



DEVELOPING SERVICES WITH SERVICE BLUEPRINTING

UX Week 2014 - 9th & 10th September

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SCHEDULE

TIME	ACTIVITY
9:00-10:30	Service design, finding the right level & the anatomy of a service blueprint
10:30-11:00	E-mail/coffee break
11:00-12:30	Blueprinting as a tool to analyse and brainstorm/develop service concepts
12:30-14:00	Lunch (so long? How much do you plan to eat?)
14:00-15:30	Taking journeys through the blueprint to develop design, storyboards & backstage business model
15:30-16:00	E-mail/coffee break
16:00-17:30	Sketching, pitching & wrap up

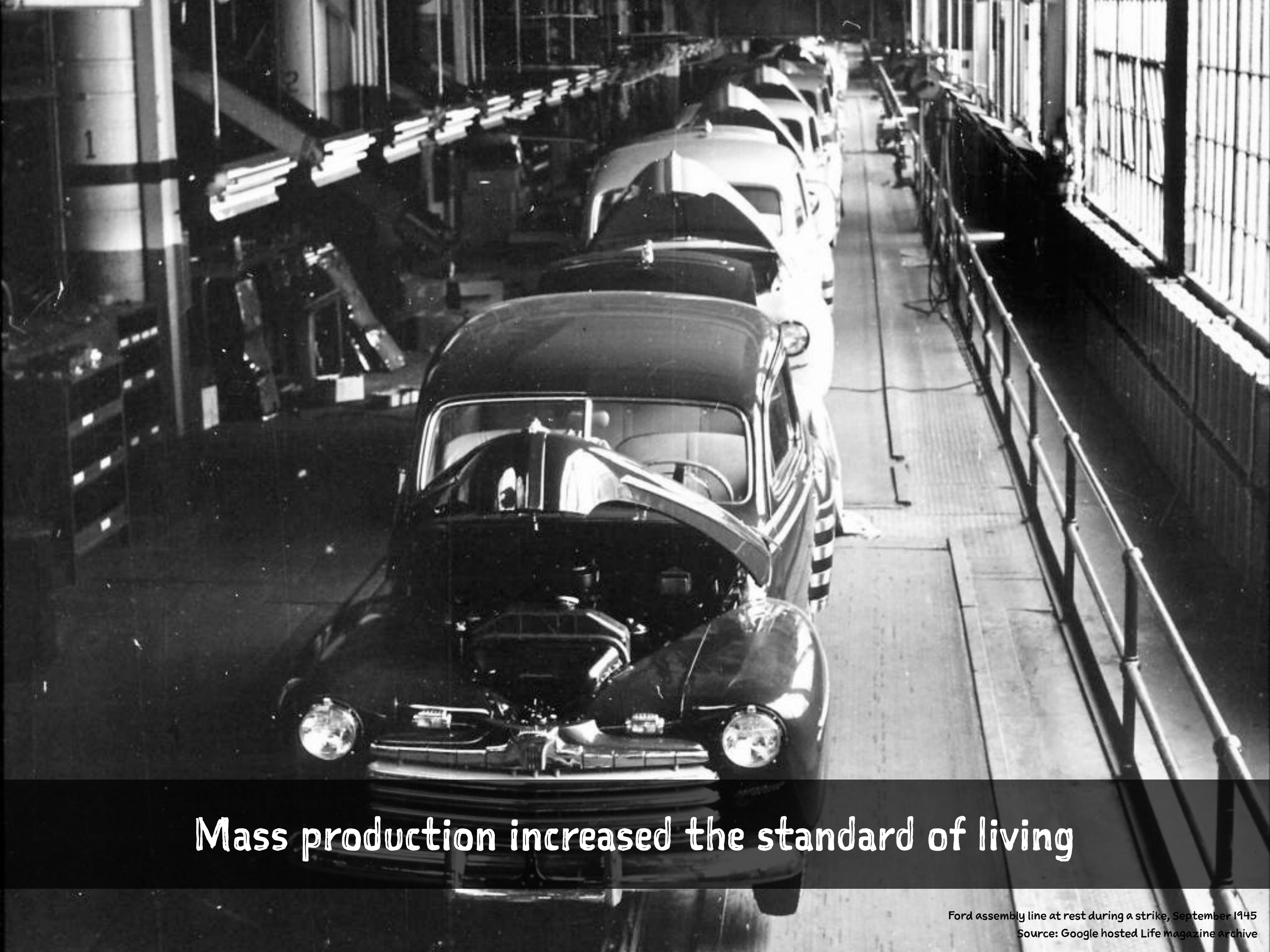
FROM AN
INDUSTRIAL TO A
SERVICE SOCIETY

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

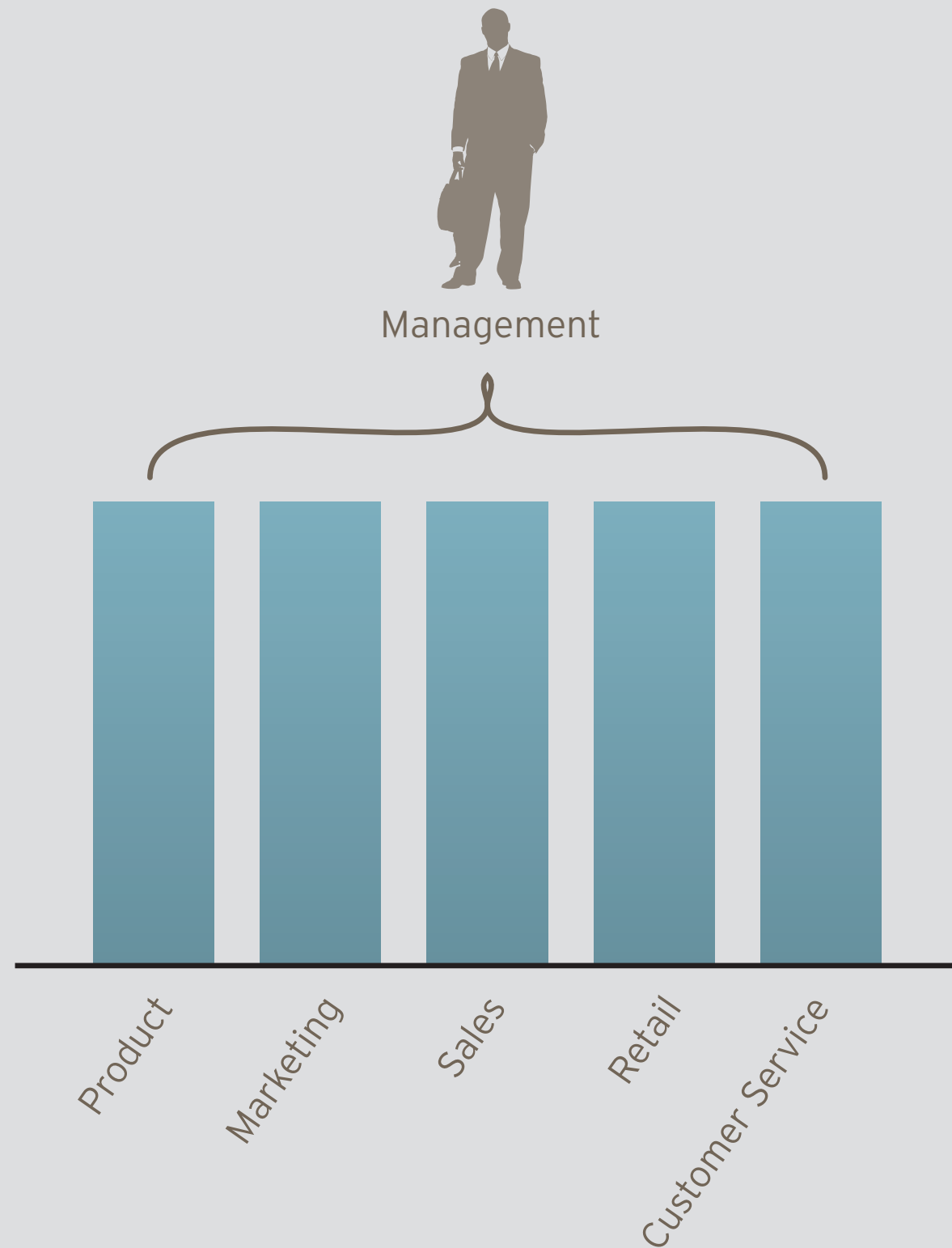
Marshall McLuhan



Industrialisation changed our relationship to products



Mass production increased the standard of living



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



MediaMarkt POWER SERVICE

Jetzt neu!

