

SERVICE DESIGN MASTERCLASS - BRINGING THE HUMANITY BACK TO SERVICES

Ratekoulutus

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Notes and slides: <http://pln.me/ratek15>

HELLO.

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Designer

Writer

Educator

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@apolaine



Who am I?

Schedule - Day 1

TIME	ACTIVITY
09.05-10.00	Service Design Introduction
10.00-10.45	Starting with insights - pull vs push
10:45-11:00	BREAK
11.00-11.45	Service blueprinting I - Anatomy of a blueprint
11.45-12.30	Service blueprinting II - Developing a concept
12.30-13.00	LUNCH
13.30-14.15	Developing the service and business proposition
14.15-14.30	BREAK
14.15-14.30	Overflow & Discussion

PART 1 —
AN
INTRODUCTION TO
SERVICE DESIGN

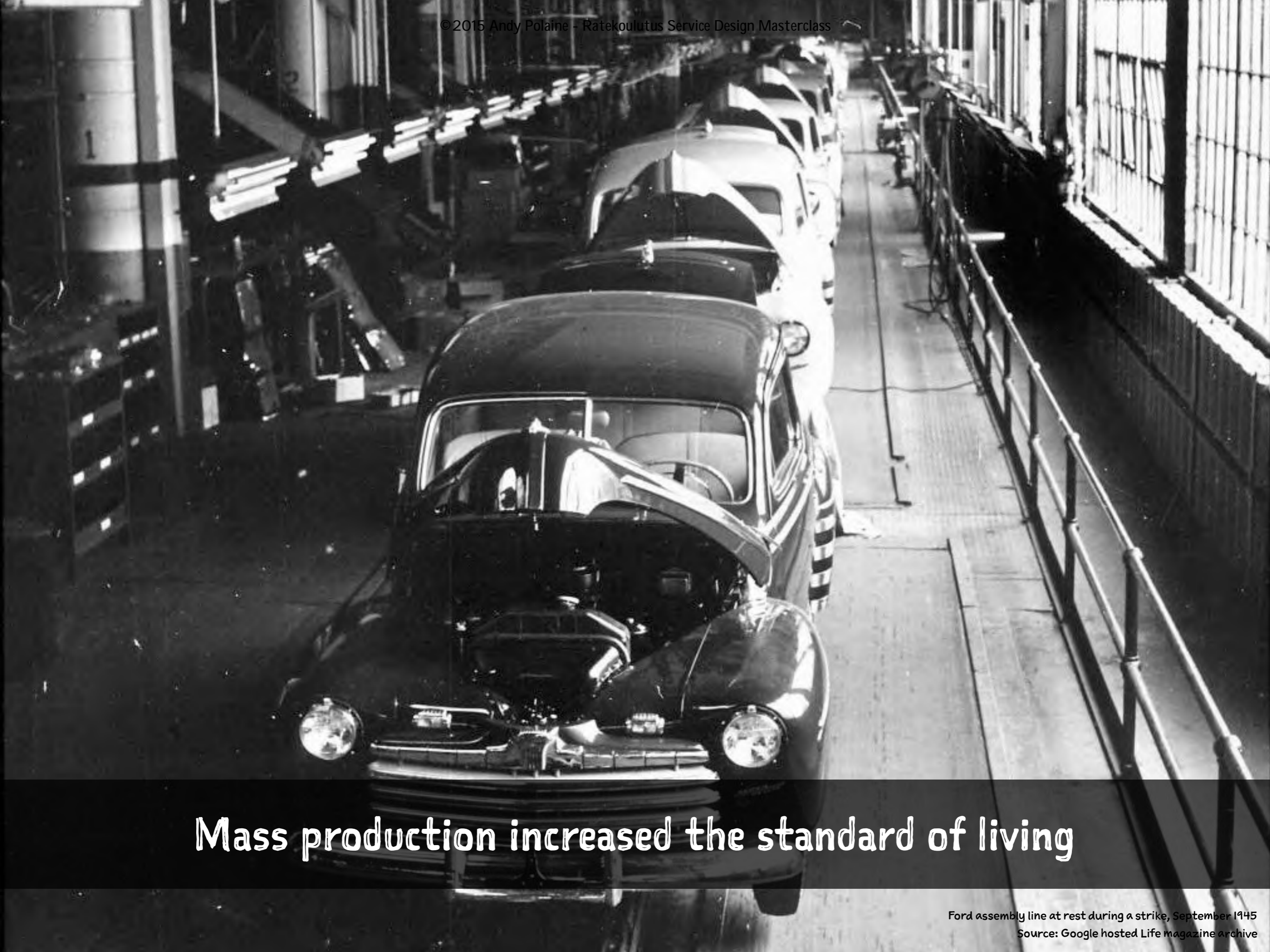
FROM AN
INDUSTRIAL TO A
SERVICE SOCIETY

“We shape our tools and
thereafter our tools shape us.”

Marshall McLuhan



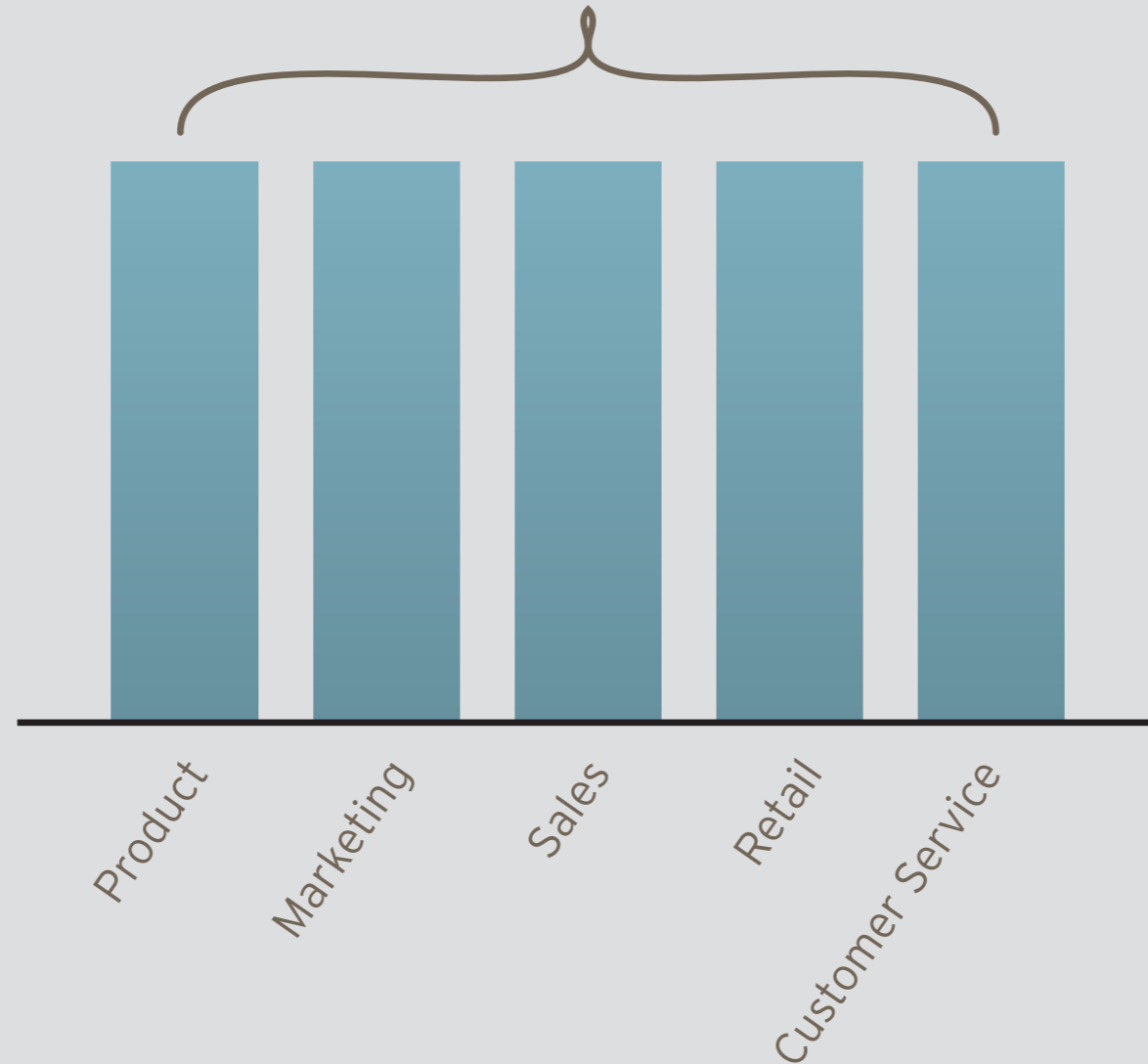
Industrialisation changed our relationship to products



Mass production increased the standard of living

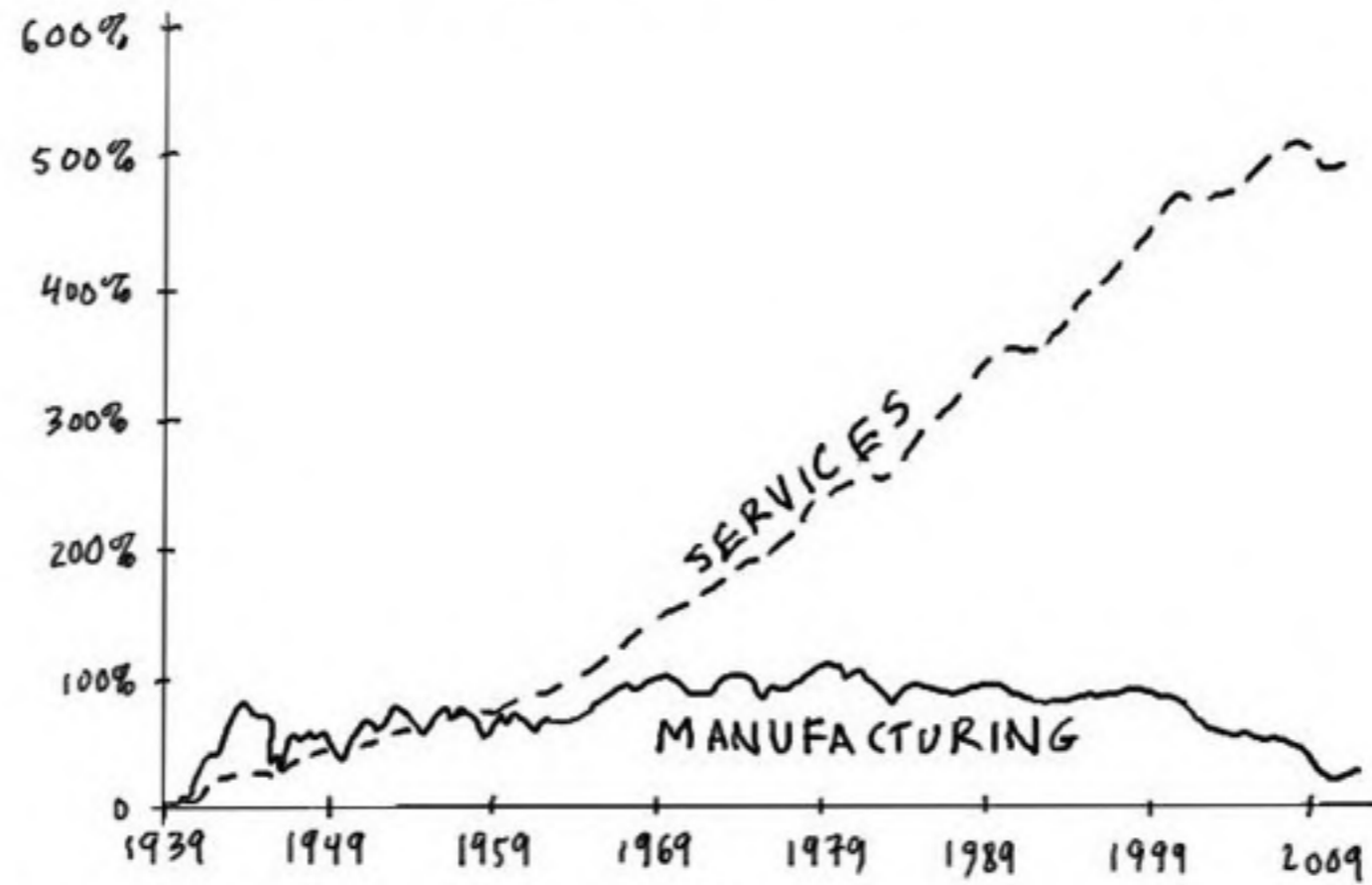


Management



Industrial thinking: silos, top-down, command and control

US EMPLOYMENT GROWTH SINCE 1939

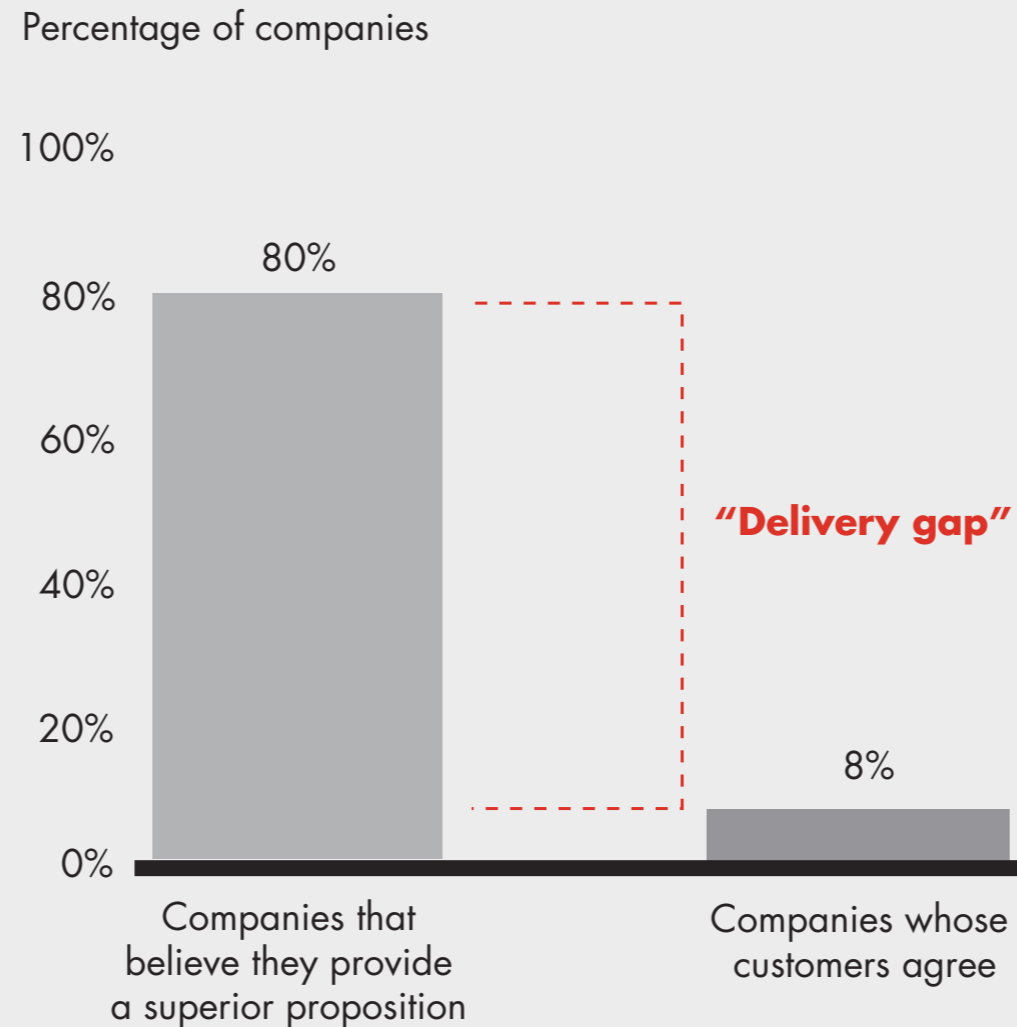


Source: US Bureau of Labor Statistics

Approx. 70-85% of developed nations' GDPs come from the services sector. (71.9% in Finland)

But now we live in a service economy

80% of companies believe they offer a great service and only 8% of their customers agree.



Source: Bain Customer-Led Growth diagnostic questionnaire, n = 362;
Satmetrix Net Promoter database, n = 375

The delivery gap is an opportunity



VS



VS



Culture and service are the USP, not product

SERVICES ARE
MULTICHANNEL &
TIME-BASED

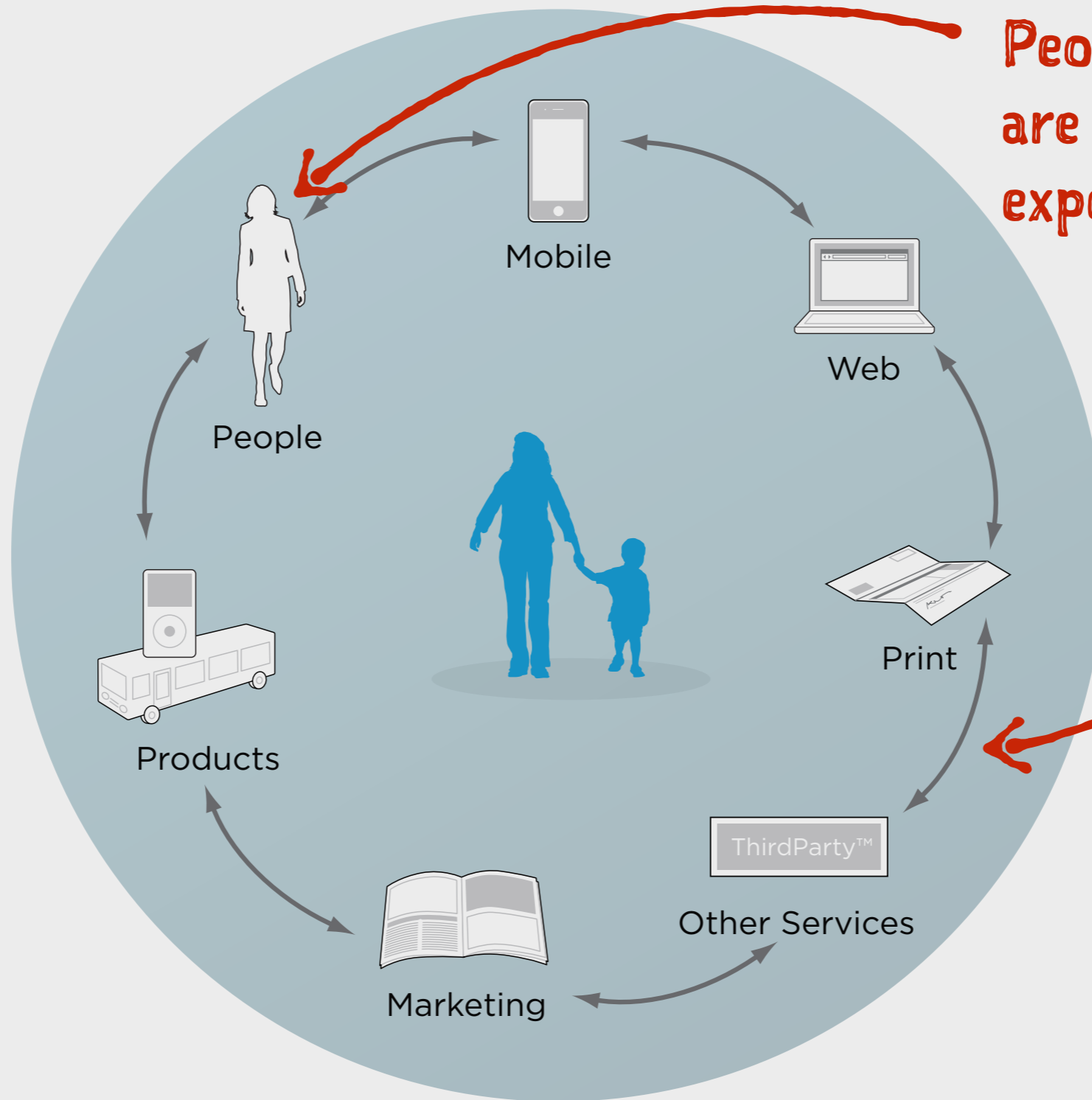


Product experience

Media Markt
POWER SERVICE
Jetzt neu!

Media Markt POWER SERVICE
TV-LIEFERPAKET STANDARD

Selling services as products is problematic



People & transitions
are crucial to the
experience

Services are ecosystems - every part affects the whole

MIND THE GAPS



Service gaps - Lavrans flying to New York with his family

Website-Call Center Gap

Website-System Error Gap

Website-Call Center Gap

Husband-Wife Expectation Gap

Call Center Staff-Check-In Staff Gap

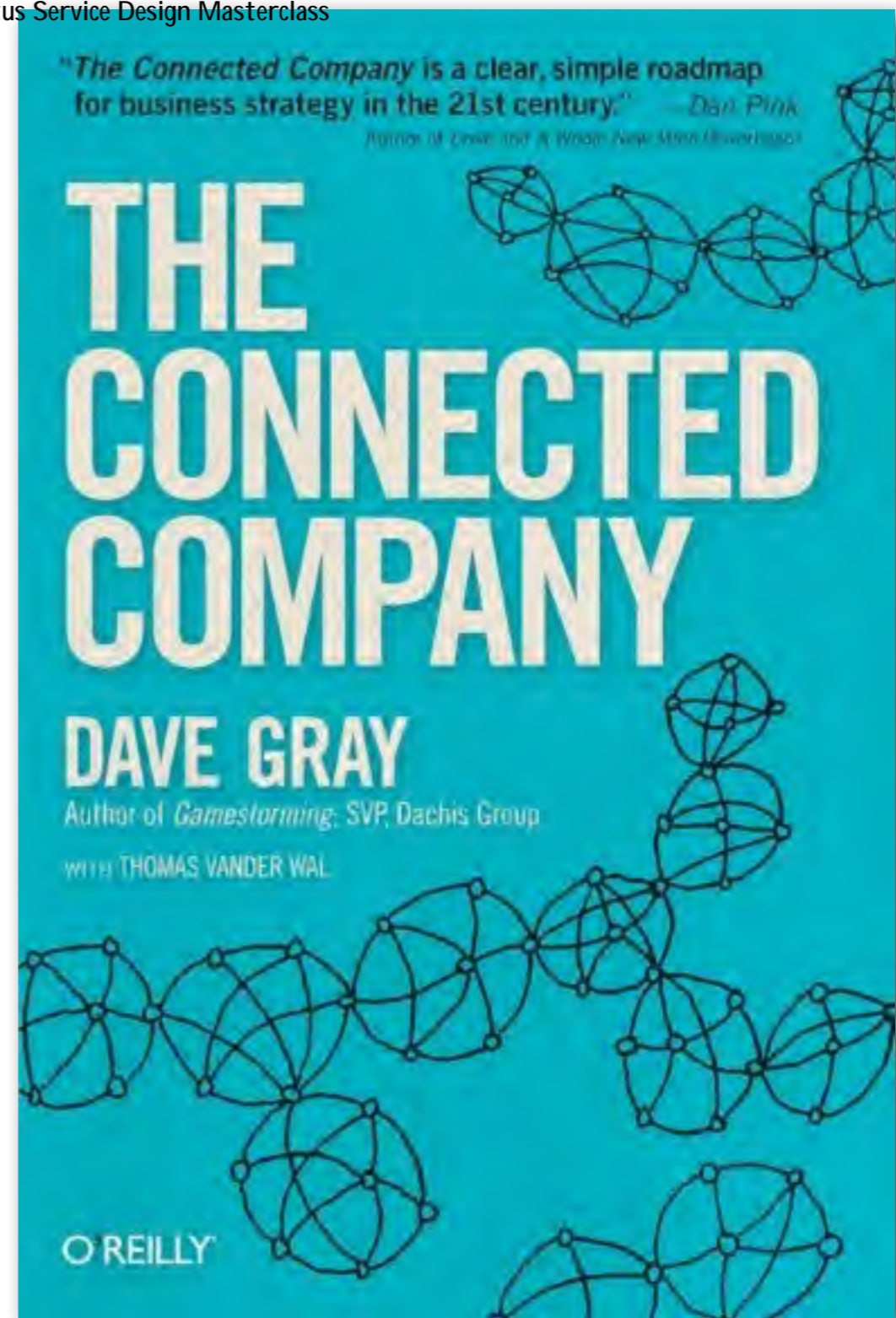
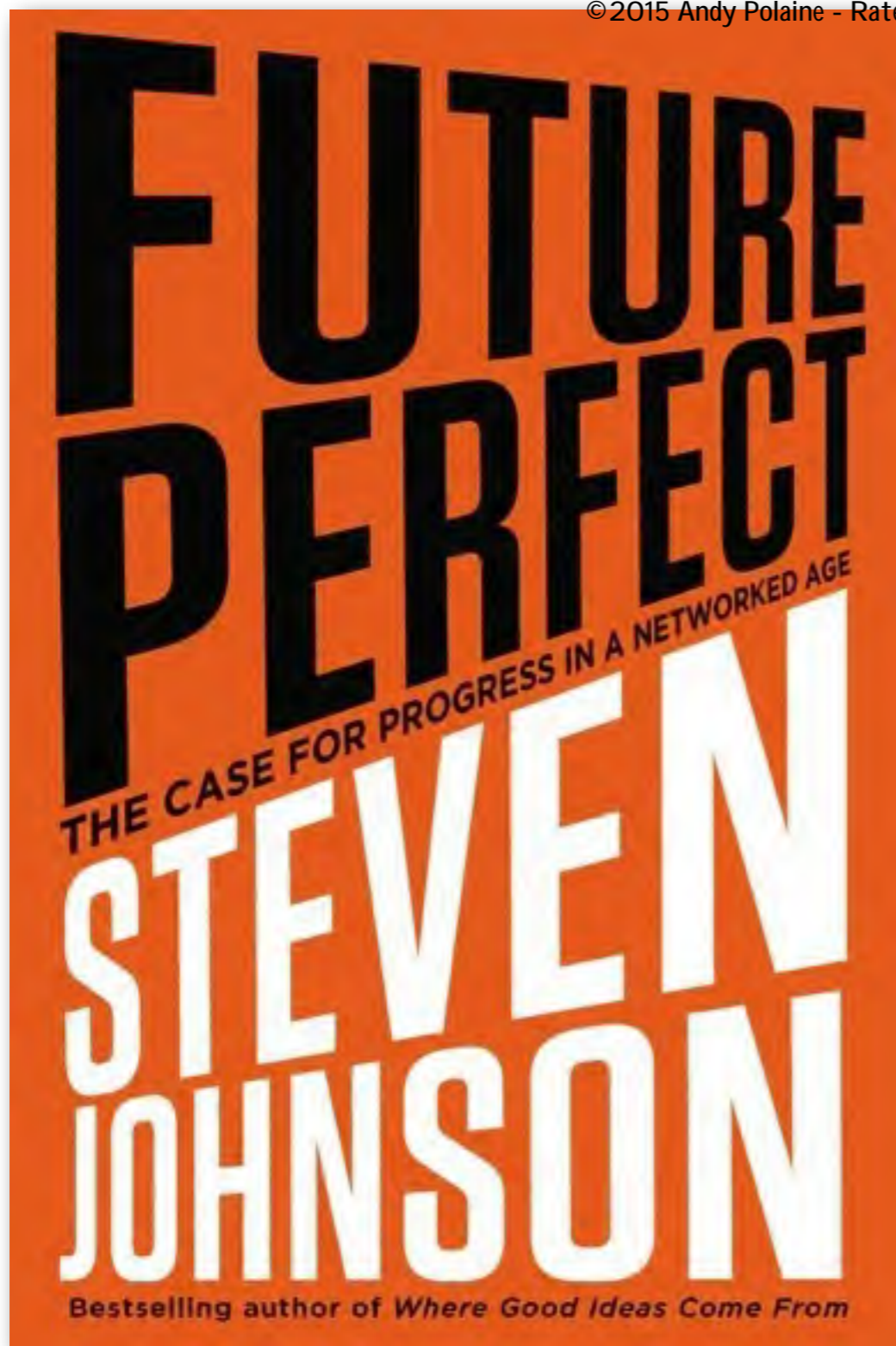
Boarding Staff-Computer System Gap

The human service element finally wins



Cracks can accumulate to form an experience crevasse

CREATING BETTER
SERVICES MEANS
CHANGING
CULTURES &
ORGANISATION



From command and control to the connected company

Projektauswertung KoE3



Erträge Dritter	Vorvorjahre	Vorjahr	Aktuelles Jahr	TOTAL IST	Kalkulation	+/- CHF	+/- %
Erträge Dritter							
Beiträge Bund							
Beiträge Kantone (ohne Konkordat)							
Beiträge Konkordat HSLU/PHZ	-45,600			-45,600	-33,300	-12,300	36.9
Erträge IC und IV							
Abgrenzung Dritte/Bund/Kantone							
Abgrenzung HSLU	7,800	-7,800					
Ausserordentliche Erträge							
*	-37,800	-7,800		-45,600	-33,300	-12,300	36.9
Personalkosten intern	26,025	8,260		34,285	22,525	11,760	52.2
Personalkosten extern		2,065		2,065		2,065	
Personalnebenkosten							
*	26,025	10,325		36,350	22,525	13,825	61.4
Raumkosten							
Geräte- und Mobiliarkosten	430			430		430	
Informatikkosten	1,013	220		1,233	1,500	-267	-17.8
Unterrichts- und Projektkosten	74			74	1,000	-927	-92.7
Administrationskosten		27		27		27	
Werbe- und PR-Kosten					1,000	-1,000	-100.0
Übrige Betriebskosten							
Finanzkosten							
Abschreibungen							
ausserordentl. Kosten							
*	1,516	247		1,763	3,500	-1,737	-49.6
**	27,541	10,572		38,113	26,025	12,088	46.4
***	-10,259	2,772		-7,487	-7,275	-212	2.9

Systems/tools and procedure shape organisational culture



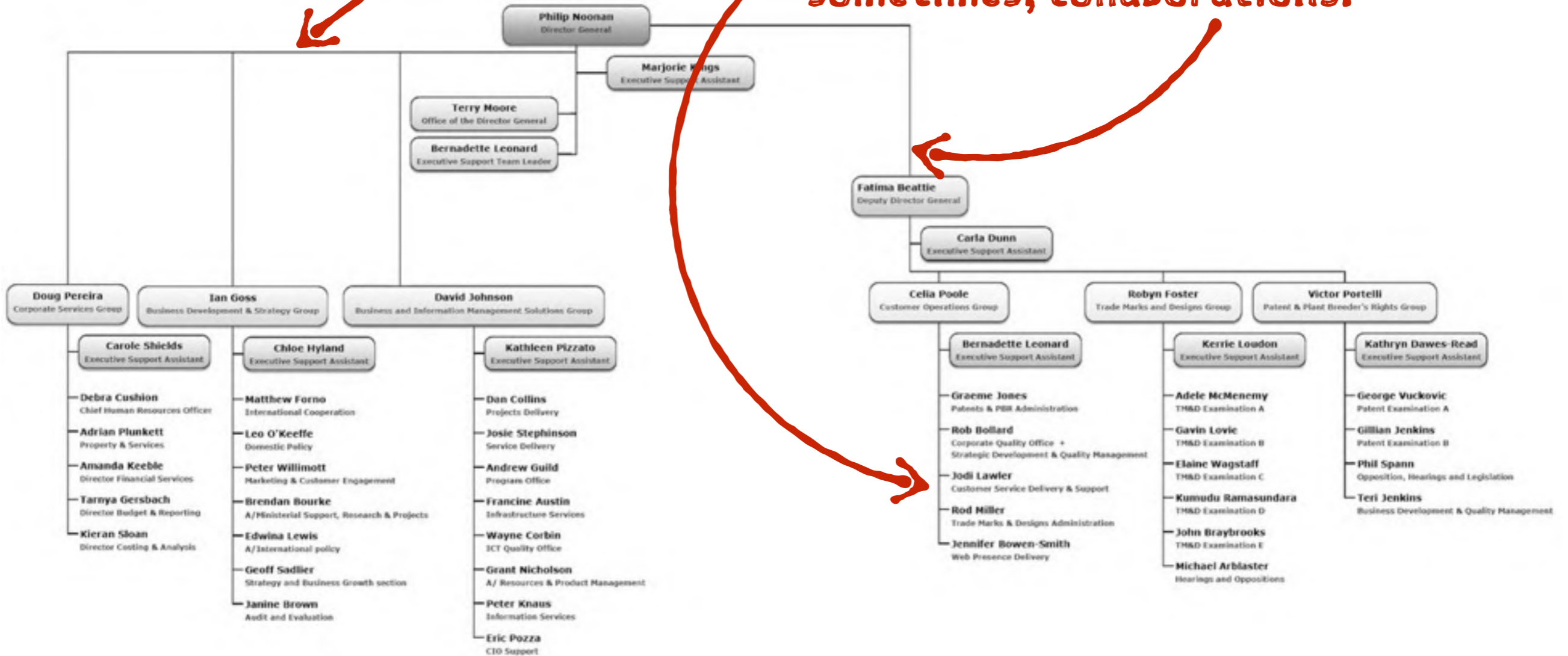
People/customer-oriented culture comes from the top

BEWARE OF
BOXES & ARROWS

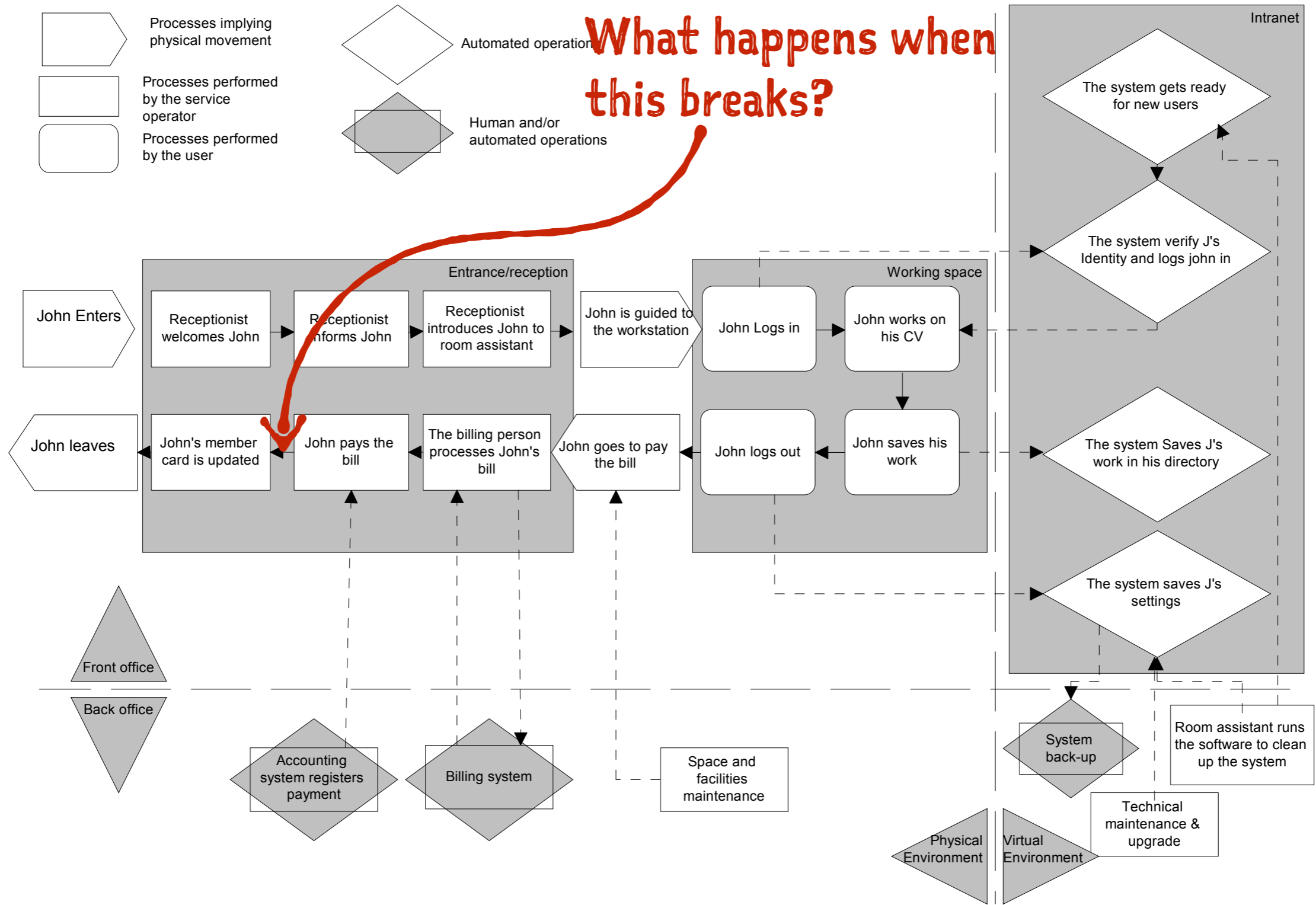


Australian Government
IP Australia

In reality, these represent fiefdoms, budgets, buildings, personality clashes, divisions and, sometimes, collaborations.

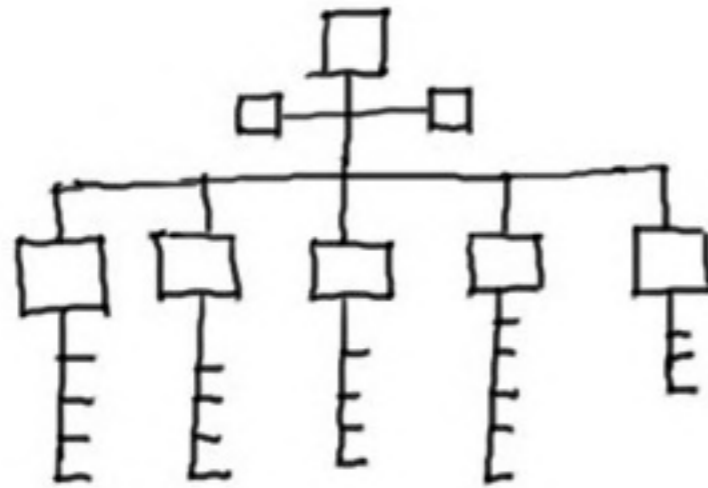


Organisational charts - boxes and lines, hidden forces



Process maps – boxes and arrows, hidden flows and obstructions

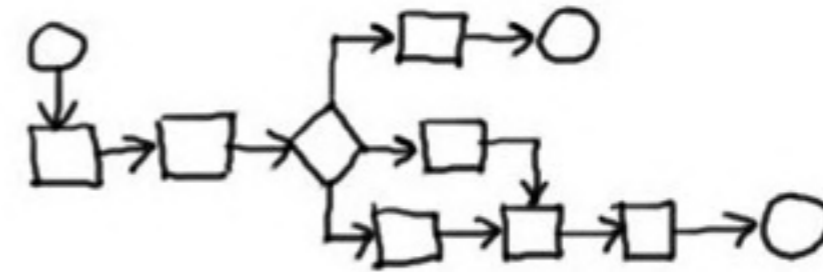
DESIGN BY DIVISION



DIVISION OF LABOR

SPECIALIZATION

(TERRITORY)



SEPARATE TASKS

PROCEDURE
POLICY

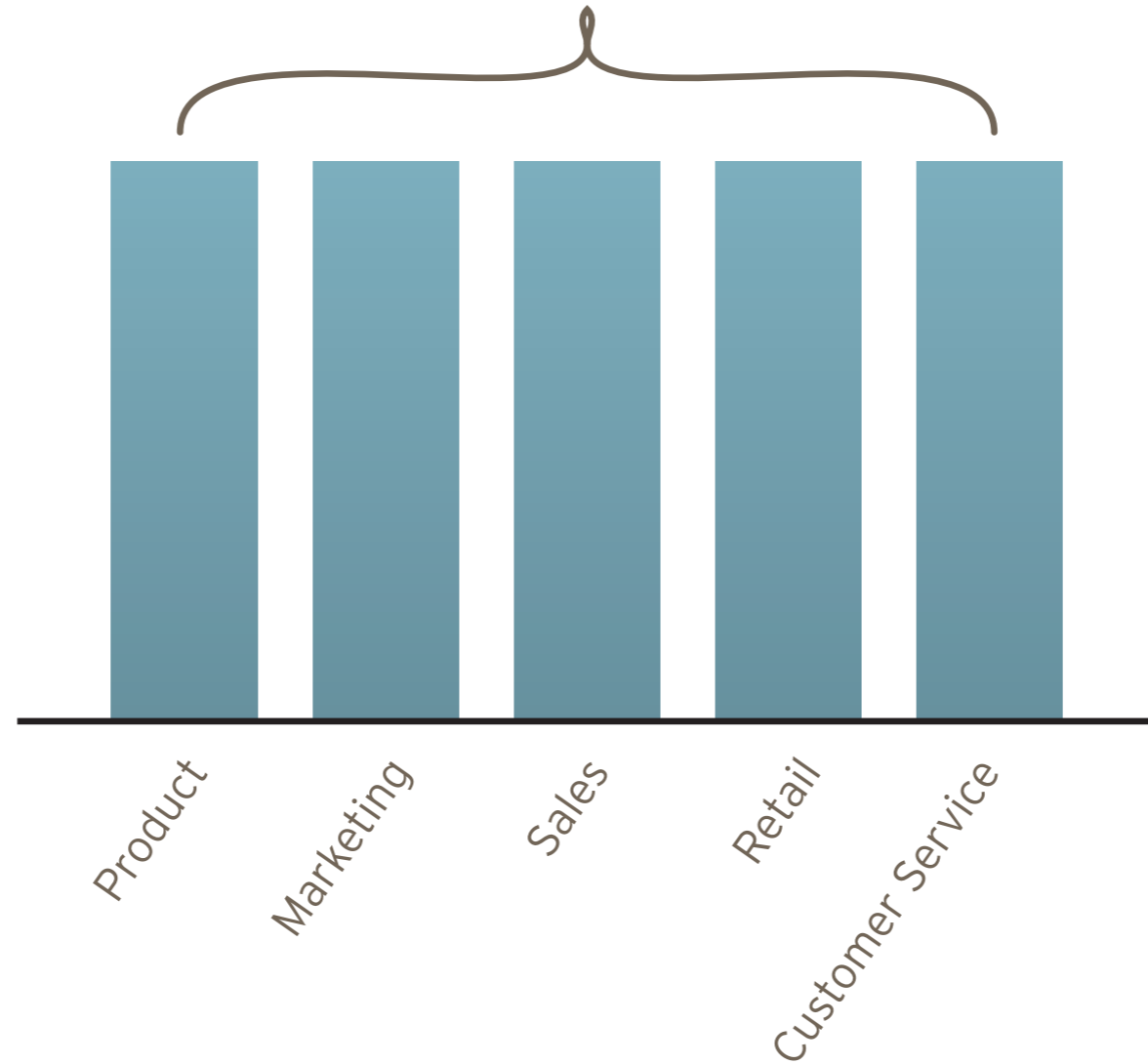
PROCESS

(DOGMA)

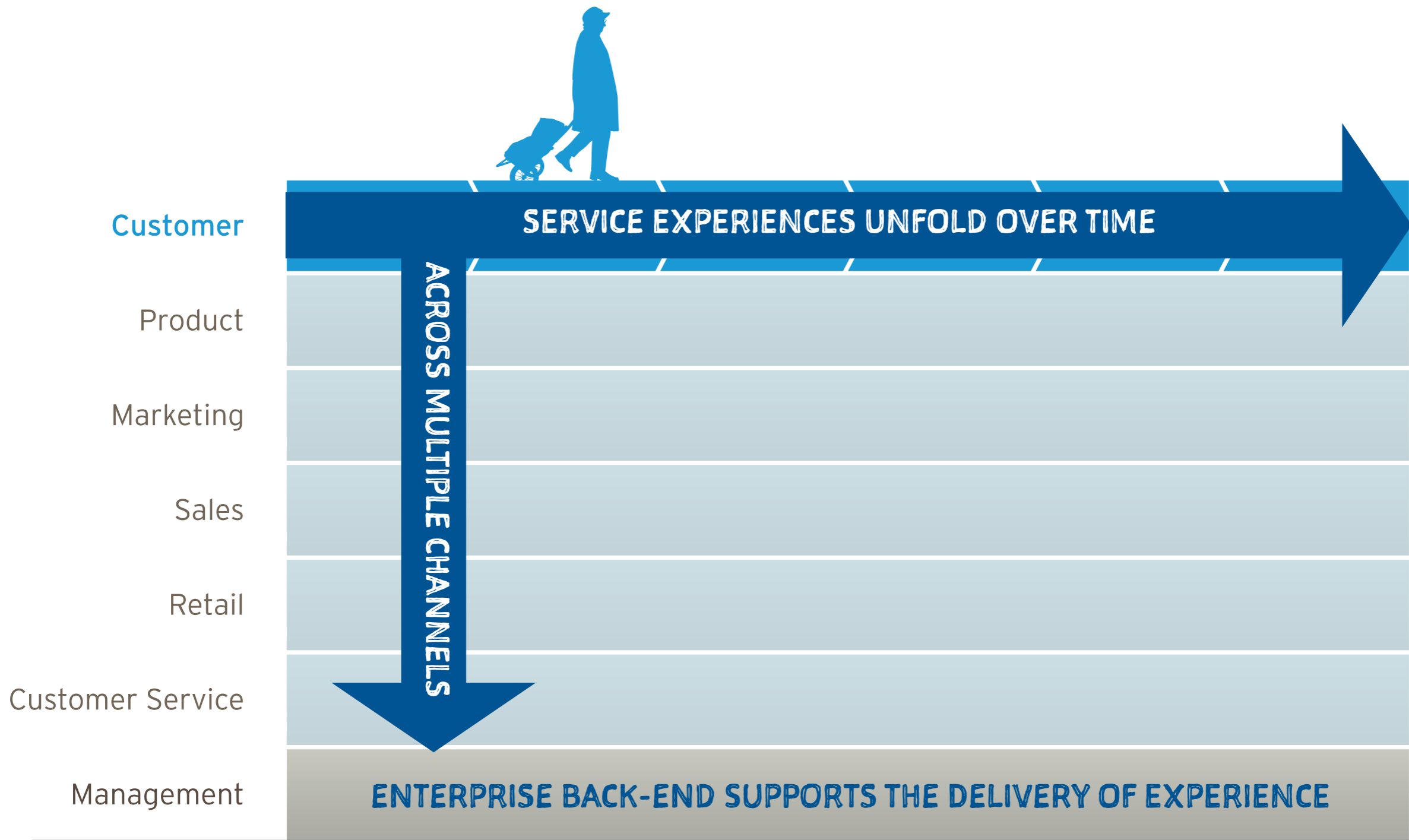
It's difficult to deliver coherent service experiences like this



Management



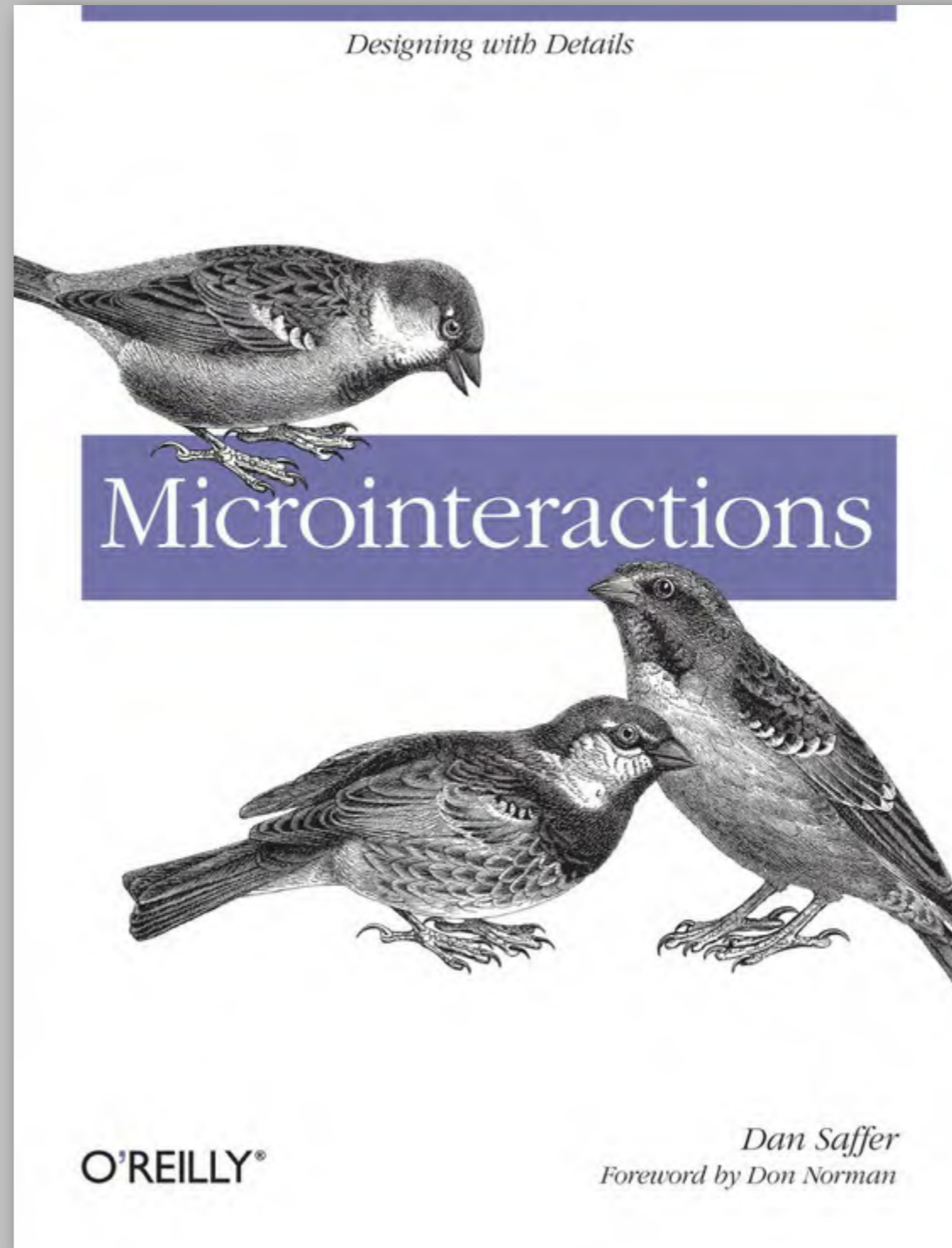
Turn this structure on its side...



