news-opinion/tilt-codesigning-whittington-hospital-pharmacy