MediaMarkt
**POWER
SERVICE**

TV-LIEFERPAKET
STANDARD

MediaMarkt
**POWER
SERVICE**

TV-LIEFERPAKET
STANDARD

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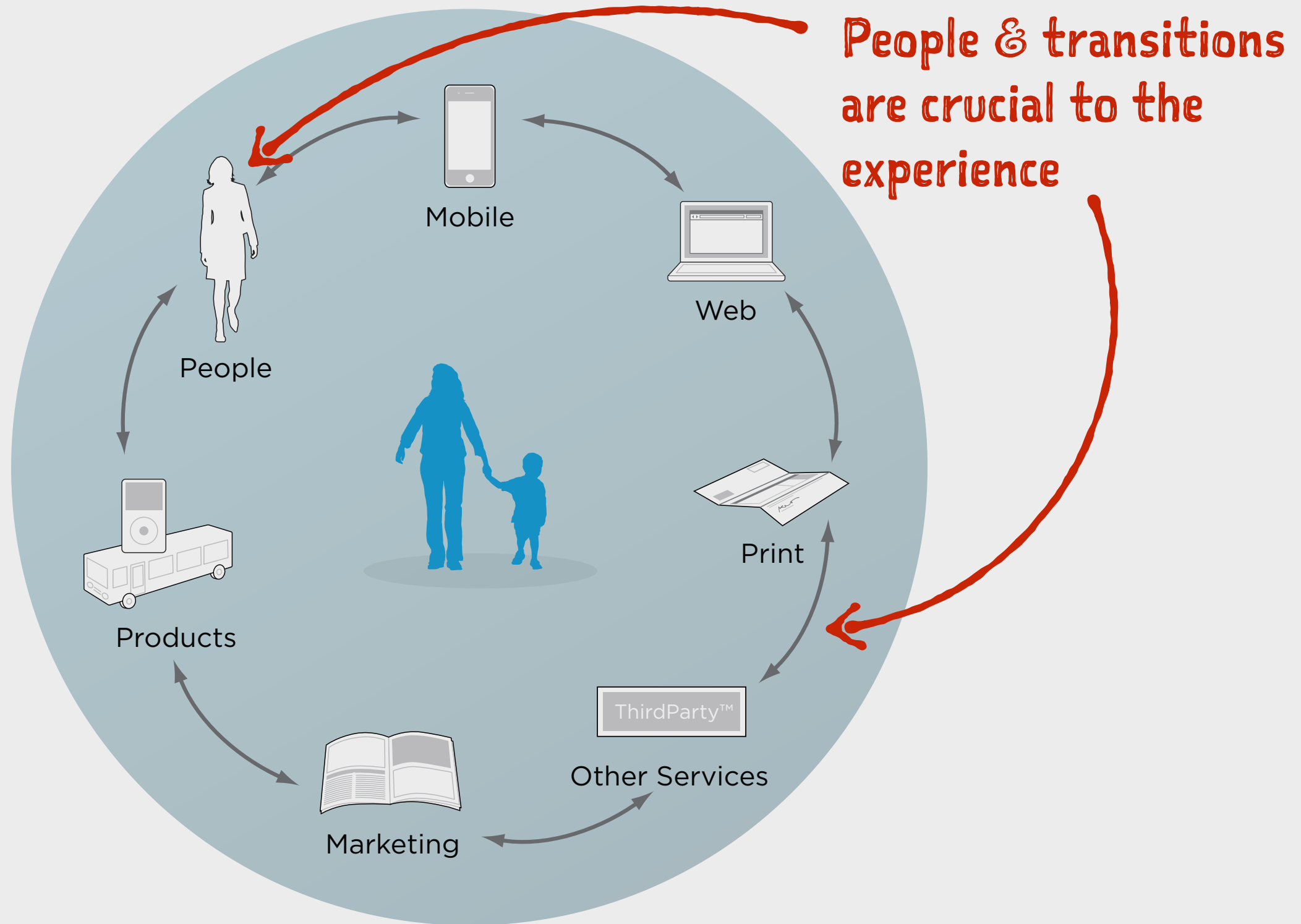
TV-LIEFERPAKET
STANDARD

Selling services as if they are products is problematic

SERVICES ARE
MULTICHANNEL &
TIME-BASED



Product experience



Services are ecosystems - every part affects the whole



Great UX design doesn't help if it's different every time

Err STOP: 0x00000000 (0x00000000, 0x00000002, 0x00000001, 0x7C7F821C)
IRQL_NOT_LESS_OR_EQUAL*** Address f07f821c has base at f07f3000 - Mxser.sys

CPUID:GenuineIntel 5.8.1 Irql:1f DPC SYSVER 0x00000005

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ntoskrnl.exe	0x00000000	ntoskrnl.exe	hal.dll	0x00000000	hal.dll
smss.exe	0x00000000	smss.exe	SSPCIC.sys	0x00000000	SSPCIC.sys
svchost.exe	0x00000000	svchost.exe	icparide.sys	0x00000000	icparide.sys
csrss.exe	0x00000000	csrss.exe	ntdisk.sys	0x00000000	ntdisk.sys
csrss.exe	0x00000000	csrss.exe	CLASS2.sys	0x00000000	CLASS2.sys
csrss.exe	0x00000000	csrss.exe	Floppy.sys	0x00000000	Floppy.sys
csrss.exe	0x00000000	csrss.exe	Mail.sys	0x00000000	Mail.sys
csrss.exe	0x00000000	csrss.exe	Keyp.sys	0x00000000	Keyp.sys
csrss.exe	0x00000000	csrss.exe	IRDA2prt.sys	0x00000000	IRDA2prt.sys
csrss.exe	0x00000000	csrss.exe	kbacclass.sys	0x00000000	kbacclass.sys
csrss.exe	0x00000000	csrss.exe	Chips.sys	0x00000000	Chips.sys
csrss.exe	0x00000000	csrss.exe	Msis.sys	0x00000000	Msis.sys
csrss.exe	0x00000000	csrss.exe	NDIS.sys	0x00000000	NDIS.sys
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Beginning dump of physical memory
Physical memory dump complete. Contact your system administrator or
technical support group.



Especially when this happens

638

Ascom Autelca AG

Wenn Sie sich bitte an die
Stationenleitung oder an die Leitstelle unter der
Telefonnummer: +43 (1) 7900-128
If you wish to make a complaint or report a disturbance, please speak
to the station surveillance staff or the station control centre at the
following telephone number: +43 (1) 7900-128.

Banknotenrückgabe →

EXIT TICKET WITH YOU

Thank You!