Change perspective & support experiences over time and channels

SOME GUIDING PRINCIPLES

CRAFT A HUMAN
EXPERIENCE, NOT A
"USER" EXPERIENCE,
ACROSS CHANNELS



Everything is a microinteraction

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Google london

Search Area 2,375,000,000 results


Web Ad

Willkommen in London - London's offizielle Website.
www.visitlondon.com/de/TouratInfo
 Alle Informationen hier!

Günstige Theater-Tickets Buchen - Günstige Hotels Buchen - Transport in London

Shopping **London - Wikipedia, the free encyclopedia**
en.wikipedia.org/wiki/London - Cached - Similar
 London is a leading global city, with strengths in the arts, commerce, education, entertainment, fashion, finance, healthcare, media, professional services, ...
[City of London](#) - [Greater London](#) - [History of London](#) - [London \(disambiguation\)](#)

Maps **London, UK**



Hotels - Restaurants - Tower of London - Buckingham Palace - Natural History Museum - Tower Bridge - London Zoo - Westminster Abbey

Official London City Guide - Visit London hotels, attractions and things to do in London including London theatre, hotels, sightseeing, events, shopping and special offers.

Top 10 London Attractions - What's On in London - Places To Go in London - Things to do in London - Attractions and Activities - Time Out London

RYANAIR

FLIGHTS CAR RENTAL RYANAIR HOTELS CREDIT/PREPARED CARDS BUDGET HOSTELS PARKING & TRANSFER TRAVEL PLANNERS ROUTE MAP MANAGE MY BOOKING

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€18

Flights	Hotel	Car
Karlsruhe London Stansted	13/09/2012 15/06/2012	Flexipromo Book Now

News **24 Sep - 2 Oct - Roma Champions - 5 Day Runway Closure**

Cheap Flights Destinations Ryanair Hotels Special Offers

Cheap Flights	Destinations	Ryanair Hotels	Special Offers
London Stansted -	€	East Midlands -	€
Brno	18	La Rochelle	18
Budapest T2	18	Dublin	22
Derry	18	Knock Ireland West	22
Gdańsk	18	Kraków	27
Genoa	18	Rio	27

Motorpower

BOARDING PASS RYANAIR

CUSTOMER COPY - PLEASE RETAIN FOR PRODUCTION AT YOUR DEPARTURE AND DESTINATION AIRPORT

EU/EEA

ANDREW POLAINE

NATIONALITY **UNITED KINGDOM**

FR 9773 STN SEQ NO **40**

15 JUN 2012

KARLSRUHE BADEN-BADEN - LONDON STANSTED

REFERENCE NO. **SI4Q9N**

GATE CLOSES **07:10**

DEPT TIME **07:40**

WARNING 1 CABIN BAG ONLY - 55 X 40 X 20 CM (MAX 10 KG)

EXTRA-OVERSIZE BAGGAGE WILL BE REFUSED AT THE BOARDING GATE, OR WHERE AVAILABLE, PLACED IN THE HOLD OF THE AIRCRAFT FOR A FEE OF €150. IF YOU ARE UNSURE, CHECK AT THE BAG DROP DESK BEFORE GOING THROUGH SECURITY. N.B. THERE IS NO BAGGAGE ALLOWANCE (FOR OR CHECKED) ASSOCIATED WITH THE PURCHASE OF AN EXTRA SEAT.

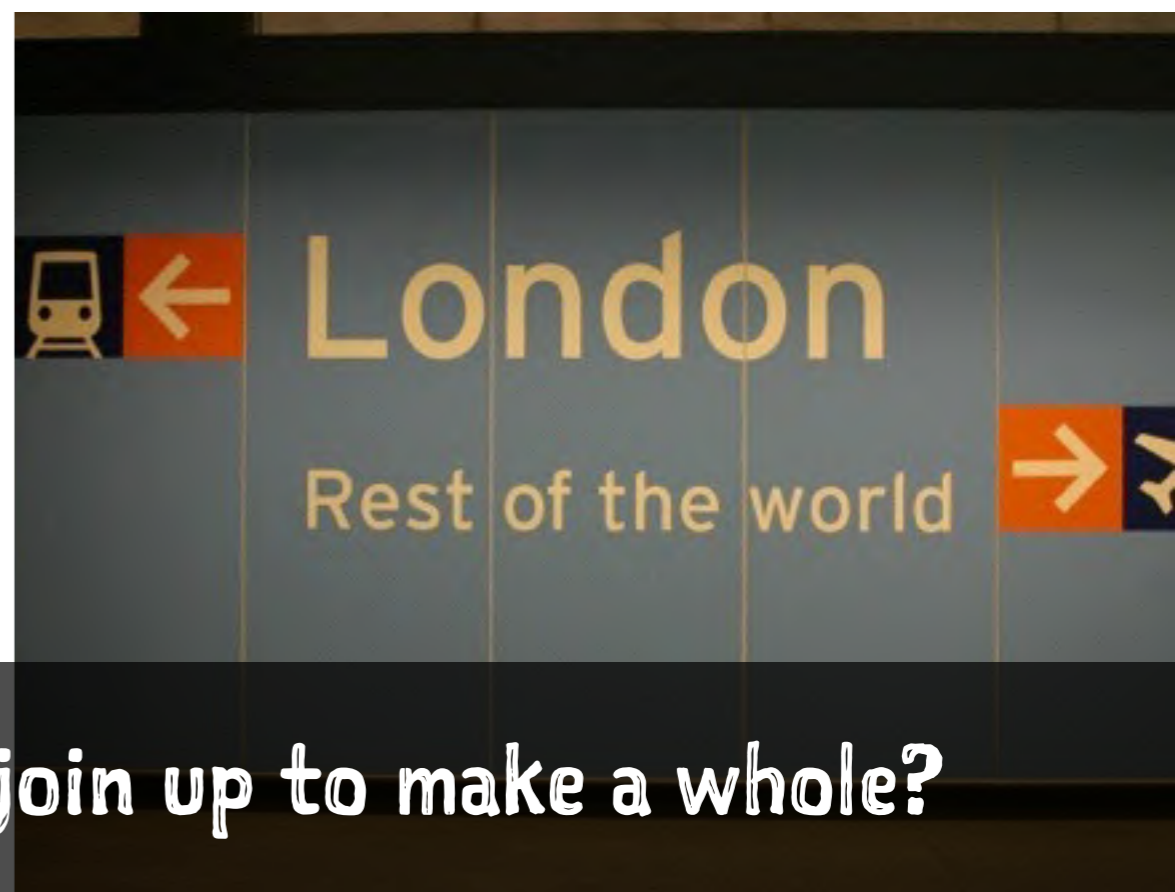
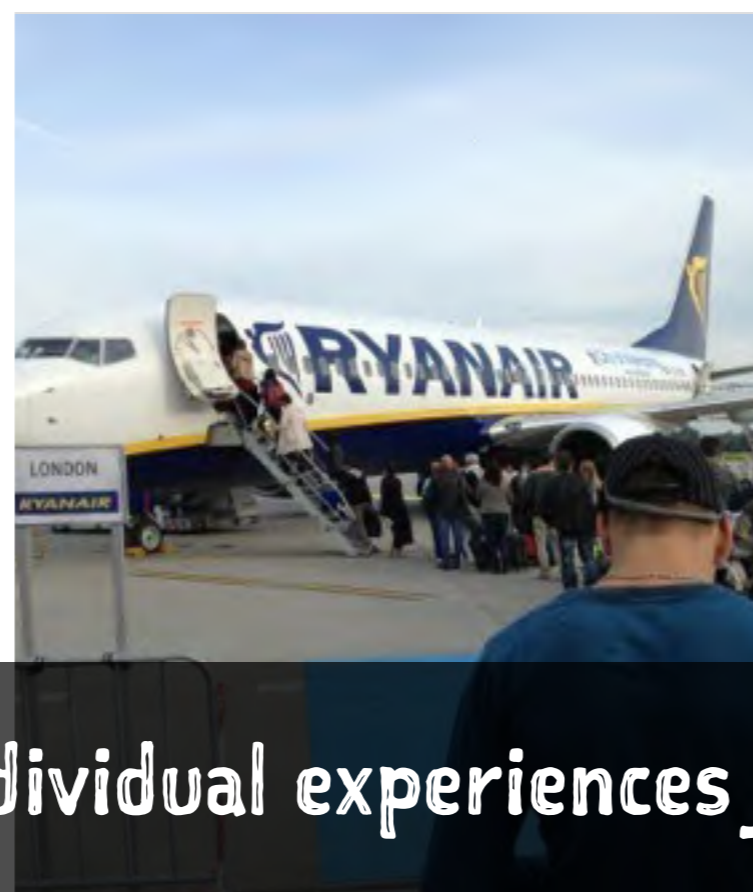
CHECK THE AIRPORT MONITORS FOR BAG DROP DESK + BOARDING GATE INFORMATION

IMPORTANT REMINDERS! - Please read

- Each passenger must present their valid photo ID (as specified as accepted in our General Conditions). Driving licences are not accepted.
- Passengers with pre-booked special assistance must present this boarding pass at the airport special assistance desk and again to assistance staff at the arrival airport.
- Bag Drop desks close strictly 40 minutes before the scheduled flight departure time.
- EU Reg 261-Article 14.1: If you are denied boarding or if your flight is cancelled or delayed for at least two hours, ask at the Ryanair desk or view online the text stating your rights, particularly with regard to compensation and assistance.

RYANAIR GIFT VOUCHERS

FROM €25



How do the individual experiences join up to make a whole?




Some touchpoints are thought through and branded



Some touchpoints “just happen”

34 B

DOORBELL IS NOT
WORKING. PLEASE
HOLD THE 2 WIRES
TOGETHER TO MAKE
IT RING



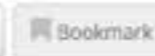
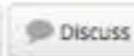
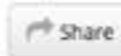
If you don't design it, somebody else will



Canberra Man Chains Himself To Optus Store, Frustrated Over iPad Customer Service



DANNY ALLEN 29 JUNE 2012 6:45 PM



Gizmodo just got off the phone with Laurence Kain, a small business owner who earlier this afternoon took the extreme step of chaining himself to the Canberra City Optus store. He said his "peaceful protest" was a last resort after unsuccessful attempts to switch the ownership of his iPad data account between his businesses, despite three previous store visits and five hours on hold. **Updated**

At around 1pm, Kain entered the store with a camera crew and a stop watch timer. The protest lasted 22 minutes and 47 seconds. As you'd expect, security were quick to arrive and watched the situation while a store employee spent 20 minutes on the phones with superiors to address the situation.

Speaking with Gizmodo, a still frustrated Kain laughed: "Spending time chaining myself to the counter in an Optus shop isn't high on my priority list for a Friday afternoon. I'm not a nutcase that enjoys going around chaining myself to shit."

If you don't provide communication channels, somebody else will

We waited
30 min
NO SERVICE

Observe customer frustrations - they are valuable data



Design for needs, not wants



Understand trust — it's fragile



← Fake photo.
I made this up. ↓

Jane, 32, lawyer. Loves her BMW, reads the Financial Times, lives in Notting Hill, London. Has a boyfriend, but no children yet and wants to get ahead in her career first.. Likes the good things in life, needs information fast, is constantly connected on her iPhone and iPad. Watches Homeland in the evening with a bottle of Australian Cabernet Sauvignon.

Avoid demographic personas. Go for behaviours/actions instead.



Design with people versus for people



Andy

WELCOME to Cornwall and to our THINK TANK on emerging design practice. We hope you had a good journey and that you like the Scarlet Hotel.

We have a fun delegate pack waiting for you at the Bedruthan Steps conference space which is a five minute walk (and accessible by cliff path from the Scarlet).

We have deliberately created a programme with space in it for you to enjoy a bit of Cornwall and spend time with other delegates. I have included a short list of options nearby should you wish to explore.

For now, enjoy the Scarlet and we look forward to seeing you at 10.30 for an 11 am. start.

Be personal, human and authentic



Understand and stay on the customer's preferred channel

BURGER KING WHOPPER

ADVERTISEMENTS



ACTUAL BURGER

- MOST ATTRACTIVE ANGLE
- WITH CHEESE
- SLIGHTLY FLUFFED UP



ALPHAILA.COM

Align service delivery with customer expectations



Look for unintended (non-)design. What is a "flat land toda"?

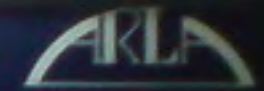
Homes to Let

Properties Available

FLAT
LAND
TODAY

Homes to Let

SWA
LORD
Y 60



Association of Residential Letting Agents

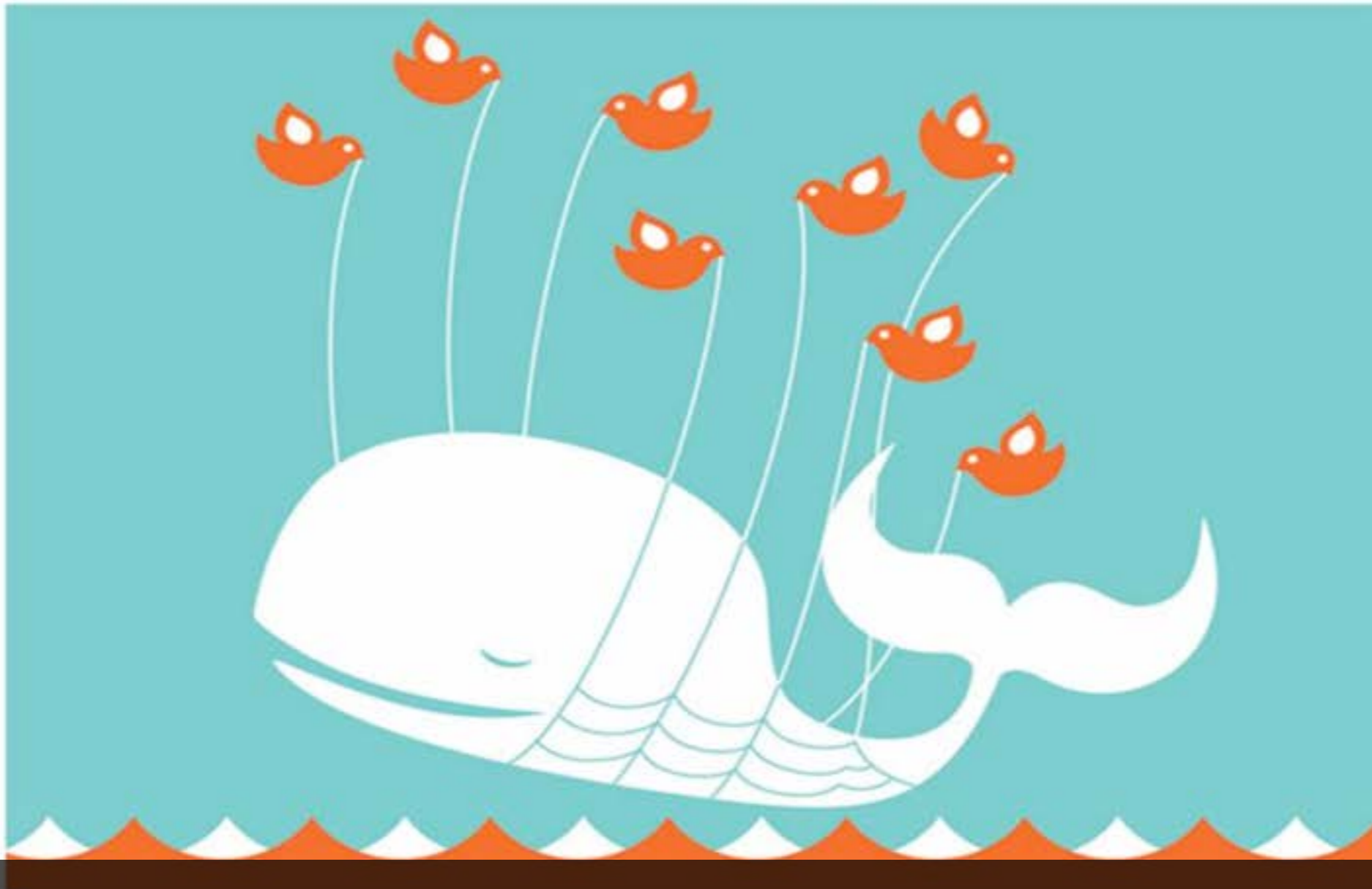
ANTED
CALL
6303

01273 606303

Look for unintended (non-)design. What is a "flat land toda"?

Twitter is currently down for Unplanned maintenance.

We expect to be back in about an hour. Thanks for your patience.



Fails are key touchpoints. Design them.

S O R R Y

Say sorry - apologies matter to people



Actions speak louder than words...

I Love you
Daddy so
does mom
have a good
day get
A+++++
XOXOXO
PS - write
on back

...because small acts make a difference

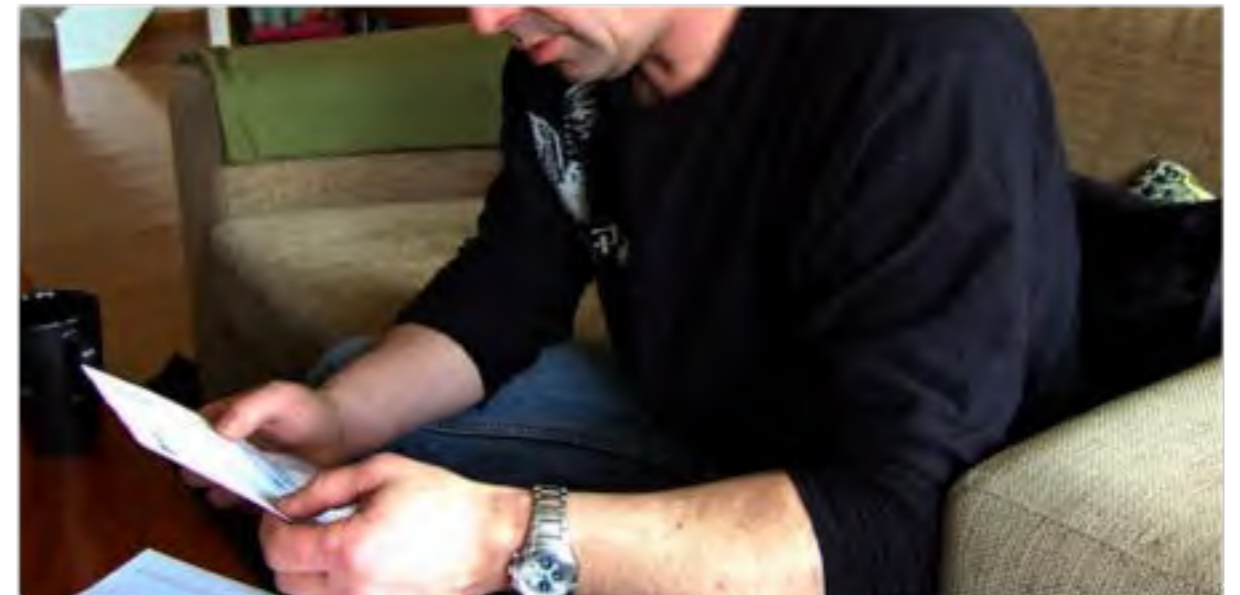


A BIT MORE

Look for opportunities to demonstrate empathy



Details are the tone of voice



Iterate prototypes and test the service in real life with real people

Carl Berners plass knutepunkt Interchange

Plattformer / Knutepunkt Interchange platform

Løstopp / Transfer

Reisende / Destinations

Lokalområde / Local area

Carl Berners plass

T-banenettet og forbindelser
Metro network and connections

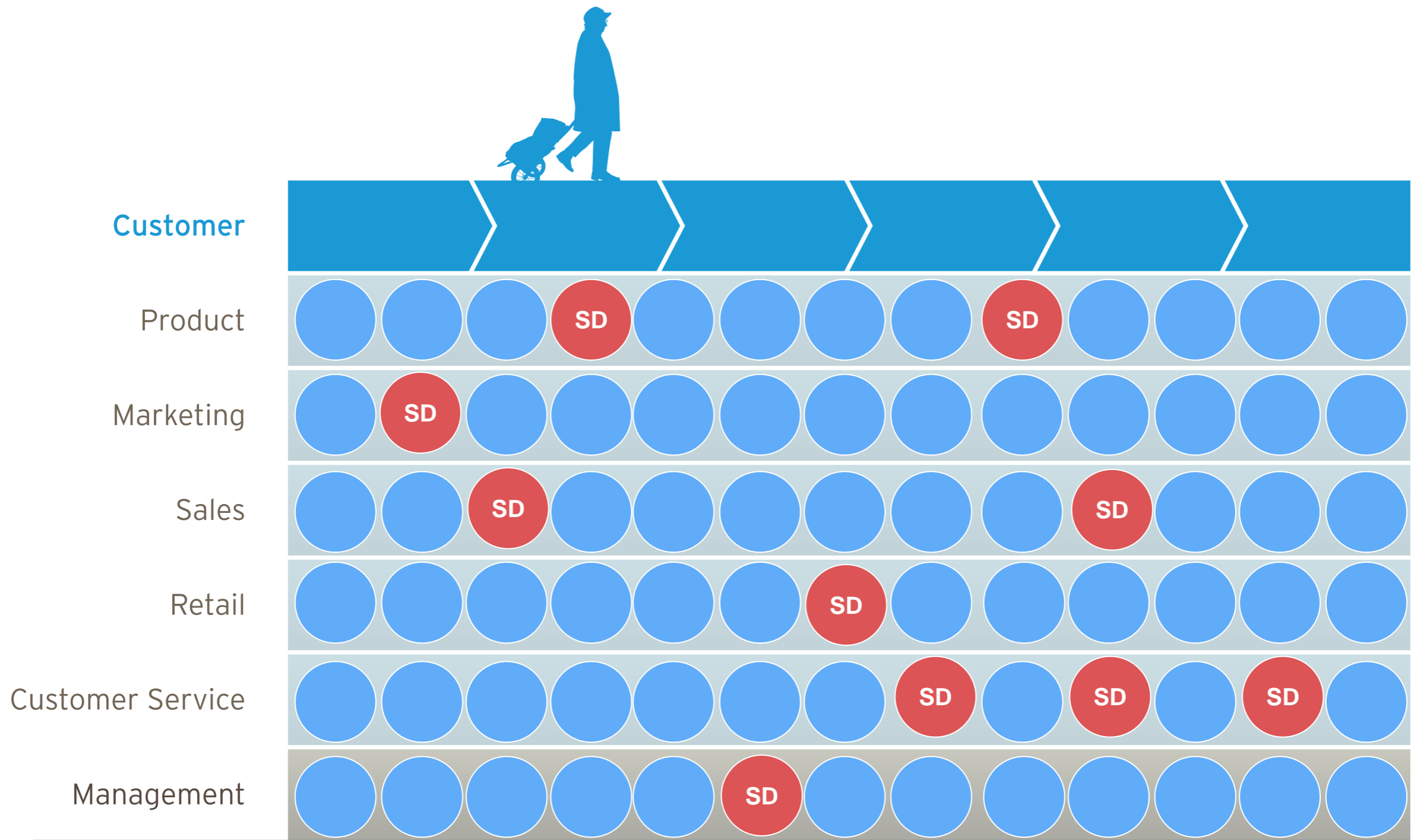
Avganger / Departures

M1, M2, M3

Avganger / Departures



Run pilot projects to bridge design, experience & business case



Discover and embed service within the organisation's culture



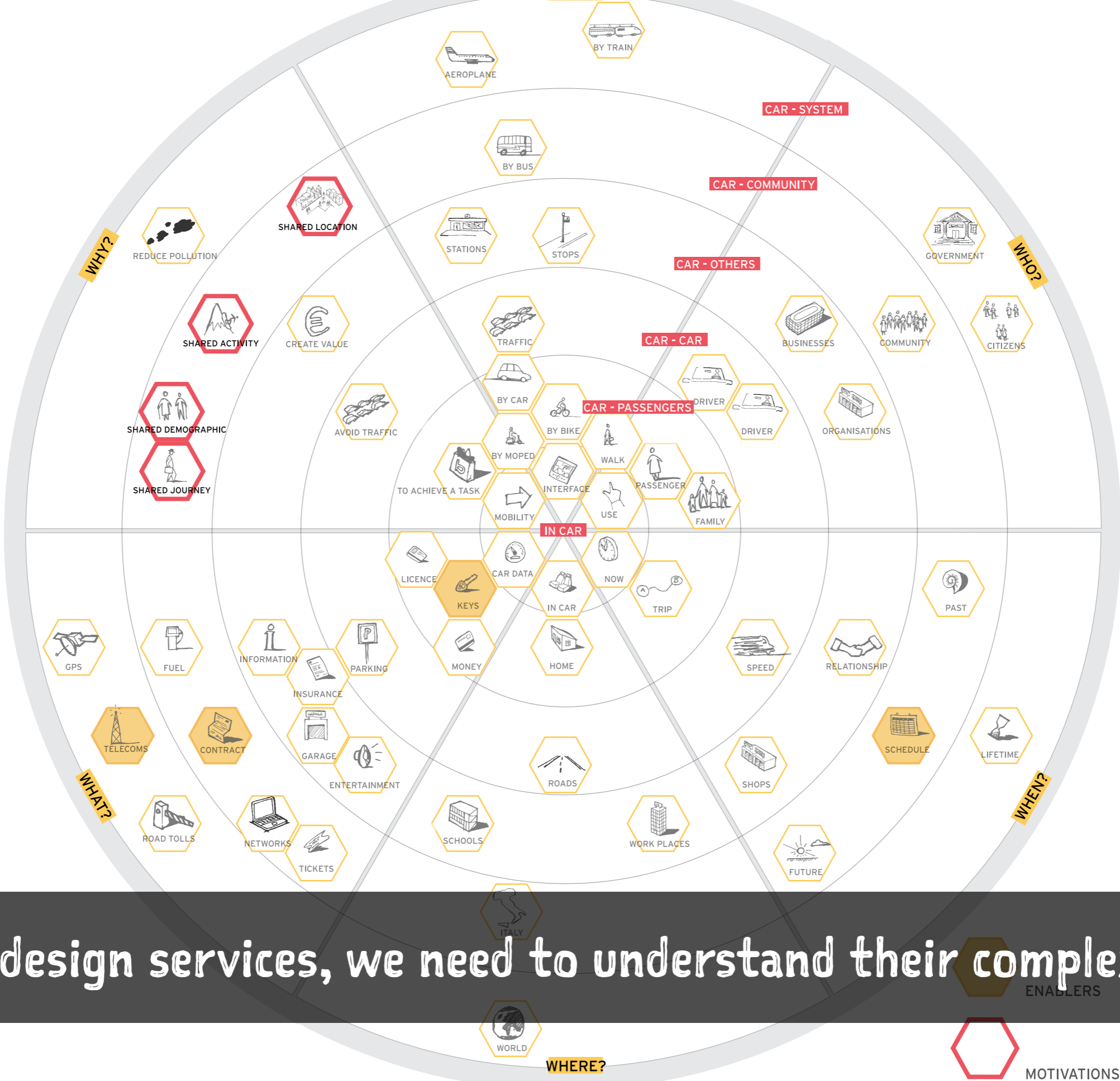
Remember people's lives exist in context

ACTIVITY 1

1. In your group, discuss the theme of mobility
- cars, bikes, public transport, air travel,
electro & smart vehicles.
2. 5 minute brainstorm to define a topic.
What are the key products and touchpoints,
service and experience elements?
3. Write each key point on a single sticky-note
and post all that material on the wall.

PART 2 - STARTING WITH INSIGHTS

INSIGHTS
RESEARCH -
THE UTOPIAN
VERSION

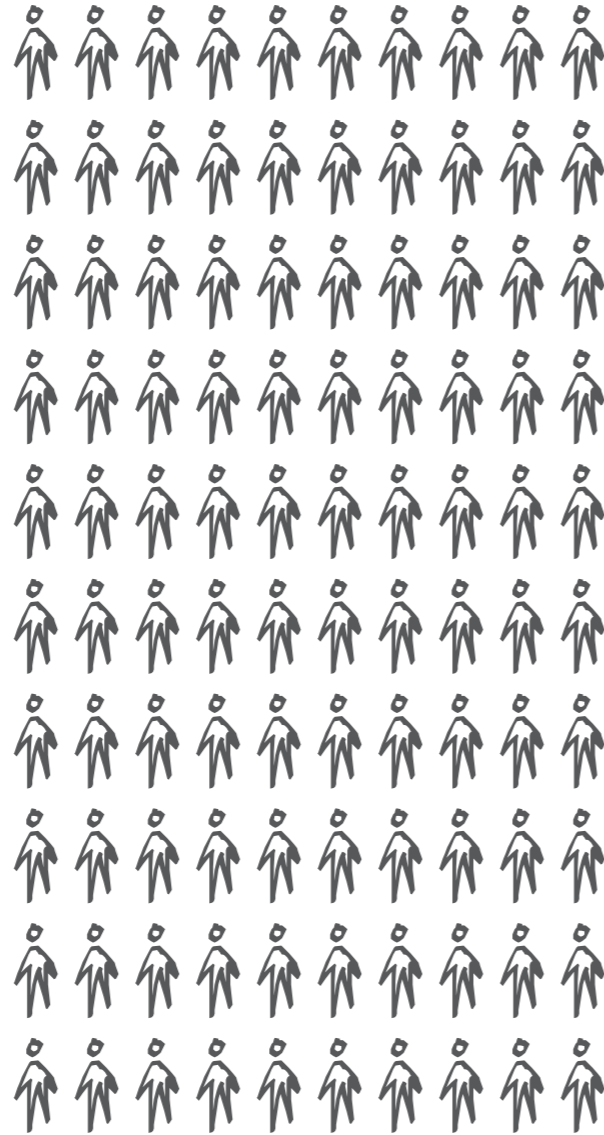


To design services, we need to understand their complexity

ENABLERS

MOTIVATIONS

Market Research



100 People



10 Truths

Insights Research



10 People



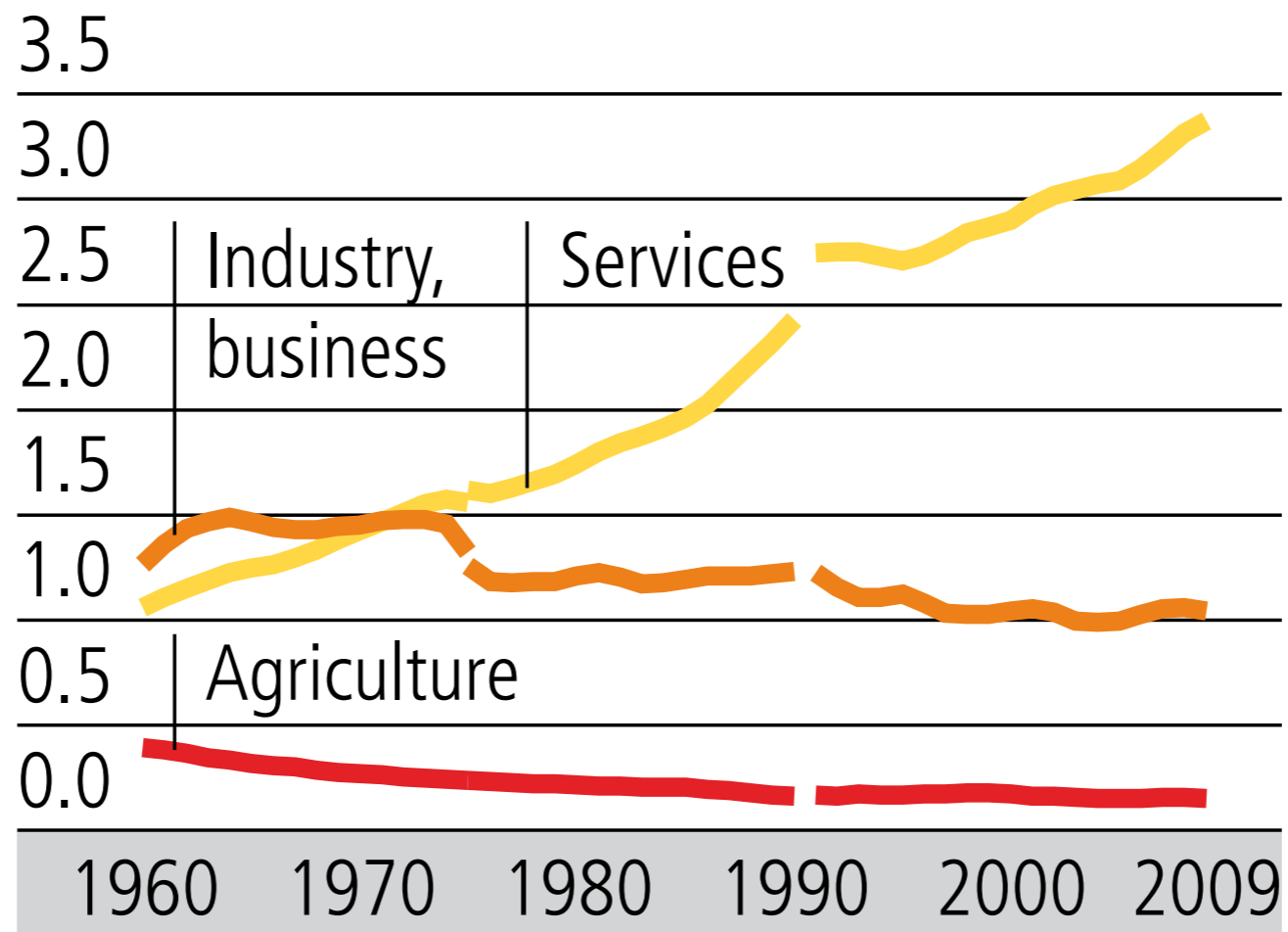
100 Insights

We need to find the why and how, not just what



Find out what people do, not what they say they want

People employed¹ by economic sector in millions



1 New calculation method from 1975 resp. 1991 onwards

Quantitative data can be a useful situation framing tool



Qualitative research provides more actionable insights

Self Service
Checkout

SOME METHODS AND TECHNIQUES



Focus groups are mostly a waste of time



Recommended read: Interviewing Users by Steve Portigal

“What I’m calling interviewing is also referred to by other names. Regardless of nomenclature, these are the key steps in the process:

- Deeply studying people, ideally in their context
- Exploring not only their behaviors but also the meaning behind those behaviors
- Making sense of the data using inference, interpretation, analysis, and synthesis
- Using those insights to point toward a design, service, product, or other solution”

Portigal, S., 2013, Interviewing Users



STOP !!!
...
ERST DIE
1/2 ÄPFEL
AUS DEM
KÜHLSCHRANK.
☺

Exploring people's lives in context provides insights



Guided, semi-structured interviews



Service safari - experiencing and understanding other services

Wochentag: ... Mi 11.4.2012

Uhrzeit/ Dauer?	Wo sind Sie?	Was genau tun Sie?	Mit wem kommunizieren Sie?	Gerät?	Gerät P	Gerät A	Gerät P	Gerät A
8.23	VW Bus Camping site	Text my wife about our daughter back.	My wife (Karin)	iPhone	x			
8.25 -8.30	"	Frustrating 5 mins trying to remember Swisscom account password.	-	iPad		x		
8.32	"	Read text from Karin	Karin	iPhone	x			
8.32	"	Reading news online - Guardian + blogs		iPad		x		
8.34 10 mins	"	Check diary for today.		iPhone	x			
8.45	"	Teaching with laptop	Students!	Laptop				x

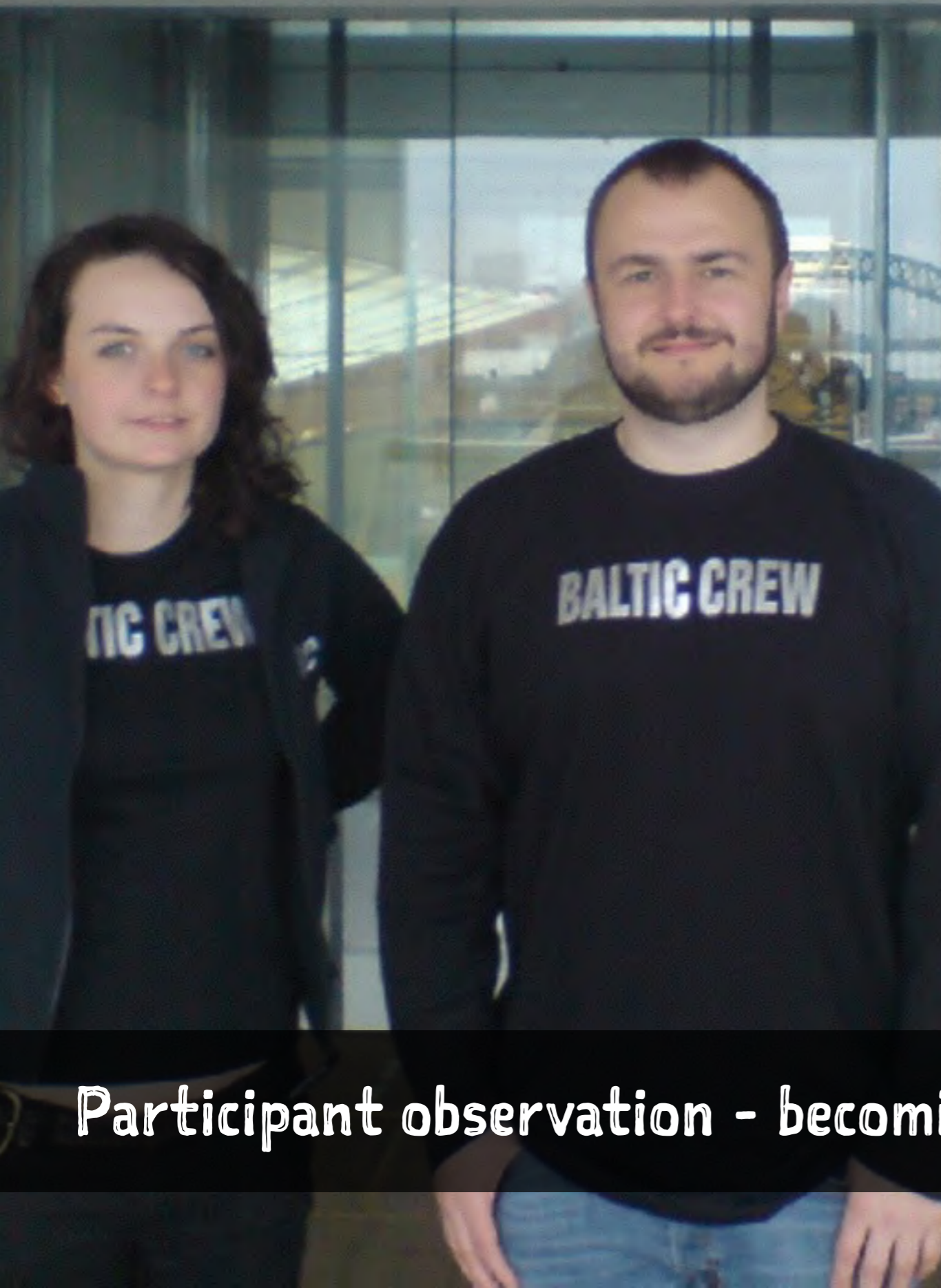
Self-Documentation - diaries and logbooks



Cultural probes for inspiration



Shadowing



Participant observation - becoming the customer/frontline staff



Workshops with smaller groups/pairs



Workshops with large groups



Interview/workshop materials - visual thinking aids

graphy

Pho

ar

Lounge

Computer

3 Websites

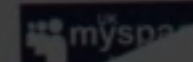
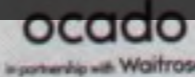
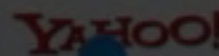
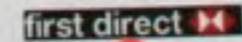
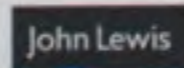
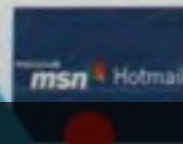
Vue Cinema
National Maritime Museum
London Dungeons

Museums

Bank of England Museum
British Museum
Churchill Museum & Cabinet War Room
Imperial War Museum
London's Transport Museum
Natural History Museum

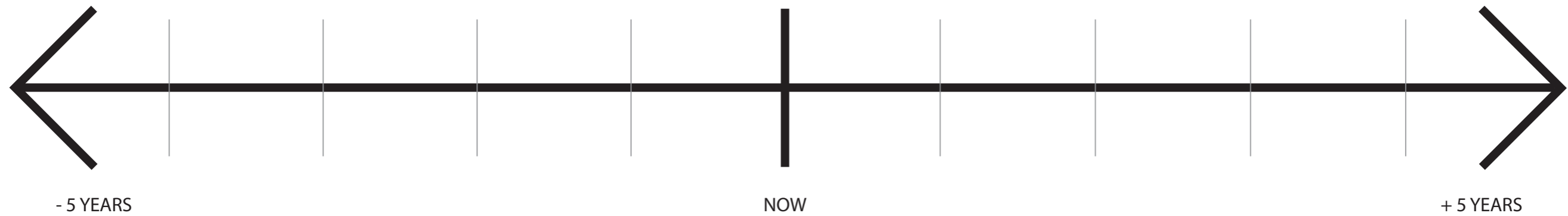
Attractions

Where do you go?



Events Timeline/Journey Map

Travel Timeline Record travel/holidays. Where did you go? Why did you go? What were the highlights? What were the problems?



Trip to _____
Why? _____

Highlights _____

Problems _____

Trip to _____
Why? _____

Highlights _____

Problems _____

Trip to _____
Why? _____

Highlights _____

Problems _____

Trip to _____
Why? _____

Highlights _____

Problems _____

Trip to _____
Why? _____

Highlights _____

Problems _____

Trip to _____
Why? _____

Highlights _____

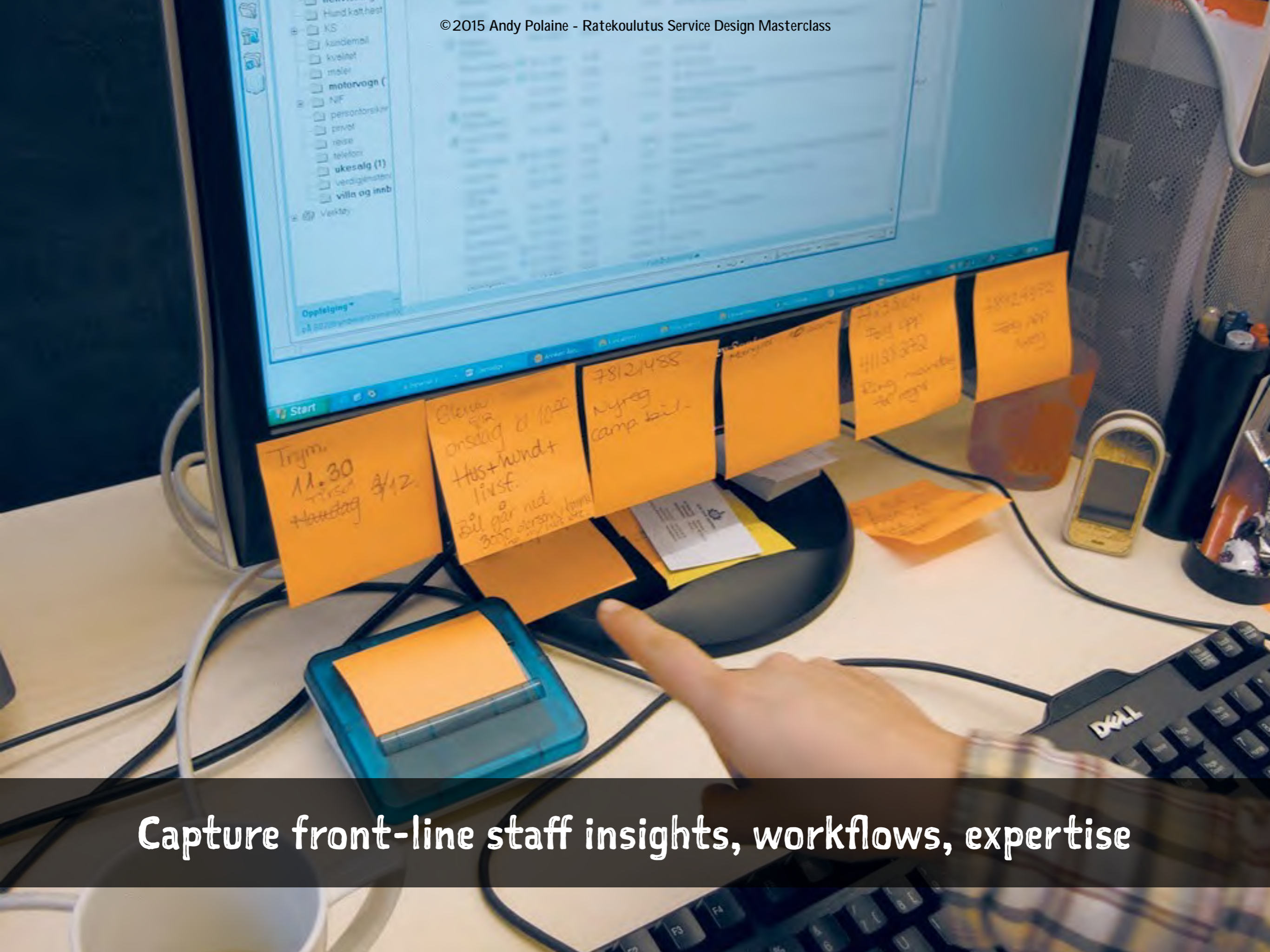
Problems _____



Like Dislike Trust

Materials - Brand experiences sheets

WHAT TO
LOOK FOR...



Capture front-line staff insights, workflows, expertise



DHL ONLINE FRANKING.
FASTER. EASIER. LOWER COST.

Paket Express Logistics

Track your shipment

Shipment number(s)

Reference

- > Help
- > Advanced search

Search now

DHL near you

Enter your postcode and/or city:

Postcode City

What are you looking for?

- Packstation
- Retail outlets
- Packetbox

DHL postage calculator

Parcel-Shipment Express-Shipment

Country:

Weight:

Size:

Including liability of up to EUR 500 and Track & Trace

Product recommendation:

DHL PAKET International

> Product details

Retail-Price: 42,00 EUR

Online-Price: 40,00 EUR **Buy online**

- Optionale Services

Pick-up: from EUR 3,00 (plus Online-Price)

DHL Paket App

Shipment tracking and many more services on your iPhone and Android smartphone.

> Download now

DHL recipient service

Whether it be a Packstation or delivery to a preferred neighbour - get full flexibility with DHL recipient service.

> More information

Annual General Meeting 2013

29 May: Annual General Meeting for the Financial Year 2012.

> More

DHL Paket

- > Send packages
- > Receive packages
- > For Business customers

DHL Express

- > Shipping
- > Export Services
- > Import Services

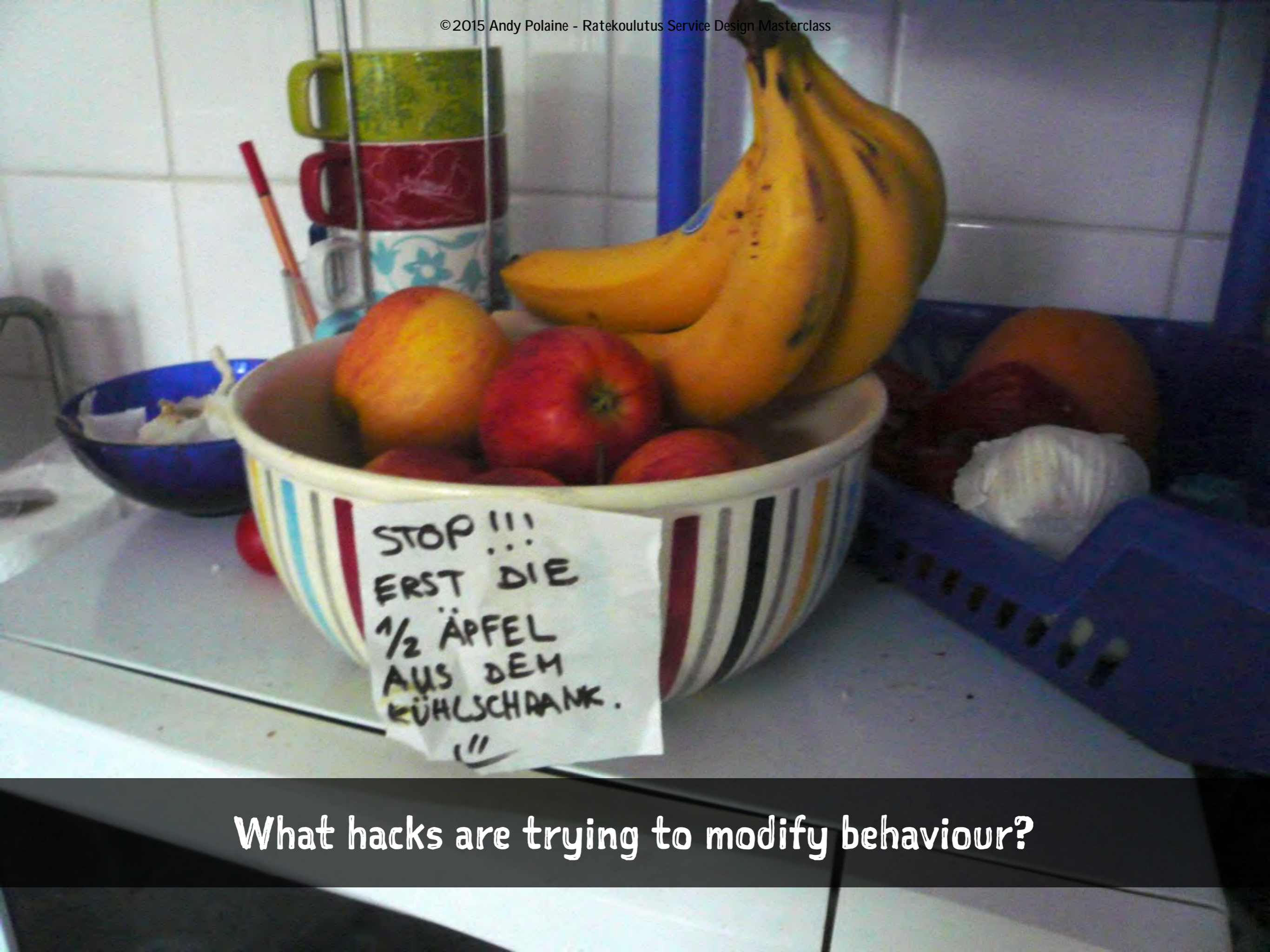
DHL Logistics

- > Air Freight
- > Sea Freight
- > Road and rail transport

Contact

- DHL Paket**
- DHL Express**
- DHL Logistics**

What details break the whole system?



STOP !!!
ERST DIE
1/2 ÄPFEL
AUS DEM
KÜHLSCHRANK.



What hacks are trying to modify behaviour?

© 2015 Andy Polaine - Ratekoulutus Service Design Masterclass

EXIT TICKET WITH YOU

Thank You!



PRESS HERE TO
START



What are the signs of misaligned mental models?

- What did you see and hear?
- What does it mean in terms of needs, motivations, values and behaviours?
- What touchpoints are involved?
- How are the transitions between touchpoints?
- What are the opportunities & challenges?

Making sense of your observations

SOME INSIGHTS RESEARCH
IS BETTER THAN NONE.

SPREADSHEETS ARE A POOR
MEDIUM FOR CONVEYING
HUMAN EXPERIENCES.

ACTIVITY 2

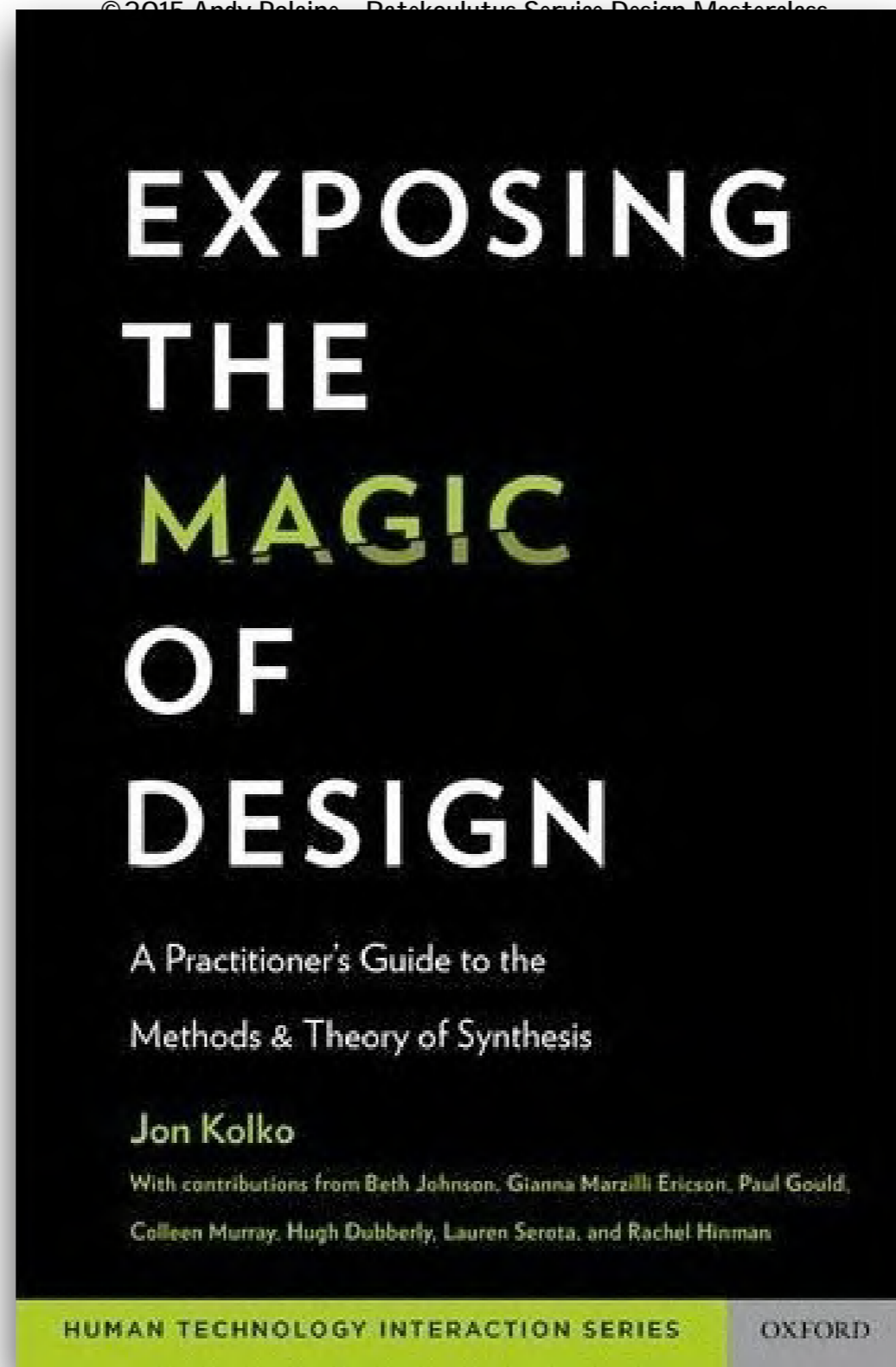
FAUX INSIGHTS RESEARCH

1. Divide into pairs in your group
2. 5 minutes - interview each other about your experiences with your chosen area
3. Add what you have learned to your other sticky notes.

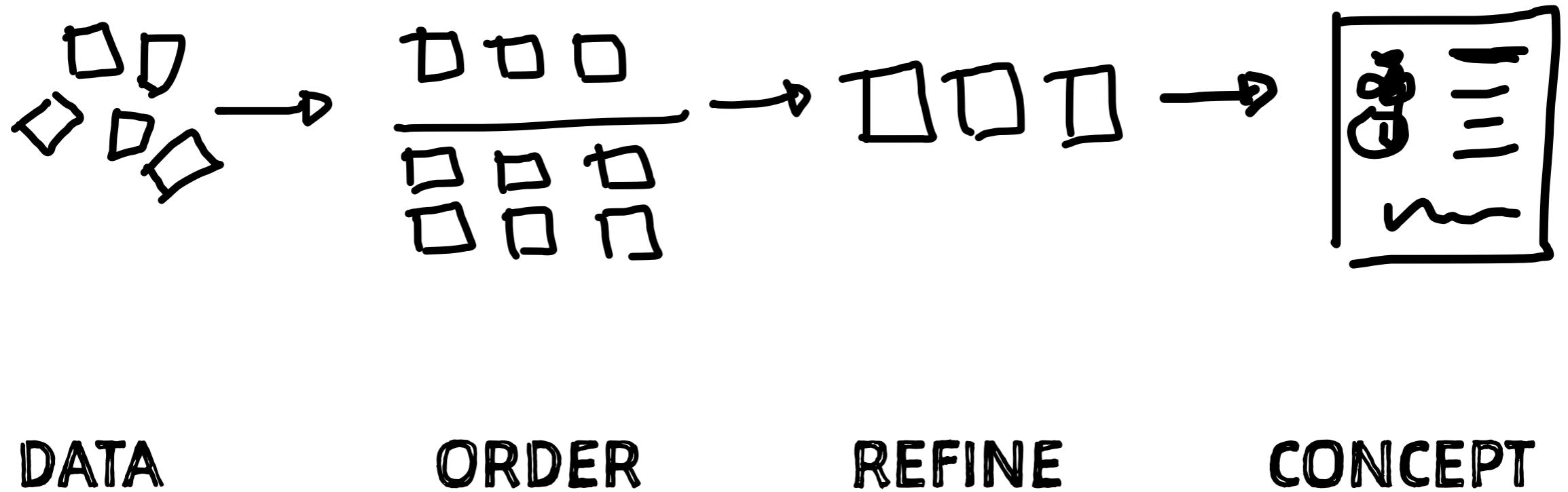
THICK PEN, ONE POINT PER POST-IT NOTE!

**PART 3 –
FROM INSIGHTS
TO VALUES**

SYNTHESIS - MOVING FROM DATA TO CONCEPTS



And this - Exposing the Magic of Design by Jon Kolko



Synthesis of the data into knowledge and insights

COLLATION & SYNTHESIS METHODS



Discussion is clustering, analysis, synthesis, ideation

RIVERSIMPLE PROJECT

Sale of Service. Interviews, Insights and Images.



- HOME
frontpage
- ARCHIVES
browse freely
- INTERVIEWS
raw material
- INSIGHTS
the patterns
- PICTURES
the colour
- RSS
syndicate
- MAIN
skip to content

MAR 19, 2008

Die Bahn Bikes



Deutsche Bahn has had a their **Call-a-bike** (English link) service for some time in a few cities now and it has been quite successful. **This article in Der Spiegel** (in German) reports that they're about to equip 100 more stations with them, bringing it to a total of about 6,000 bikes across Germany.

The other thing that is new is that they're offering a subscription service to customers. Previously it's always been pay-as-you-go service (8 cents per minute or a maximum of 15 Euros a day), which you can still do. But you can also pay 99 Euros a year (or 50 or 75 Euros if you have a Bahncard 50 or 25) and you get the first 30 minutes free, after that it's the normal pay-as-you-go price.

Interviews

Some highlights so far

- Hayes** - American English teacher with two small children
- Alexandra and Petra** - thirtysomething working mums with an eye on the environment
- Eva** - promotions business owner, affluent, loves driving cars
- Jens, Michael, Samuel** - young business owners in Hamburg.
- Ina, Yvonne and Karsten** - colleagues from the Hamburger Verkehrsverband
- Katja and David** - young and tech savvy in Hamburg
- Susanne and Markus** - carsharers in Offenburg
- Torsten and Jens** - business owners in Hamburg
- Dörthe and Phillip** - thirtysomethings in Hamburg

Insights & Background

Some quick cheat guides to German transport culture

- Travel in and Around Hamburg** - buses, cars, metro, bikes
- Travel by ICE** - why people travel by train in Germany

External links

Links to Clients



Insights research blogs

Insights & Issues



← Fake photo.
Made up nonsense.
↓

Jane, 32, lawyer. Loves her BMW, reads the Financial Times, lives in Notting Hill, London. Has a boyfriend, but no children yet and wants to get ahead in her career first.. Likes the good things in life, needs information fast, is constantly connected on her iPhone and iPad. Watches Homeland in the evening with a bottle of Australian Cabernet Sauvignon.

Avoid reverse engineering personas and principles



Real Photo

Real stories

Lavrans (44) wants to fly from Oslo to New York with his family. He wants to book a seat for his baby, but the web booking system doesn't let him. He has to book with the wrong passenger data and ends up with seats distributed throughout the cabin. This causes a lot of stress and he receives different information from the website, call-centre, check-in & gate staff.

How might we improve this?

Avoid reverse engineering personas and principles

Tim

Employer



“At tight times we’ve explained why we can’t (raise salaries) and told them to bear with us. The lifestyle and work environment compensate for that.”

Tim, 41, is one of the three directors at PCD, a small direct marketing agency located close to Leeds

At review time people go see their managers and we try to give them more (salary). At tight times we’ve explained why we can’t and told them to bear with us. The lifestyle and work environment compensate for that.

We offer a stakeholder pension and gym membership. Tea and coffee is all free. There’s free parking and flexible lunchbreaks. It’s the things you take for granted, not quite perks but they matter.

With the guys, they’re trying to buy their first places so I don’t think they’re that interested in pensions.

Jonathan was having trouble with his overdraft on his student loan, we ended up paying off his student loan.

With some of the smaller things, like motor, if there was a package that combined all those things, not in a bitty way, all those things packaged up. A basic insurance, investments package.

Needs and Cross sell/ Cross buy Opportunities



Need:

To offer my people what they need at different stages of their lives

Opportunity:

Life event packages which employers can push at relevant times

Need:

Benefits that make the lean times easier for everyone

Opportunity:

Affordable feel-good treats within benefits packages

Need:

Something I feel confident explaining

Opportunity:

Excellent support and education materials for employers

Need:

An approachable supplier who understands different sized companies

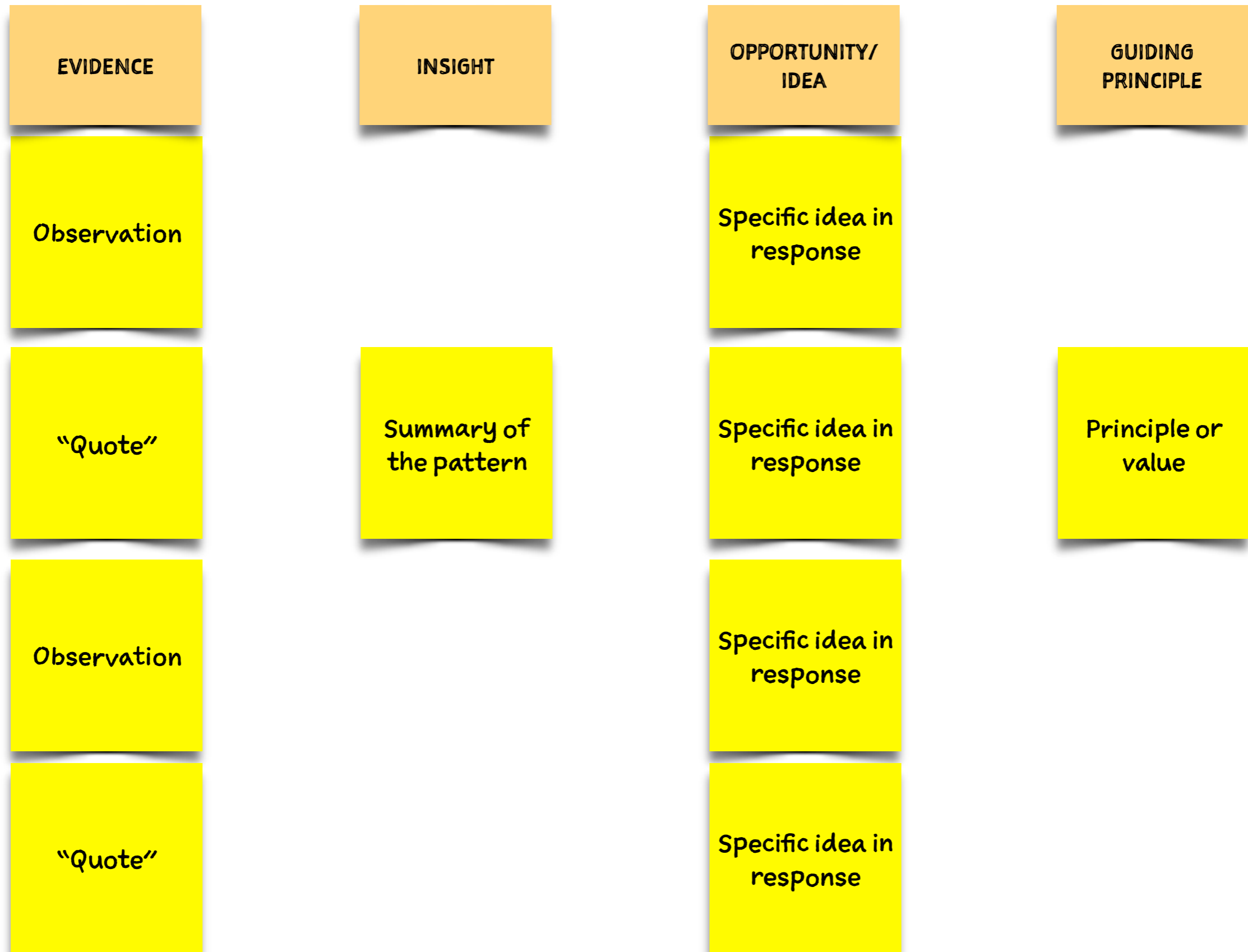
Opportunity:

Down to earth, personal service for the small and medium businesses

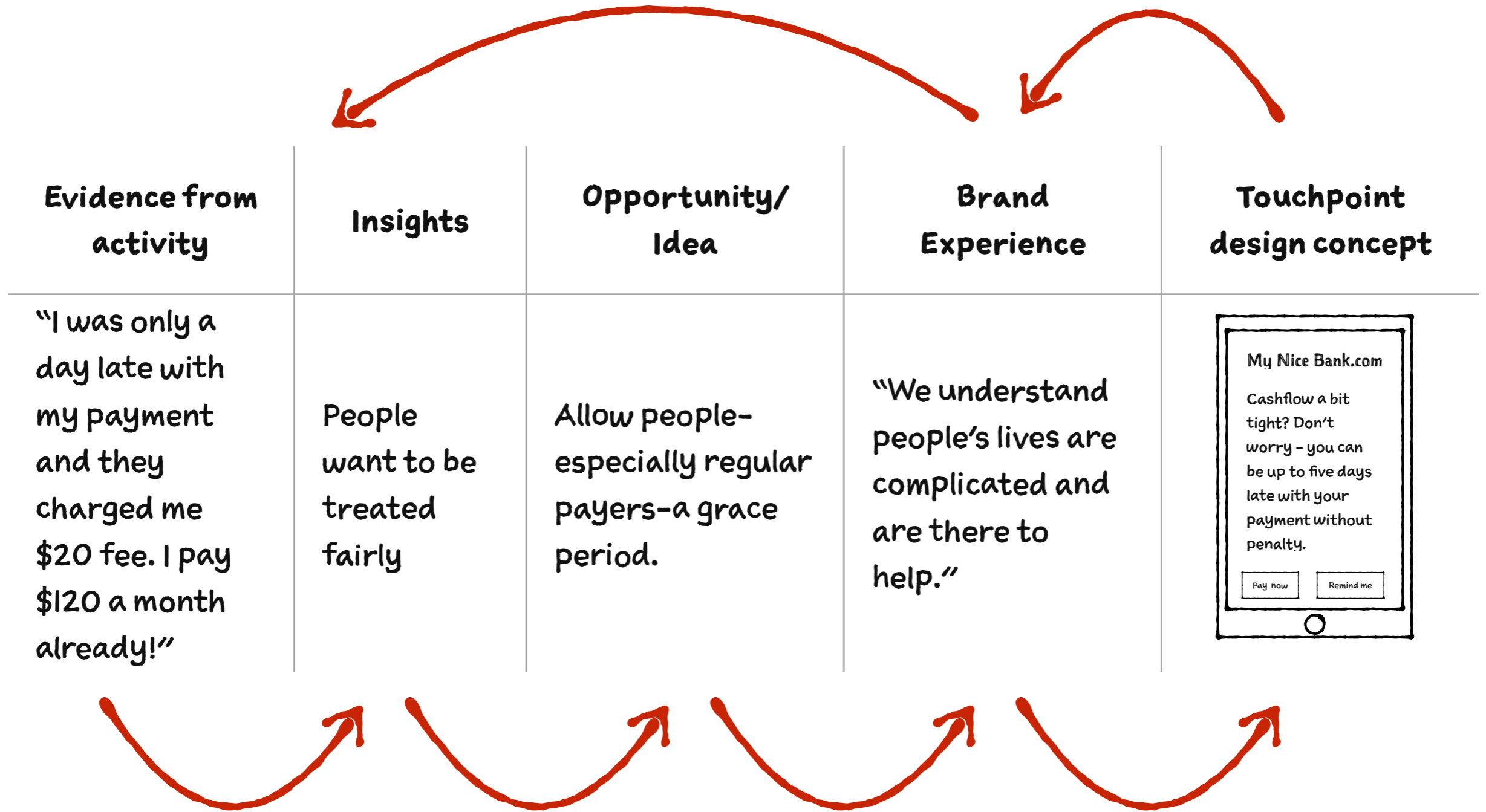
Insights boards - real people, behaviour & needs-based personas

POLAINE'S
FABULOUS FOUR
COLUMN SYNTHESIS
METHOD

POLAINE'S FABULOUS FOUR COLUMN SYNTHESIS METHOD



Brand experience and touchpoints are developed from real needs



Outside-in: Concepts & proposition align with insights & needs

ACTIVITY 3 - FOUR COLUMNS

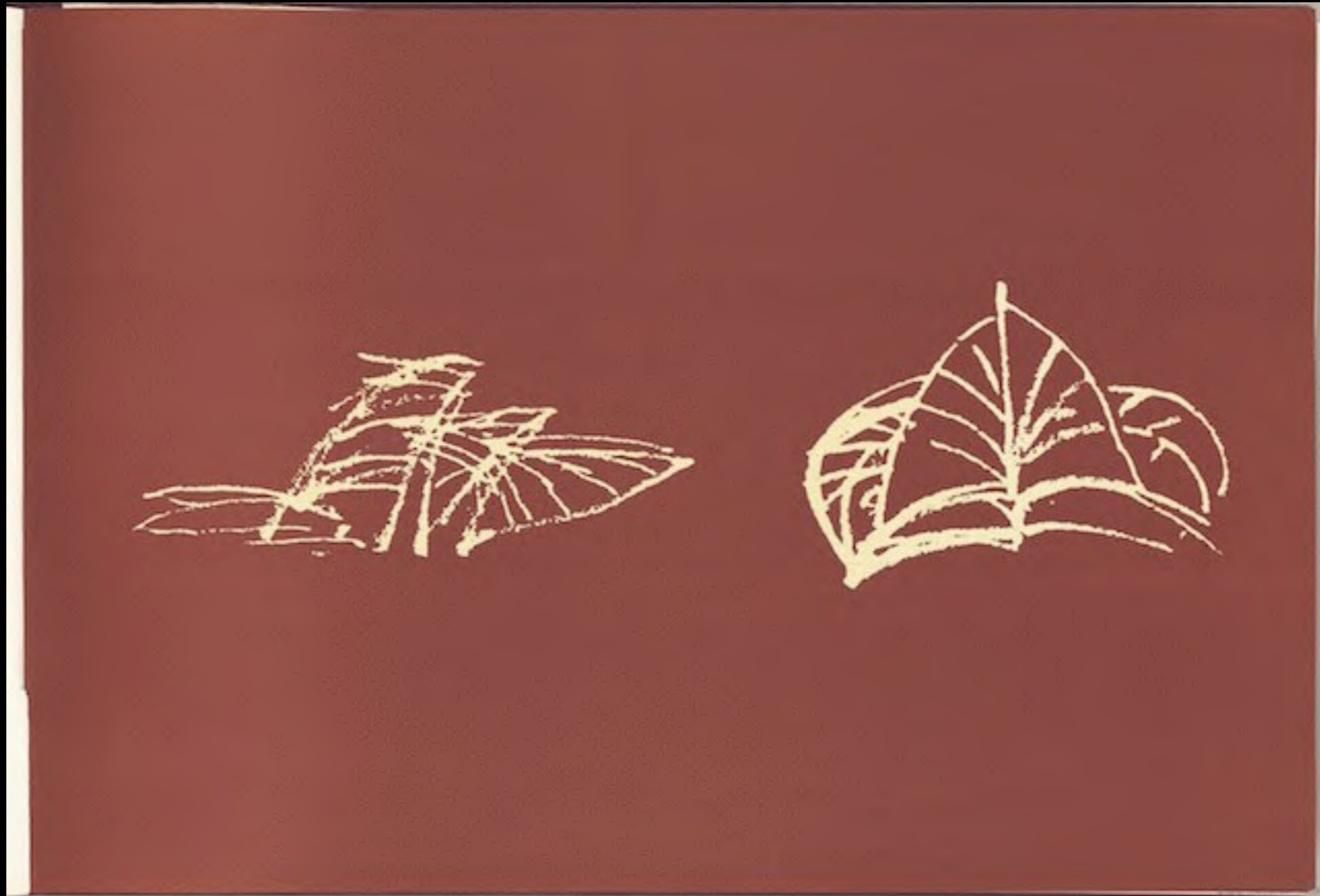
1. Try and cluster your “faux insights” data
2. What ideas or opportunities do you see for them?
3. Cluster those ideas into key principles

PART 4 — MAPPING THE ECOSYSTEM

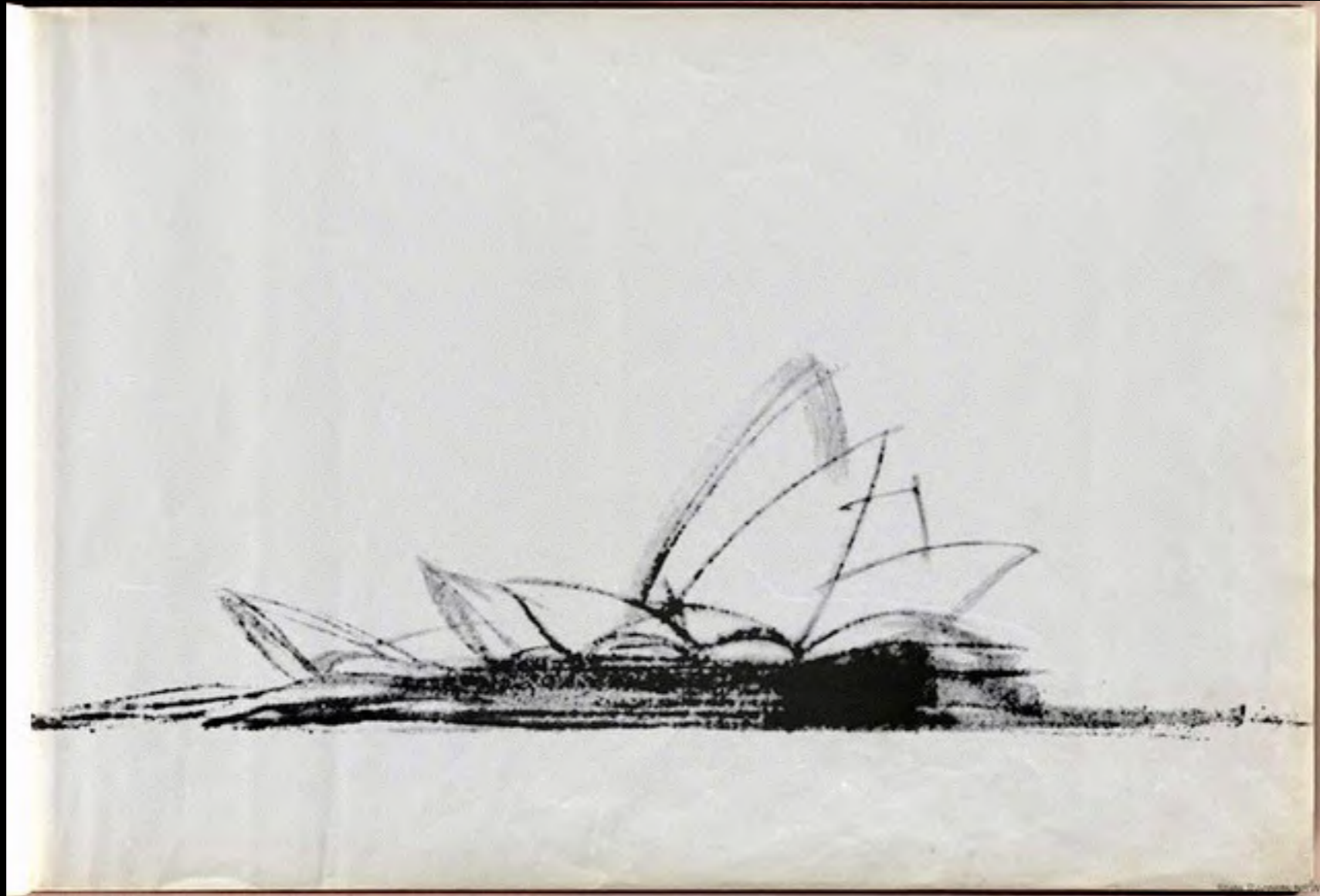
SERVICES ARE COMPLEX
AND OFTEN INTANGIBLE.

HOW MIGHT WE
"SKETCH" THEM?

HOW PRODUCT DESIGNERS & ARCHITECTS WORK



Jørn Utzon's initial sketches of palm fronds



Jørn Utzon's initial sketches of the Sydney Opera House

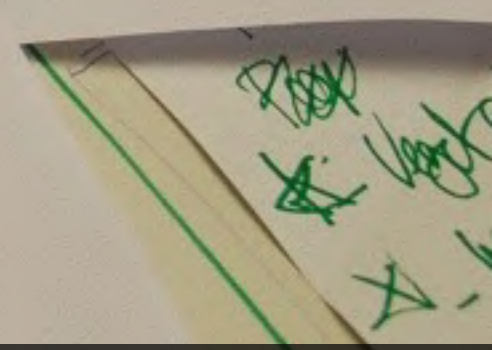
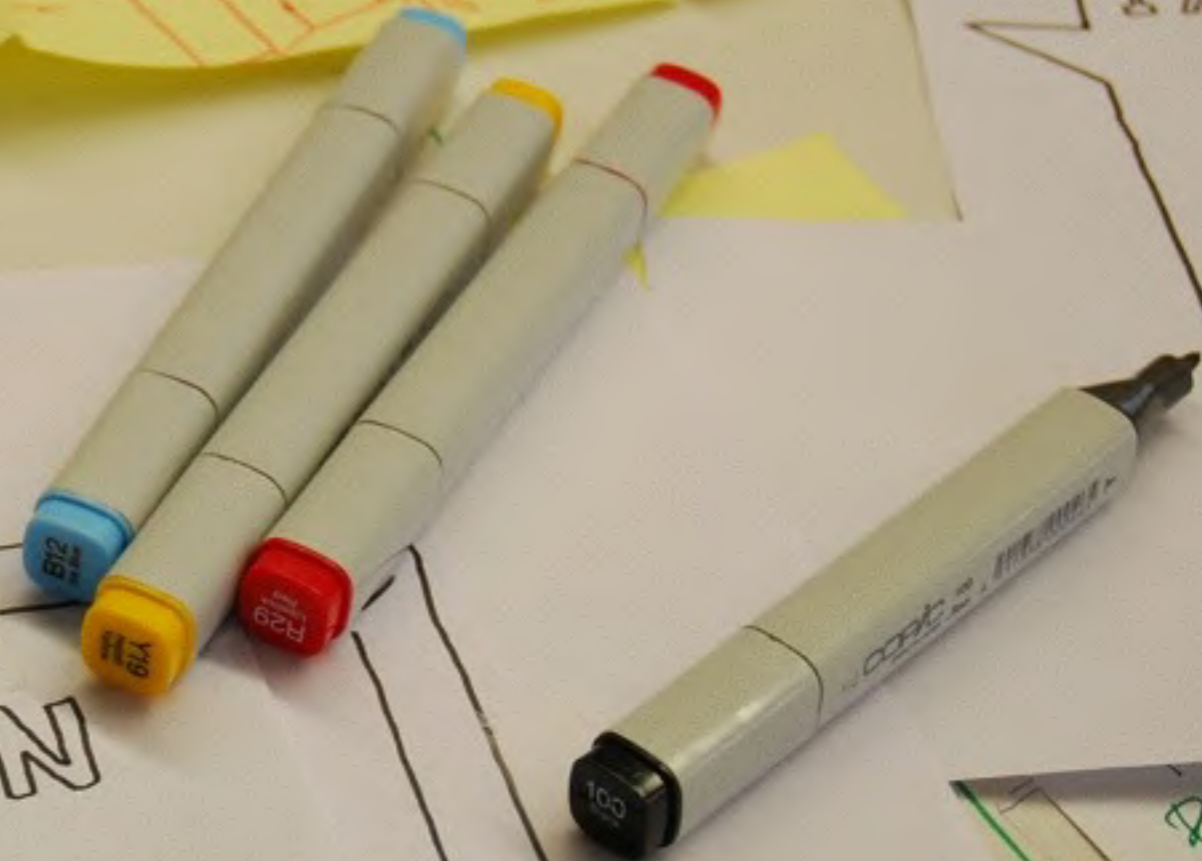


Jørn Utzon's Sydney Opera House - a World Heritage Site

WHAT ARE SERVICE
DESIGNERS'
EQUIVALENTS?