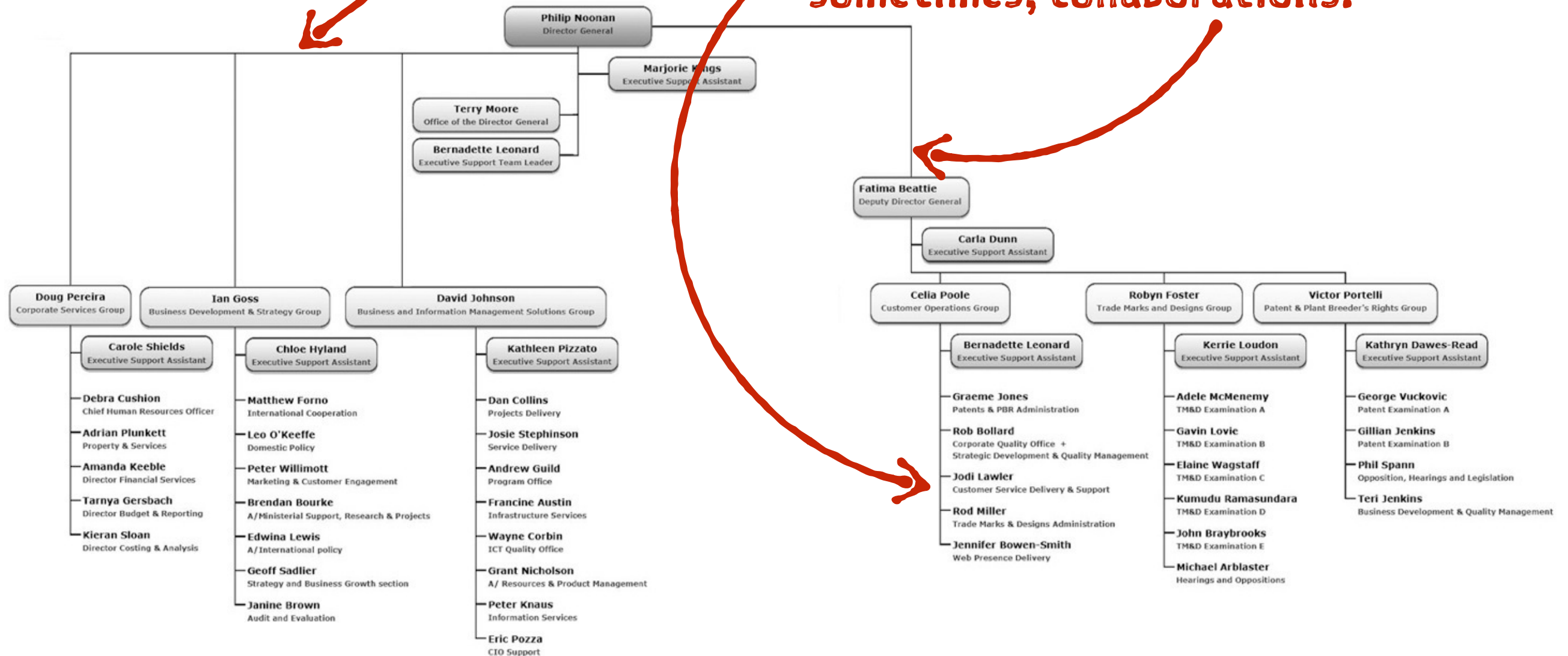


Or this

BEWARE OF
BOXES & ARROWS

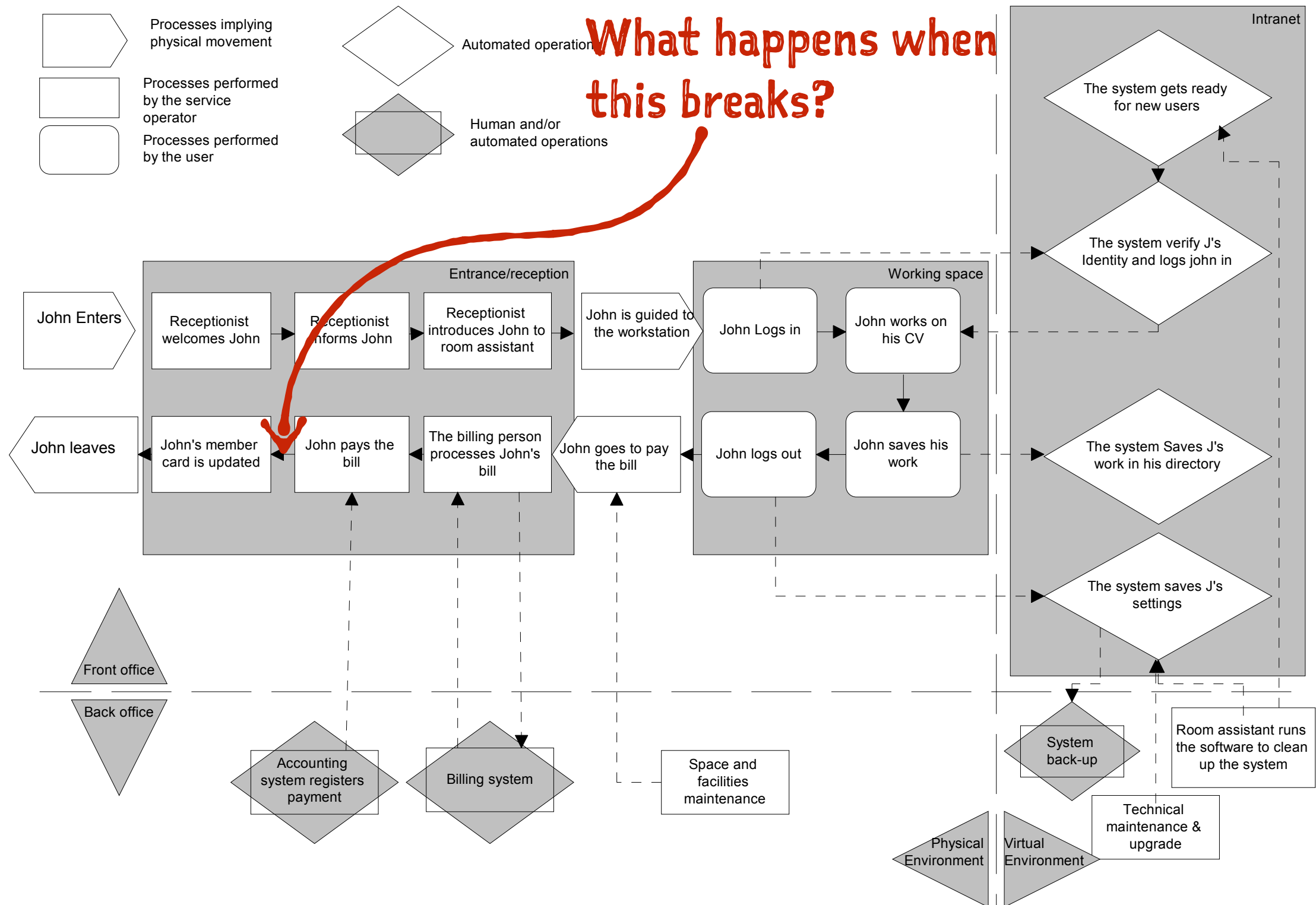


Australian Government
IP Australia



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

About 2,370,000,000 results.

Show search tools

[Things to do in London - Attractions and Activities - Time Out London](#)
[www.timeout.com/london/](#) - Cached - Similar

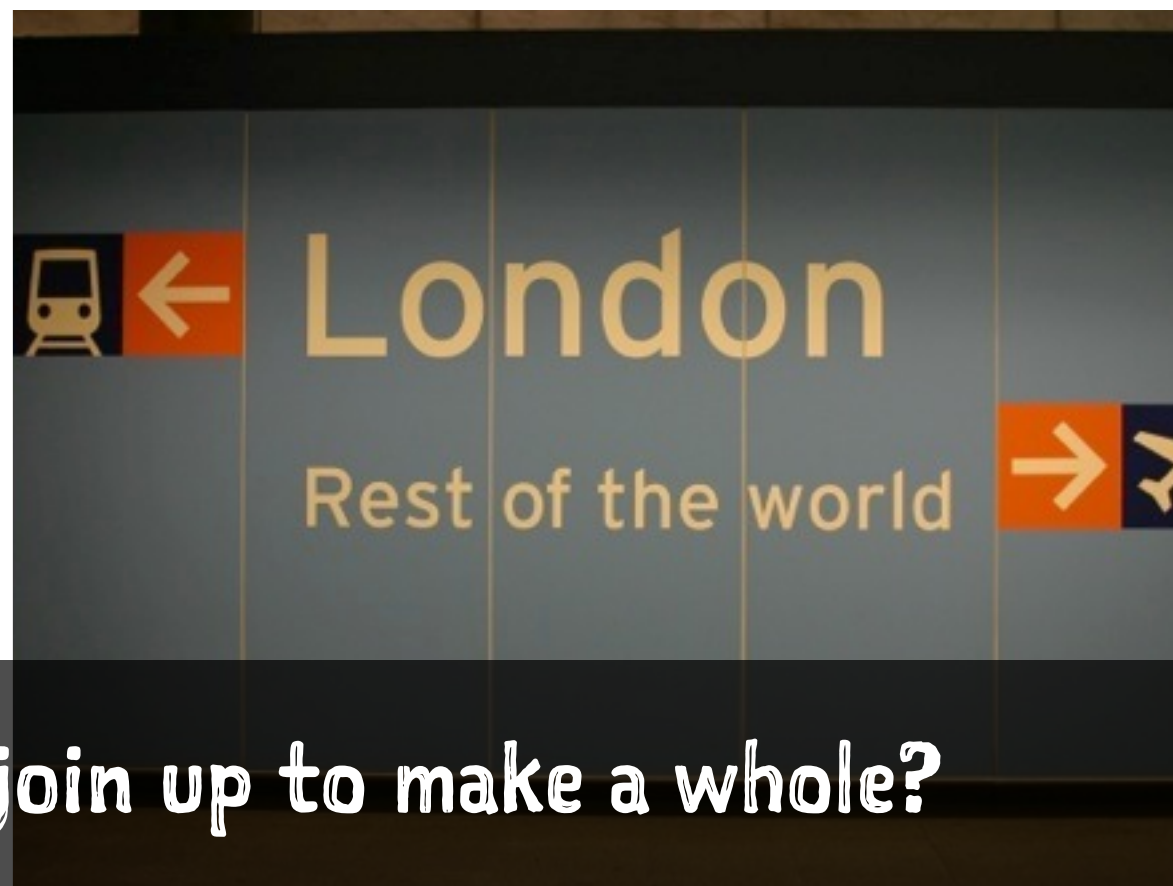


Image Sources: Andy Polaine. London/Row: Stefan Kellner

WORKSHOP BRIEF

IMPORTANT MESSAGE!

MANY PEOPLE DEEPLY REGRET NOT TAKING OUT TRAVEL INSURANCE! IS IT WORTH THE RISK?

FLYING WITH RYANAIR IS CHEAP, FALLING ILL ABROAD IS NOT...

€2,223 WAS THE AVERAGE MEDICAL COSTS FOR RYANAIR INSURED PASSENGERS

INSURERS DEAL WITH 6,500 MEDICAL EMERGENCIES PER WEEK

NO THANKS, I WILL TAKE
THE RISK

**YES, PLEASE ADD COVER TO MY
BOOKING**

COVER INCLUDES (FROM JUST €7.10)

✓ **Medical and Repatriation** ✓ **Cancellation** ✓ **Baggage**

(plus many other benefits designed to provide you with peace of mind when travelling abroad)

Dark UI

We offer SSL (Secure Socket Layer) technology
to protect your personal information.

CONTINUE



Queues



TSA



Close the vest at the front and
pull the straps tight.

▼ Robot demonstrations



UK/EU Passports

Including Switzerland and the European Economic Area



Welcome to England



Welcome to San Francisco



Welcome to Gothenburg Landvetter Airport, Sweden



American Airlines

Nice touchpoint, shame about the rest of the experience

REINVENT THE EXPERIENCE OF AIR TRAVEL FOR 2030.

This is just 16 years from now, so no flying cars or Star Trek transporters, but enough time for innovations in communications and customer experiences, as well as the reduction of resource consumption, to become the norm. Go for:

1. Some quick and dirty insights research (go out and speak to people, use your social networks).
2. The logline. A one line headline and a brief introductory description of what your concept is.
3. Create a service blueprint that details how people may use the service across relevant channels and touchpoints. What backstage elements need to be in place?
4. Visualise how the service might appear in key touchpoints as a storyboard or sequence of sketches
5. Pitch the idea in a three-minute presentation

Workshop brief

TASK 1

QUICK & DIRTY INSIGHTS RESEARCH AND BRAINSTORMING

Some ideas here:

<http://uxmag.com/articles/quickpanel-air-travel>

<http://pln.me/uxweek14>

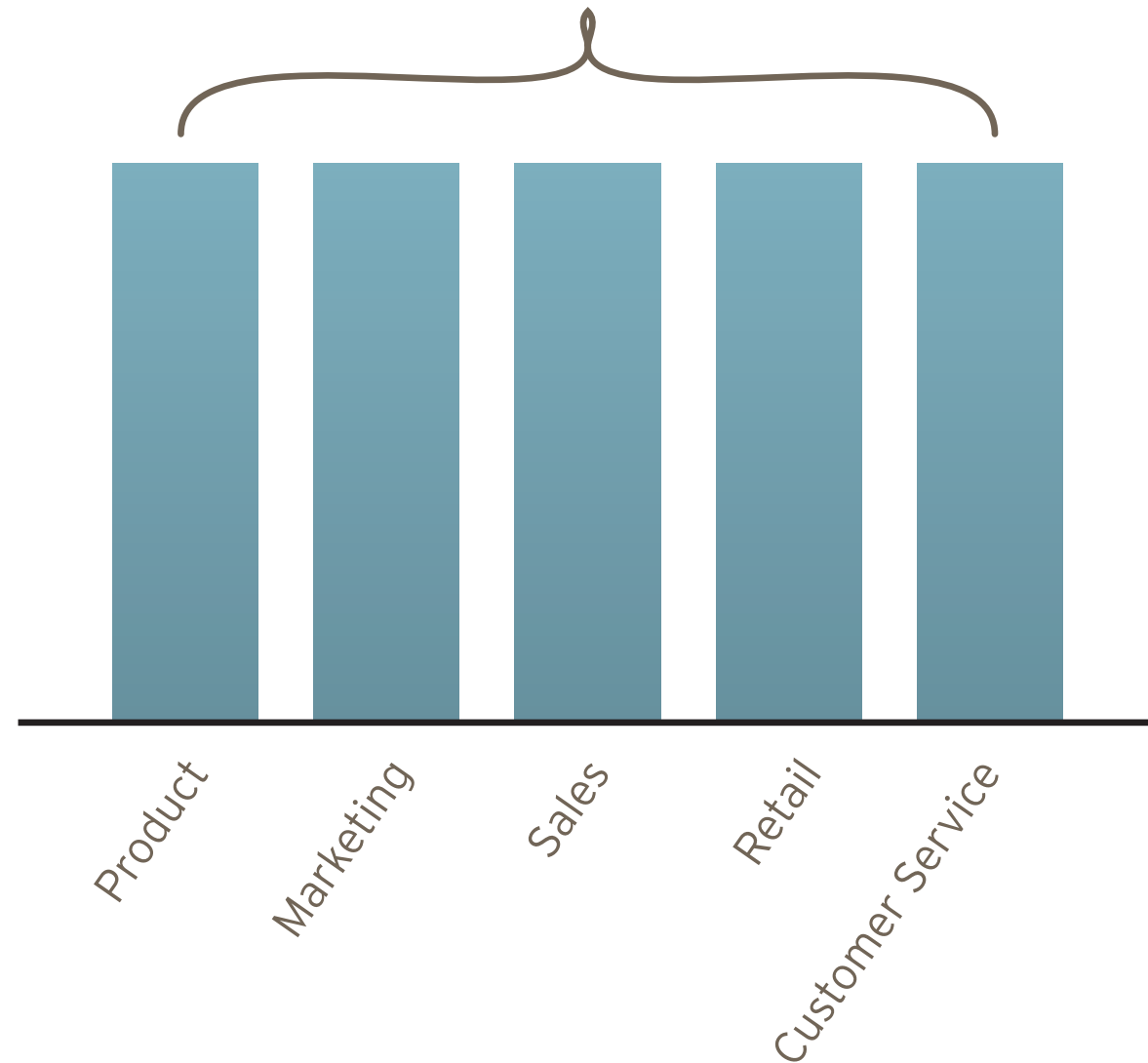
ANATOMY OF A SERVICE BLUEPRINT

POWERS OF TEN

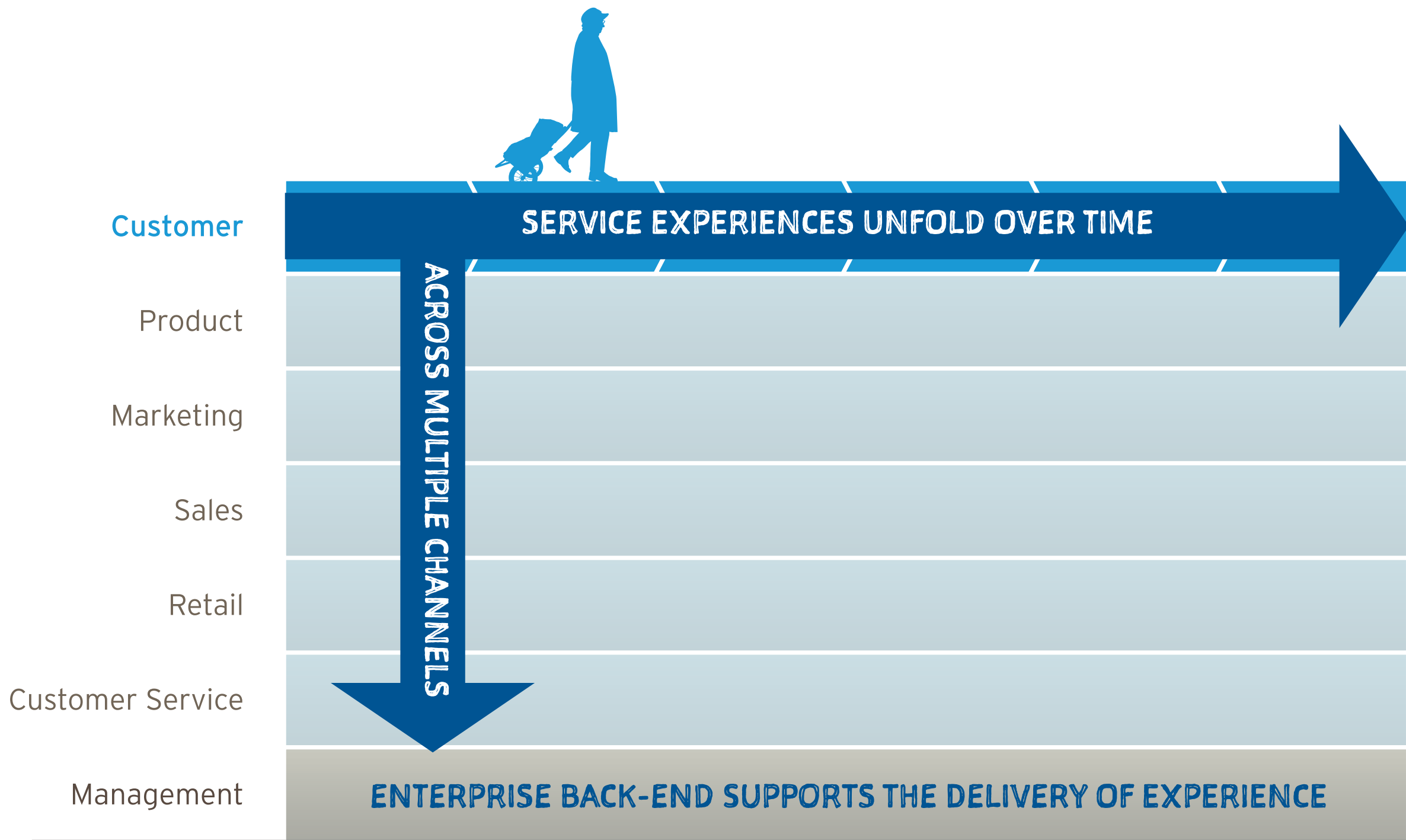
Find the right level



Management

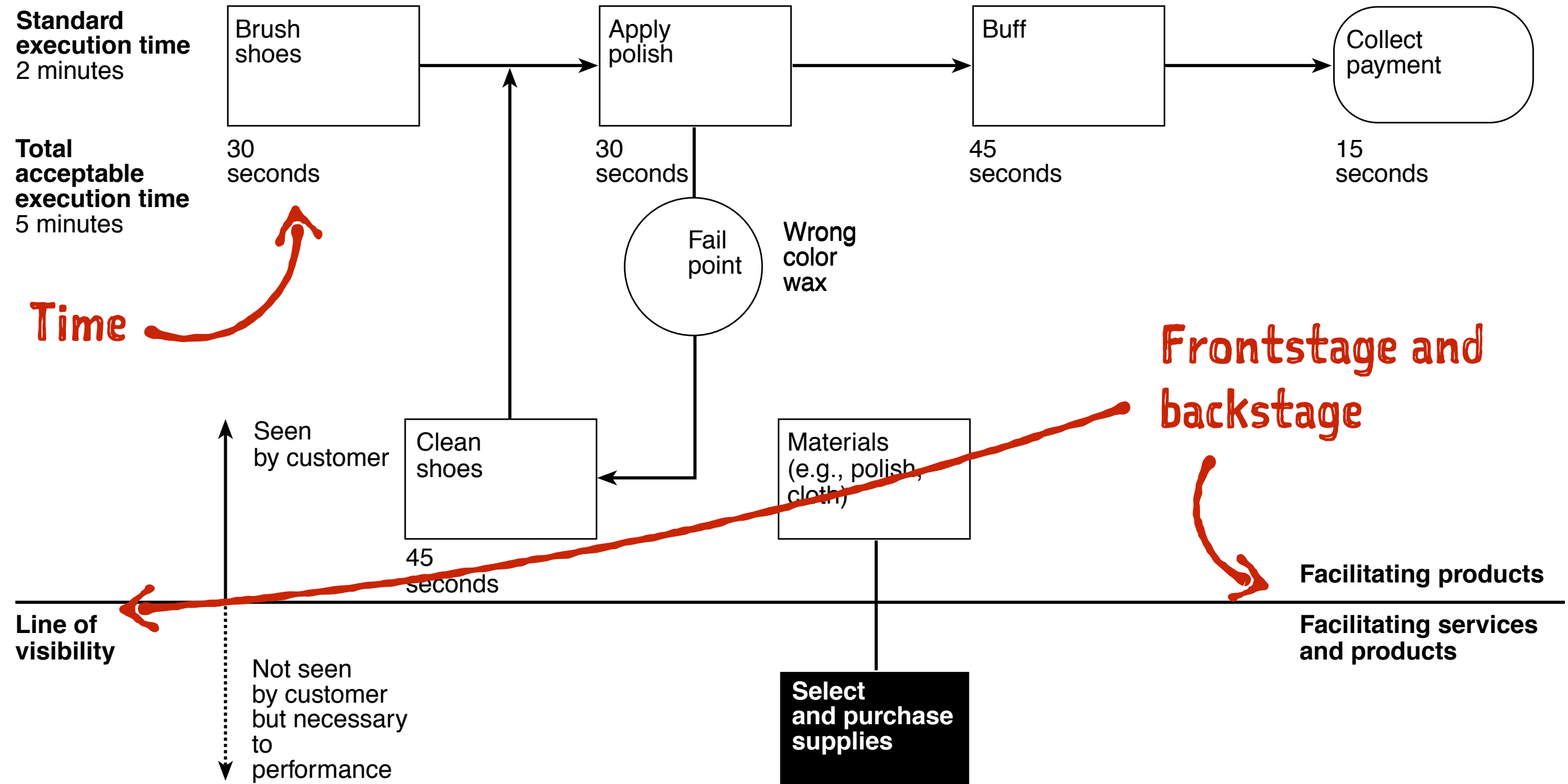


Turn this structure on its side...