		Aware			Join			Use			Develop			Leave			
		Marketing campaign across print, digital media, in-bank and call-centre channels.			Customer enters account number and bank and the rest of the information is pulled across from the account. This should be as painless and easy as possible.			Default usage doesn't require much or any input from the customer. Their spending and saving data is gathered for the bank's processing in any case, so this just displays it back to them in a variety of useful data-visualisation formats.			More advanced usage allows for the connection to other bank accounts (even other institutions), manual entry of data or transactions and communication and sharing of basic levels of data. Also export of data.			All data connection and gathering is deleted. Customer receives confirmation of exactly what was deleted and how they can re-instate the service if they wish. Also a link to a final download of data archive and/or print version.			
User	Step	Made aware of new services			Sign up to connect personal data service to account	After verification, automatically pulls in data.	Confirmation e-mail, letter and starter pack sent.	Log-into online banking as usual. Personal data now an option.	Visualisations available across channels			Customer can export their own data in different formats			Request for personal data deletion	Verify request and give option to export final archive.	Receives confirmation of deletion
	Experience	"This looks great! Finally a way to get a better overview of my spending."			"I trust these people with my financial information"	"That's clever - it automatically pulled in my details so I don't have to."	"I understand how this all works so easily."		"This helps me understand my personal banking better and saves me money"								
Frontstage Touchpoint Channels	Face to Face																
	Print																
	Web																
	Mobile																
	Location																
	Product																
Backstage Processes/Support	Customer Service						Letter sent along with personalised starter pack.										
	I.T. Department				Link account data to visualisation database.						Provide personal data export options			Disconnect data account	Provide archive link - time expired	Delete data, send confirmation e-mail and letter	
	3rd Party Service								- Secure printing services for monthly booklet. - Distribution								

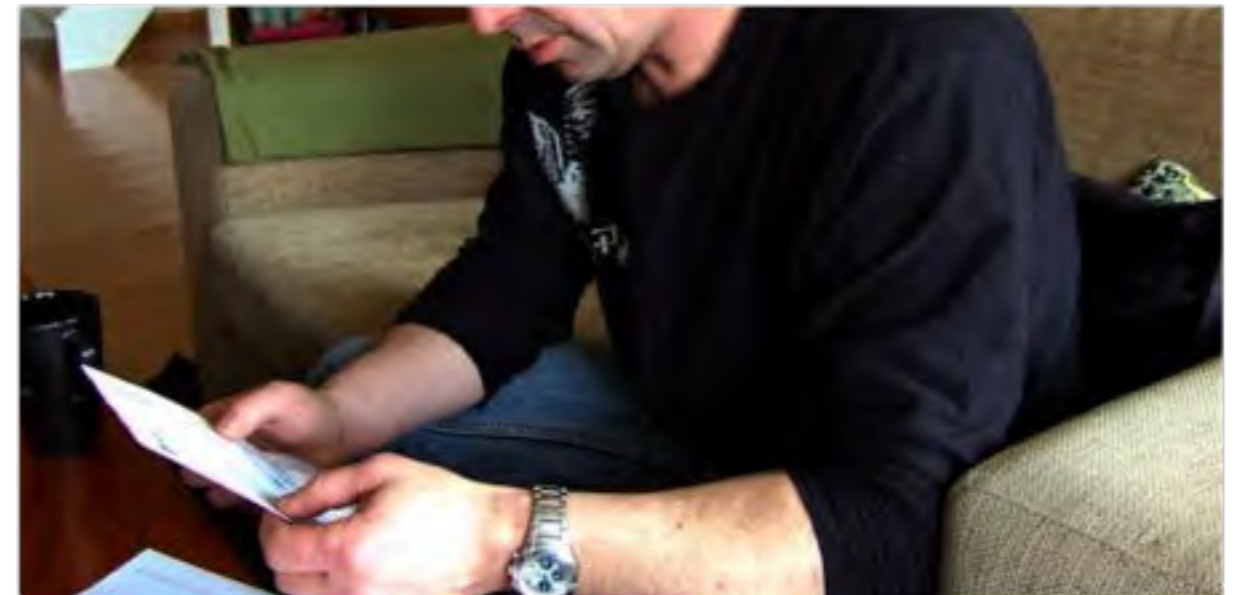
Sketching the platform, touchpoint, business model in a blueprint



Concept development and storyboarding

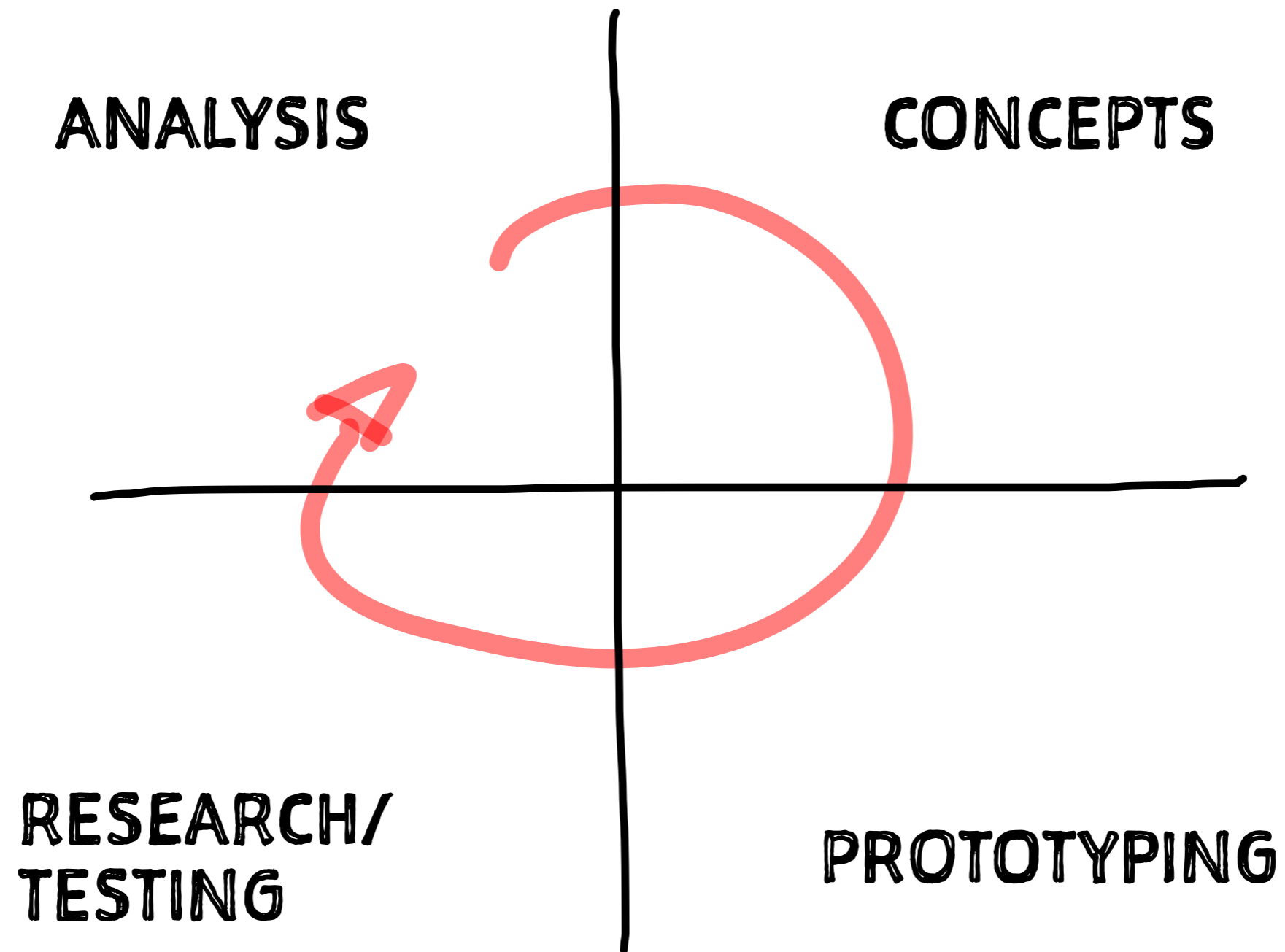


Experience prototyping with interactive tangibles

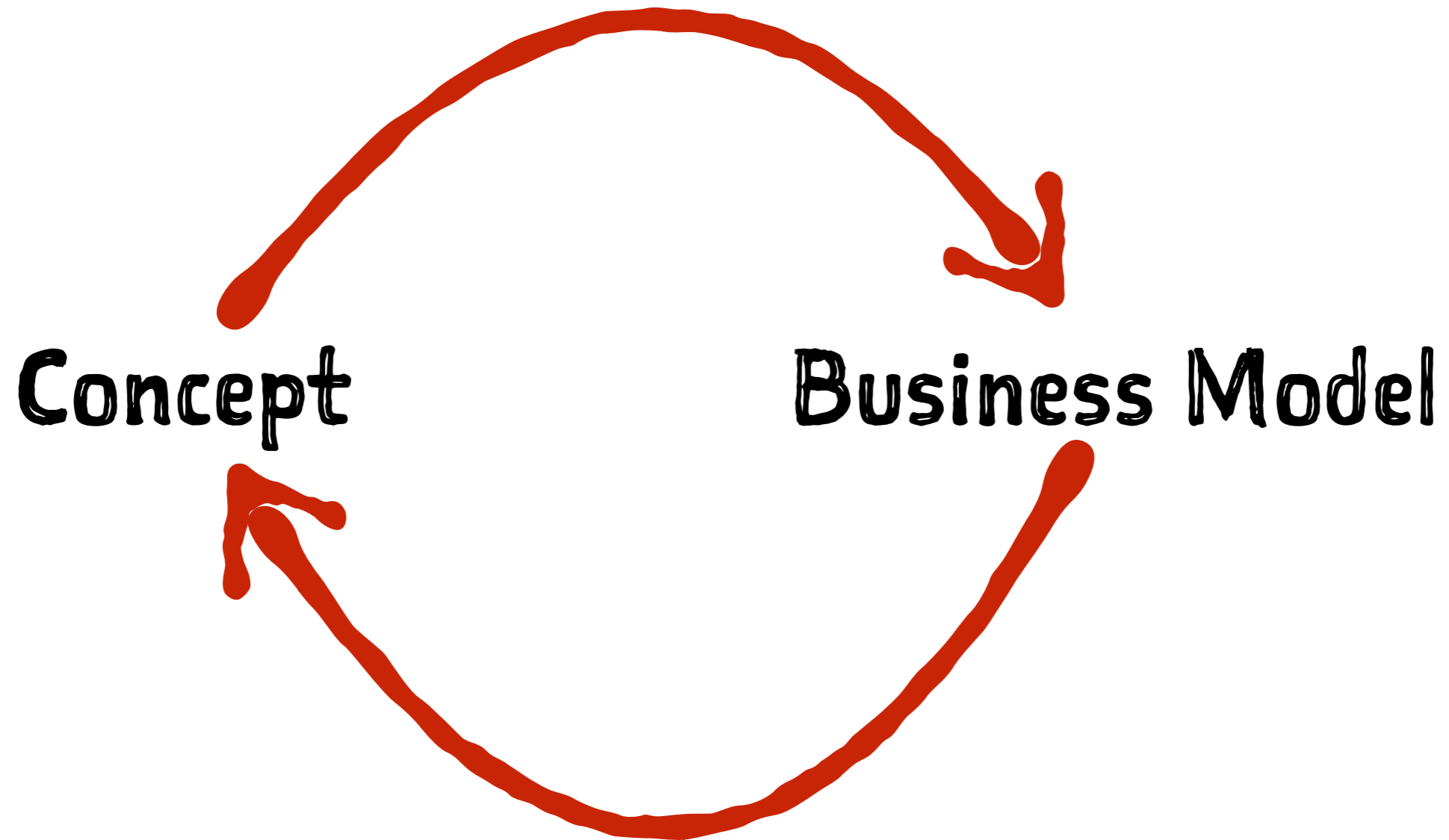


Iterate prototypes and test the service in real life with real people

RESEARCH &
CONCEPT
DEVELOPMENT IS AN
ITERATIVE PROCESS



Repeat - early and often



From idea utopia to reality to re-design



Reality: The Squiggle

BLUEPRINTING
SERVICE
ECOLOGIES

FROM OVERVIEW
TO DETAIL AND
BACK AGAIN



1



5



9



13



17



20



24



2



6



10



14



18



21



25



3



7



11



15



19



22



26



4



-



12



16



20

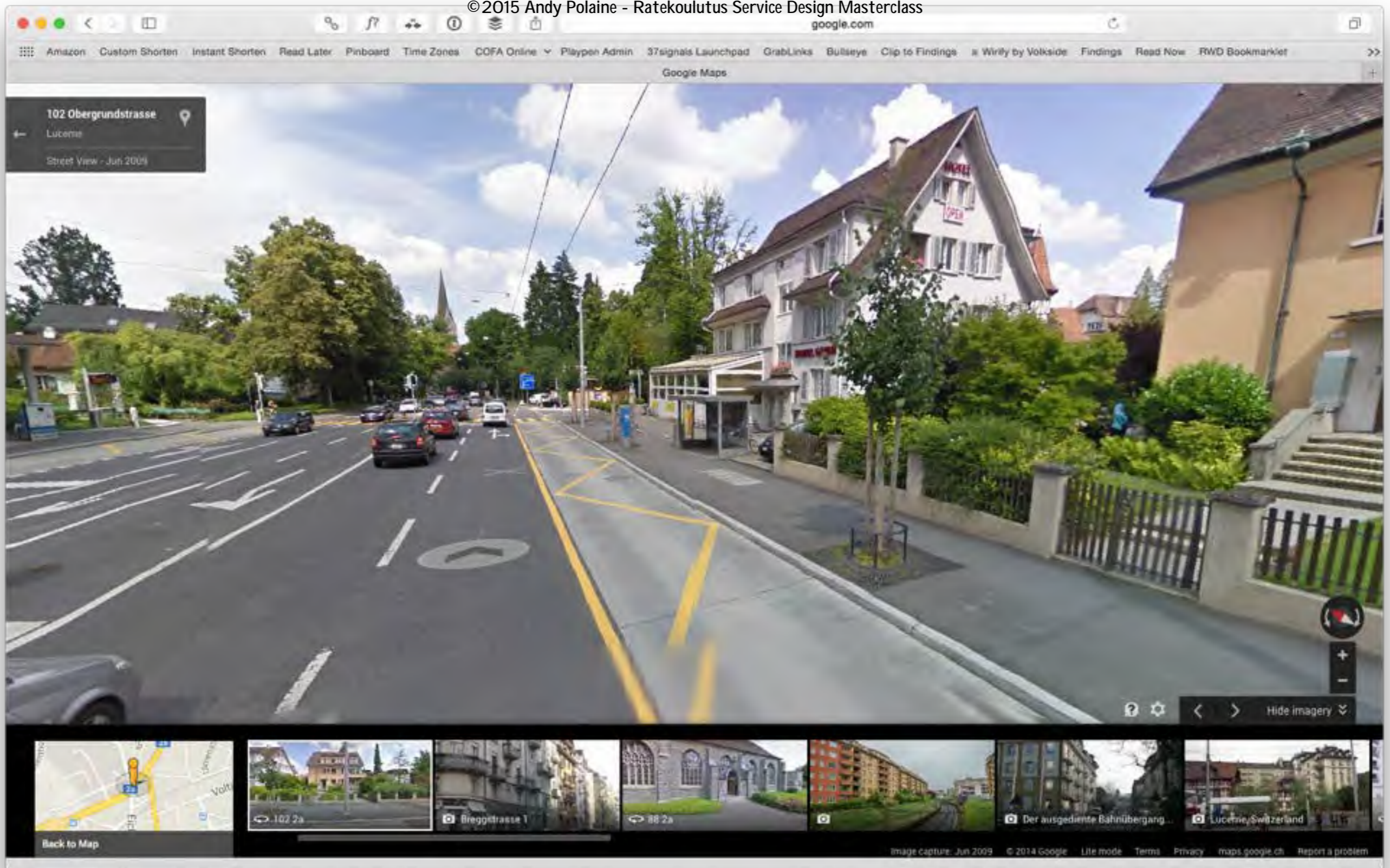


23



27

Scrolling around long documents obscures important connections



You cannot design the whole thing at this level of detail

Google Maps interface showing a route from Offenburg, Germany to Bahnhof Luzern, Switzerland. The route is 247 km and takes 2 h 35 min. The map shows the route passing through Offenburg, Freiburg, Basel, and Zurich.

Drive 247 km, 2 h 35 min

This route has tolls

Bahnhof Luzern
Zentralstrasse 1, 6002 Luzern, Switzerland

- Take Route 4 to A2
2.0 km / 4 min
- Take A4, A3/E60 and A5 to B33a in Offenburg, Deutschland.
Take exit 55-Offenburg from A5
241 km / 2 h 24 min
- Continue on B33a to your destination
42 km / 7 min

19. Merge onto B33a
1.8 km

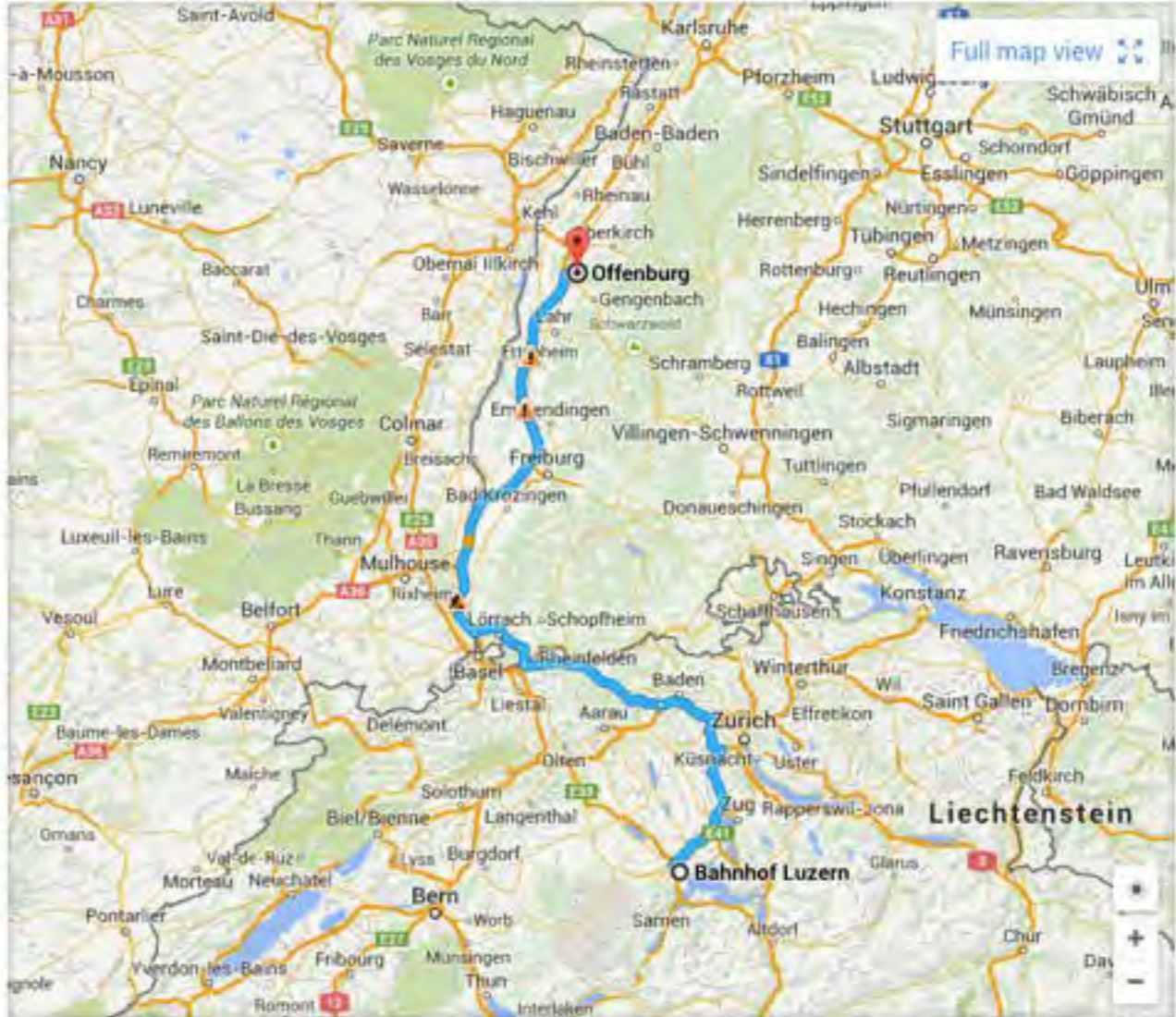
20. Continue straight onto L99
400 m

21. At the roundabout, take the 1st exit and stay on L99
250 m

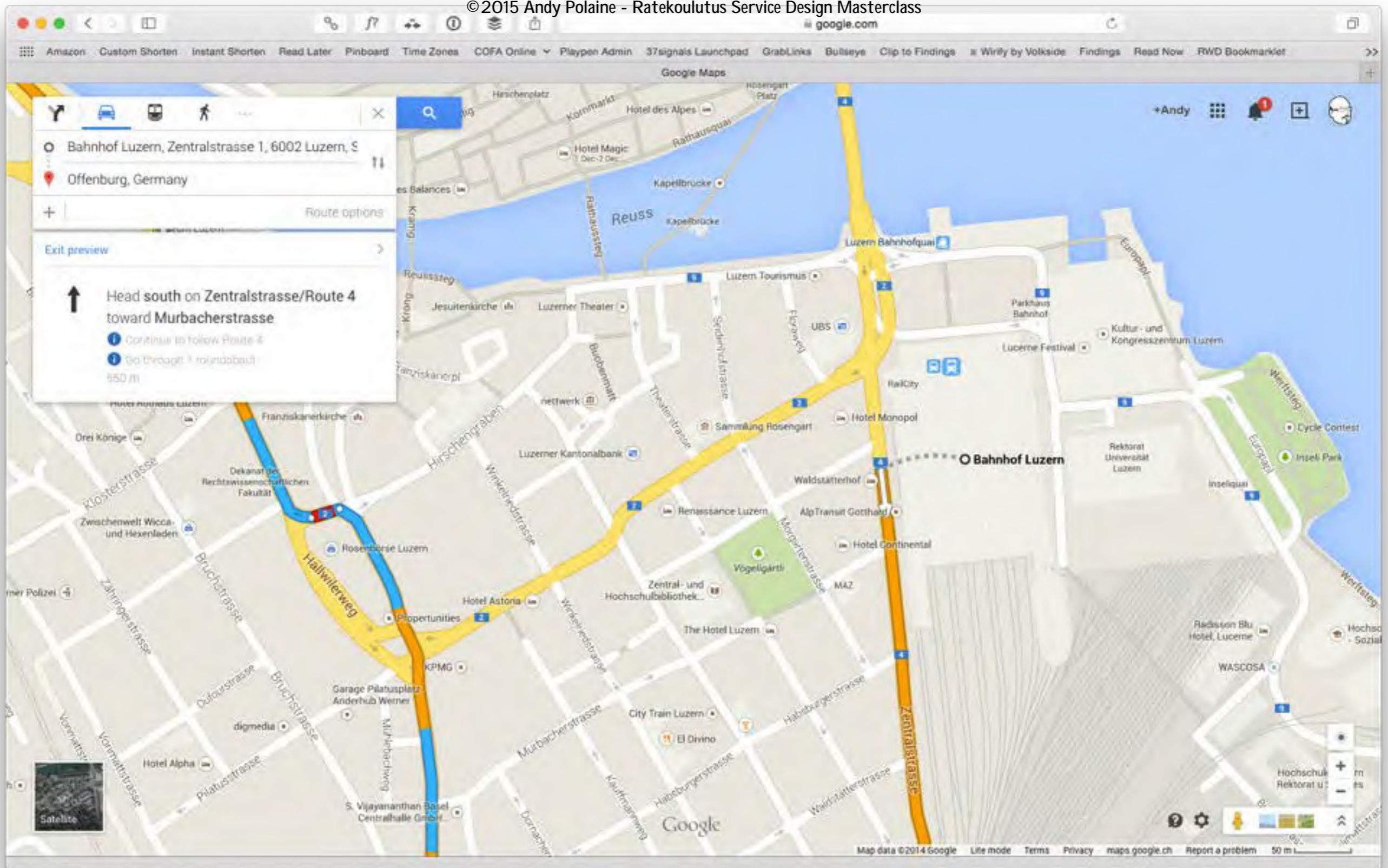
22. Continue onto Hauptstraße/L99
500 m

23. Hauptstraße turns slightly right and becomes Grabenallee
500 m

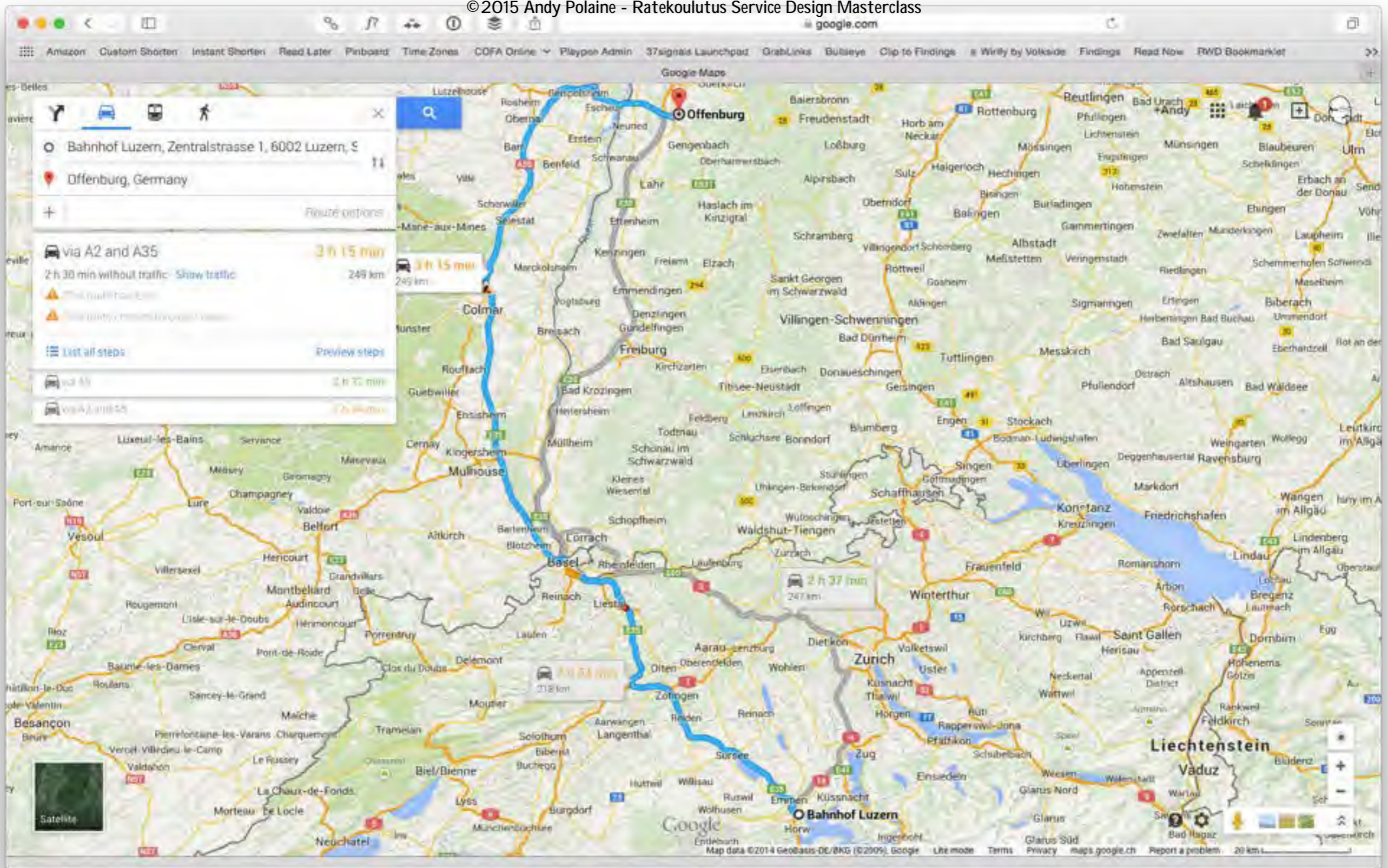
24. Continue onto Ortenberger Str.
6.7 m



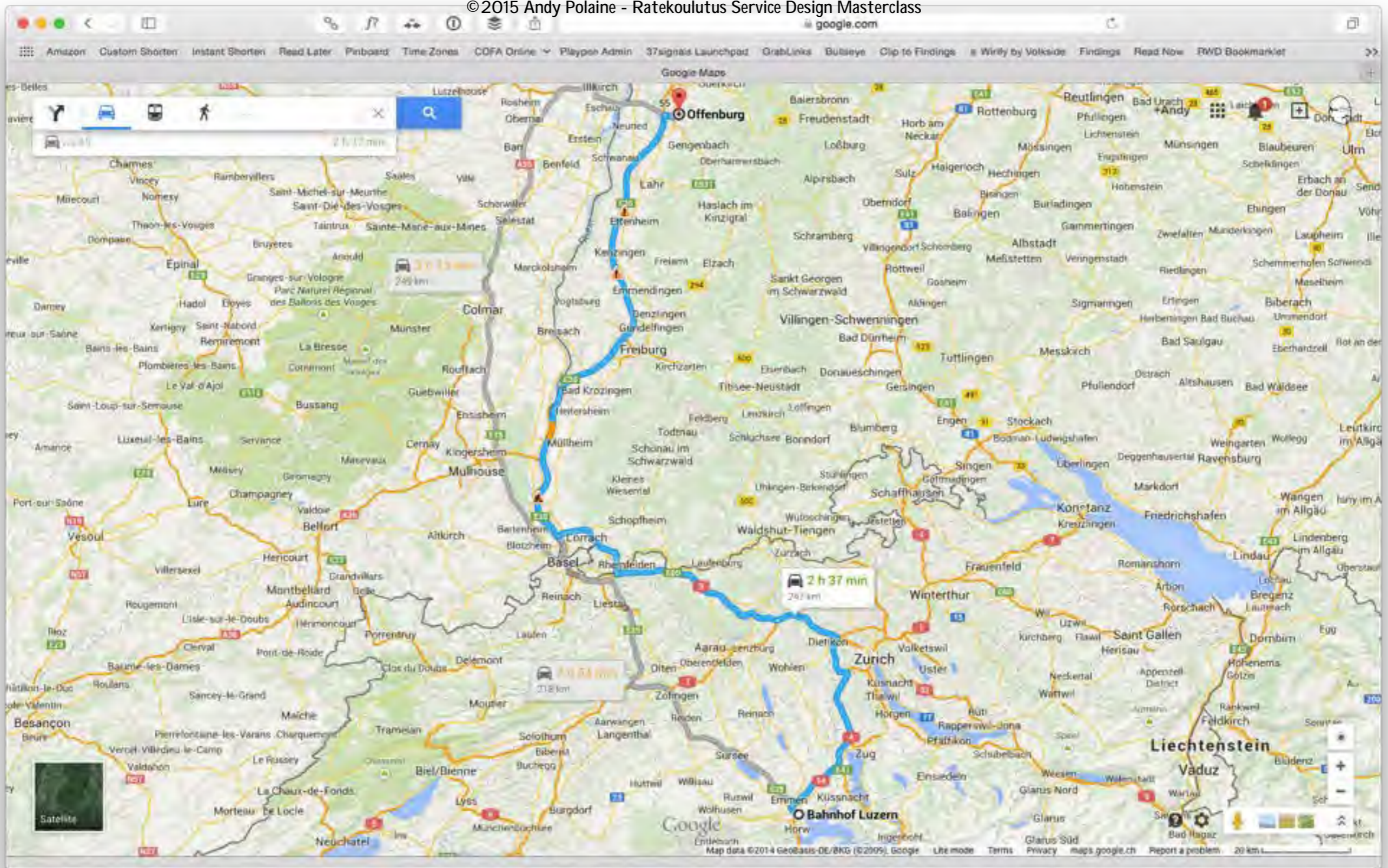
Overview with timeline



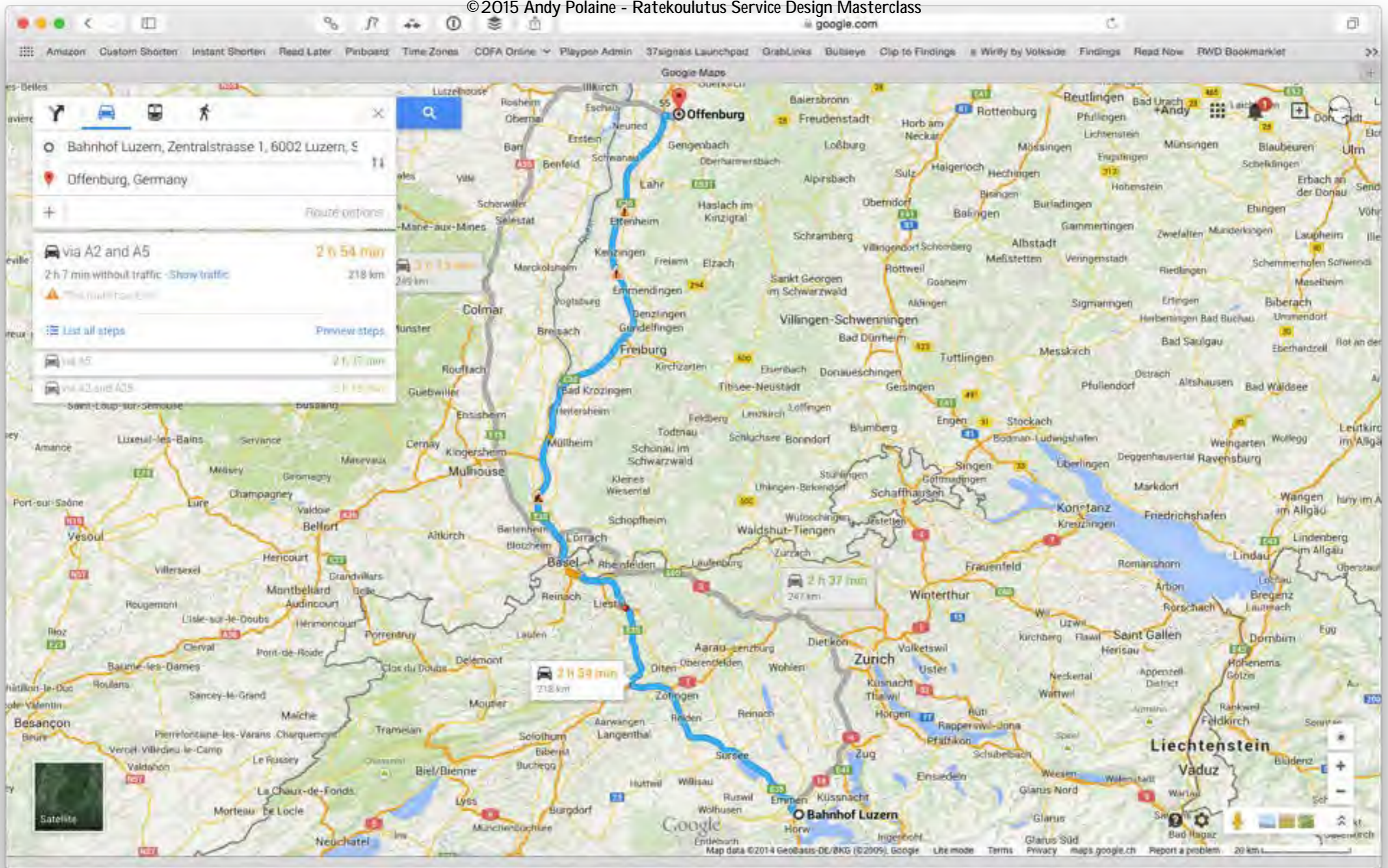
Detail view, abstracted



Alternative journeys



Alternative journeys

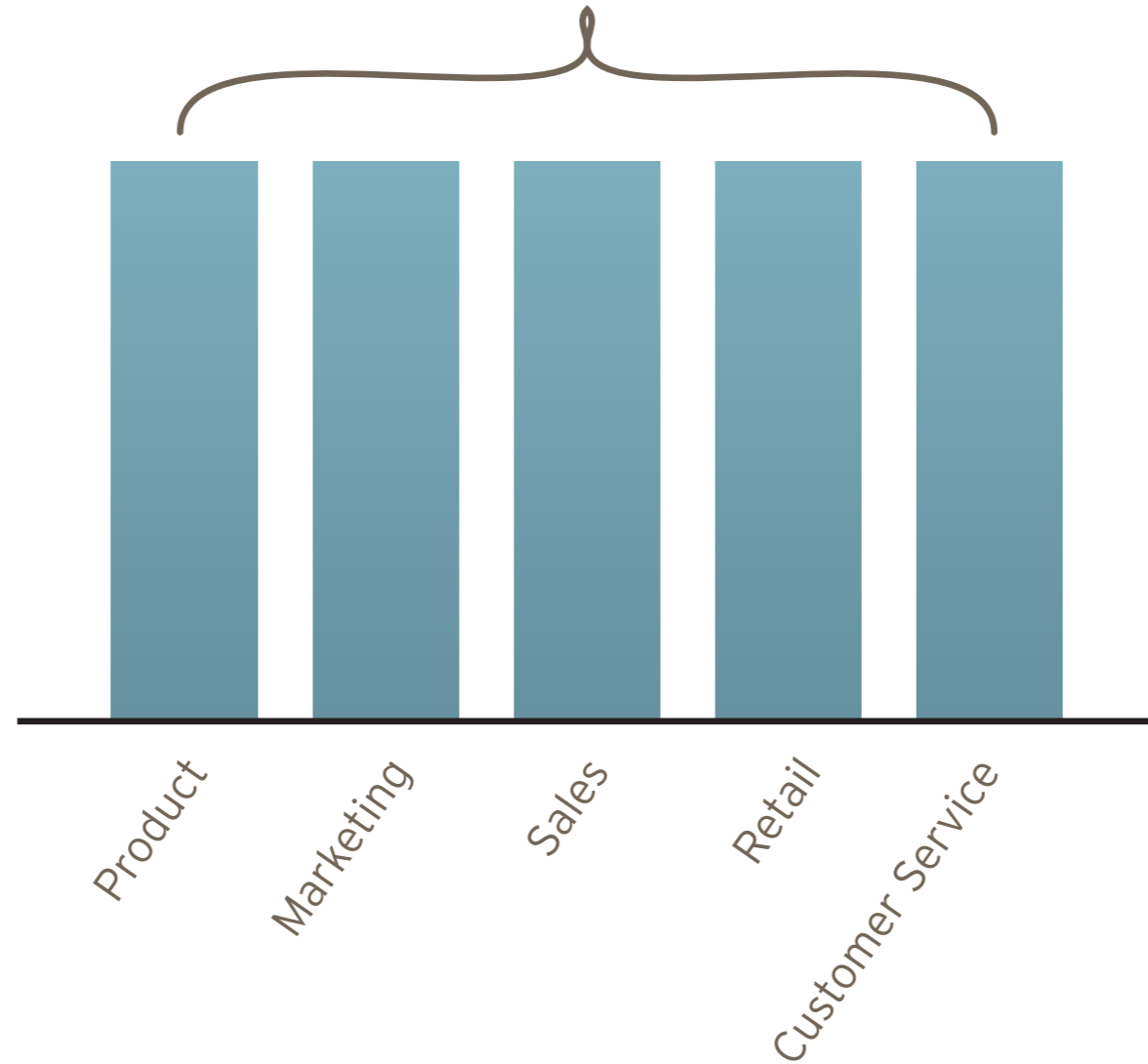


Alternative journeys

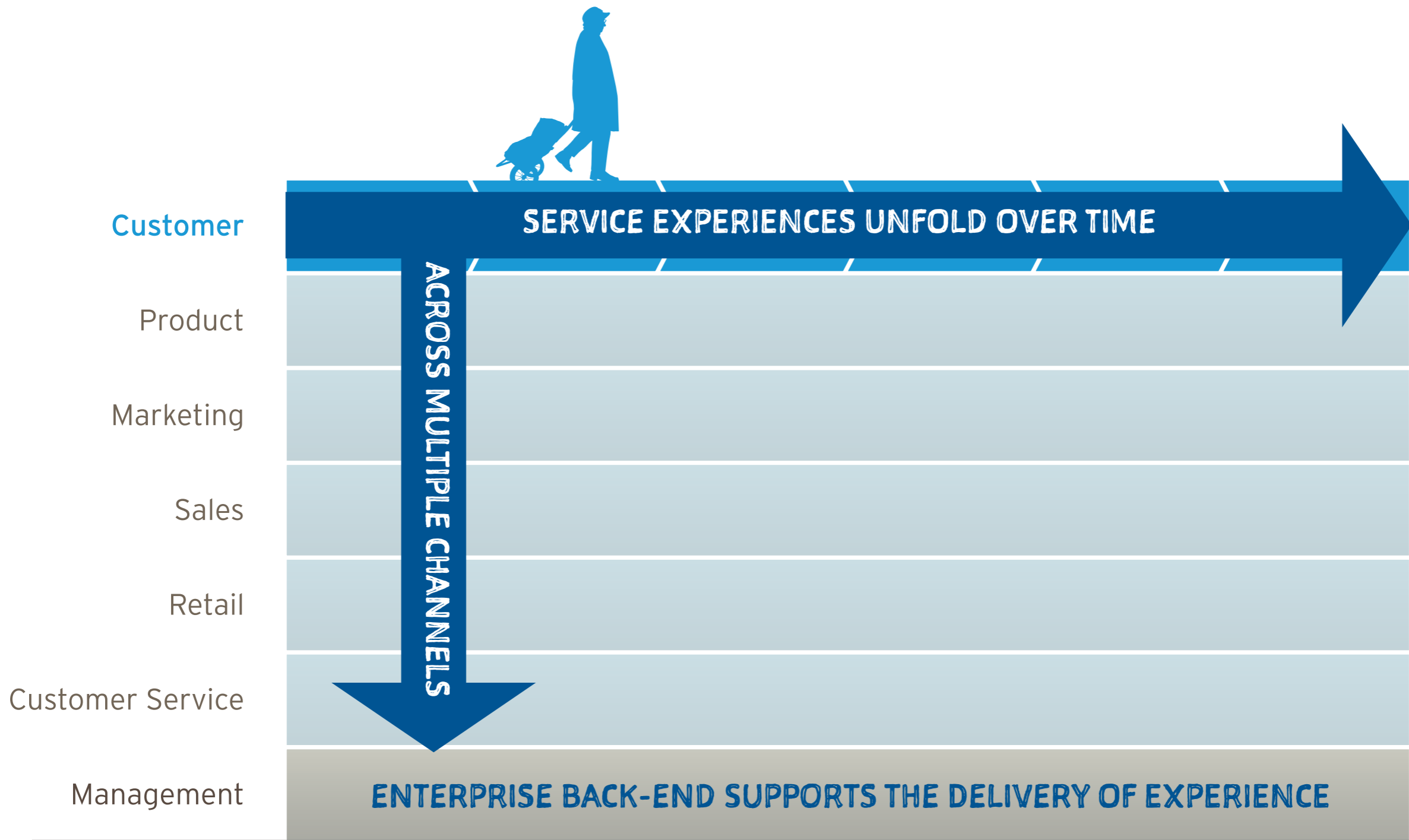
ANATOMY OF A SERVICE BLUEPRINT



Management

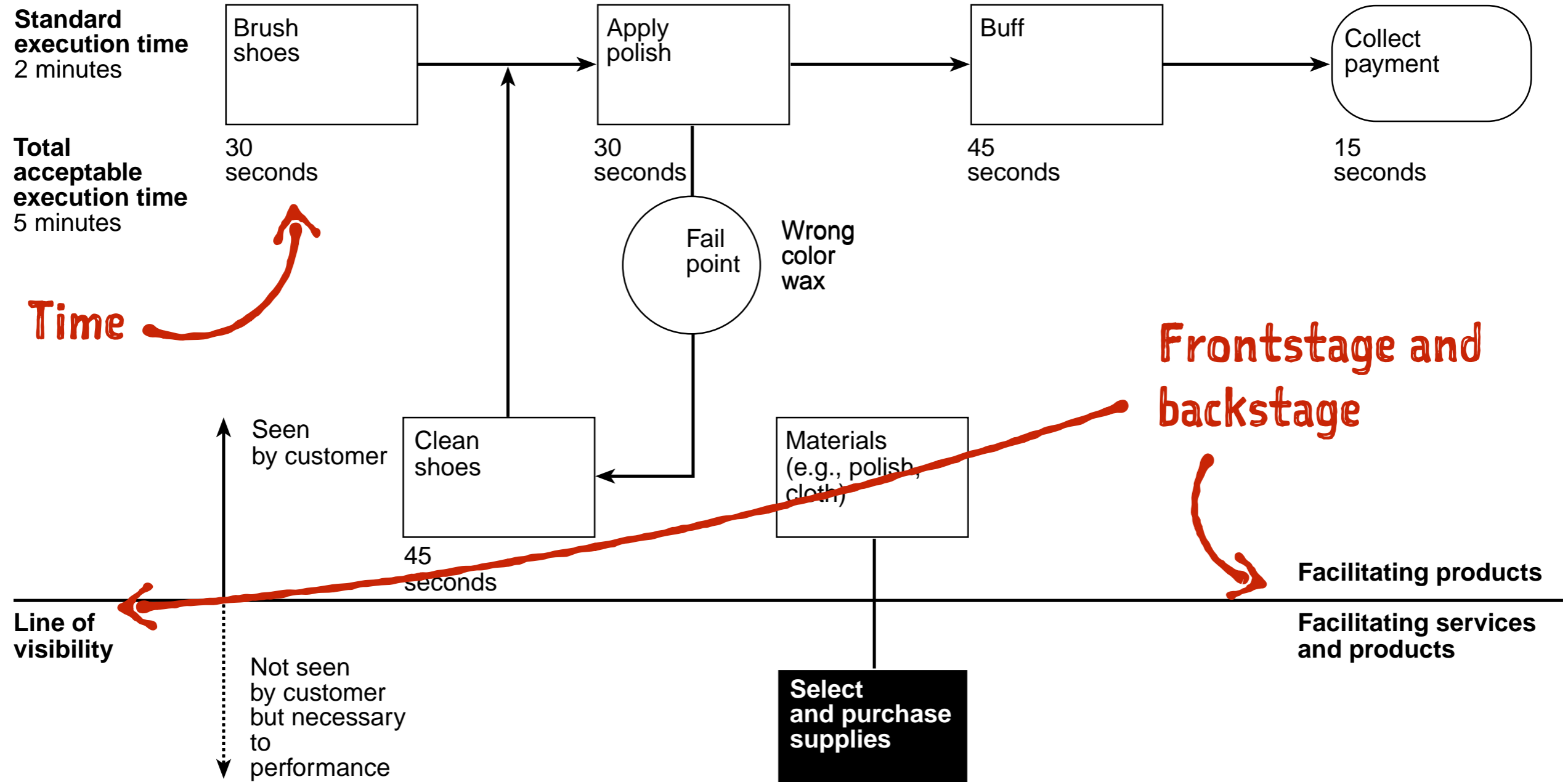


Turn this structure on its side...

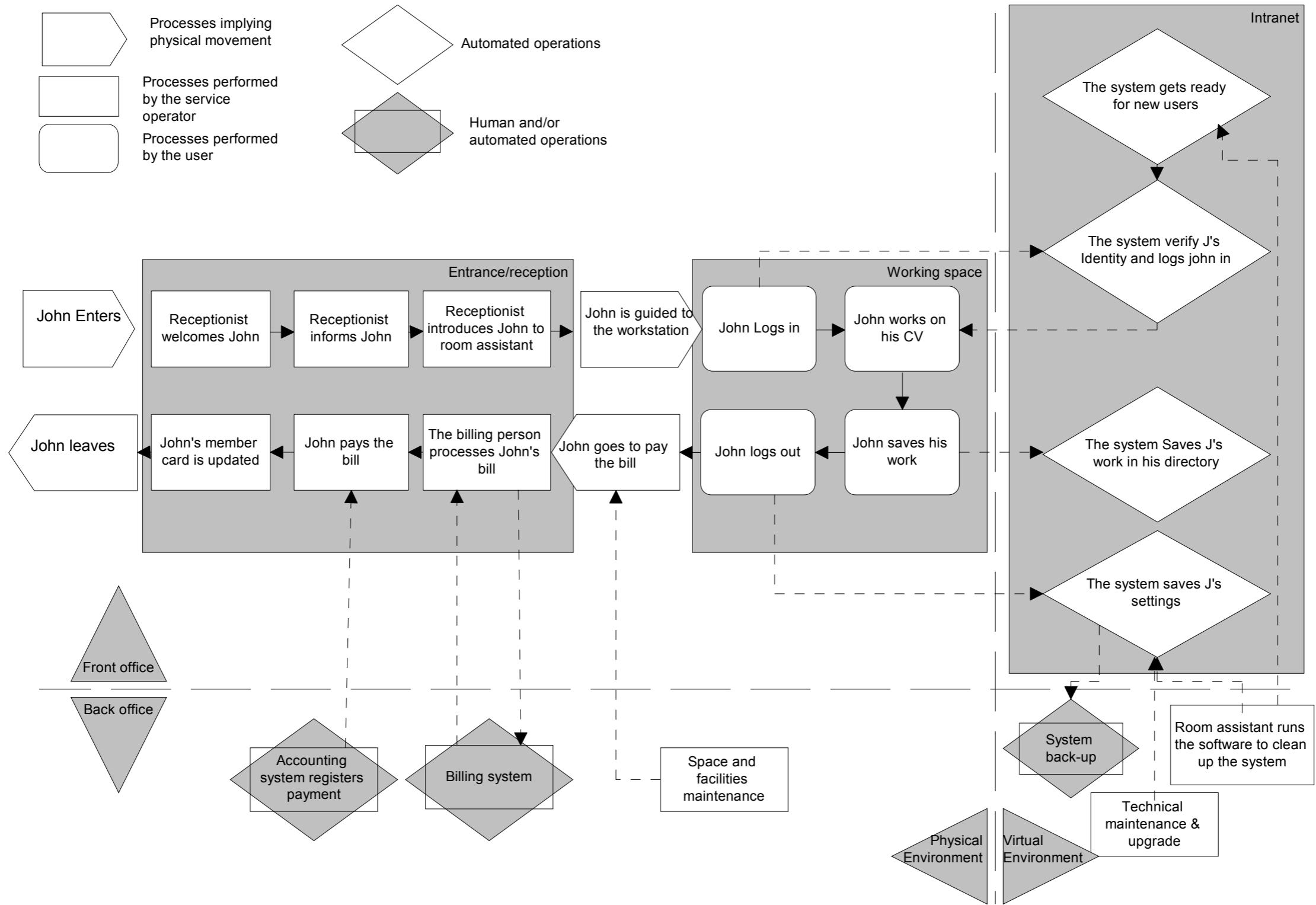


Change perspective & support experiences over time and channels

Exhibit I Blueprint for a Corner Shoeshine

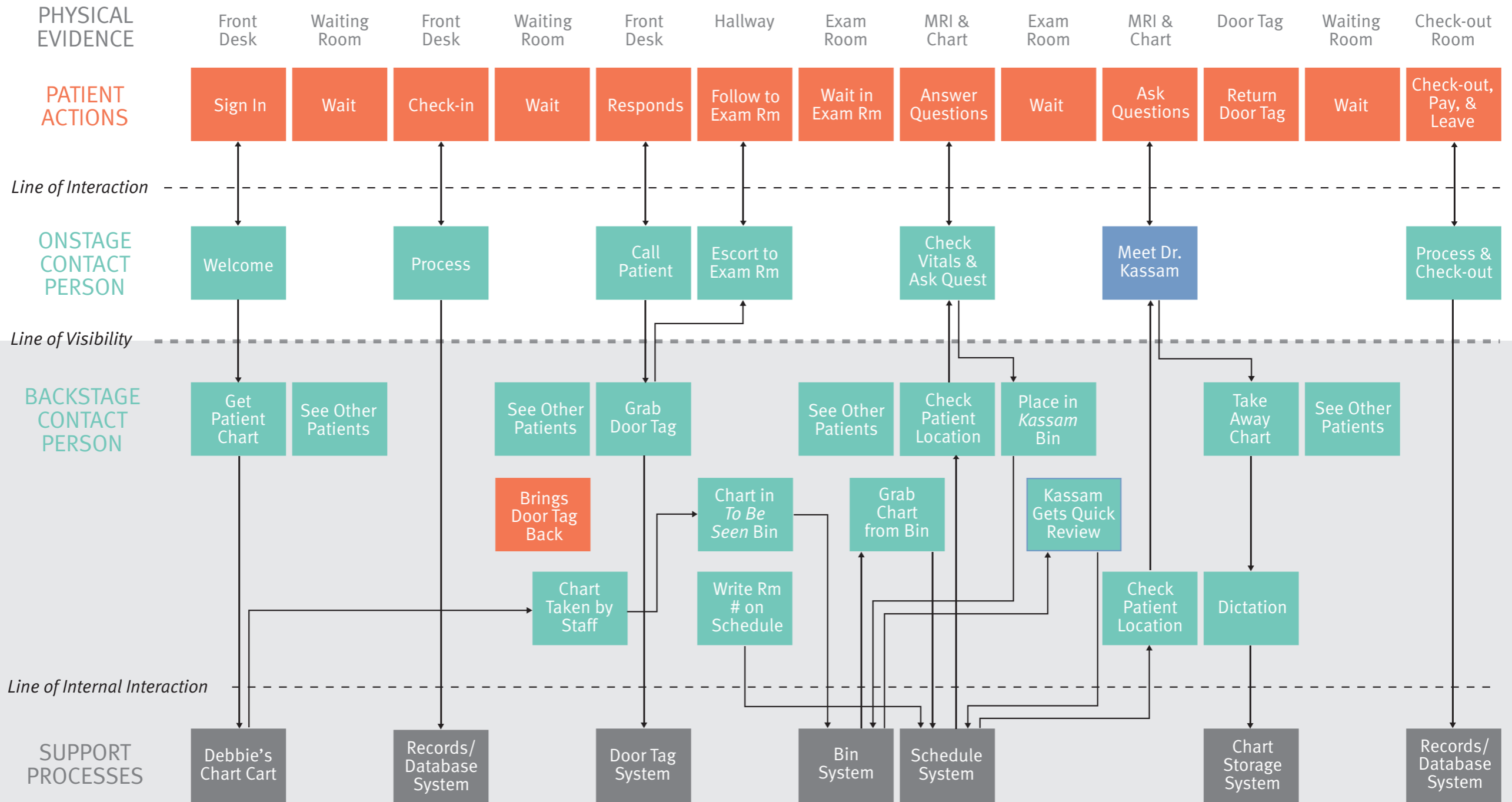


The development of blueprinting



Process maps – boxes and arrows

Service Blueprint of Presby Neuro Clinic

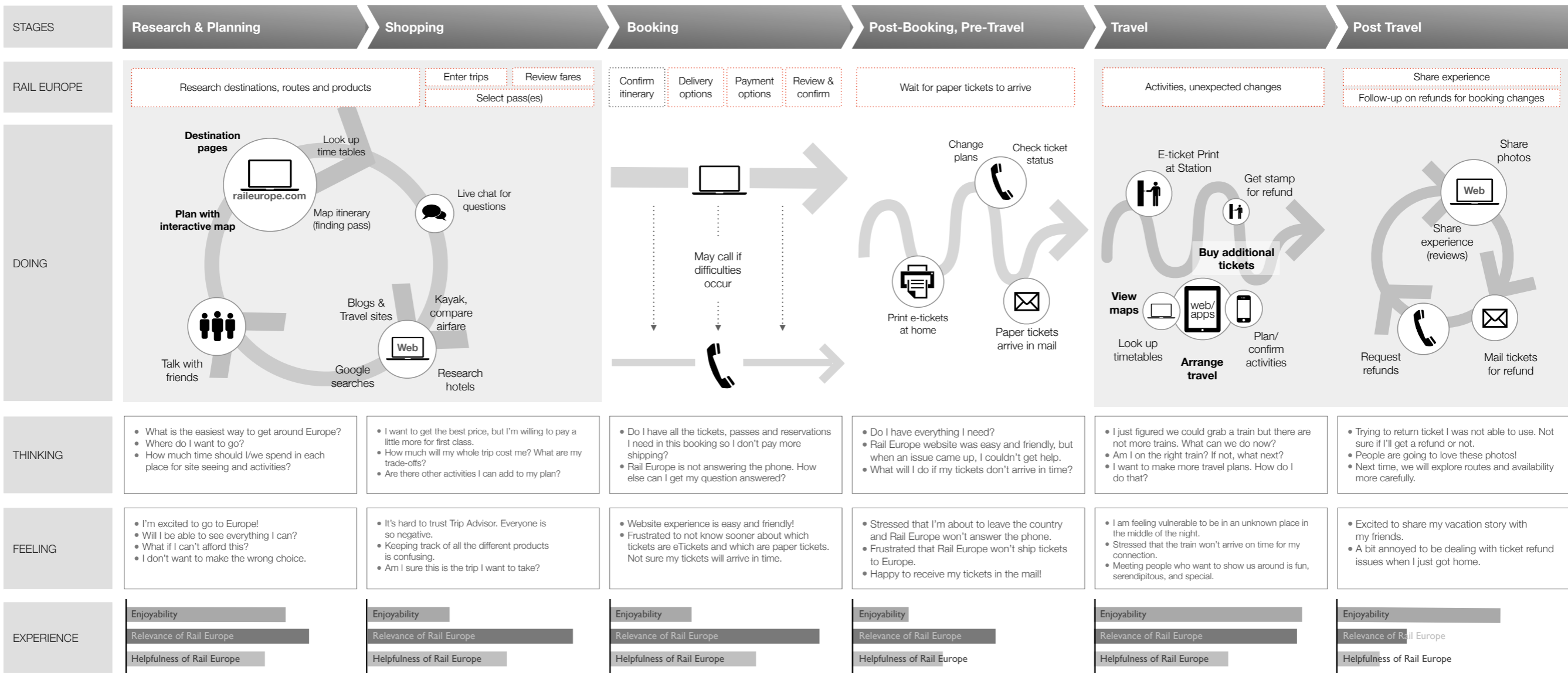


Lines of interaction and visibility

Guiding Principles

- People choose rail travel because it is convenient, easy, and flexible.
- Rail booking is only one part of people's larger travel process.
- People build their travel plans over time.
- People value service that is respectful, effective and personable.

Customer Journey



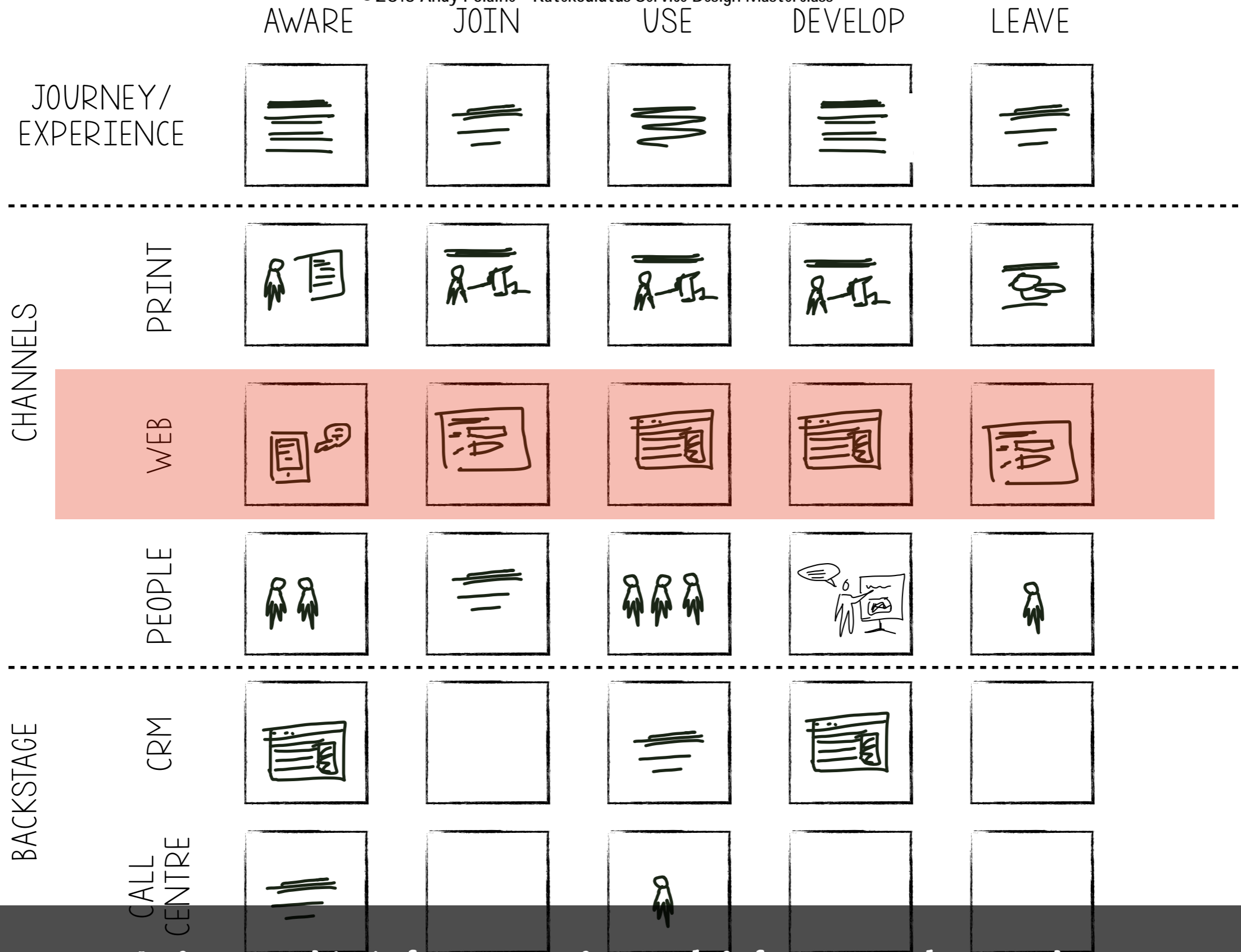
Opportunities

GLOBAL	PLANNING, SHOPPING, BOOKING	POST-BOOK, TRAVEL, POST-TRAVEL
<p>Communicate a clear value proposition.</p> <p>STAGE: Initial visit</p>	<p>Enable people to plan over time.</p> <p>STAGES: Planning, Shopping</p>	<p>Improve the paper ticket experience.</p> <p>STAGES: Post-Booking, Travel, Post-Travel</p>
<p>Help people get the help they need.</p> <p>STAGES: Global</p>	<p>Support people in creating their own solutions.</p> <p>STAGES: Global</p>	<p>Accommodate planning and booking in Europe too.</p> <p>STAGE: Traveling</p>
<p>Make your customers into better, more savvy travelers.</p> <p>STAGES: Global</p>	<p>Engage in social media with explicit purposes.</p> <p>STAGES: Global</p>	<p>Proactively help people deal with change.</p> <p>STAGES: Post-Booking, Traveling</p>
<p>Connect planning, shopping and booking.</p> <p>STAGES: Planning, Shopping, Booking</p>	<p>Aggregate shipping with a single order.</p> <p>STAGE: Booking</p>	<p>Communicate status clearly at all times.</p> <p>STAGES: Post-Booking, Post-Travel</p>

Customer journey/experience mapping

Information sources: Stakeholder interviews, Cognitive walkthroughs, Customer Experience Survey, Existing Rail Europe Documentation

Process types: Ongoing, non-linear, Linear process, Non-linear, but time based



A typical Web project might be one channel

AWARE

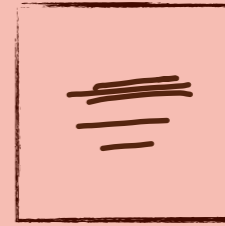
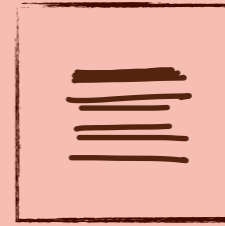
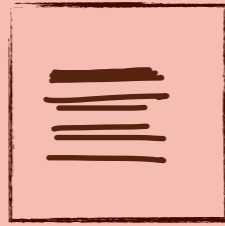
JOIN

USE

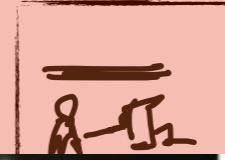
DEVELOP

LEAVE

JOURNEY/
EXPERIENCE



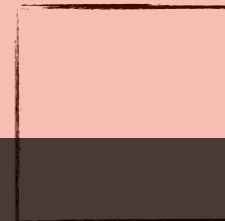
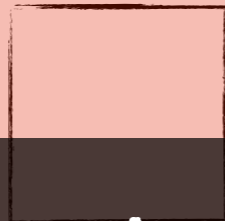
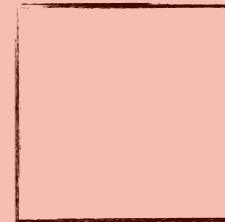
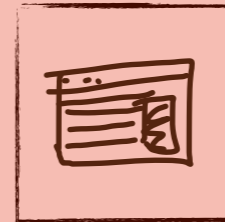
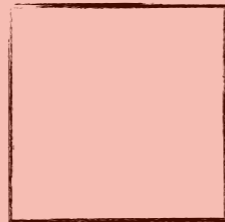
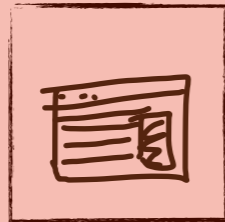
PRINT



BACKSTAGE

CRM

CALL
CENTRE



But who is designing all the rest?

Service Blueprint

Ungdomspakken



		Lære om					Bli kunde										Bruke			Utvikle		Forlate										
		Gjør det enkelt å fortelle om og anbefale pakken til venner, og enkelt for foreldre å gi pakken til sine barn.					Reduserer antall valg og antall steg kunden må foreta for å bli kunde til et minimum.										Få unngjort alle kjedelige valg eller bekreftelser ved førstegangs innlogging. Gjør det enkelt å flytte penger inn på konto og å spre det nye kontonummeret.			Informér om mulighetene for å forbli Gjensidige-kunde; BSU, førstehjemsån, ...		Gjør det lett å komme tilbake										
Kundeferd	Opplydelse	Få pakken fra foreldrene, med gratis innbo-forsikring	Får tips av en venn som allerede har pakken	Undersøker alternativer på nettet	Deltar i ... (aktivitet som er del av viral markedsføring)	Går inn på altiorden.no	Fyller inn gtt skjema på nettet, og klikker kjøp!	Mottar bekreftelse på SMS og på epost.	Forventer å få pakken innen 7 dager.	Mottar melding om pakke fra Posten. Tar med pass og henter pakken.	Åpner pakken, får raskt forklart hvilke steg som gjenstår.	Logger inn på gjensidige.no og bekrefter avtale	Oppretter konto og bestiller kort	Forventer å få kortet innen 3 dager	Åpner konvolutten, får raskt forklart hvilke steg som gjenstår.	Logger inn på gjensidige.no, aktiverer kort og henter PIN-kode	Får bekreftelse på samtykker i posten	Får EU-kortet i Posten fra NAV	Overfører penger fra annen bank	Si opp gamle forsikringer	Bruke "Kreditt når ubehlet er ute"											
	Anskaffelse	"Jeg slipper å betale alt selv og slipper å velge"	"Hun sa det var veldig fort gjort, og har alt du trenger til en grei pris"	"På gjensidige.no fant jeg raskt en pakke som gjør at jeg slipper å tenke, til en grei pris"			"Jeg forstod hva pakken inneholdt og kunne kjøpe den der og da."	"Nå vet jeg at pakken er på vei, og når den kommer"		"Pakken kom litt fortere enn de hadde lovet"	"Dette ser enkelt ut, ikke lenge igjen nå"	"Jeg får gjort unna alt det kjedelige med noen få klikk"	"Det er lett å se hvordan jeg skal komme i gang"		"Kortet kom også litt fortere enn de hadde lovet, og jeg ser hva som gjenstår"	"Bruksanvisningen forklarer hva jeg skal gjøre, hvorfor og hvordan"	"Jeg forstår hva dette brevet gjelder og hvorfor jeg får det"	"Dette hadde jeg aldri tenkt på uten Gjensidige"	"De gjorde det lett for meg å flytte pengene, og distribuere kontonummeret mitt"			"Jeg tar bare én telefon så har jeg pengene på konto innen 30 minutter"										
	Trykksaker		Snakker m/venner							Utleveringsvedlegg	Velkomstpakke				Brev m/VISA-kort		Samtykke-bekr.	Brev m/EU-kort	Bytte bank-skjema													
	Internett		DM til foreldre		gjensidige.no		/altiorden	Velkomst-epost				/avtale	/første_login			/dine_kort			Bytt bank-epost		/dine_lån											
	Telefon		Utadrettet salg					Velkomst-SMS													03 100											
Mobil																					SMS-bekreftelse											
Sted										Postkontoret																						
Bakslage-plasser		<ul style="list-style-type: none"> • Sende ut DM til foreldrene om tilbudet • Sørg for at selgerne kan fortelle om pakken til foreldre • Håndter mottak av SMS til 1960, og mottak av bestilling via svardele fra DM 					<ul style="list-style-type: none"> • Pakken ligger tilgjengelig som et produkt på forsiden under både Forsikring og Bank • Banner i kampanjefelt • Elektronisk DM • Søkemotor-optimalisering 					<ul style="list-style-type: none"> • Sjekke om kunden er "nei" eller ønsket • Innfri internett-rabatt • Håndtere samtykke-erklæring • Sende bestillingsdata til EDB • Håndtere merking av kunde • EDB registrerer ny bankkunde og sender datapakke direkte til S2000 for registrering • Lindorf sjekker for betalings-merknings 					<ul style="list-style-type: none"> • Sende velkomst-SMS og med forventet leveringstid og informasjon om EU-kortet • Undertrykke utsendelse av reisekort i S2000 • Trykke opp reisekort hver måned og sende til EDB • Undertrykke vanlig epost-utsendelse • Sende velkomst-epost med forsikringsbevis, forventet leveringstid og passord • EDB pakker og sender ut pakken som PUM • NAV sender ut EU-kortet innen 10 dager • Posten kontrollerer pass og leverer ut pakken • EDB håndterer identifikasjon etc. for PUM 					<ul style="list-style-type: none"> • Håndtere samtykke for e-dokumenter • Håndtere eFaktura • Håndtere akseptert avtale • Automatisk opprettelse av konto og bestilling av kort • Sørg for merking av kunder slik at TAG sender ut riktig følgebrev med kortet • TAG produserer kortet og sender det til kunden 					<ul style="list-style-type: none"> • Håndtere aktivering av kort • Håndtere henting av PIN-kode 			<ul style="list-style-type: none"> • Sende e-post med nytt kontonummer (som kan videregives) med vedlagt "Bytt bank"-skjema ferdig utfyllt • Opprette kontokreditt • Lindorf sjekker for betalings-merknings 		<ul style="list-style-type: none"> • Be om samtykke til å ta vare på opplysninger for fremtidig tilbud

Example: Gjensidige

Briefing & insights research

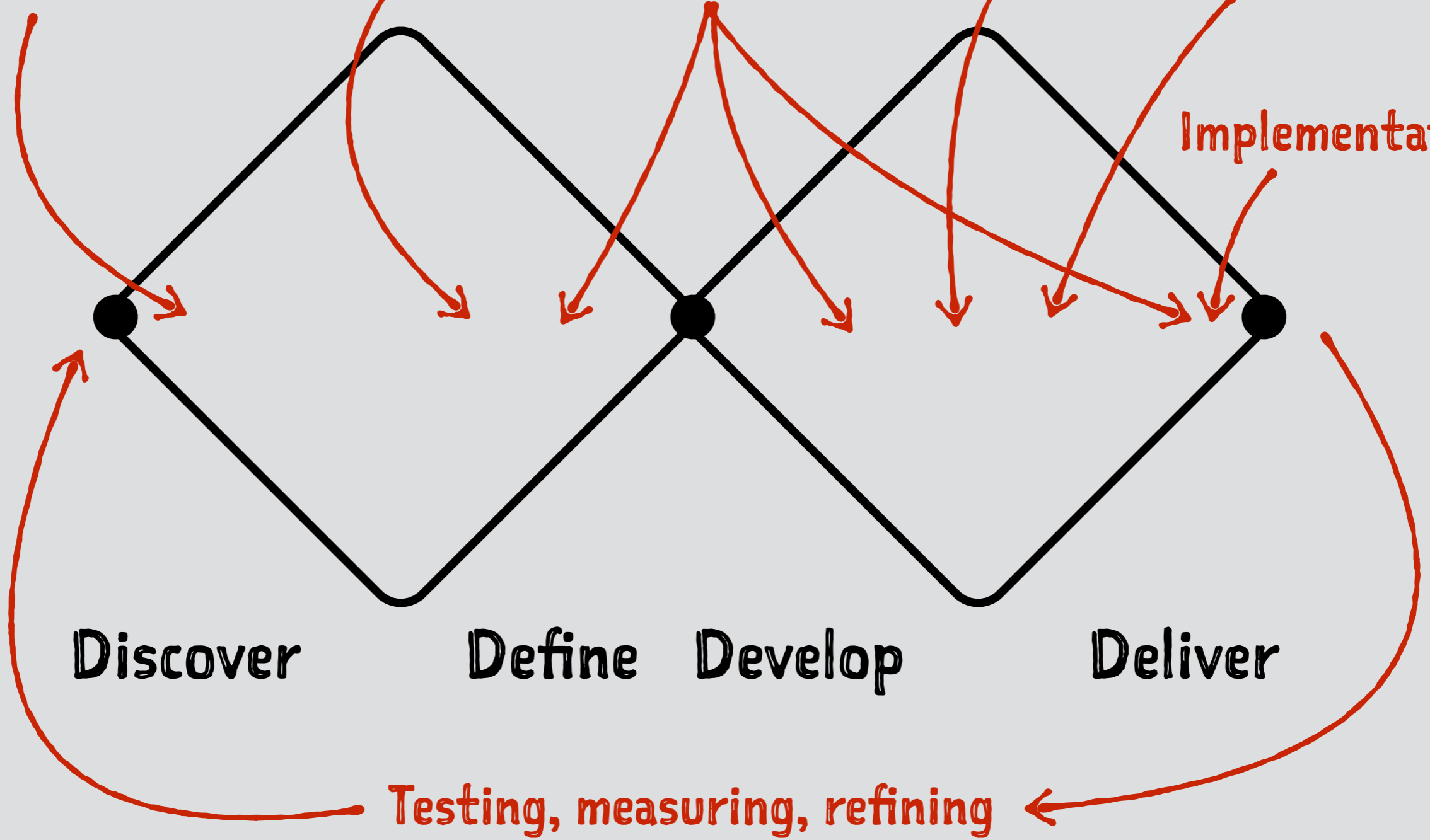
Synthesis

Blueprinting

Concepts

Iterative prototypes

Implementation



Discover

Define

Develop

Deliver

Testing, measuring, refining

Where does this fit into the process?

ANALYSIS

Mapping out the complexity and dependencies of an existing service, pulling in user insights and other research. Or as a template for which touchpoints to measure and how.

BRAINSTORMING & IDEATION

Take a starting point or overall concept and expand the discussion to think about the complexity and dependencies. Ideal in multi-disciplinary project teams.

ECOSYSTEM MAP

Using the blueprint as the overview doc in order to track and output customer journeys, storyboards, channel and touchpoint specs. Important: everything is done in the context of the overall service ecosystem.

Different uses for blueprints and journey maps

		Aware			Join			Use			Develop			Leave			
		Marketing campaign across print, digital media, in-bank and call-centre channels.			Customer enters account number and bank and the rest of the information is pulled across from the account. This should be as painless and easy as possible.			Default usage doesn't require much or any input from the customer. Their spending and saving data is gathered for the bank's processing in any case, so this just displays it back to them in a variety of useful data-visualisation formats.			More advanced usage allows for the connection to other bank accounts (even other institutions), manual entry of data or transactions and communication and sharing of basic levels of data. Also export of data.			All data connection and gathering is deleted. Customer receives confirmation of exactly what was deleted and how they can re-instate the service if they wish. Also a link to a final download of data archive and/or print version.			
User	Step	Made aware of new services			Sign up to connect personal data service to account	After verification, automatically pulls in data.	Confirmation e-mail, letter and starter pack sent.	Log-into online banking as usual. Personal data now an option.	Visualisations available across channels			Customer can export their own data in different formats			Request for personal data deletion	Verify request and give option to export final archive.	Receives confirmation of deletion
	Experience	"This looks great! Finally a way to get a better overview of my spending."			"I trust these people with my financial information"	"That's clever - it automatically pulled in my details so I don't have to."	"I understand how this all works so easily."		"This helps me understand my personal banking better and saves me money"								
Frontstage Touchpoint Channels	Face to Face																
	Print																
	Web																
	Mobile																
	Location																
	Product																
Backstage Processes/Support	Customer Service						Letter sent along with personalised starter pack.										
	I.T. Department				Link account data to visualisation database.						Provide personal data export options			Disconnect data account	Provide archive link - time expired		Delete data, send confirmation e-mail and letter
	3rd Party Service								- Secure printing services for monthly booklet. - Distribution								

Imagine user journeys through the service based on research

GETTING STARTED

		AWARE	JOIN	USE	DEVELOP	LEAVE
CHANNELS	JOURNEY/ EXPERIENCE					
	PRINT					
	WEB					
	PEOPLE					
BACKSTAGE	CRM					
	CALL CENTRE					

Basic form is a grid. Names, channels, steps, etc. can change



Use a white/blackboard (jazz hands are not mandatory)

Blueprint Draft for Book Demo

Aware → Join → Use → Develop → Leave

Word of Mouth

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer a gravida dolor.

Customer Service

Vestibulum ante ipsum primis in faucibus orci.

Poster

Ut lacinia, dui sit amet convallis bibendum, metus nunc vulputate nunc, nec interdum massa diam.

Mobile

Ut velit purus, mollis in sollicitudin quis, accumsan in lectus.

Website

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos.

Friend Recommends

Class aptent taciti sociosqu ad litora torquent per conubia nostra.

Sign-up Call

Ut velit purus, mollis in sollicitudin quis, accumsan in lectus.

Fill in Form

Ut velit purus, mollis in sollicitudin quis lectus.

Sign-Up In-App

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer a gravida dolor.

Sign-Up Online

Ut lacinia, dui sit amet convallis bibendum, metus nunc vulputate nunc, nec interdum massa diam.

Dialogue

1. Suspendisse nec est sit amet tellus euismod porttitor. Suspendisse porta metus in lorem posuere faucibus luctus neque vehicula?

2. Nullam nec purus vitae dui faucibus facilisis fringilla ut lectus? Nullam faucibus euismod lobortis?

Sed dictum nisi eget mi semper rhoncus. Proin aliquet purus id diam pretium pharetra?

Vestibulum in vehicula erat. Cras accumsan tempor odio in sagittis.

Contract

Nam varius ultricies mi, ac commodo eros hendrerit non. In fringilla facilisis risus, eget mattis ante vestibulum eget.

Smartphone

Vestibulum ante ipsum primis in faucibus orci.

"Help Me!"

Ut velit purus, mollis in sollicitudin quis, accumsan in lectus.

Mentor Friend

Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos.

Customer Forum

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer a gravida dolor.

Connect to Contact

Ut lacinia, dui sit amet convallis bibendum, metus nunc vulputate nunc, nec interdum massa diam.

Share Data

Ut velit purus, mollis in sollicitudin quis lectus.

Customer Rep Call

1. Suspendisse nec est sit amet tellus euismod porttitor. Suspendisse porta metus in lorem posuere faucibus luctus neque vehicula?

2. Nullam nec purus vitae dui faucibus facilisis fringilla ut lectus

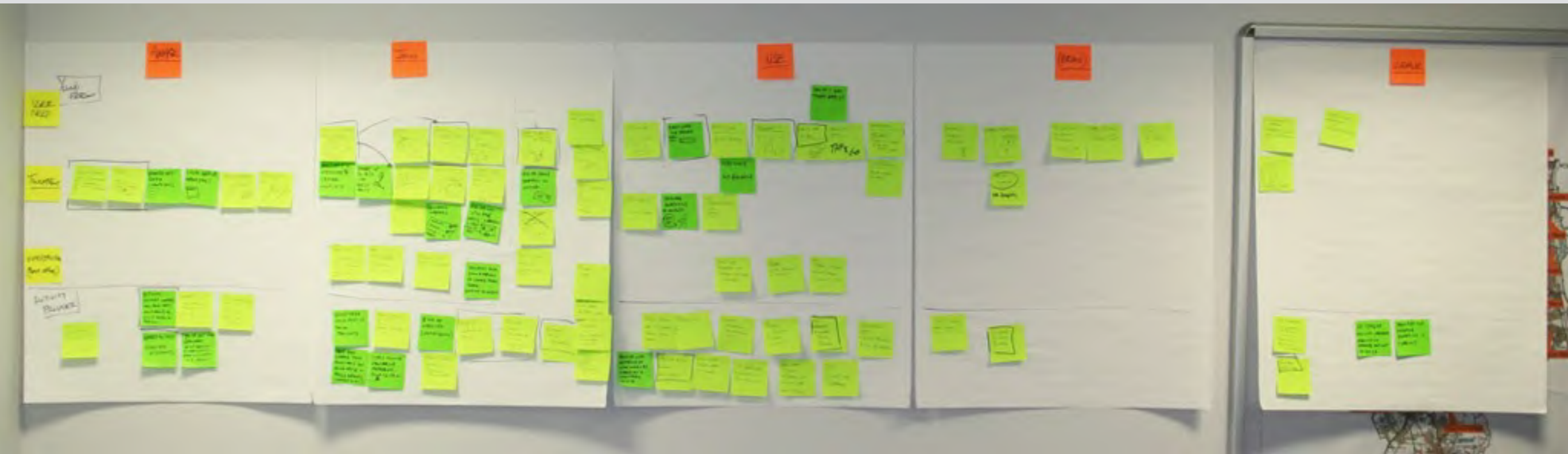
Take my data

Ut velit purus, mollis in sollicitudin quis, accumsan in lectus.

Thanks


Vestibulum ante ipsum primis in faucibus orci.

Getting Started - Spreadsheet

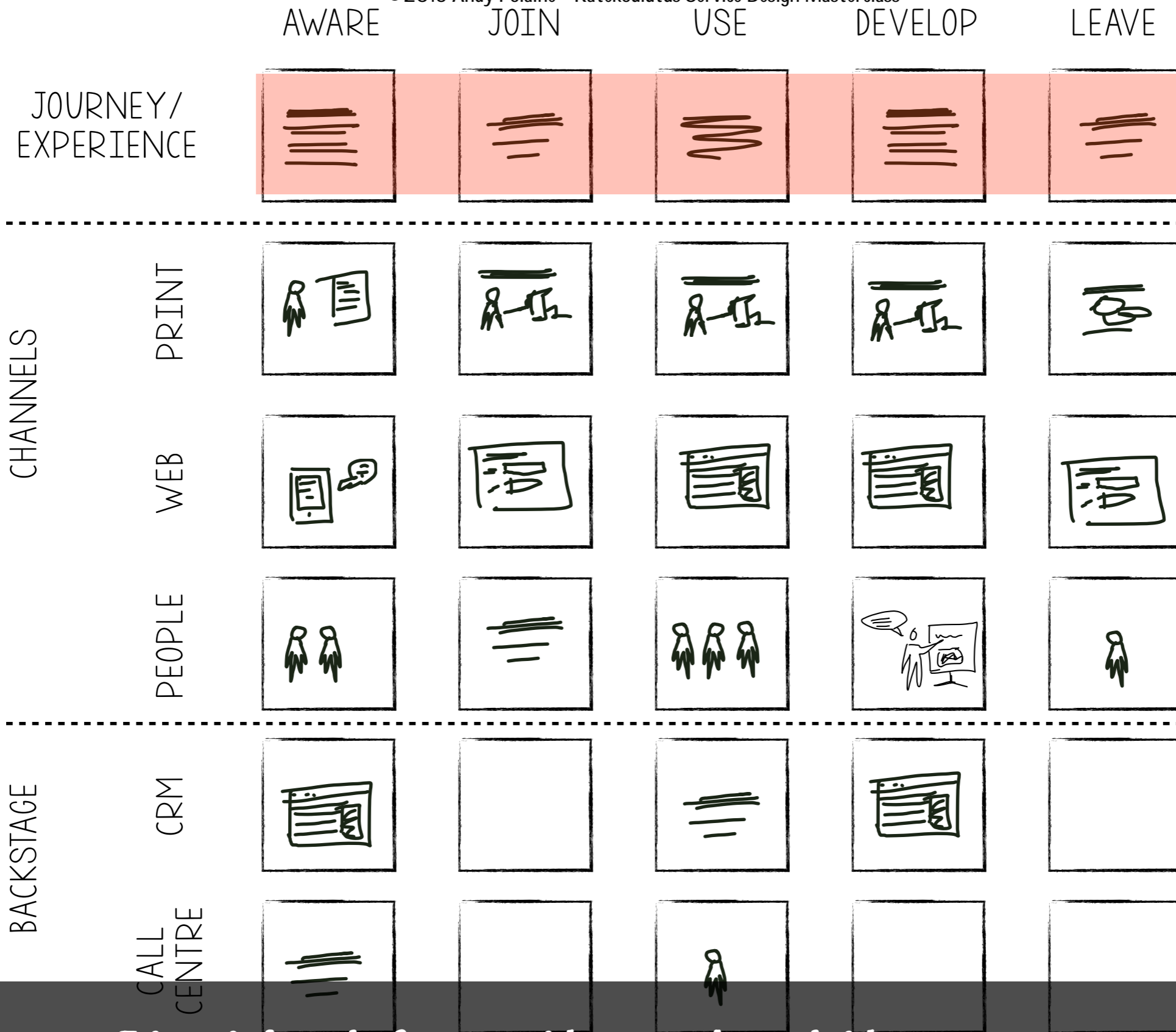


Sticky notes and lots of wall space

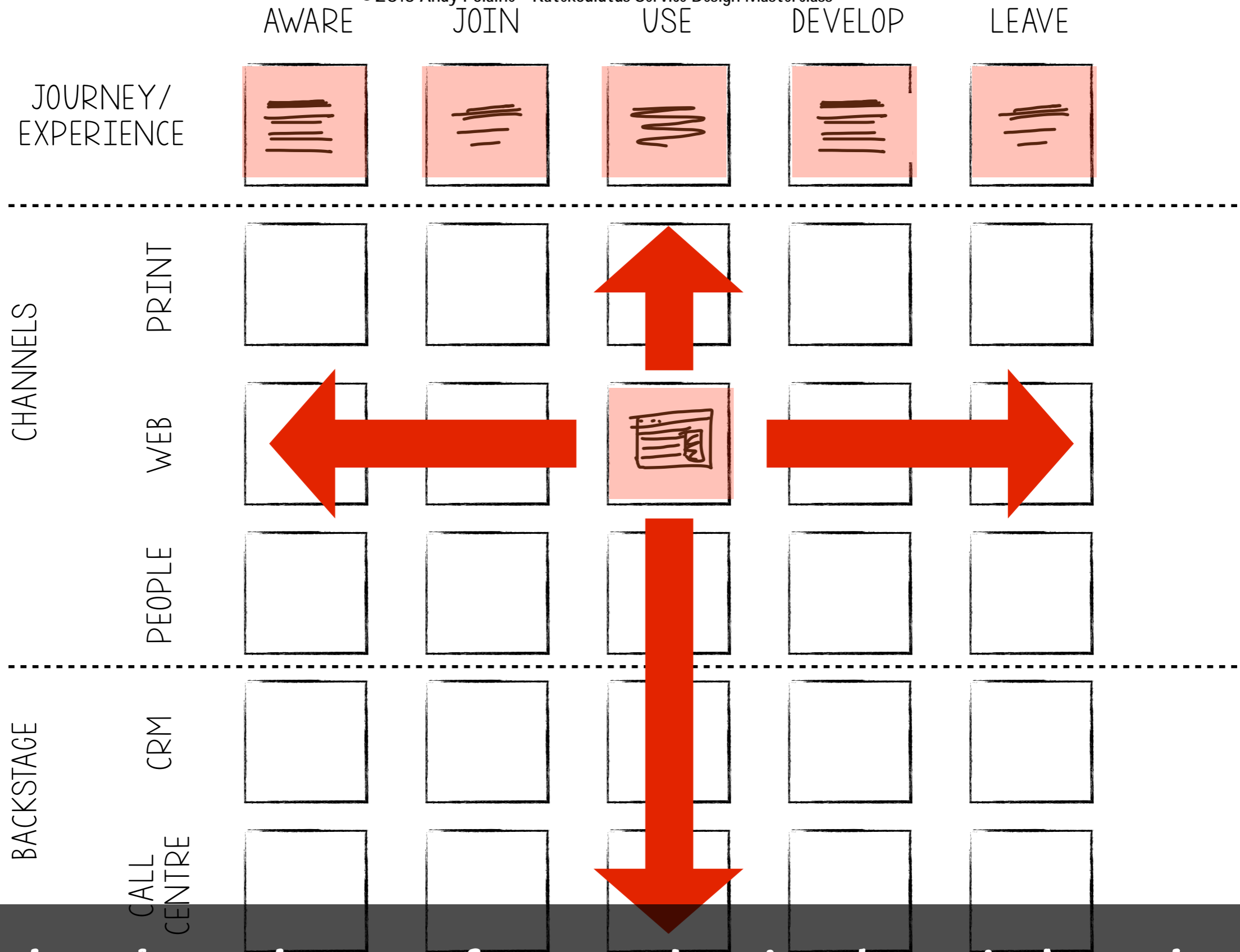
client logo

		Aware	Join	Use	Develop	Leave
User	Step	Write an overall <i>Statement</i> for the user experience of this phase. What should we aim for? What is this phase all about?				
	Experience	Break the interactions into steps and describe each activity. "A quote from the user when we get this right."				
Channels	Face to face specification	Touchpoint title Either write a description of the touchpoint, or put an image/sketch here. Link				
	Print specification					
	Web specification	The homepage  View on-line				
	Phone specification					
	Mobile specification					
	Location specification					
Backstage processes	Customer Services	<ul style="list-style-type: none"> Describe in short what has to happen to support the user experience for this step. Listing actions by actions. 				
	IT-department	Action Brief description. Another action A few more details. Third action Described here.				
	Third party					

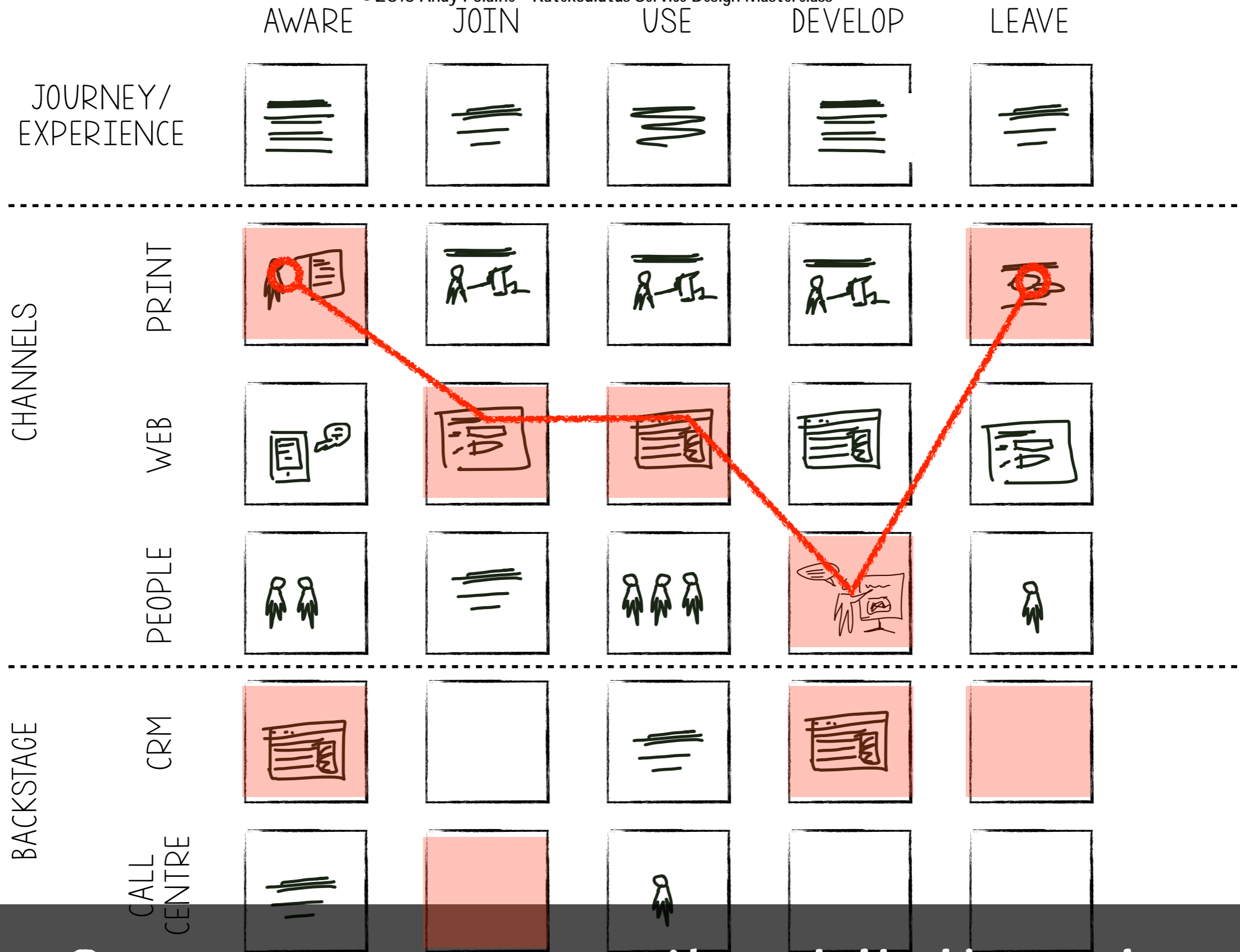
Make it as big as you need - A0 or A1 is good



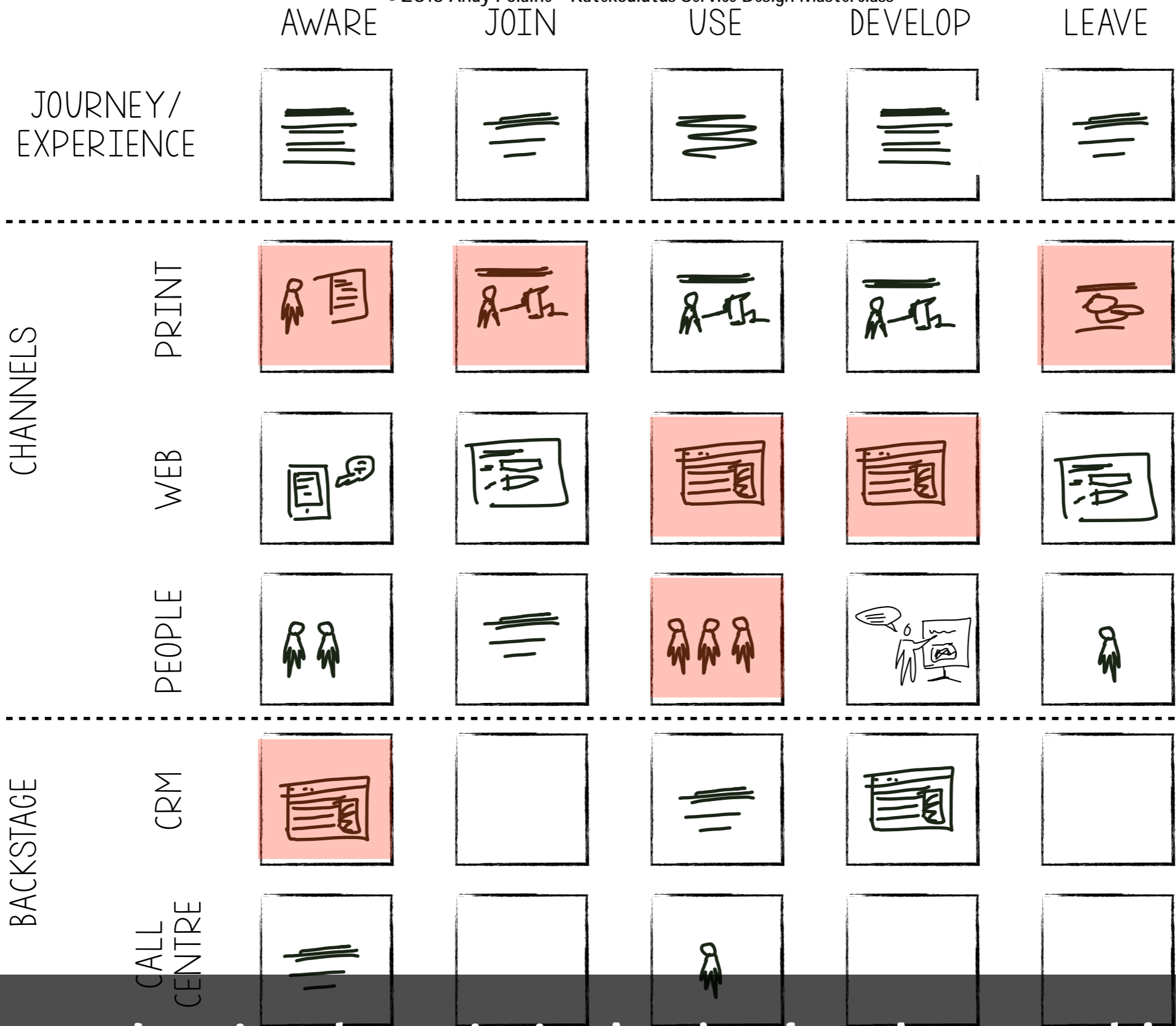
Start by defining the grid and the experience



Generative: brainstorming from one key touchpoint idea outwards



Or imagine a user journeys through the blueprint



Or choose key touchpoints to develop based on insights research

ACTIVITY 4 - BLUEPRINT GRID

1. Post up and initial basic grid.
2. Imagine a customer journey through your service. What are the key touchpoints they experience?
3. Sketch each touchpoint on a sticky note and place on grid.