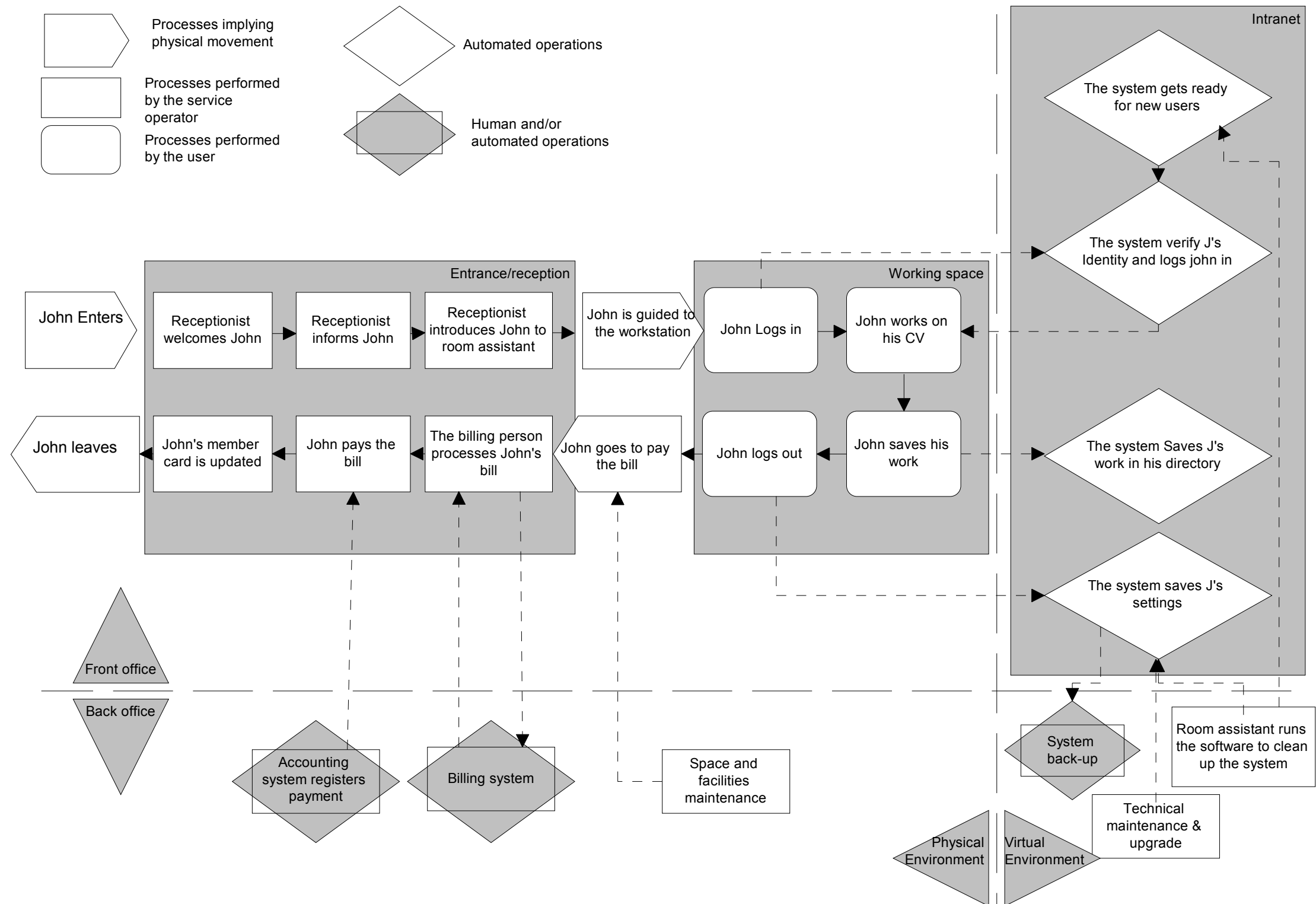


Change perspective & support experiences over time and channels

Exhibit I Blueprint for a Corner Shoeshine

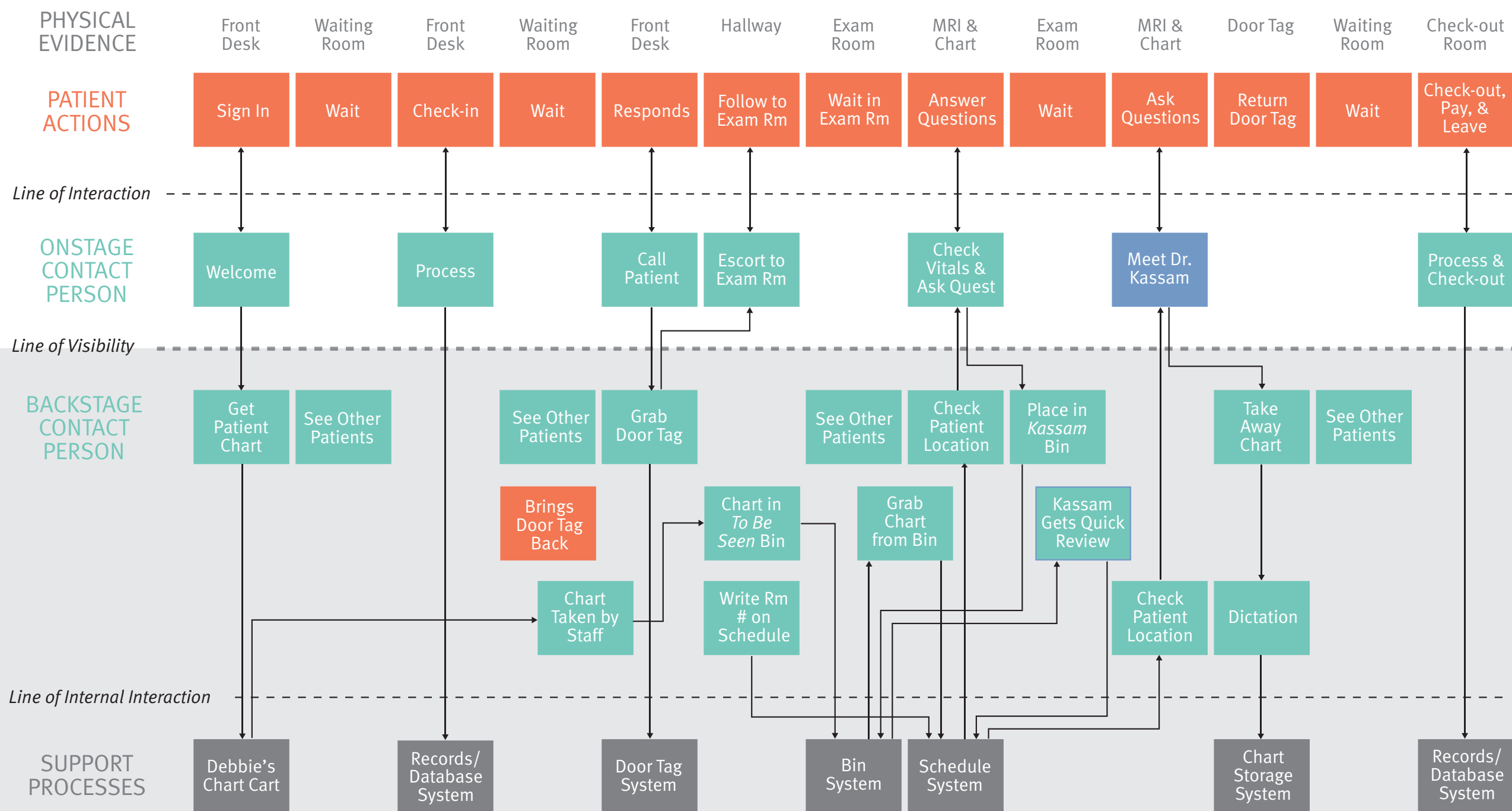


The development of blueprinting



Process maps – boxes and arrows

Service Blueprint of Presby Neuro Clinic



Lines of interaction and visibility

Rail Europe Experience Map

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

STAGES	Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post Travel
RAIL EUROPE	Research destinations, routes and products	Enter trips Review fares Select pass(es)	Confirm itinerary Delivery options Payment options Review & confirm	Wait for paper tickets to arrive	Activities, unexpected changes	Share experience Follow-up on refunds for booking changes
DOING						
THINKING	<ul style="list-style-type: none">What is the easiest way to get around Europe?Where do I want to go?How much time should I/we spend in each place for site seeing and activities?	<ul style="list-style-type: none">I want to get the best price, but I'm willing to pay a little more for first class.How much will my whole trip cost me? What are my trade-offs?Are there other activities I can add to my plan?	<ul style="list-style-type: none">Do I have all the tickets, passes and reservations I need in this booking so I don't pay more shipping?Rail Europe is not answering the phone. How else can I get my question answered?	<ul style="list-style-type: none">Do I have everything I need?Rail Europe website was easy and friendly, but when an issue came up, I couldn't get help.What will I do if my tickets don't arrive in time?	<ul style="list-style-type: none">I just figured we could grab a train but there are not more trains. What can we do now?Am I on the right train? If not, what next?I want to make more travel plans. How do I do that?	<ul style="list-style-type: none">Trying to return ticket I was not able to use. Not sure if I'll get a refund or not.People are going to love these photos!Next time, we will explore routes and availability more carefully.
FEELING	<ul style="list-style-type: none">I'm excited to go to Europe!Will I be able to see everything I can?What if I can't afford this?I don't want to make the wrong choice.	<ul style="list-style-type: none">It's hard to trust Trip Advisor. Everyone is so negative.Keeping track of all the different products is confusing.Am I sure this is the trip I want to take?	<ul style="list-style-type: none">Website experience is easy and friendly!Frustrated to not know sooner about which tickets are eTickets and which are paper tickets. Not sure my tickets will arrive in time.	<ul style="list-style-type: none">Stressed that I'm about to leave the country and Rail Europe won't answer the phone.Frustrated that Rail Europe won't ship tickets to Europe.Happy to receive my tickets in the mail!	<ul style="list-style-type: none">I am feeling vulnerable to be in an unknown place in the middle of the night.Stressed that the train won't arrive on time for my connection.Meeting people who want to show us around is fun, serendipitous, and special.	<ul style="list-style-type: none">Excited to share my vacation story with my friends.A bit annoyed to be dealing with ticket refund issues when I just got home.
EXPERIENCE	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>	<div>Enjoyability</div> <div>Relevance of Rail Europe</div> <div>Helpfulness of Rail Europe</div>