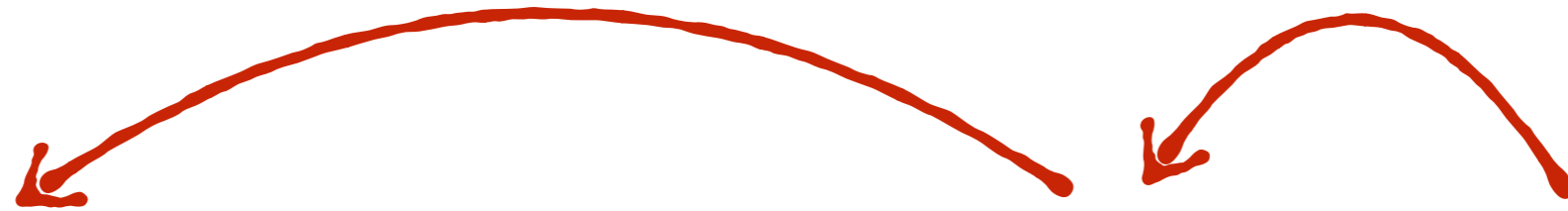
DAY 2

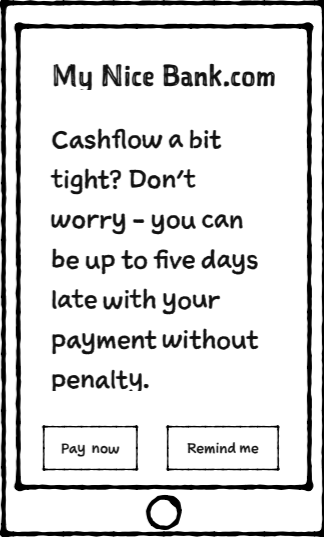
QUESTIONS?

CLARIFICATIONS?

**PART 5 -
DEVELOPING
THE SERVICE
PROPOSITION**

A QUICK RECAP



Evidence from activity	Insights	Opportunity/Idea	Brand Experience	Touchpoint design concept
"I was only a day late with my payment and they charged me \$20 fee. I pay \$120 a month already!"	People want to be treated fairly	Allow people- especially regular payers-a grace period.	"We understand people's lives are complicated and are there to help."	



Outside-in: Concepts & proposition align with insights & needs

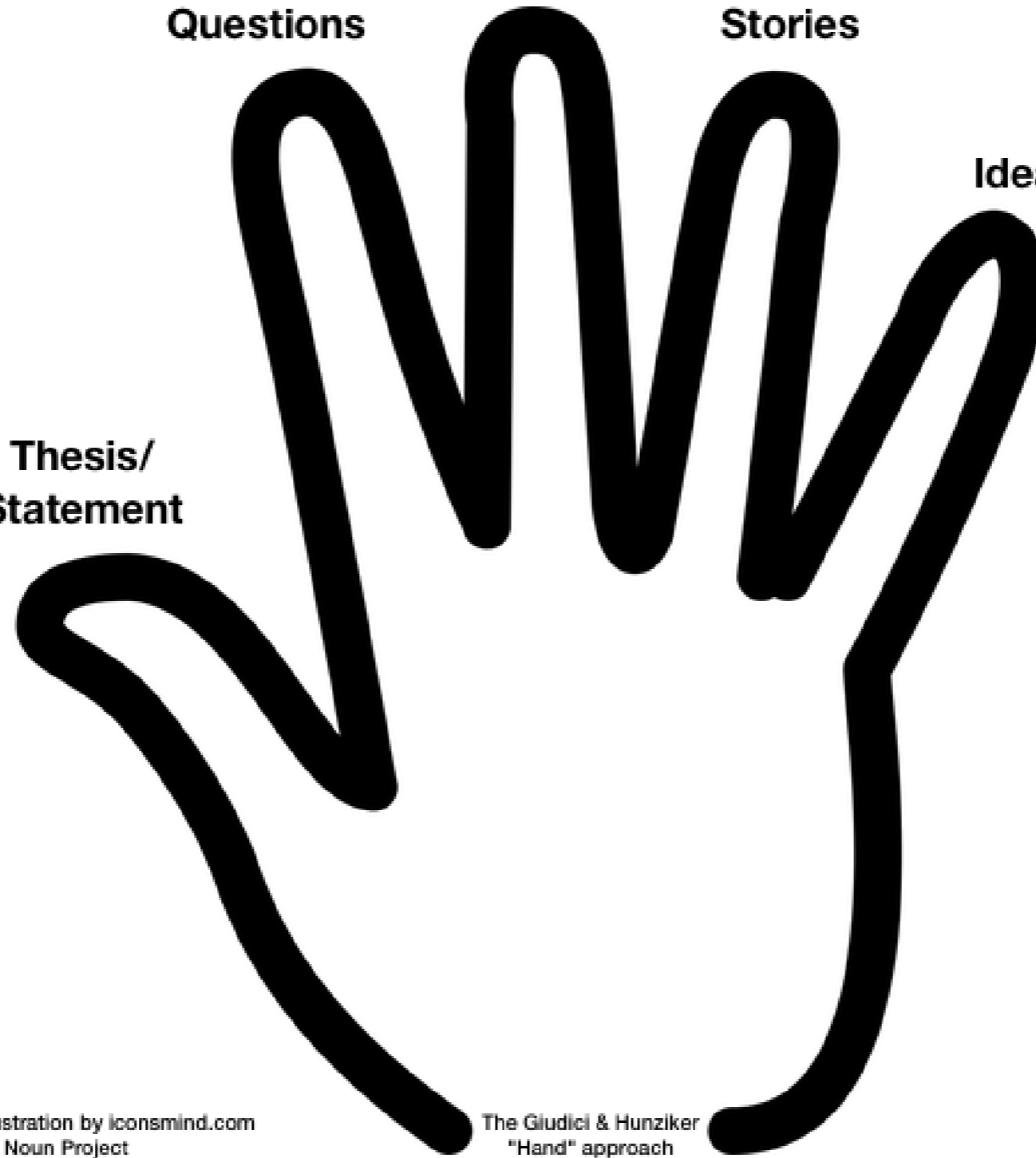
Facts

Questions

Stories

Idea

**Thesis/
Statement**



Hand illustration by iconsmind.com
from the Noun Project

The Giudici & Hunziker
"Hand" approach

The "Hand" Method



Decide upon and start with the experience you want to deliver

SUM UP YOUR
PROPOSITION IN
ONE SENTENCE

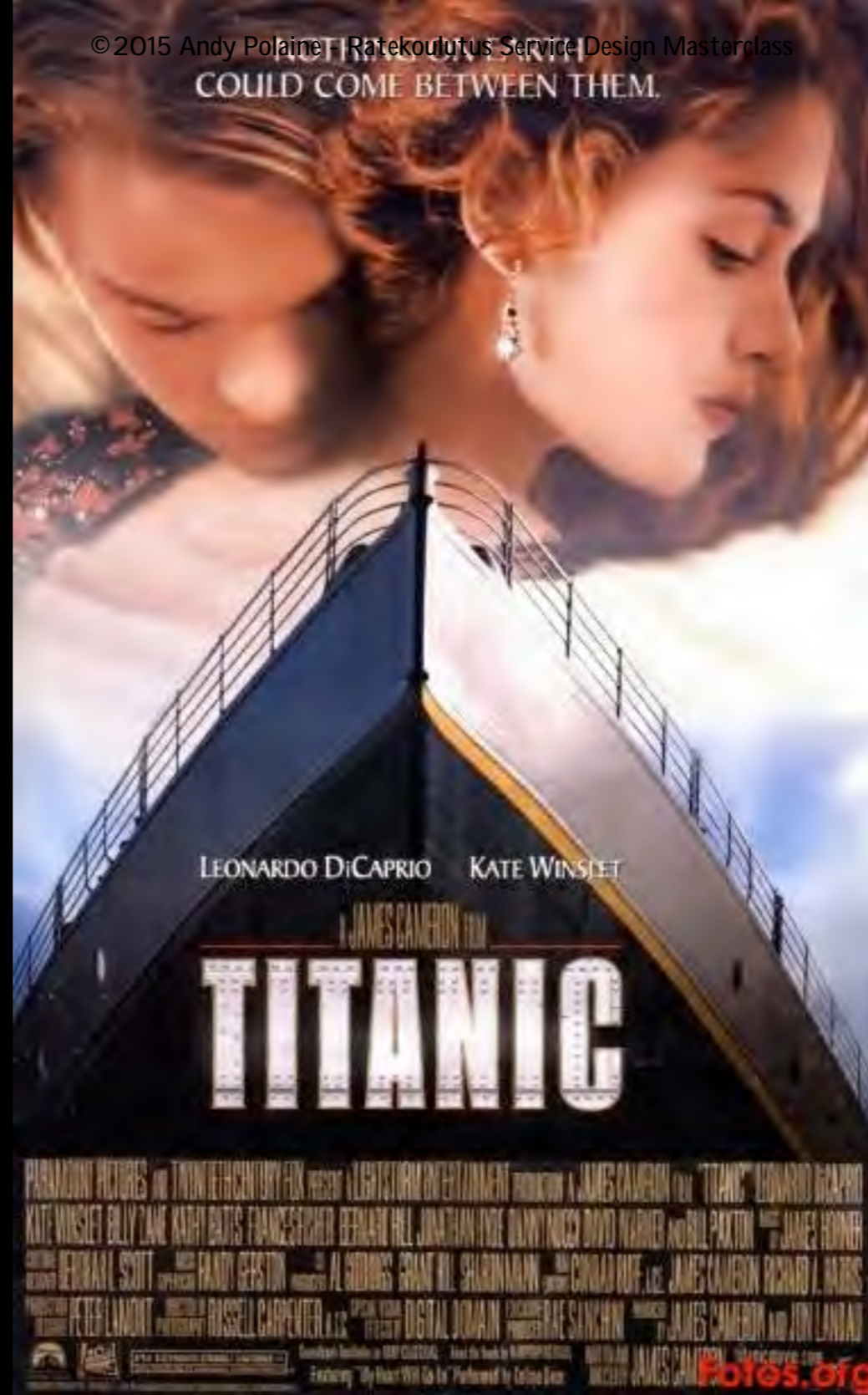
“A young man and woman from different social classes fall in love aboard an ill-fated voyage at sea.” - Titanic

“When a Roman general is betrayed and his family murdered by a corrupt prince, he comes to Rome as a gladiator to seek his revenge” - Gladiator

Or try some from my friend Sean Miller: <http://myscriptideas.tumblr.com>

Screenwriters do this very well with loglines

© 2015 Andy Polaine Ratekoulutus Service Design Masterclass
NOTHING ON EARTH
COULD COME BETWEEN THEM.



Add visuals to communicate the proposition

Trapped in time.
Surrounded by evil.
Low on gas.

ARMY *of* DARKNESS



Add visuals to communicate the proposition

Facebook in Three Acts:

1. A digital commons, upon which anyone who wishes may establish, free, his or her own personal “page.”
2. Each page owner determines who is permitted access to his or her page.
3. Thus creating a worldwide community of “friends” who can interact with other “friends” and communicate or share virtually anything they want.

- Do the Work by Steven Pressfield

Or go for a three-act structure

SELL ANYWHERE WITH SQUARE

GET A FREE CARD READER



SET UP IN MINUTES

1

Sign up and request your free
Square Reader.

2

Download the free Square
Register app.

3

Plug in your Square Reader
and start taking payments.

Square - proposition, 1, 2, 3, how

Find a place to stay.

Rent from people in 29,756 cities and 192 countries.

Where do you want to go? Check in Check out 1 Guest Search



Introducing
WISH LISTS

Discover, save, and share your favorite
Proposition, value, how, examples

Watch the video

Like 1.2k

Rent a car

Rent out your car

Follow @whipcar

Rent cars from real people in your neighbourhood



Find a car in...

Search...



As featured in:



How it works



1 See what you could drive

Find the perfect car for your trip. Search by location, price, make and model.



2 Book a time

Tell the car owner when you need the car. Owners also like to know a bit about your trip.



3 Pick up your WhipCar

Collect the keys in person at a time that suits you. Fully insured, with breakdown cover included.

[Find out more...](#)

Proposition, example, how



The best films – at the touch of a button.

Swisscom TV

From **CHF 0.- / month**

[Offers](#)

Now there's always something that you like.

With Swisscom TV what you want is always on. When you want. Wherever you want. Your favourite TV series, Live Sport Events, top film highlights, your holiday photos, news or the weather – Swisscom TV brings great entertainment to your TV, tablet, smartphone or computer.

Swisscom TV on PC, tablet and NATEL*



Current offers

[Go to all offers](#)

Swisscom TV light Starter package

- More than 60 TV channels (24 in HD)

CHF 0.- / month

[Order](#)

[Details](#)

Swisscom TV start Compact package

- More than 110 TV channels (29 in HD)
- Live Sport from CHF 5.50/Event
- 2500 top films on demand

CHF 14.- / month

[Order](#)

[Details](#)

Swisscom TV basic Basic package

- More than 200 TV channels (42 in HD)
- Live Sport from CHF 3.50/Event
- 2500 top films on demand
- Replay: 70 channels (now also in HD)

6 MONTHS FREE

CHF 21.- / month

[Order](#)

[Details](#)

Swisscom TV plus Complete package

- More than 200 TV channels (42 in HD)
- Live Sport from CHF 3.50/Event
- 2500 top films on demand
- Replay: 70 channels (now also in HD)
- Recording and Live Pause

6 MONTHS FREE

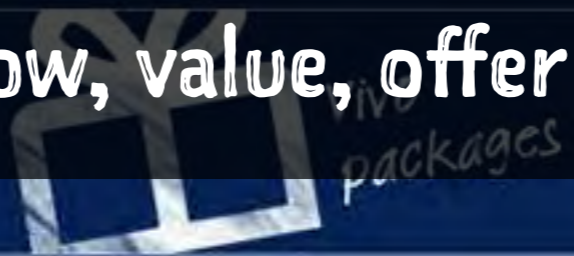
CHF 31.- / month

[Order](#)

[Details](#)

TV packages

Combine Swisscom TV with the Internet or other offers and benefit from additional services.



[Explore](#)

What & how, value, offer

- Angebote
- Entertain Comfort
- Entertain Premium
- Alles über Entertain Sat
- Geschwindigkeiten
- Alles über den IP-basierten Anschluss
- Unterhaltung
- Funktionen
- Geräte & Anschluss
- Hilfe & Infos
- Neu bei Entertain
- Verfügbarkeit prüfen

- Weitere Bestell- und Kontaktwege
- 0800 33 03000 kostenlos, 7 bis 24 Uhr
- Telekom Shops in Ihrer Nähe finden
- alle anzeigen
- Übrigens: 10 % nur bei Online-Bestellung

- Anmelden und sparen!
- Wir informieren Sie kostenlos über:
- ✓ Aktuelle Angebote & Schnäppchen
- ✓ Exklusive Online-Vorteile
- ✓ Brandneue Produkte & Aktionen
- Jetzt sparen

- Wechselangebote
- Beratung
- Hilfe & Service
- Newsletter
- Kontakt

Jetzt zur Telekom wechseln und sparen! Megaschnelles Surfen zum Aktionspreis und Fernsehen in HD.



Entertain Comfort **39,95 €**/Monat
 + VDSL 50 **0,- €**/Monat statt 10,-€ / Monat in den ersten 12 Monaten

= Entertain Comfort VDSL **39,95 €**/Monat

Fragen & Feedback

Webcode

Tarifauswahl

	TV über Satellit		TV über DSL	
	Entertain Sat	Entertain Comfort Sat	Entertain Comfort	Entertain Premium
		<small>in den ersten 24 Monaten</small>	<small>in den ersten 24 Monaten</small>	<small>in den ersten 24 Monaten</small>
monatlich	39,95 €	statt 44,95 € 39,95 €	statt 44,95 € 39,95 €	statt 49,95 € 44,95 €
12 Monate 10% sparen!	abzgl. 10% bei Online-Bestellung	abzgl. 10% bei Online-Bestellung	abzgl. 10% bei Online-Bestellung	abzgl. 10% bei Online-Bestellung
Meistverkauftes Produkt				
Anschlussstyp	IP	IP	IP	IP
Fernsehen				
TV-Kanäle	Mehr als 280 TV-Sender über ASTRA 19,2" Ost, davon über 50 in HD	Mehr als 280 TV-Sender über ASTRA 19,2" Ost, davon über 50 in HD	bis zu 140	bis zu 140
TV-Archiv	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Zeitsetztes Fernsehen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Zugang zu Videoload	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Programm Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HD-fähig	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3D-fähig	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Big TV (optional)	-	19,95 €	19,95 €	19,95 €
TV-Paket Film (optional)	-	4,95 €	4,95 €	<input checked="" type="checkbox"/>
HD-Paket (optional)	-	In den ersten 3 Monaten kostenfrei für Neukunden	In den ersten 3 Monaten kostenfrei für Neukunden	In den ersten 3 Monaten kostenfrei für Neukunden
HD Start (optional)	-	4,95 €	4,95 €	4,95 €
HD+ (HD-Sender)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Mediacenter	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Internet				
Geschwindigkeit	bis zu 16 MBit/s	bis zu 16 MBit/s	bis zu 16 MBit/s	bis zu 16 MBit/s
Internet Flat	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
VDSL & Glasfaser				
VDSL 25 (optional)	-	5,- €	5,- €	5,- €
VDSL 50 (optional)	-	5,- €	5,- €	5,- €
Fiber 100 (optional)	-	-	20,- €	20,- €

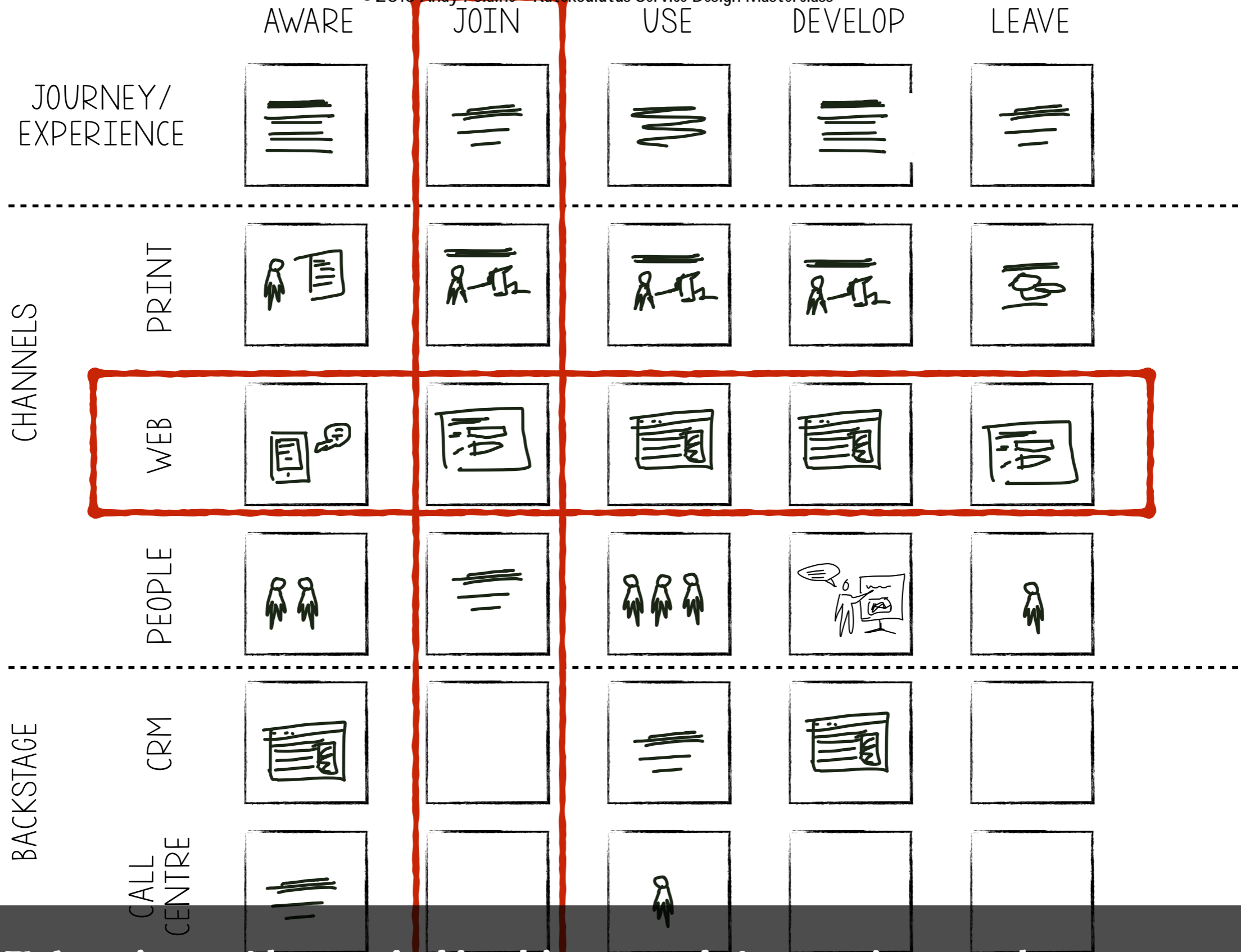
https://www.telekom.de/is-bin/INTERSHOP.enfinity/WFS/EKI-PK-Site/de_DE/-/EUR/ViewCategoryTheme-Start?KeywordPath=katalog%2Fentertain%2Fangebote&vpnr=TP7SYSTELELA0002

Huh? (And what about that URL?)

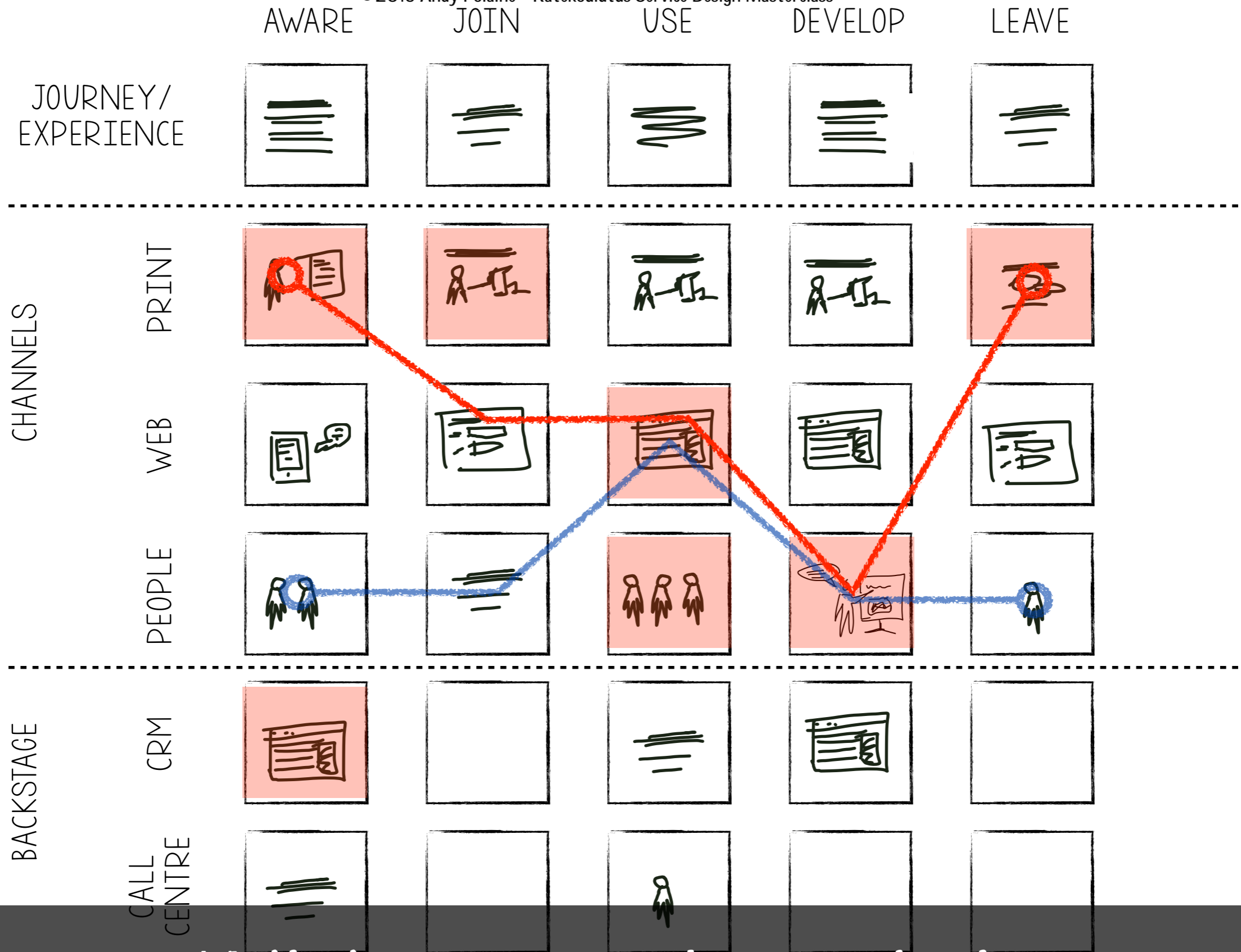
ACTIVITY 5 - DEVELOP THE PROPOSITION

- What is your core service activity? What kind of experience should this service be?
- What elements are “the norm” but could be reimaged?
- What kind of experiences, services or paradigms could you borrow from another sector and apply here (e.g., what would be the Amazon.com or IKEA version of your service?)
- Generate your one-line logline and three key points

ITERATING FROM
CONCEPT TO
BLUEPRINT AND
BACK AGAIN



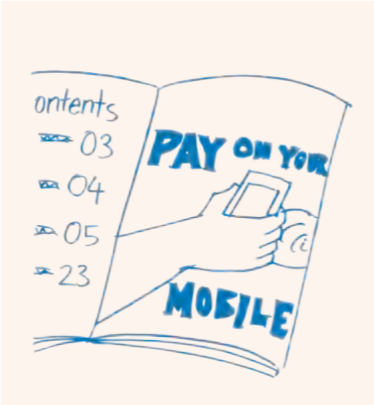
Take slices through the blueprint to analyse coherency



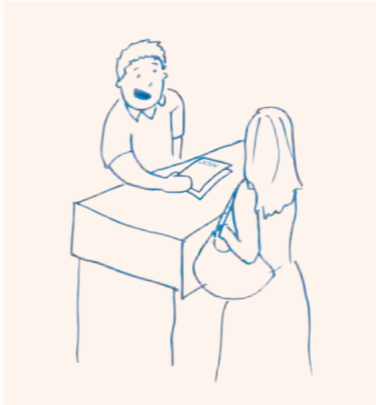
Multiple journeys can be mapped out

Journey Summary

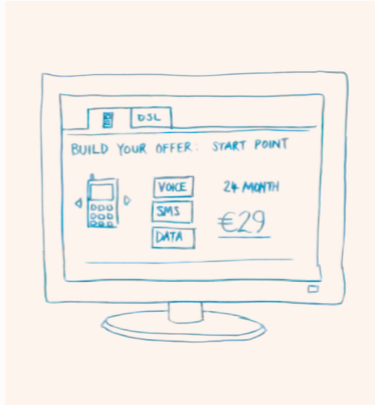
Aware



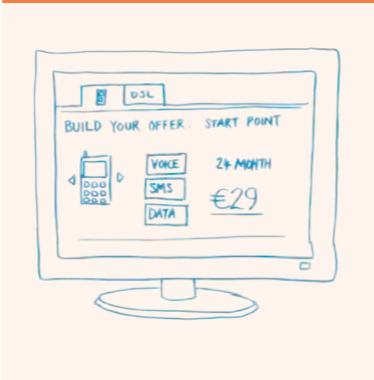
Join



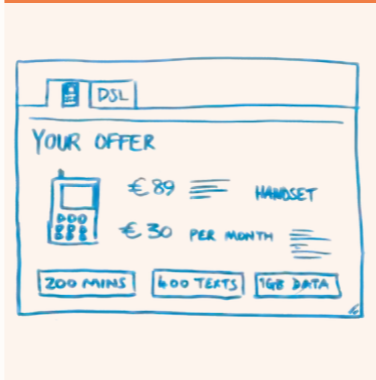
Use



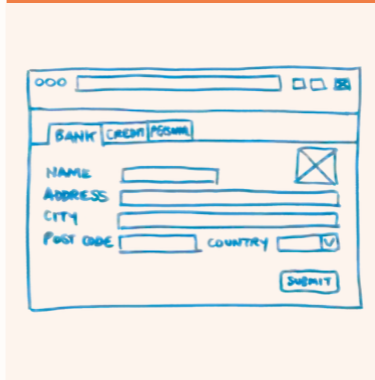
Use 2



Develop

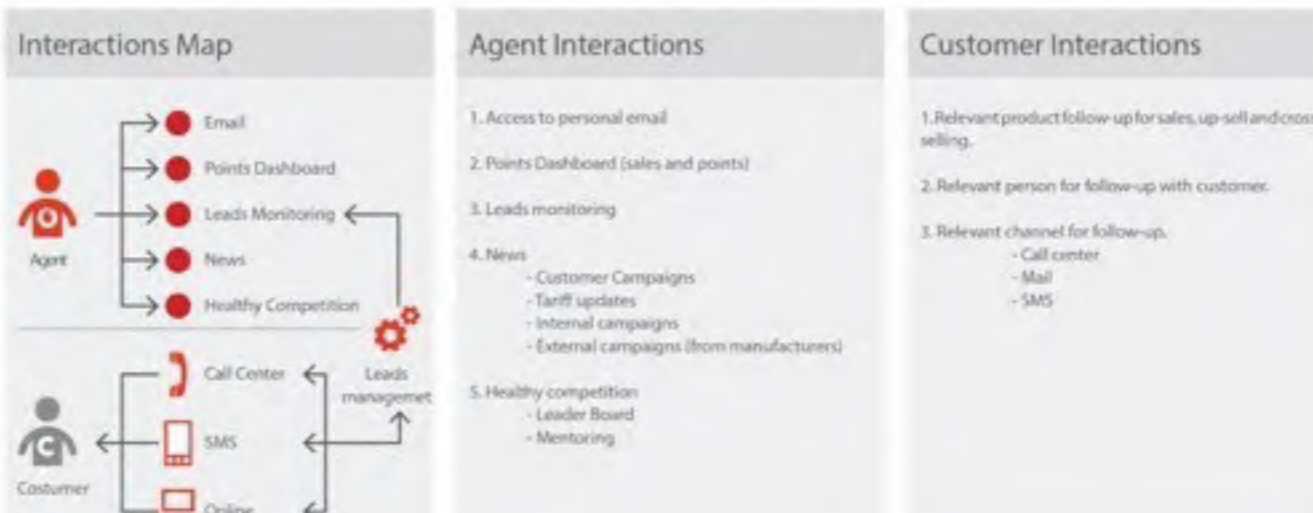


Leave



Break those journeys out as storyboards/summaries

Sales agents prepare for the day and understand how well they are doing against targets



Flags

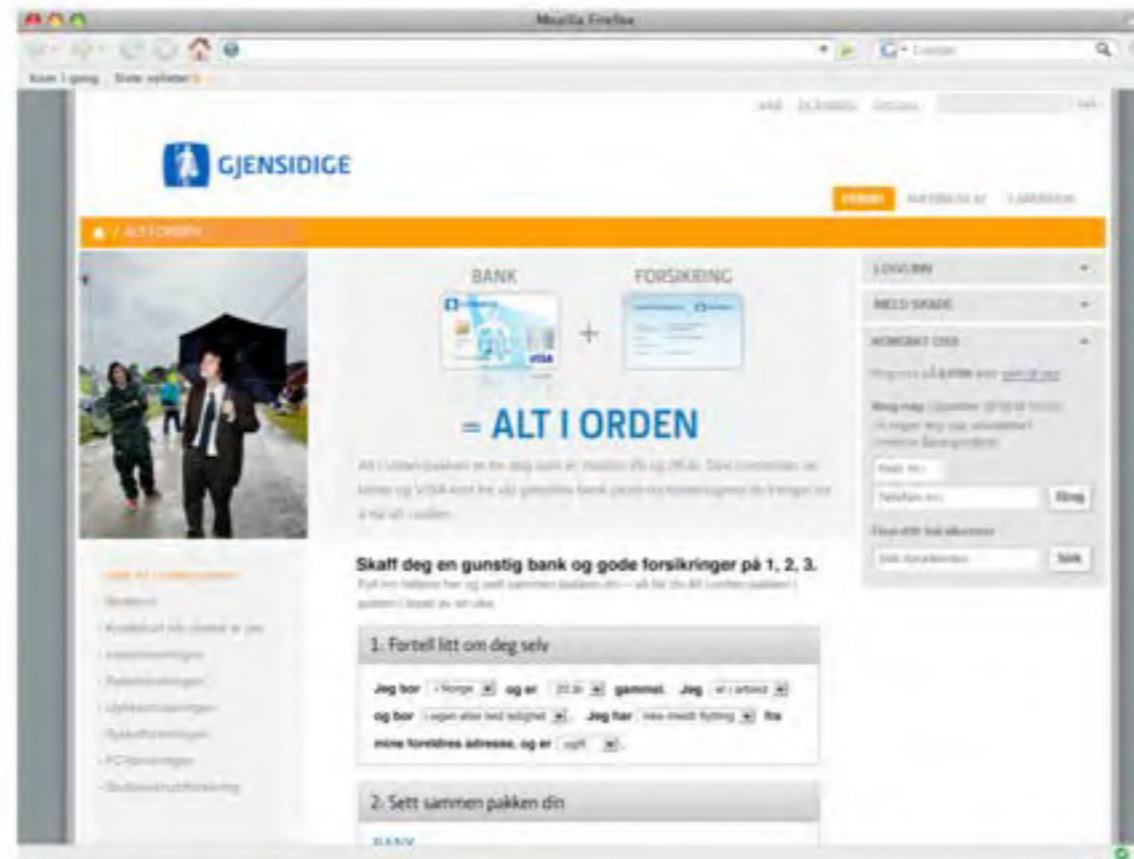
- 123 Transparent Individual Form
- 123 Leads Tracking

Phase/Step Summaries

Systems

- 123 Commissioning

2 Produktside og skjema



(se flere skjermbilder: [Flash steg 1](#), [Flash steg 2](#) og [hele siden](#))

BESKRIVELSE

Alt-i-orden er et nytt produkt og trenger en egen side som beskriver pakken og der man kan kjøpe pakken direkte.

FUNKSJONSKRAV

Produktet skal kunne kjøpes på nettet gjennom et skjema på denne siden – ikke gjennom kalkulatoren. Dette skjemaet er en Flash som ligger på selve produktsiden.

Skjema i Flash: ([Steg 1](#), [Steg 2](#))

- skal la kunden velge til og fra de dekninger som er valgfrie
- skal kalkulere og vise prisen dynamisk
- bør være i to steg, og be om kontaktinfo i steg 2 for at skjema ikke skal bli avskrekkende langt
- vise priser per år, men oppsummere totalen per måned

Opplysningene fra skjema skal sendes til EDB.

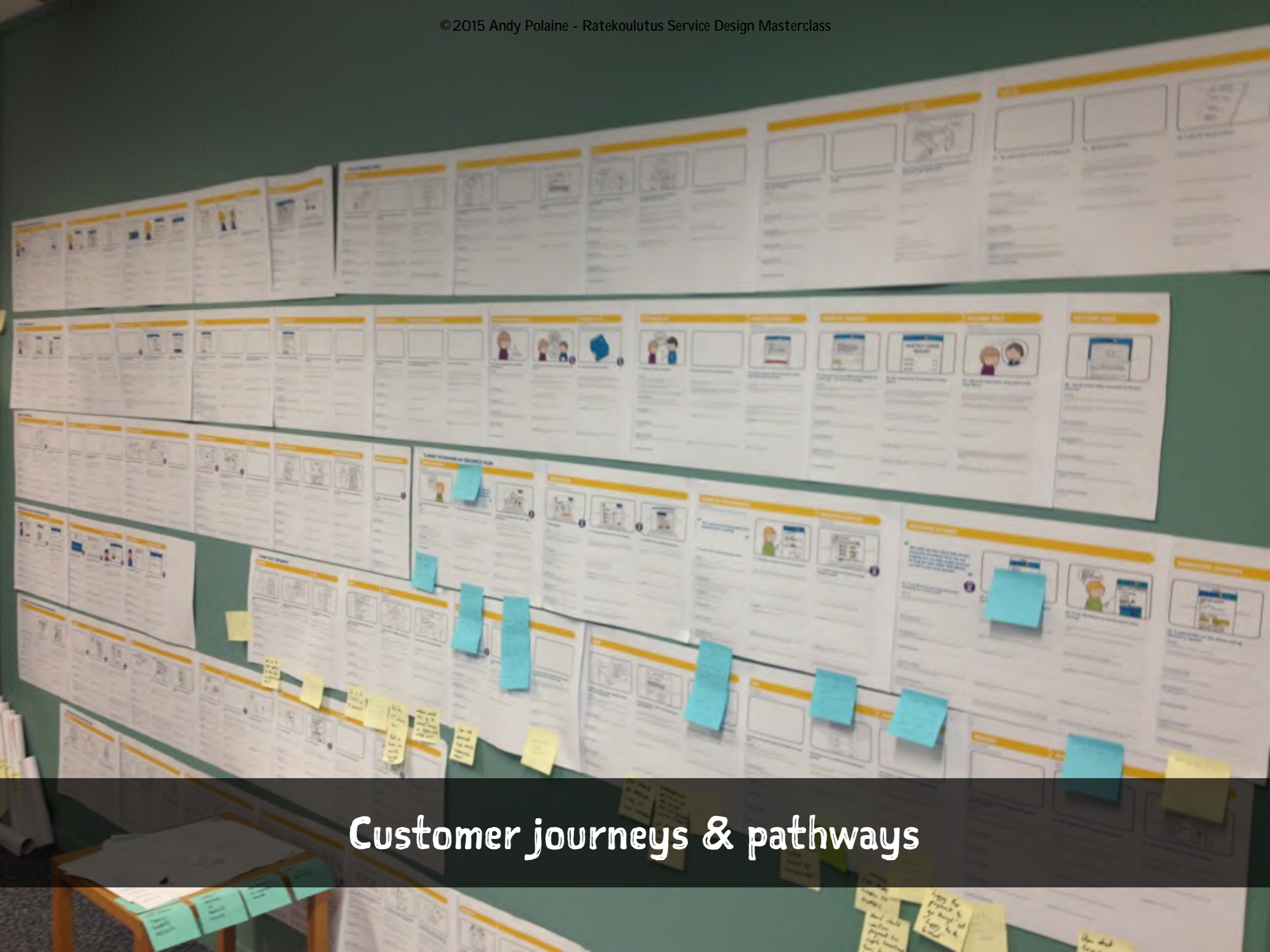
Ved mottatt bestilling skal EDB:

- registrere ny bankkunde
- sende opplysninger direkte inn i S2000 for å registrere ny forsikringskunde
- pakke reisekort og GO3 i pakken og sende den ut i PUM-konvolutt

Bestillingen fra gjensidige.no må merkes slik at

- EDB kan undertrykke ordinær utsendelse av GO3
- Gjensidige forsikring kan undertrykke utsendelse av ordinært reisekort fra S2000
- Kunder får internetrabatt

Design spec documents for individual touchpoints



Customer journeys & pathways

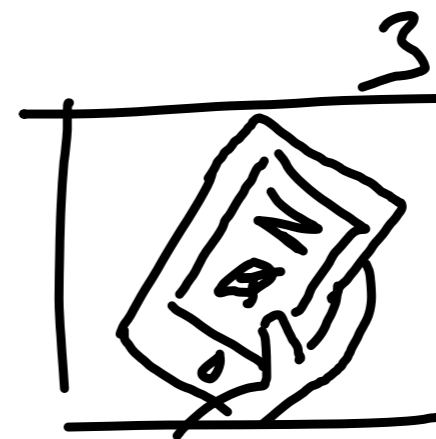
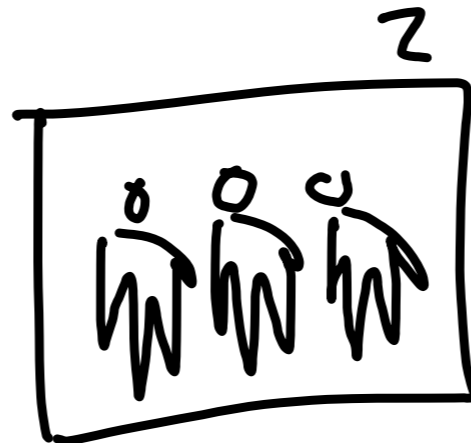
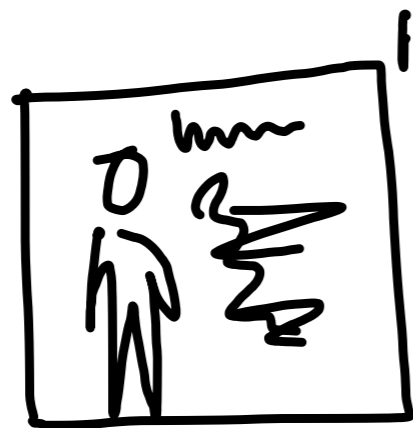
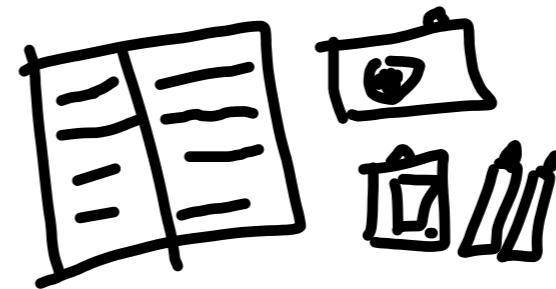
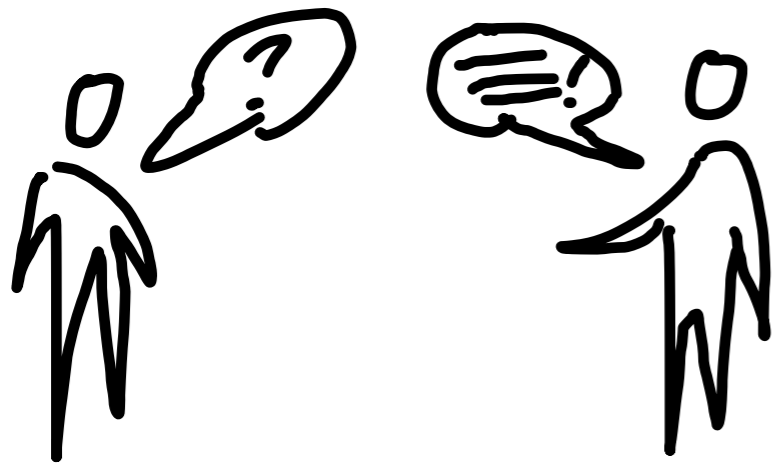
1. Do people understand the service—what the new service is or does?
2. Do people see the value of the service in their life?
3. Do people understand how to use it?
4. Which touchpoints are central to providing the service?

Four initial things to look for (usually in this order)

**PART 6 –
MAKING IT
TANGIBLE**

STORYBOARDING &
EXPERIENCE
PROTOTYPING

CRASH COURSE IN STORYBOARDING



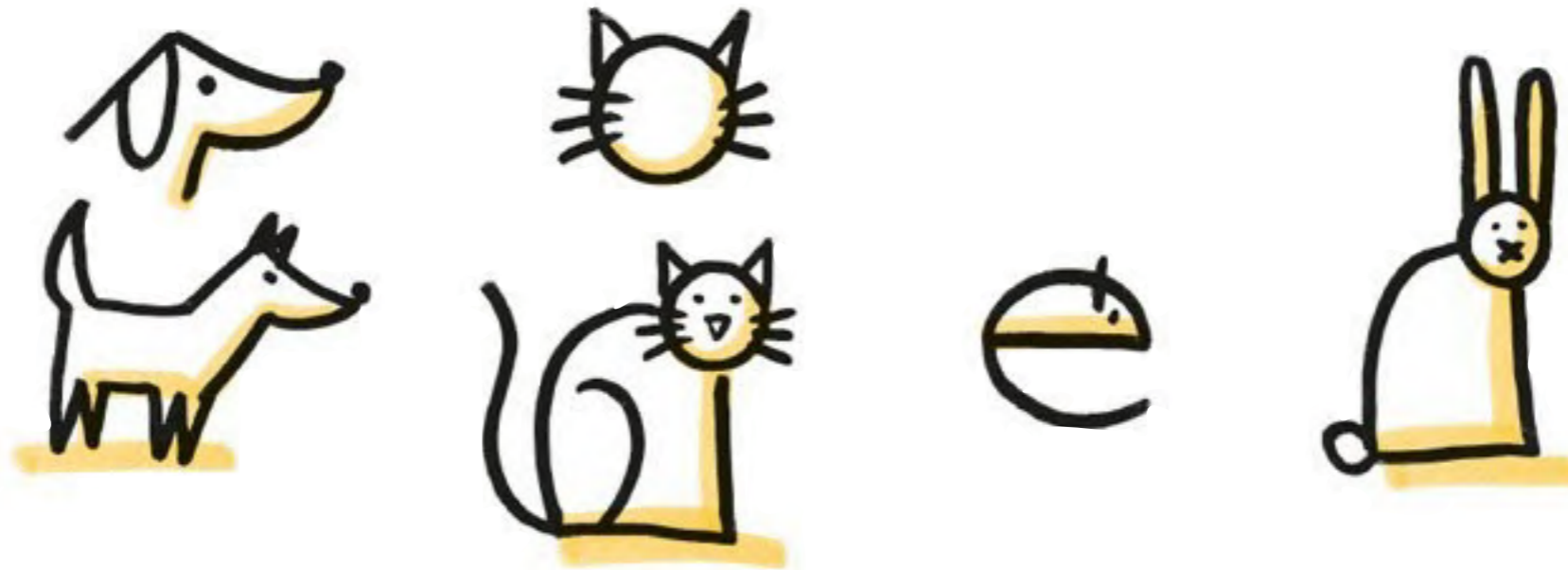
Drawing skills? If you can write, you can draw these.



02 Gegenstände
Objects

• Tiere
• animals

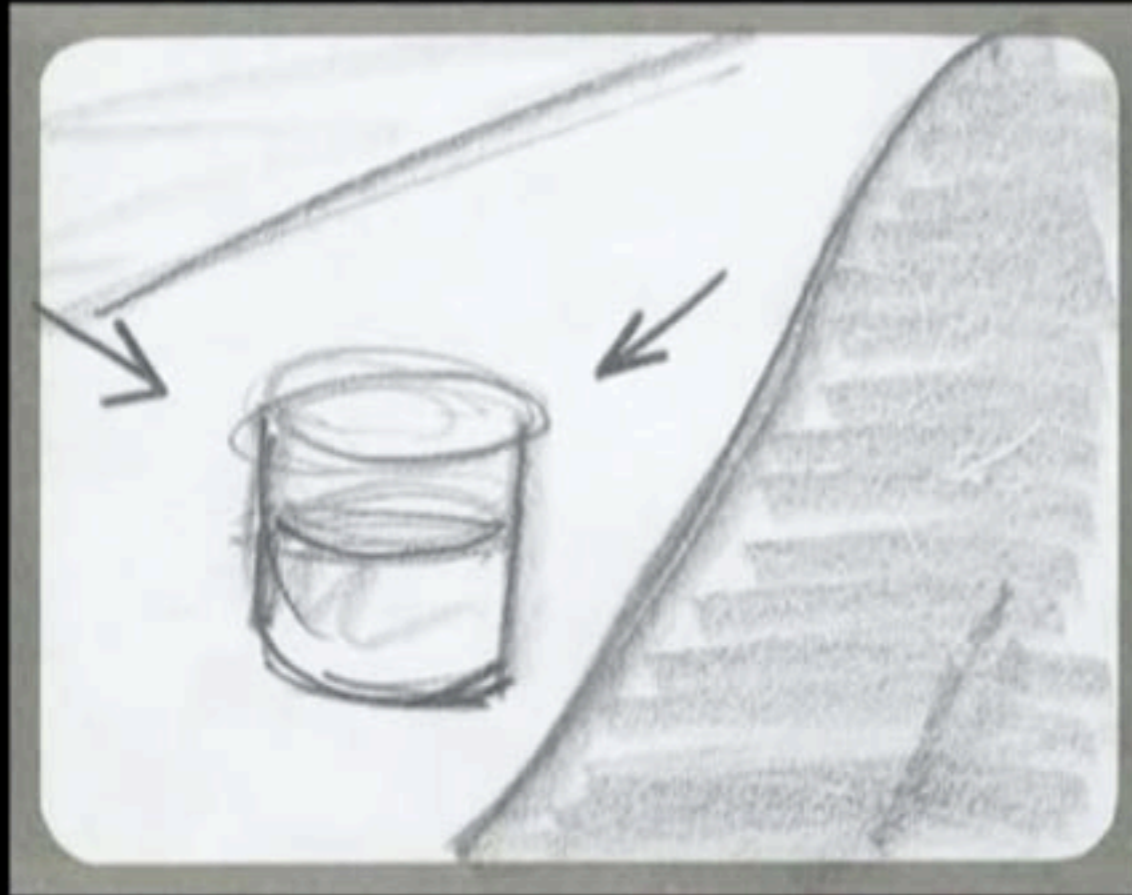
50



Try the Bikablo books



Martin Scorsese's storyboards for Taxi Driver



Martin Scorsese's storyboards for Taxi Driver

Project: _____



Keep it simple - pen and paper

Tools:

Sketch sheet

Title

.....

Description

.....

.....

.....

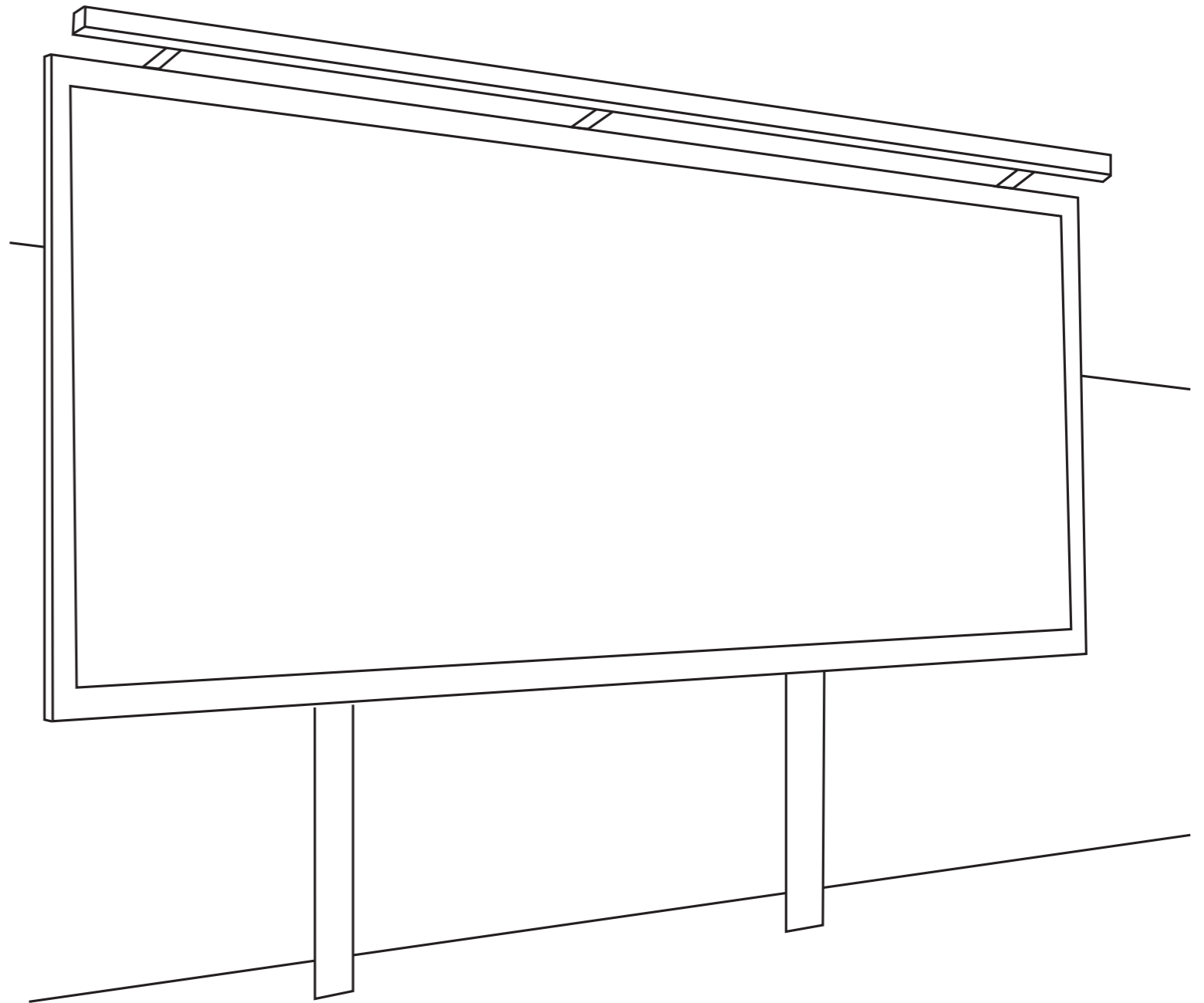
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live! Create some sketch sheets for storyboarding context quickly

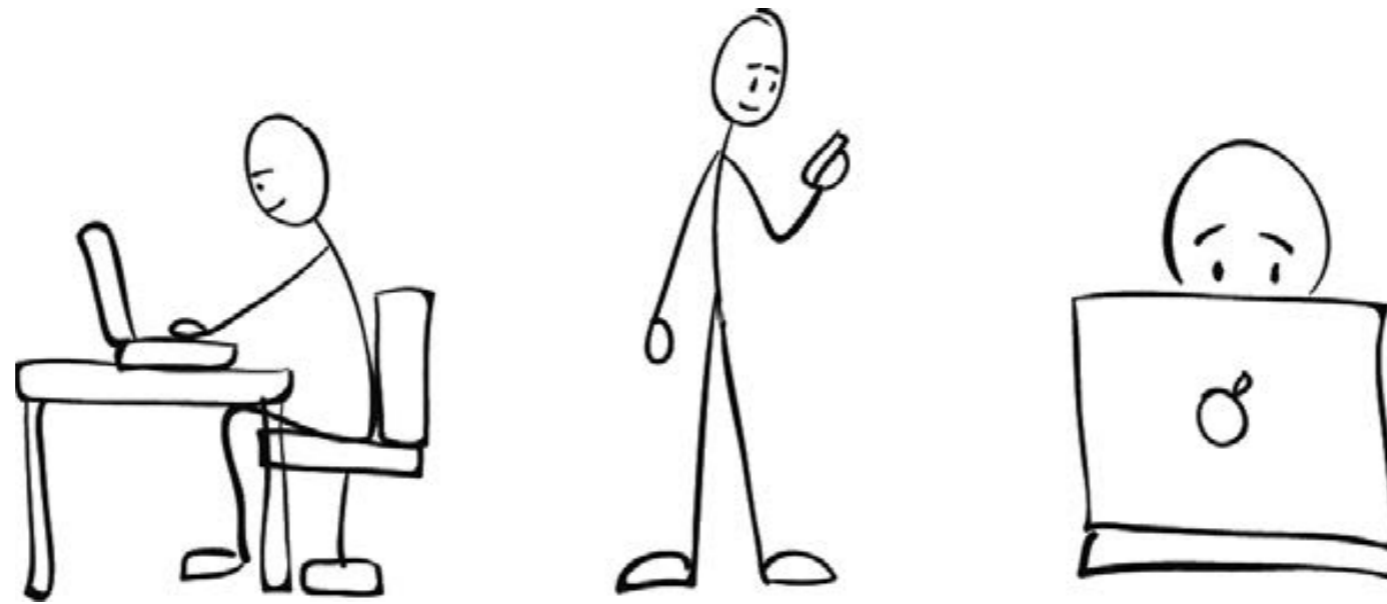


FIGURE 3.18

Almost anything can be represented with basic shapes.

Kevin Cheng – See What I Mean



FIGURE 6.14
The view of the coffee shop interior was high angle instead of low angle.



FIGURE 6.15
Comparing a close-up using point-of-view and one that doesn't.

Kevin Cheng – Use Variety

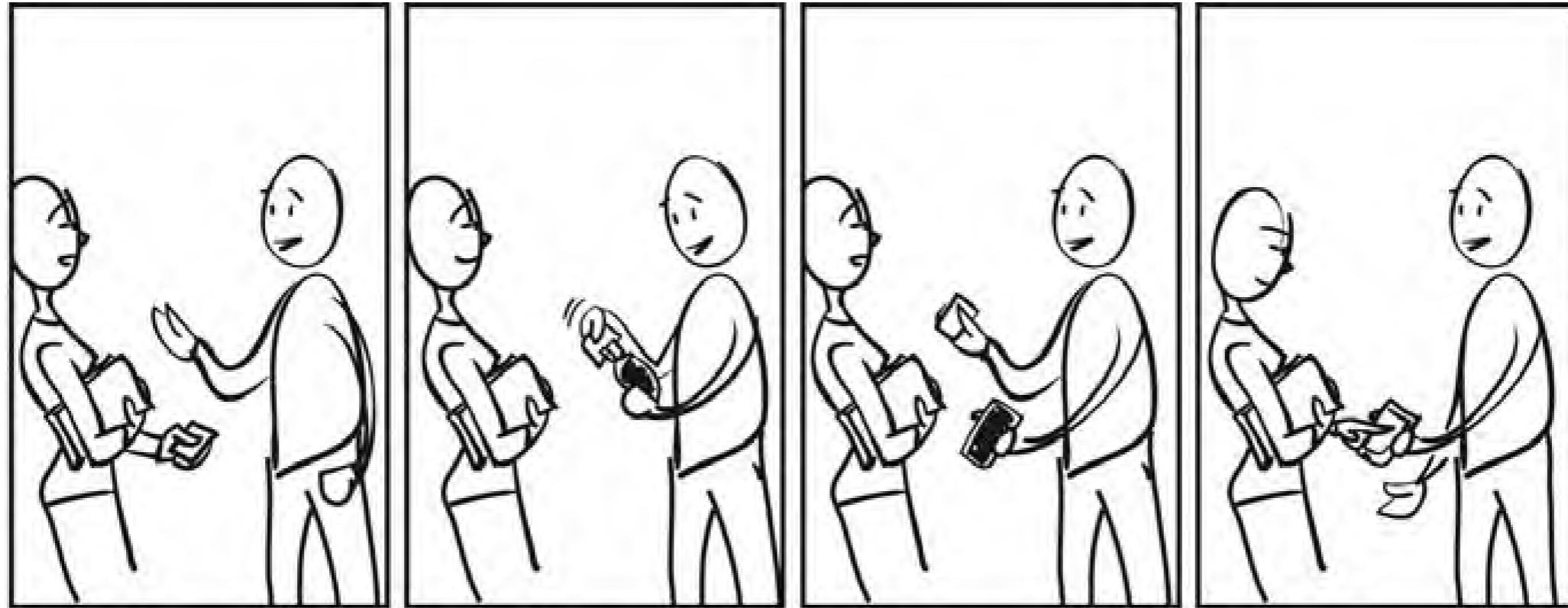


FIGURE 6.27
The step-by-step transaction.

Kevin Cheng – Editing down a sequence

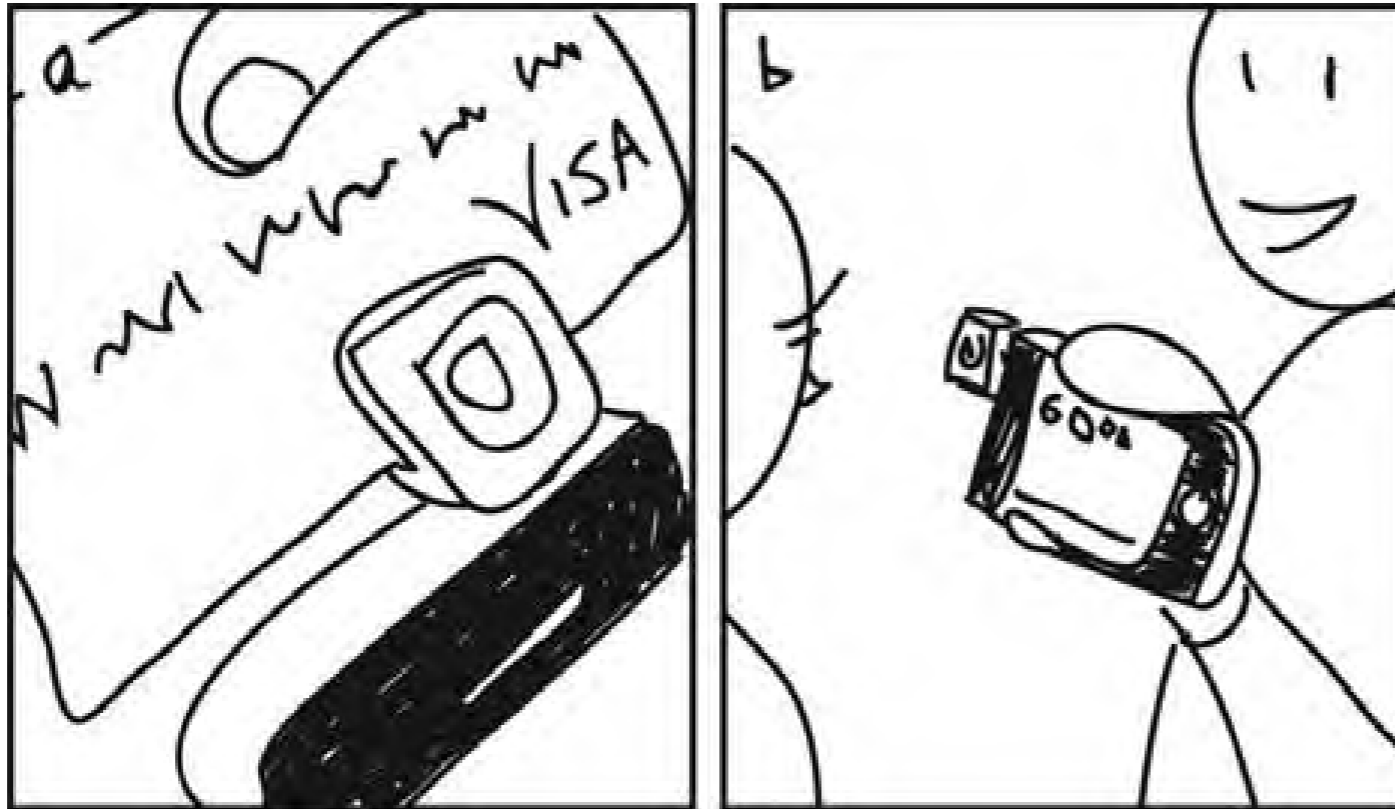
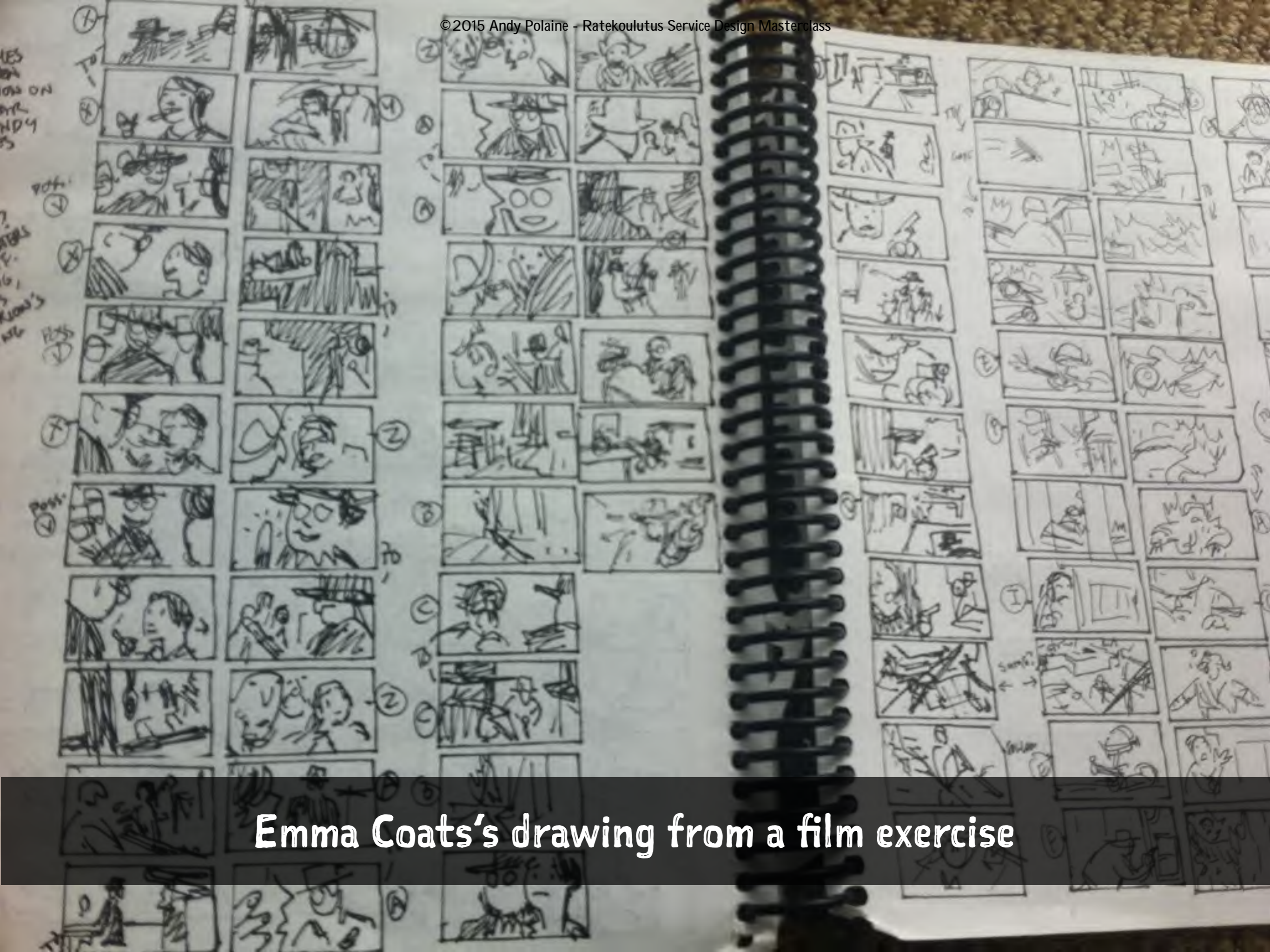


FIGURE 6.28
Cutting the transaction
scene down by half.

Kevin Cheng – Editing down a sequence



Emma Coats's drawing from a film exercise

1. Draw 20 thumbnail (ca. 2x3cm) boxes in your sketchbook
2. Watch the film sequence, freeze each edit
3. 20 seconds to sketch each frame

Exercise - Quickfire storyboarding

ITERATIVE
EXPERIENCE
PROTOTYPING

IDEATION

Finding the right design: Making things tangible quickly helps highlight problems with concepts and inspire new ideas.

EXPLAINING

Whether pitching to clients or explaining to customers and users, a storyboard or concept video can usually explain the complex simply.

TESTING

Making the design right: Tangible experience prototypes help work out what works and what does not and gives you answers to unknowns.

Why experience prototype and storyboard?

SKETCH

PROTOTYPE

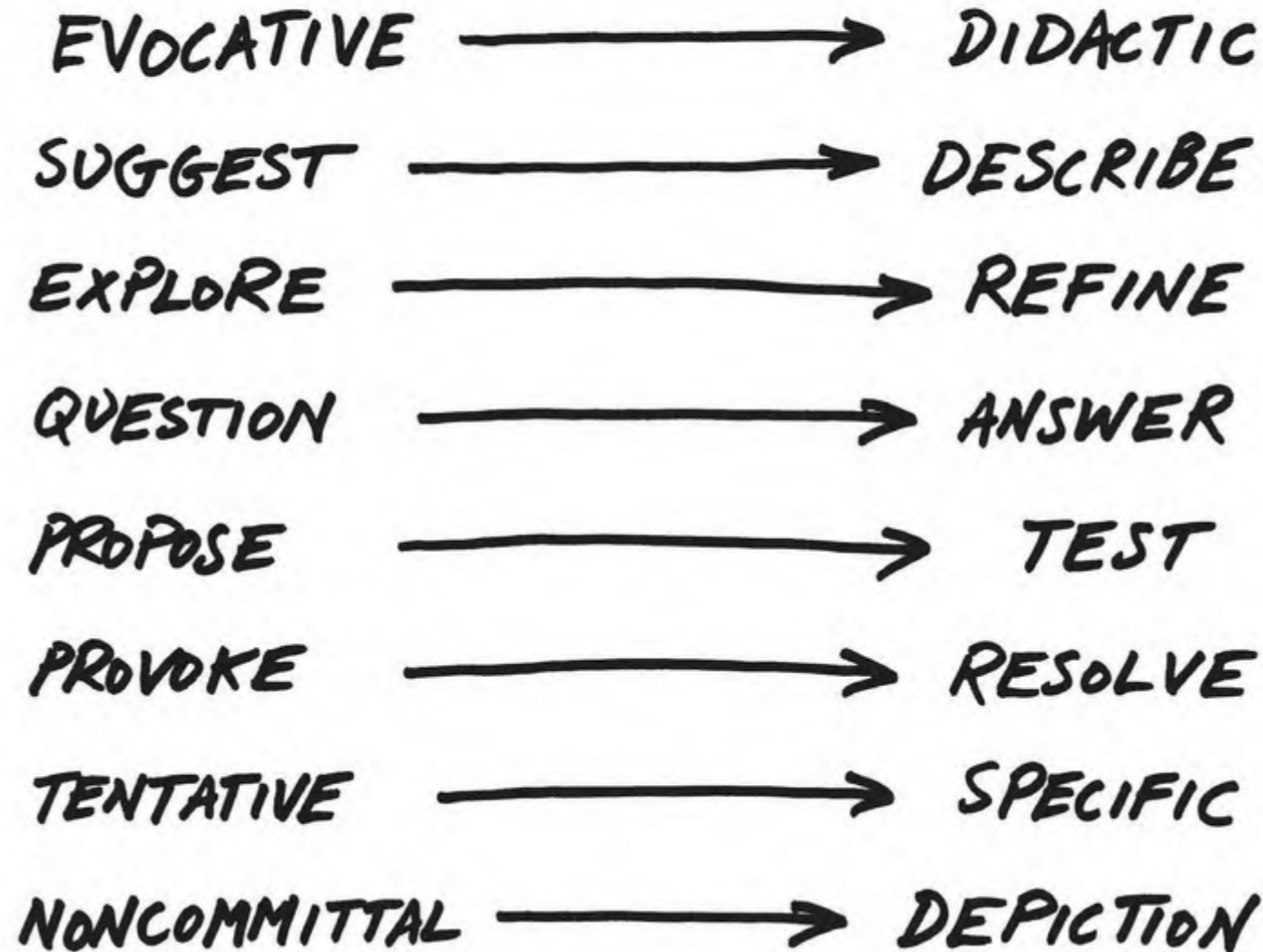


Figure 52: The Sketch to Prototype Continuum
The difference between the two is as much a contrast of purpose, or intent, as it is a contrast in form. The arrows emphasize that this is a continuum, not an either/or proposition.



Prototyping - the suspension of disbelief

Tools:

Sketch sheet

Title

.....

Description

.....

.....

.....

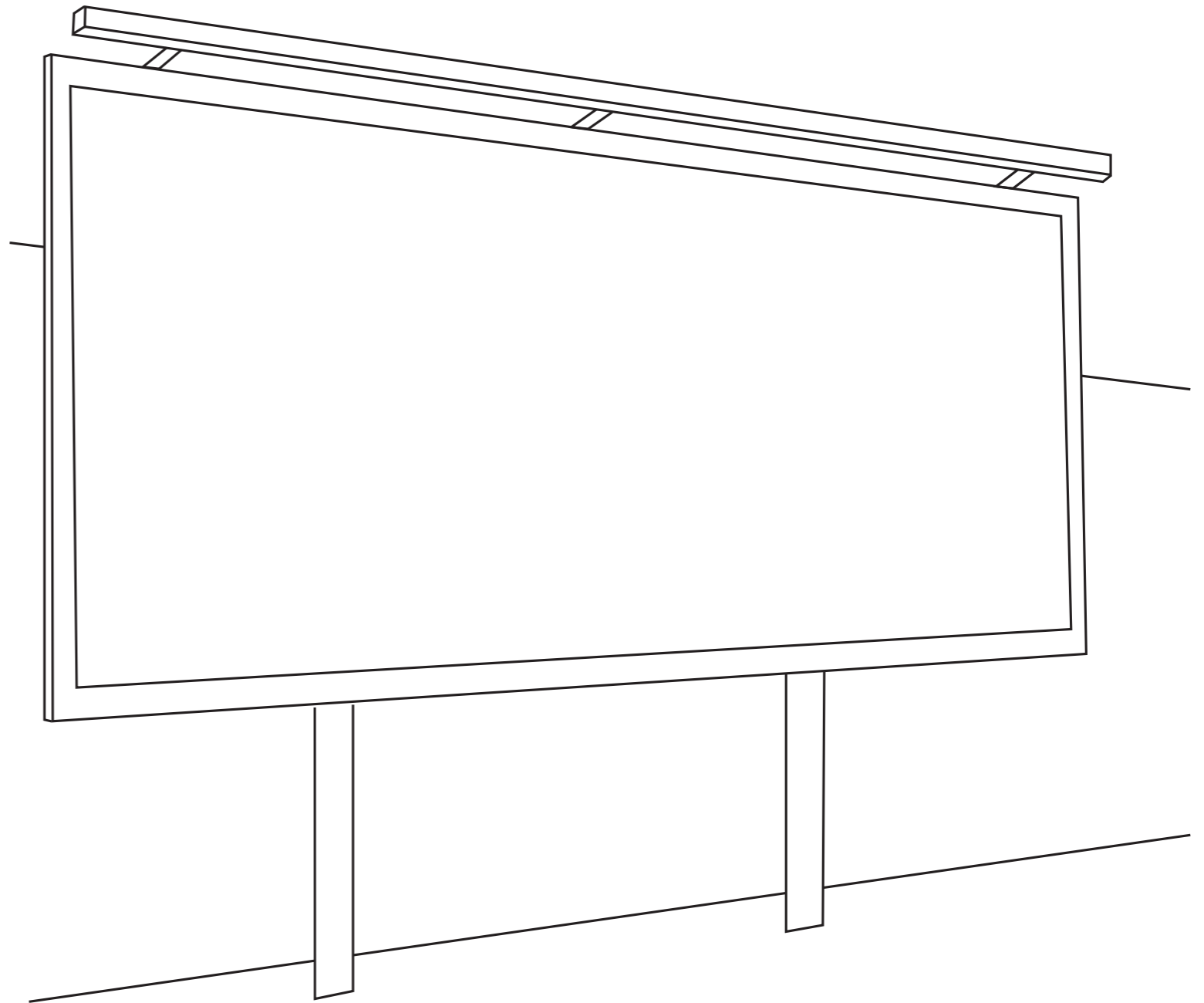
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http://www.url.com

Search



My great website

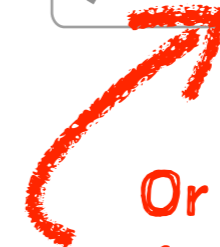
Here is how this thing works:

- Do this thing
- Then do that
- Then sign up here and pay me loads of money.

Do you need to test if people understand the content?



Or is your project all about searching data?



Or about creating feedback/rating mechanisms?

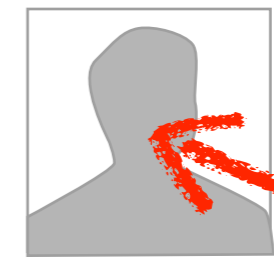


[Rate this service](#)

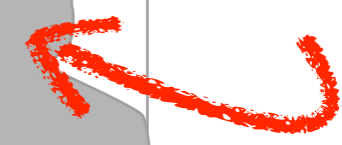


Aenean eu est. Etiam imperdiet turpis. Praesent nec augue. Curabitur ligula quam, rutrum id, tempor sed, consequat ac, dui. Vestibulum accumsan

Aenean eu est. Etiam imperdiet turpis. Praesent nec augue. Curabitur ligula quam, rutrum id, tempor sed, consequat



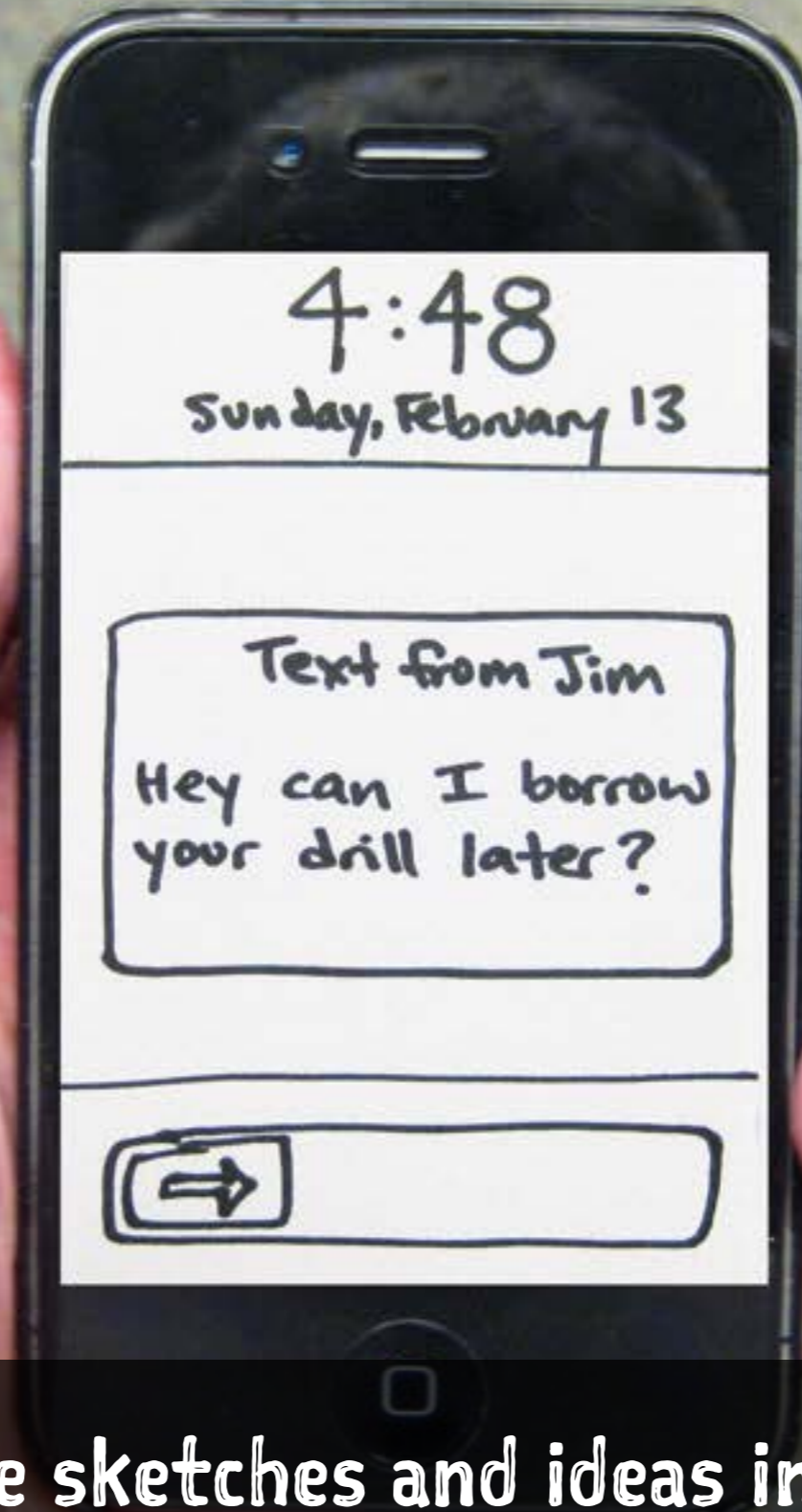
Or about community connections?



What don't you know? Prototype and test for that.