Opportunities

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

Customer journey/experience mapping

Information sources

Stakeholder interviews
Cognitive walkthroughs

Customer Experience Survey
Existing Rail Europe Documentation



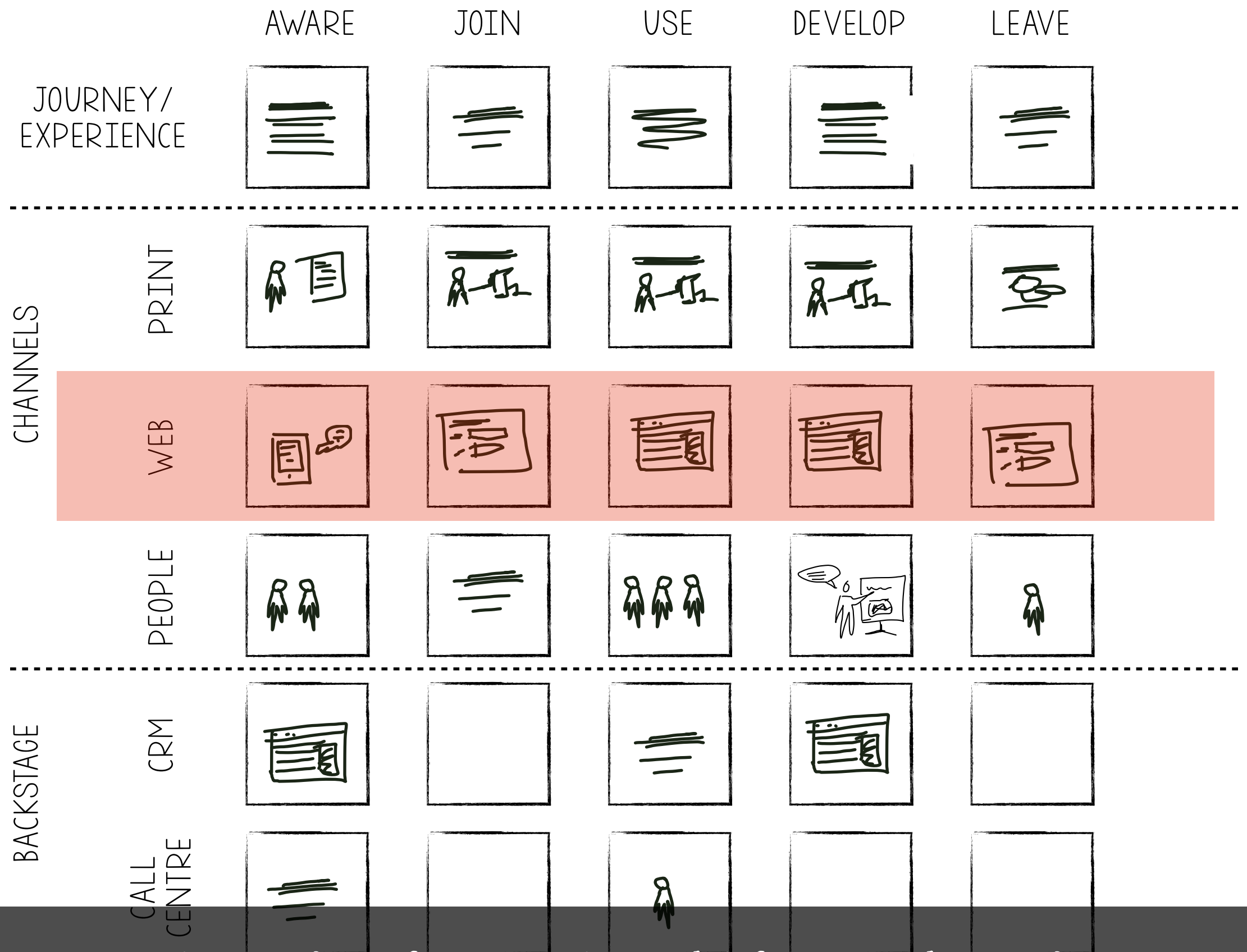
Ongoing, non-linear



Linear process



Non-linear, but time based



A typical Web project might be one channel

JOURNEY/
EXPERIENCE

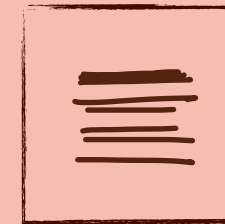
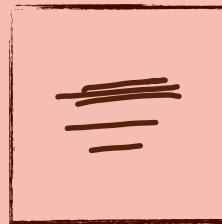
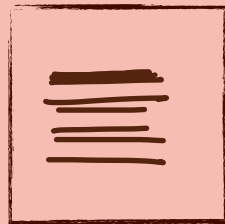
AWARE

JOIN

USE

DEVELOP

LEAVE

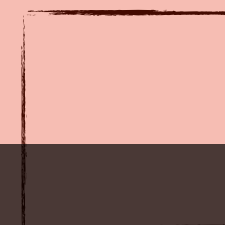
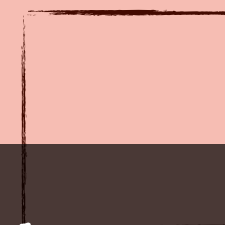
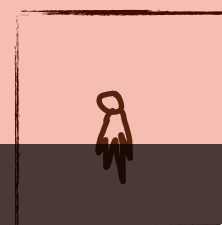
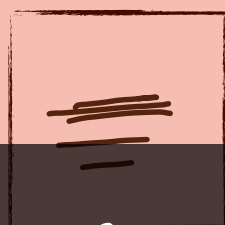
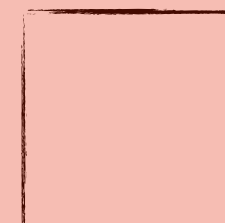
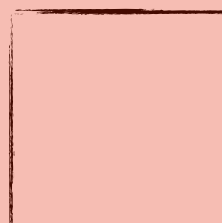
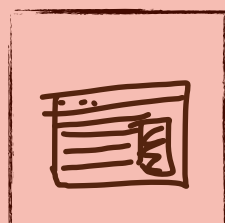


PRINT



BACKSTAGE

CRM
CALL
CENTRE



But who is designing all the rest?

Service Blueprint

Ungdomspakken



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		Gjør det enkelt å fortelle om og anbefale pakken til venner, og enkelt for foreldre å gi pakken til sine barn.					Redusér antall valg og antall steg kunden må foreta for å bli kunde til et minimum.												Få unnagjort 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, førstehjems lån, ...		Gjør det lett å komme tilbake																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
Kundeferd	Altv. 1	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 ett 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 uhellet er ute"																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
	Opplevelse	"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 forttere 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 forttere 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"																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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Aware

Write an overall *Statement* for the user experience of this phase. What should we aim for? What is this phase all about?

Join

User

Step

Break the interactions into steps and describe each activity.

Experience

“A quote from the user when we get this right.”

Face to face
specification

Touchpoint title

Either write a description of the touchpoint, or put an image/sketch here.

Experience steps: what are people thinking when we get it right?

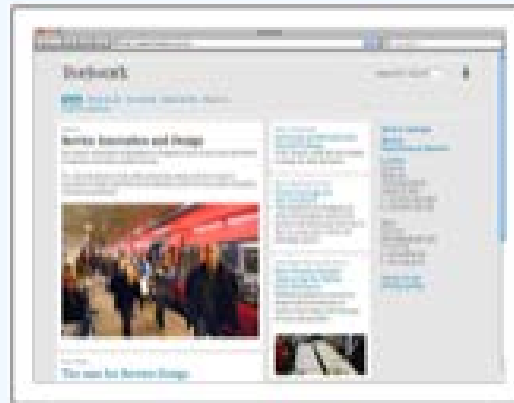
Print

specification

Web
specification

Phone
specification

The homepage



View on-line

Each step on a channel is a touchpoint to be designed

Customer
Services

- 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

Include the backstage elements required to support the experience

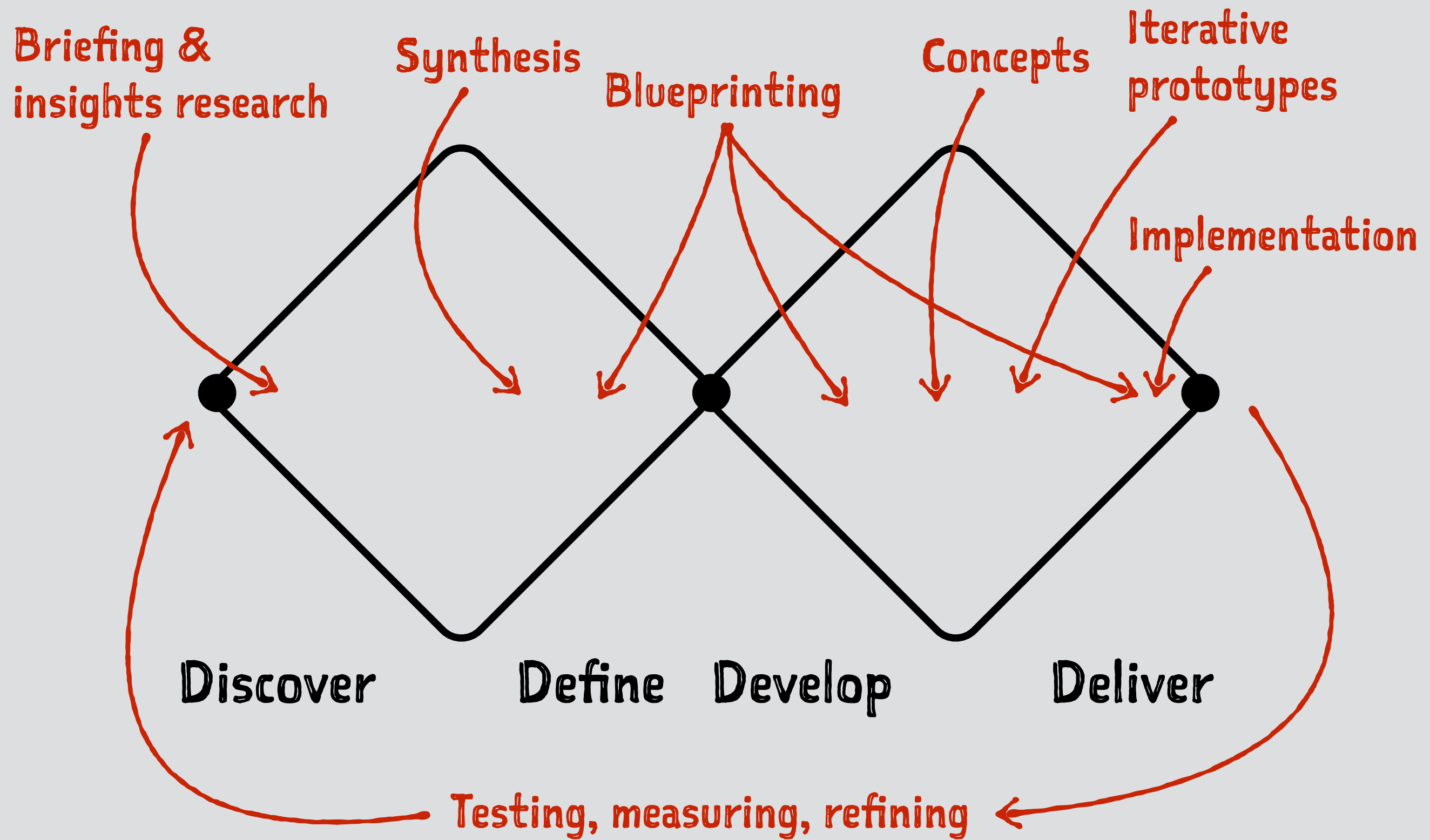
Service Blueprint Template

Own Your Bank Data

Version 1.0

		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	In Branch Staff			In Branch Staff											
	Print								Monthly Booklet							Data Deleted Letter
	Web								Data Viz Online							
	Mobile															
	Location															
	Product															
Backstage Processes/Support	Customer Service				Call-center authentication		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



Where this fits into a 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

GETTING STARTED

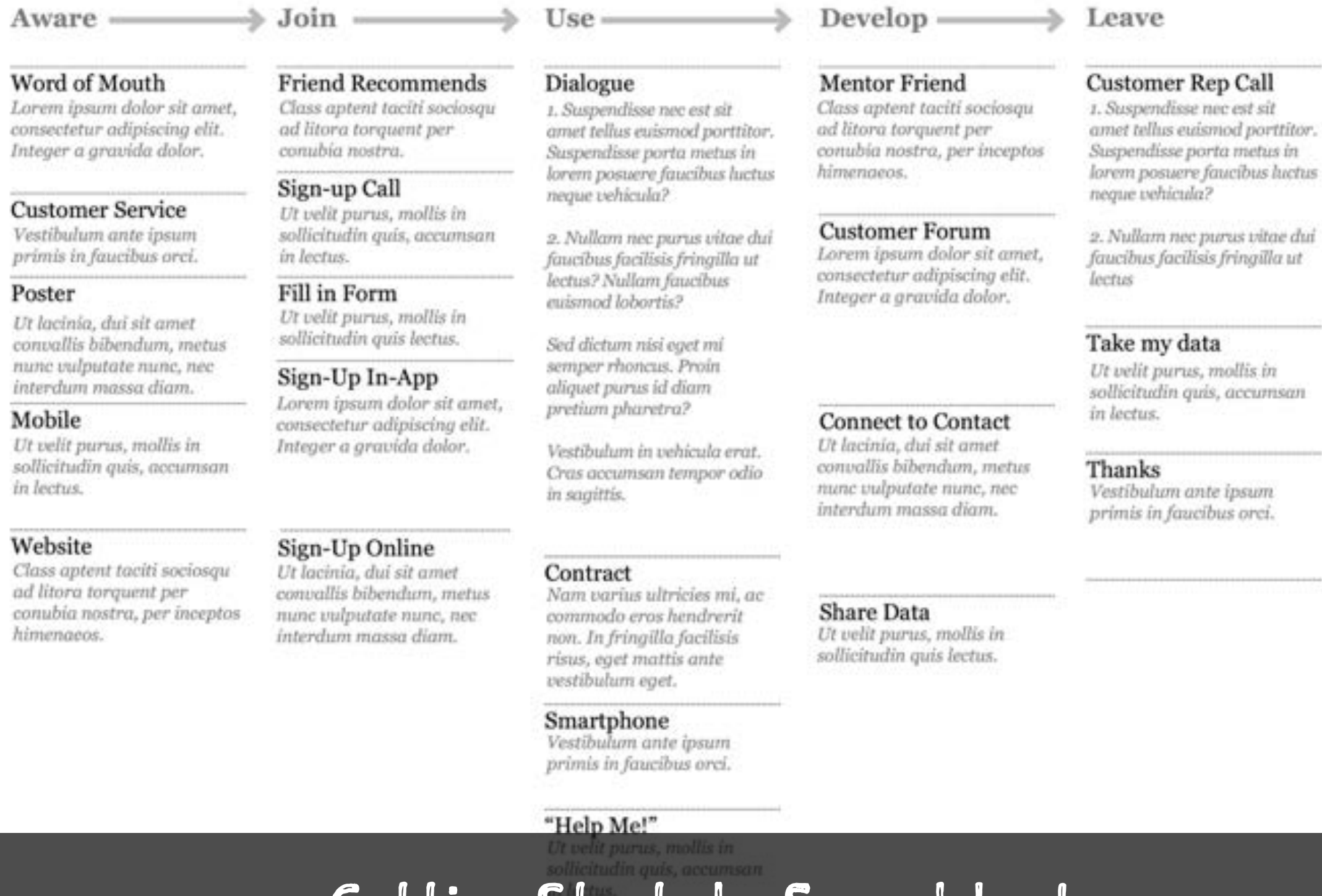
		AWARE	JOIN	USE	DEVELOP	LEAVE
JOURNEY/ EXPERIENCE						
CHANNELS	PRINT					
	WEB					
	PEOPLE					
BACKSTAGE	CRM					
	CALL CENTRE					