Design and prototype the interfaces



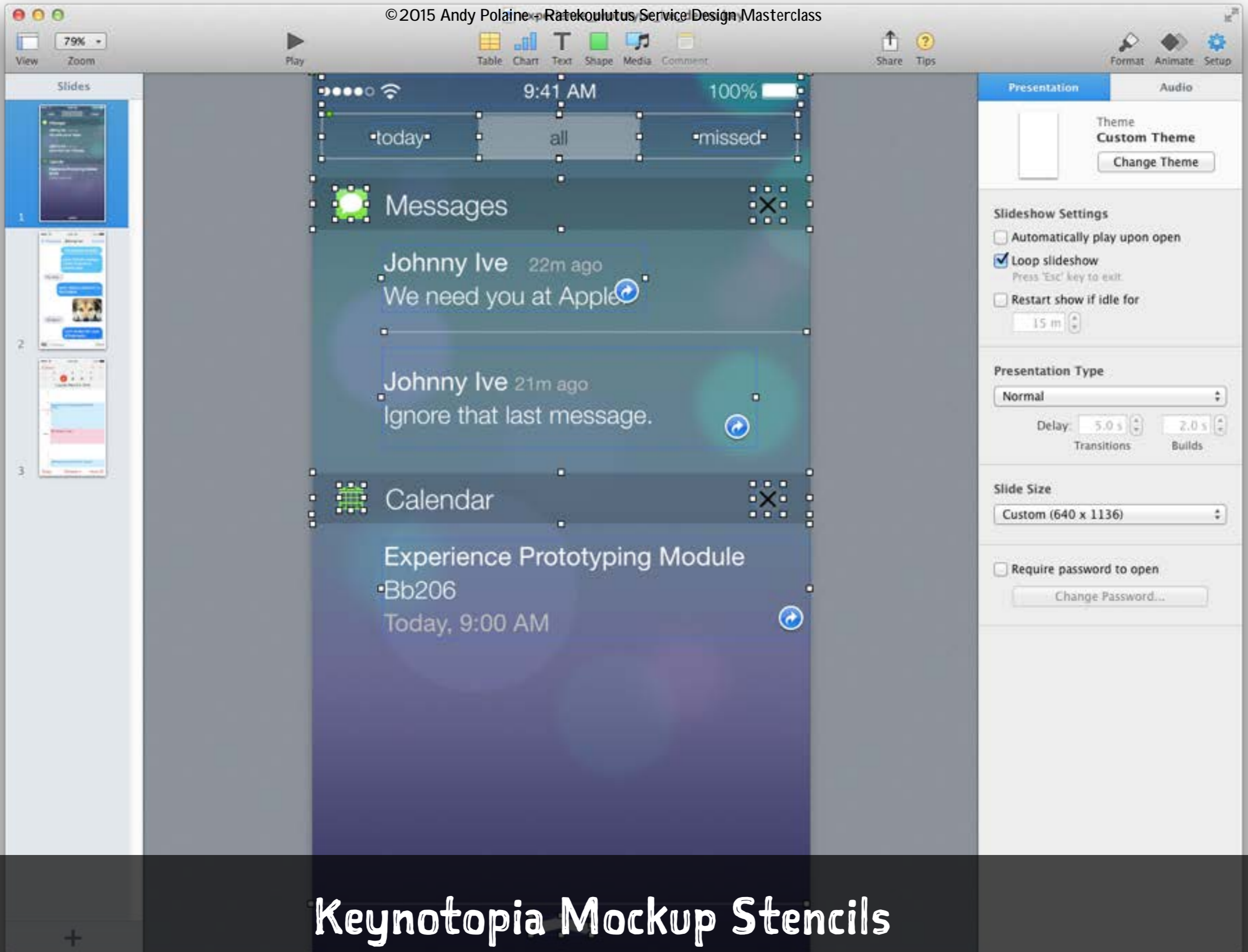
Place sketches and ideas in context



Keep some things rough enough at first



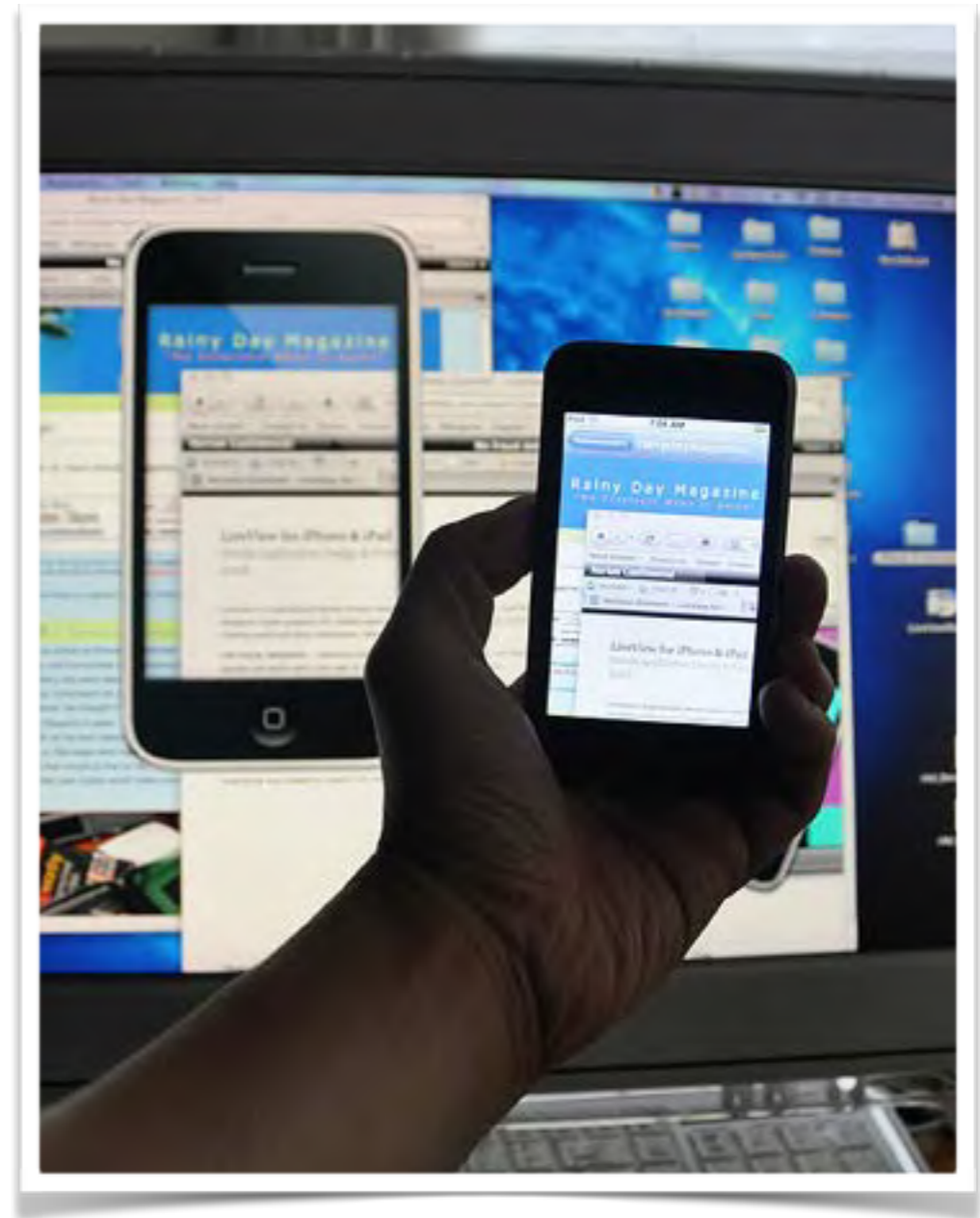
Rough prototypes in context, with people



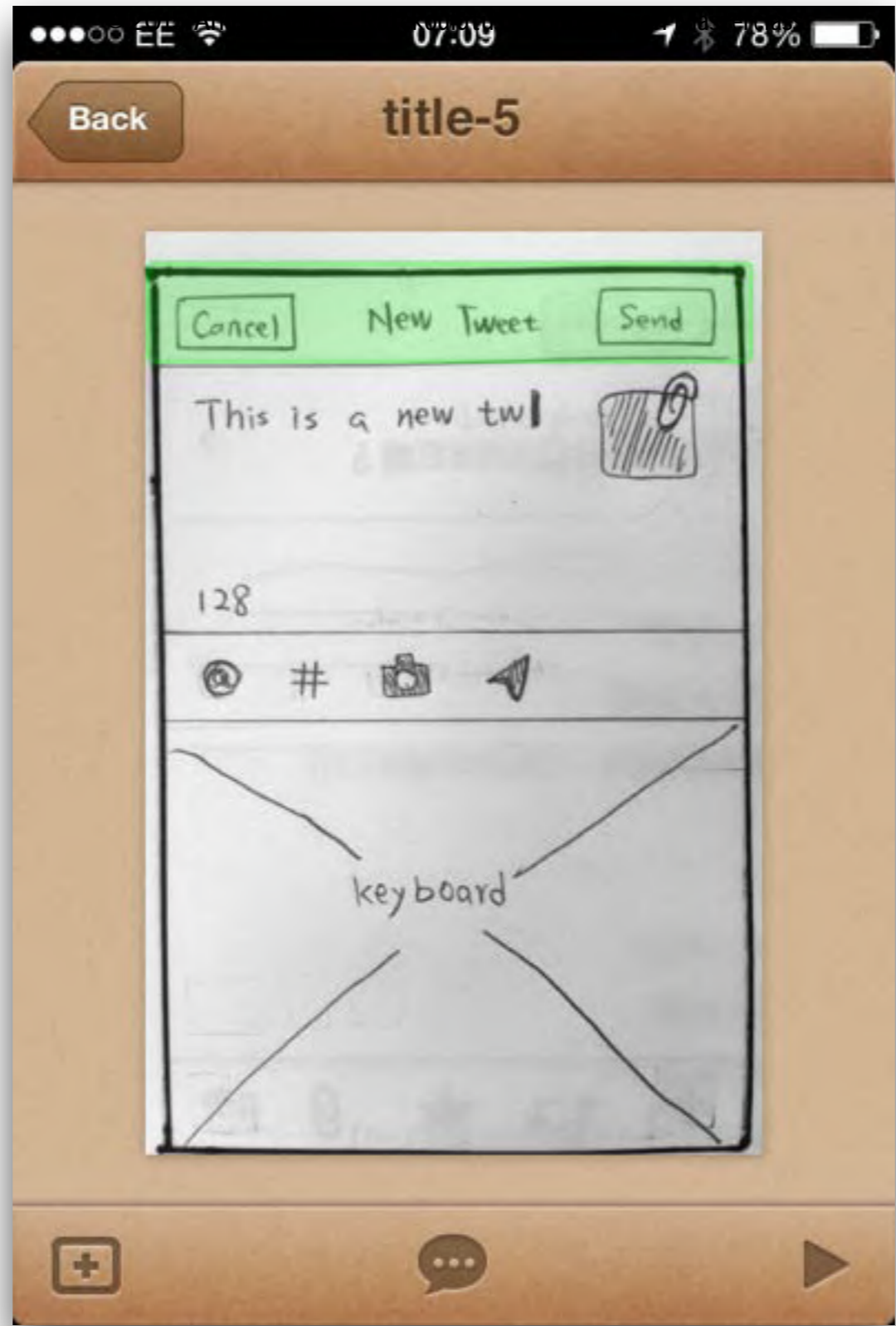
Keynotopia Mockup Stencils



Placeit



Liveview

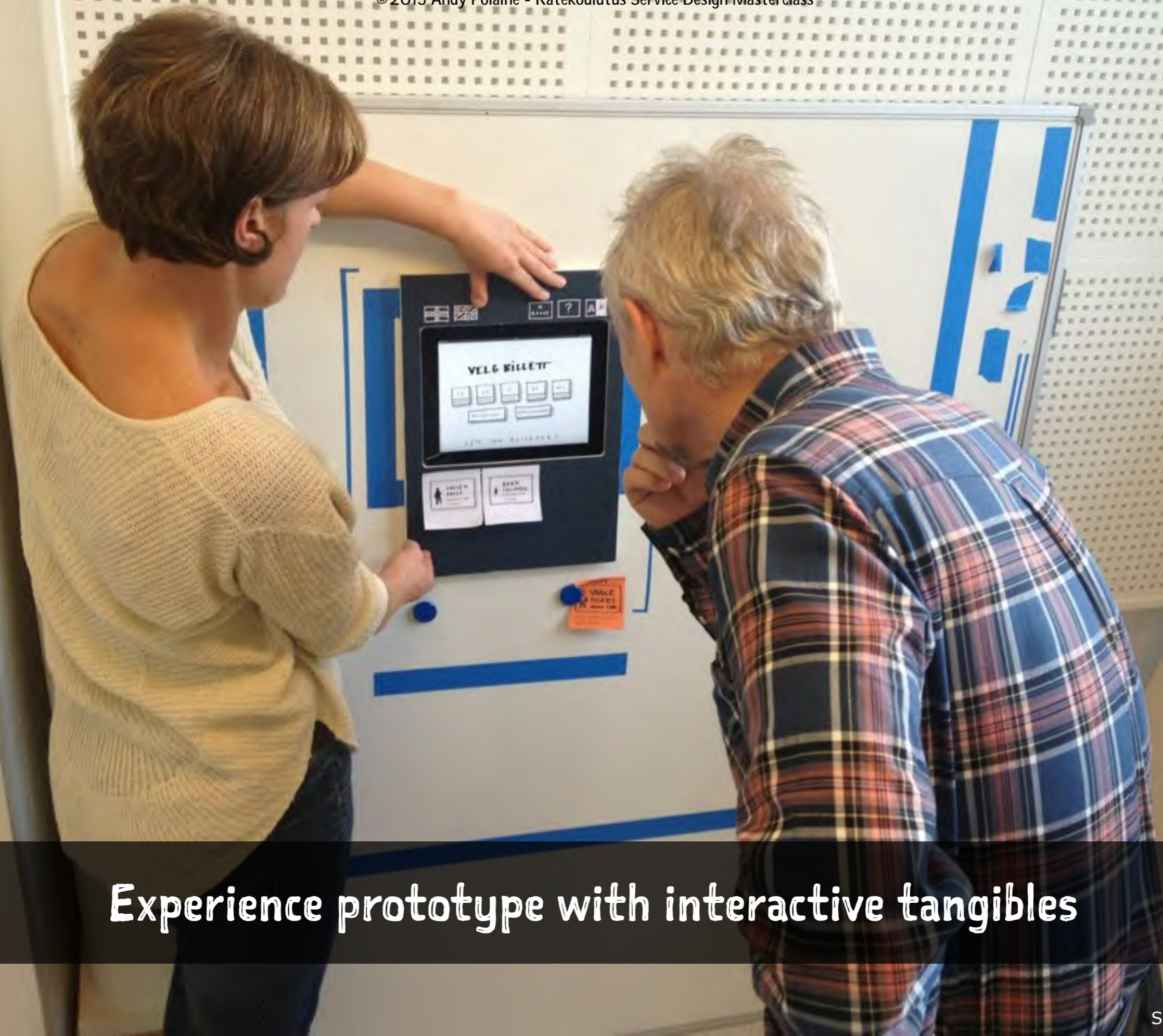


Pop App



Aufbewahrung des Tools im Medizinschrank

Experience prototype with more polished tangibles



Experience prototype with interactive tangibles



Experience prototype in situ

Carl Berners plass knutepunkt Interchange

Plattformer / Knutepunkt Interchange platform

Linjer / Lines

Reiserute / Reiserute

Byer / Cities

Carl Berners plass

T-banenettet og forbindelser
Metro network and connections

Avganger / Departures



Run pilot projects to bridge design, experience & business case

User journeys - what are the parts of the service to be acted out?

Touchpoint tangibles/props - the things the user will interact with & experience

People - users, service providers, etc.

Tools to document the prototype (cameras, laptop, etc. - things that are not props).

You need at least these four

- 1. Do people understand the service—what the new service is or does?**
- 2. Do people see the value of the service in their life?**
- 3. Do people understand how to use it?**
- 4. Which touchpoints are central to providing the service?**
- 5. Are the visual elements of the service working?**
- 6. Does the language and terminology work?**
- 7. Which ideas do the experience prototype testers have for improvement?**

What to look for while developing and prototyping

pln.me/toolstips

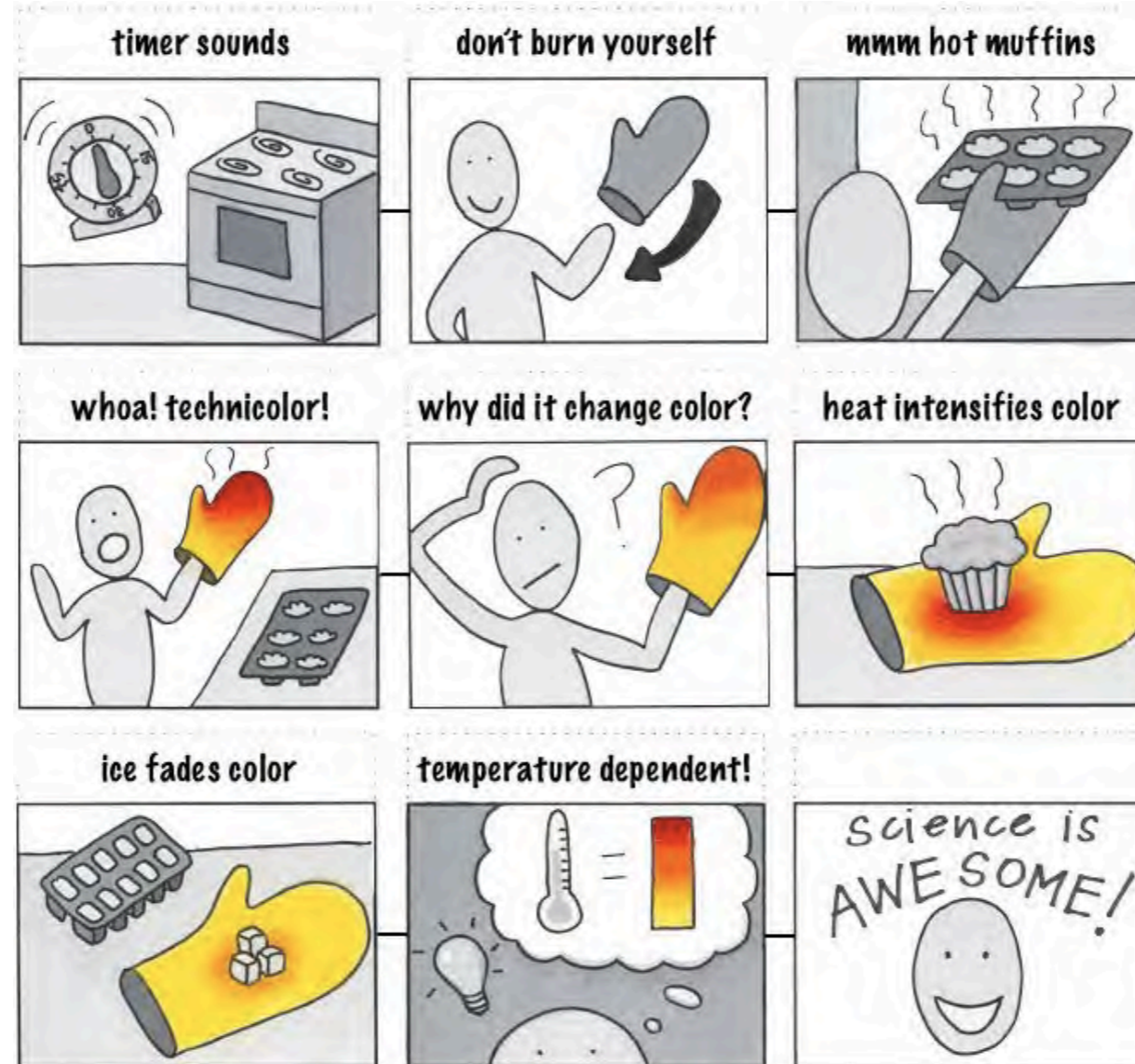
More here

EXPLAINING:
CONCEPT
ANIMATIONS &
VIDEOS

1. Do people understand what it is?
2. Do people understand its value to their lives?
3. Do people understand how it works?
4. Can you get across the values/personality in your explanation?

What to look for when testing experience prototypes

This is a storyboard that explores the experience of discovering and interacting with products that inform the user about their state.



Examples

USE

The browser shows all the books related to the research.

The browser offers you to sort the books by

- Availability
- Most borrowed
- Most commented
- Better graded

Chose the one you want to get, find out where you can get it



Examples

Twitter

In Plain English

March, 2008



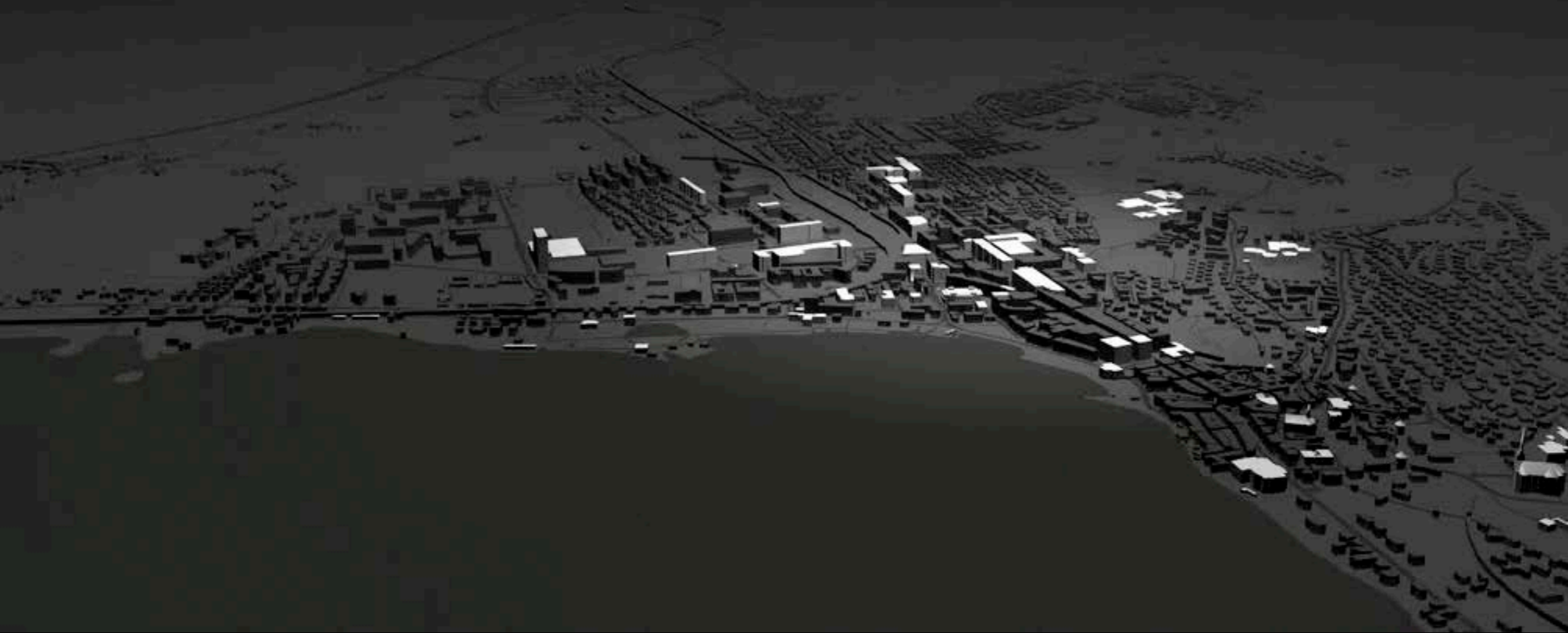
Examples

WELL, IT'S
AN IDEA



Examples

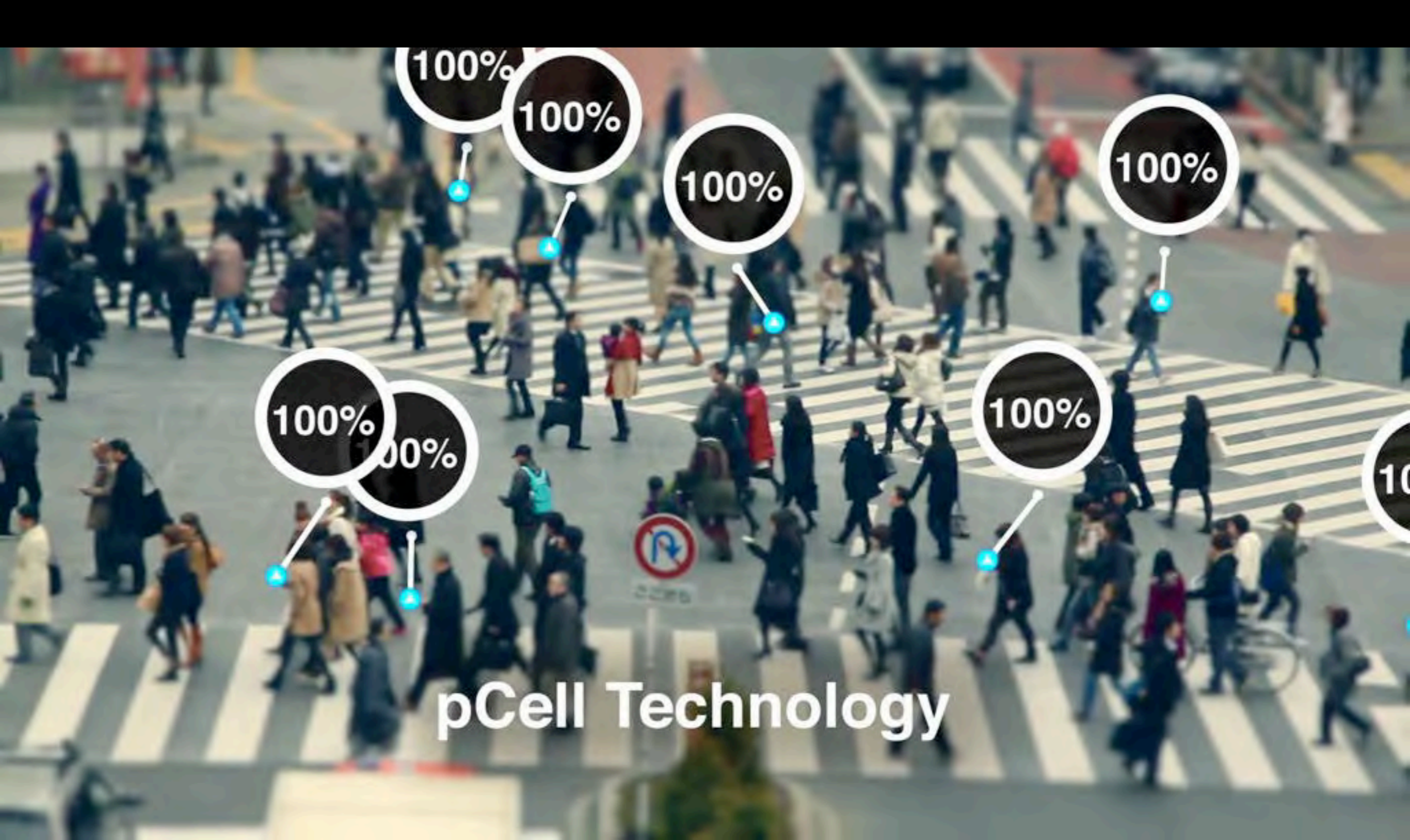
NEXT BUS



Examples



Examples



pCell Technology

Examples

DESIGNING AND MEASURING SERVICE BUSINESS MODELS

Briefing & insights research

Synthesis

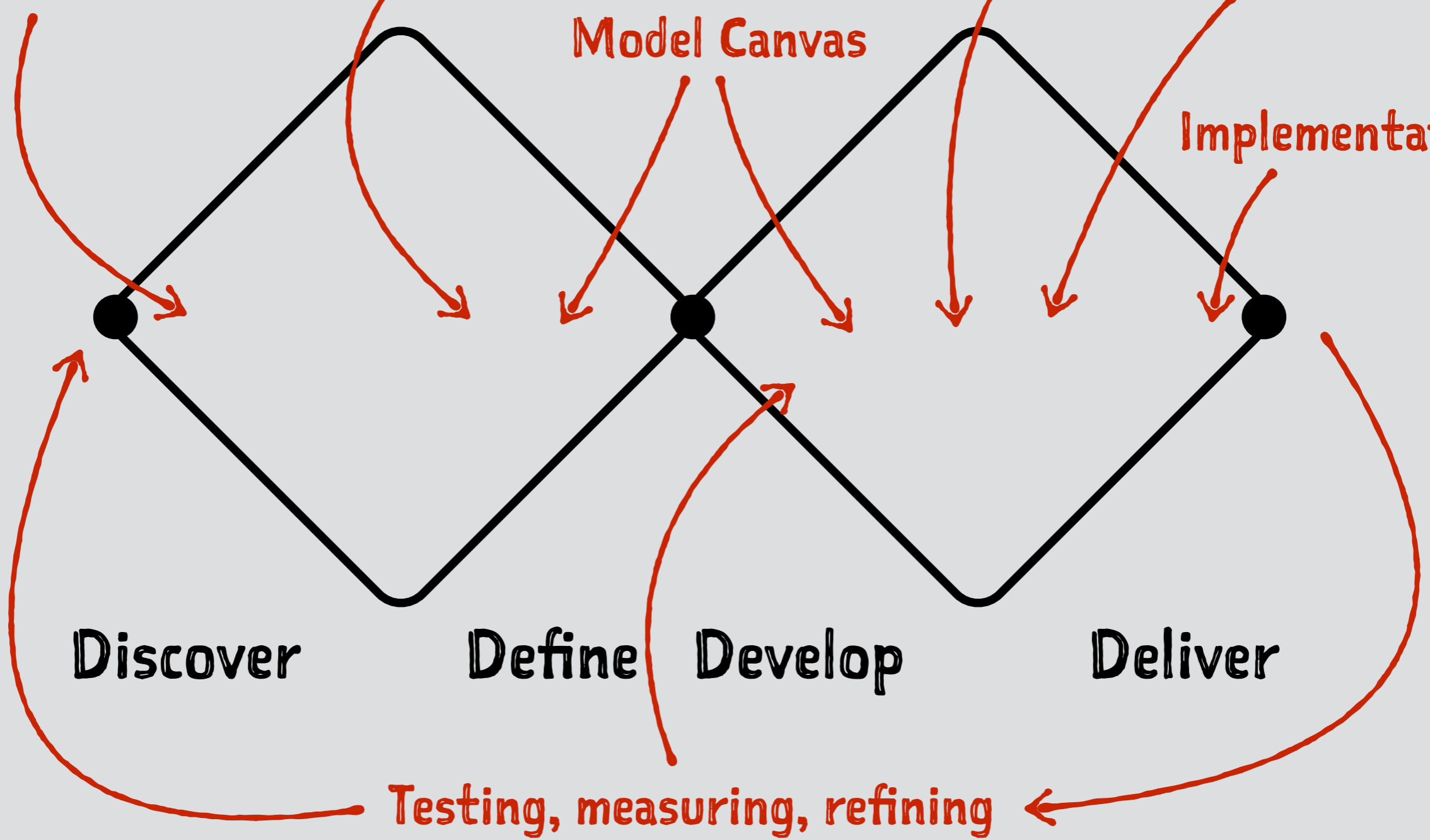
Blueprinting

Concepts

Iterative prototypes

Business Model Canvas

Implementation



Testing, measuring, refining

Process

OVERVIEW SEE REVIEWS WHAT IS NEW PERMISSION

Description

Unlock your typing potential.

- * Webby Awards People's Voice Winner for Innovation, 2012 *
- * Mobile World Congress Award Winner for Innovation, 2012 *

Meet the world's smartest touchscreen keyboard for Android.

SwiftKey 3 understands how words work together, giving much more accurate corrections and predictions than...

Visit Developer's Website | Email Developer | Privacy Policy

App Screenshots

Videos

User Reviews Write a Review >

5 star	58,302
4 star	12,986
3 star	3,510
2 star	1,611
1 star	2,452

Average rating: **4.6**

78,861

ABOUT THIS APP

RATING: ★★★★★ (78,861)

UPDATED: September 8, 2012

CURRENT VERSION: 3.0.4.343

REQUIRES ANDROID: 2.1 and up

CATEGORY: Productivity

INSTALLS: 1,000,000 - 5,000,000

last 30 days

SIZE: 5.6M

PRICE: kr 22,99

CONTENT RATING: Everyone

Annotations:

- What customers say:** Points to the user reviews section and the 'RATING' section.
- What customers do:** Points to the app icon in the 'More from developer' section and the 'INSTALLS' section.

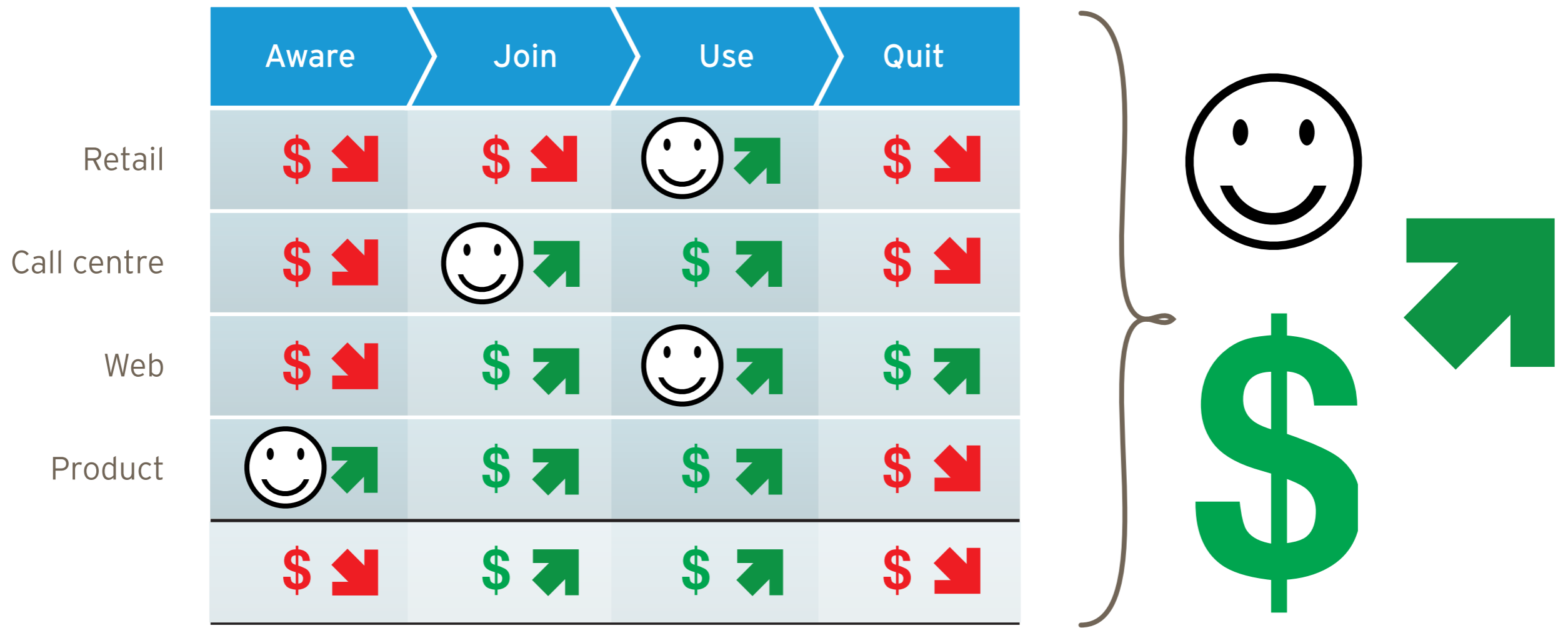
Measurement as part of the platform offering & experience

- “We are a new entry in the market, and need to give customers more for less. Therefore we need to offer the best customer experience.”
- “The market is saturated and we need to focus on retaining customers, not acquiring new ones. Therefore we need to offer the best customer experience.”
- “Developing new features is expensive and doesn’t provide us with significant competitive advantage. Therefore we need to offer the best customer experience.”
- “As a monopolist in our market, our customers love to hate us. Therefore we need to offer the best customer experience.”
- “The reputation of our products suffers from our neglected customer service. Therefore we need to offer the best customer experience.”
- Etc.

Uncover and communicate “self-evident” truths

- **New sales: increased acquisition of new customers**
- **Longer use: increased loyalty and retention of customers**
- **More use: increase in revenue for every customer**
- **More sales: increased sales of other services from the same provider**
- **More self-service: reduced costs**
- **Better delivery processes: reduced costs**
- **Better quality: increased value for money and competitiveness**

Define what you want to measure before you start



Measure across different channels, over time - aggregate value

Streetcar ROI: Triple Bottom Line

Streetcar

Economic

Announced profitability within 18 months of launch.

Largest club of its kind in the UK.

Environmental

Takes an average of 6 privately owned cars off the road per Streetcar.

Users drive 69% less.

Social

Expands mobility options of individuals and connectivity between transport modes.
Reduces congestion and local pollution.

Customer

A car owner spends on average £4,281.72 per year vs Streetcar users at £2,523.20 per year.

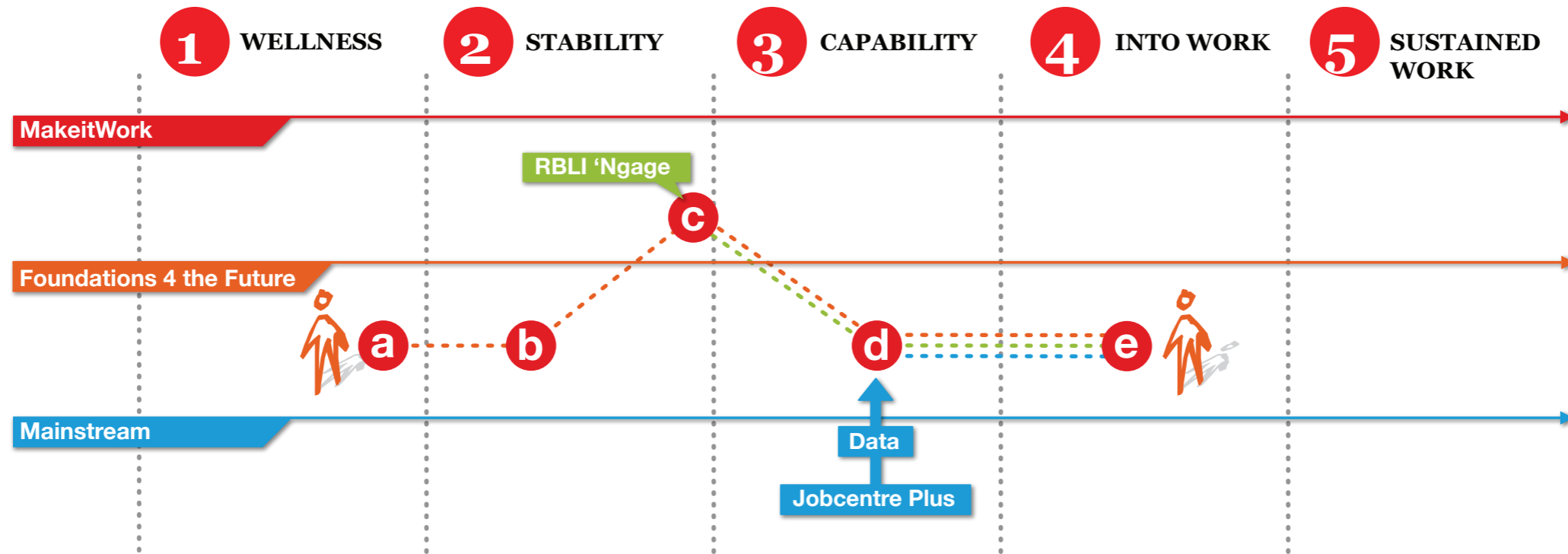
(Royal Automobile Club figure)

63.5% of car club members either give up their cars or don't buy a private vehicle.

Re-thinks a behavioural norm (hassle-free mobility).

Supports a new social status.

Triple Bottom Line ROI - it's not all about the money



James

Background

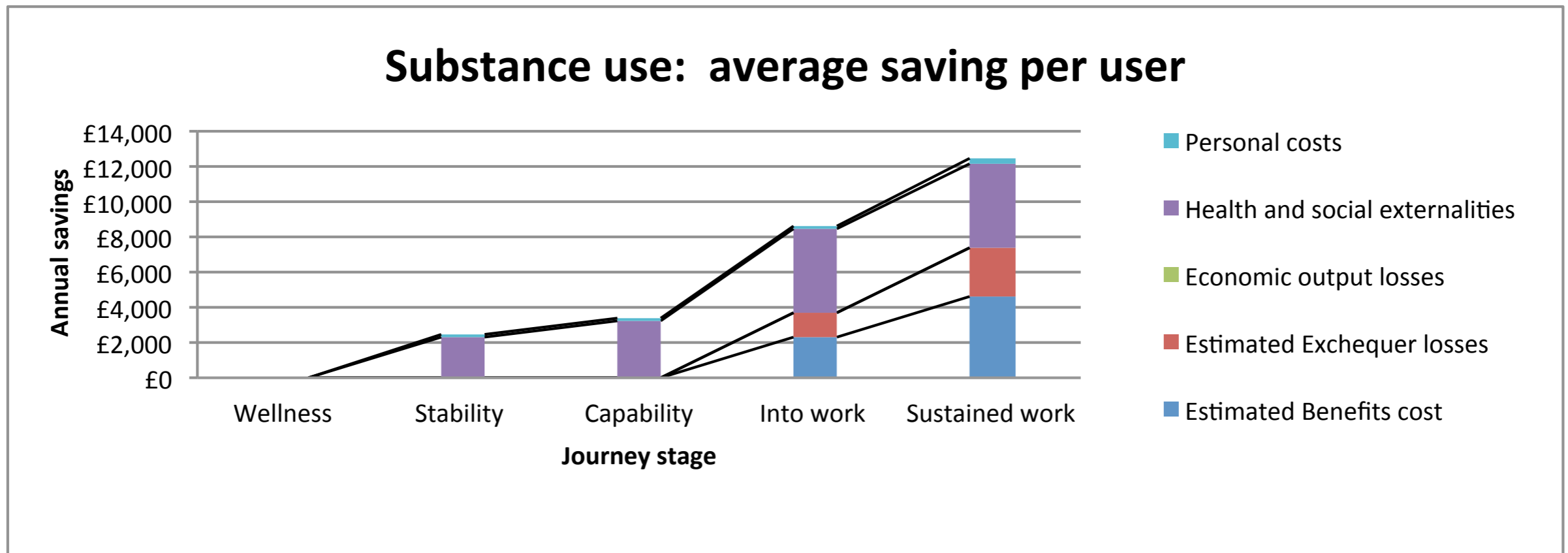
James had an involvement with organised crime and drugs that spanned 20 years.

He approached Voice NE after serving a prison sentence and gained support in developing motivation & skills for employment.

- a** : **Approached Voice NE**
Released from prison Oct '07. Became aware of Voice NE through social network.
- b** : **Trained as Employment Support Worker (ESW)**
Mentoring training to become ESW in the Foundations 4 the Future project.
- 9 months** **c** : **RBLI motivational training**
Attended motivational/goal setting course entitled 'Ngage'.
- d** : **Fork lift truck training**
Jobcentre Plus identified high demand for skill.
Voice NE sourced the provider and funded the training.
- e** : **Employed by Vantec**
Vantec provide warehousing services for Nissan in Sunderland.

Make It Work

For a cost of £180,000, the community saved £435,000 – 140% ROI



Measured across multiple channels, savings add up



Alex Osterwalder

@AlexOsterwalder



Following

Writing & pitching business plans is a waste of everybody's time. Watch how you should really do it: goo.gl/KJGht8 #leanstartup

Reply Retweet Favorited Buffer Pocket More

Pitch and business model combined

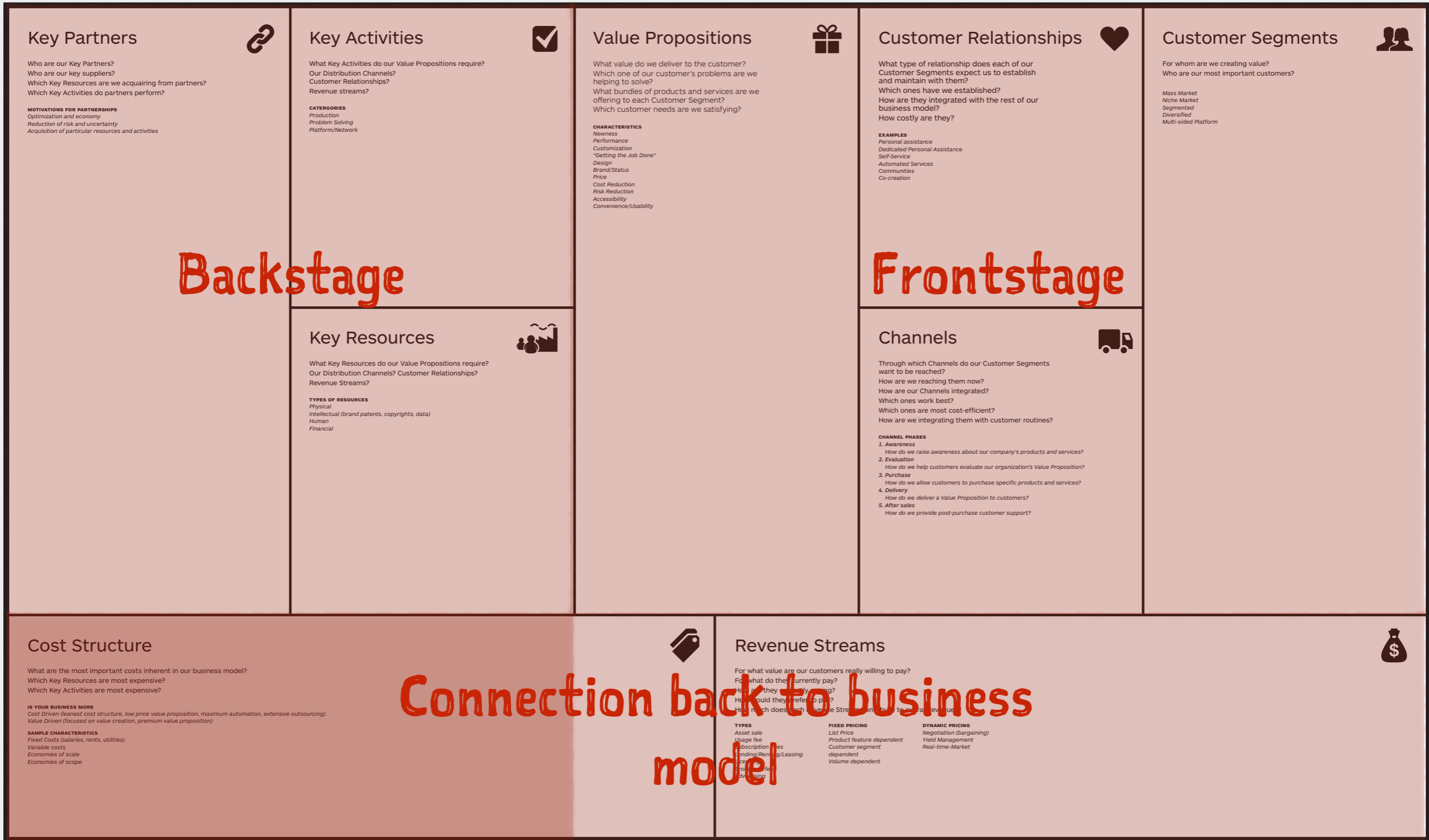
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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SERVICE DESIGN

From Insight to Implementation

by **ANDY POLAINE, LAVRANS LØVLIE,**
and **BEN REASON** foreword by John Thackara

 Rosenfeld

<http://www.rosenfeldmedia.com/books/service-design/>

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