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



Getting Started - Spreadsheet



Service Blueprint Template

Or use a template




Or use a window and pretend you are in Star Wars

Service Blueprint

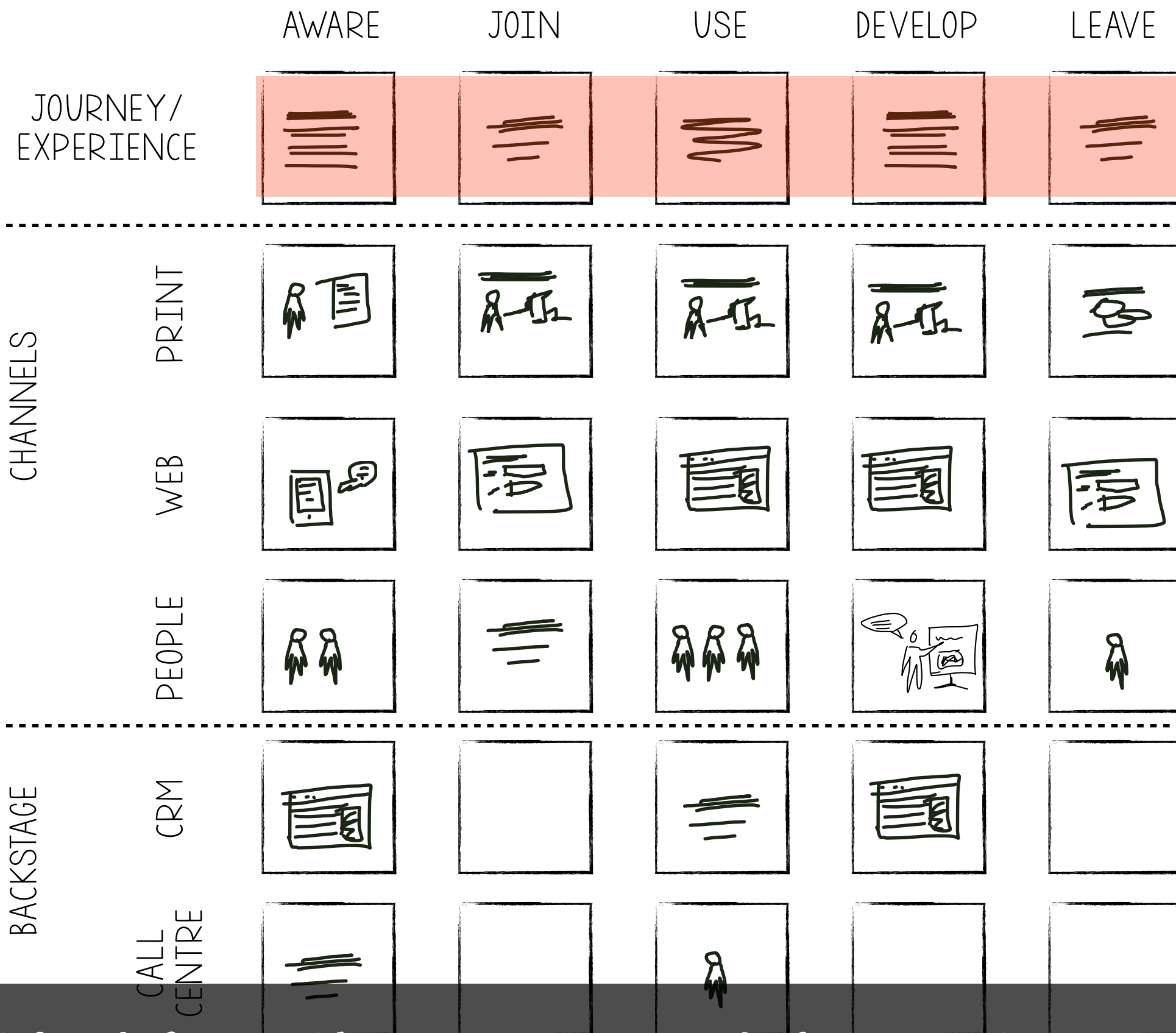
Service Design Book Demo

VERSION 0.1

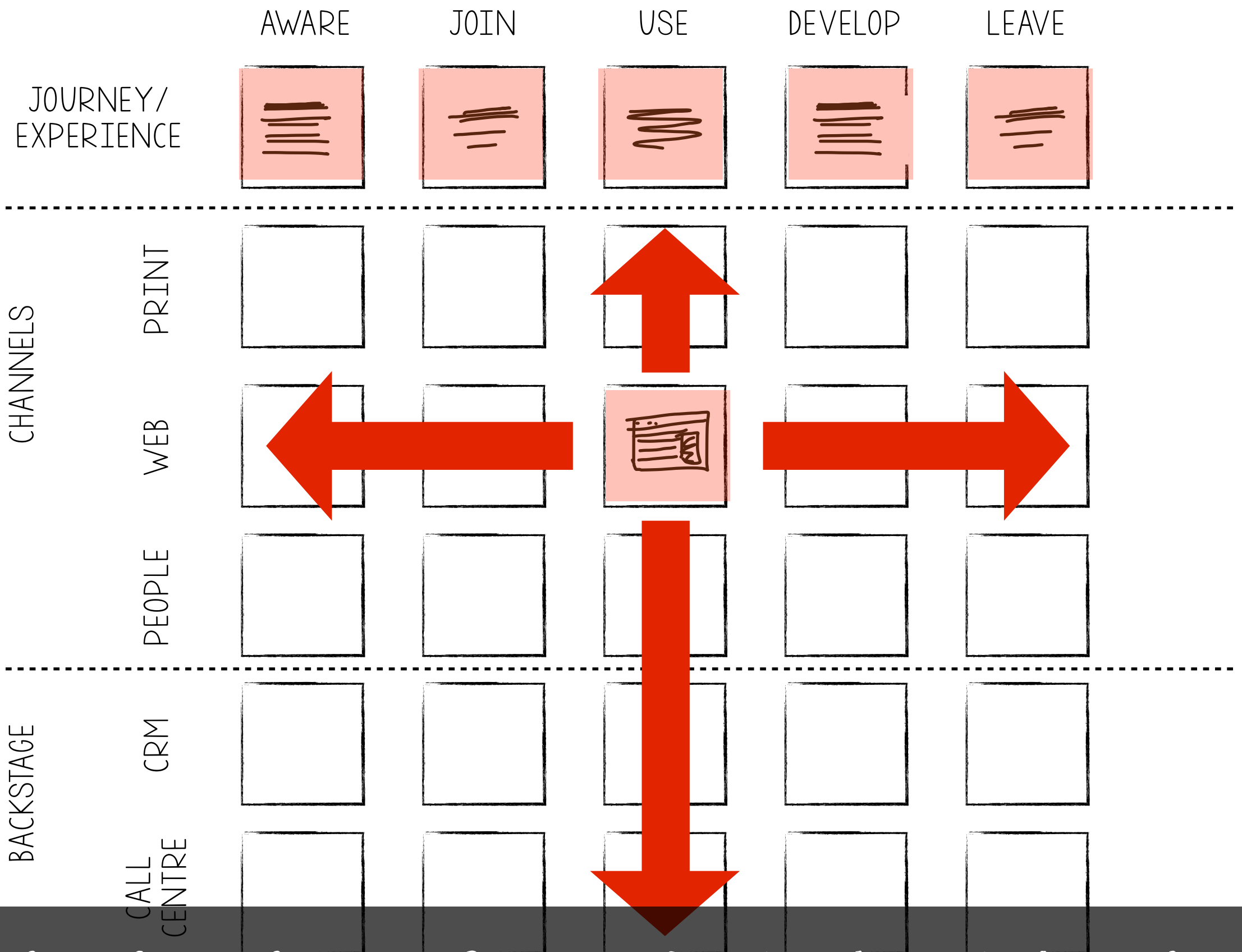
client logo

		Aware	Join			Use			Develop			Leave		
		Write an overall <i>Statement</i> for the user experience of this phase. What should we aim for? What is this phase all about?												
User	Step	Break the interactions into steps and describe each activity.												
	Experience	"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



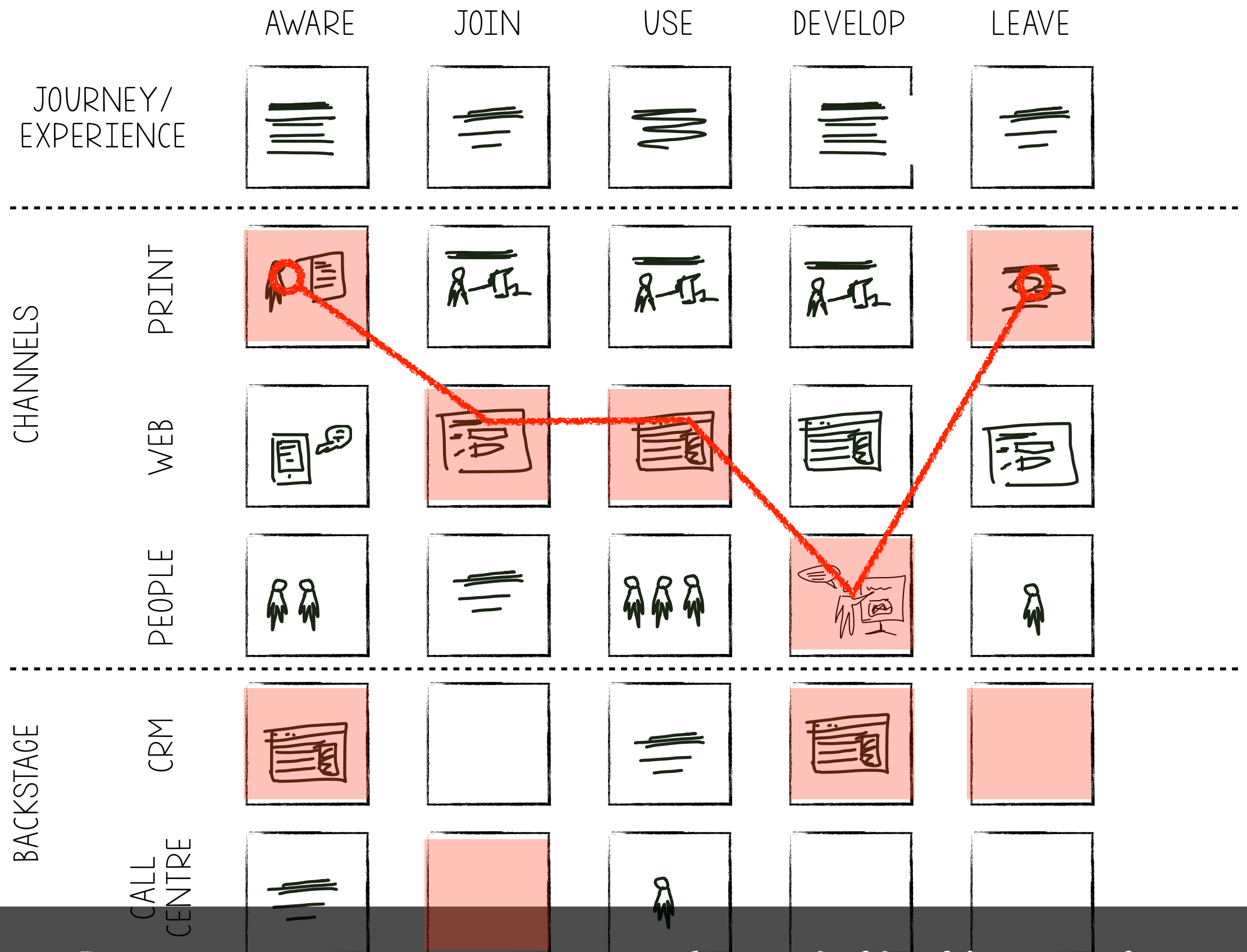
Start by defining the experience - what are customers thinking?



Generative: brainstorming from one key touchpoint idea outwards

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

Or choose key touchpoints to develop



Or imagine a user journeys through the blueprint

TASK 2:

BUILD UP THE INITIAL GRID &
CREATE AN INITIAL CONCEPT
PROPOSITION

DEVELOPING THE SERVICE PROPOSITION



Decide upon and start with the experience you want to deliver

- What is your core service activity?
- What kind of experience should this service be?
- Where are the cracks between the different elements of the services and how could those transitions be improved?
- Can you mitigate for the lows and enhance the highs?
- 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?)

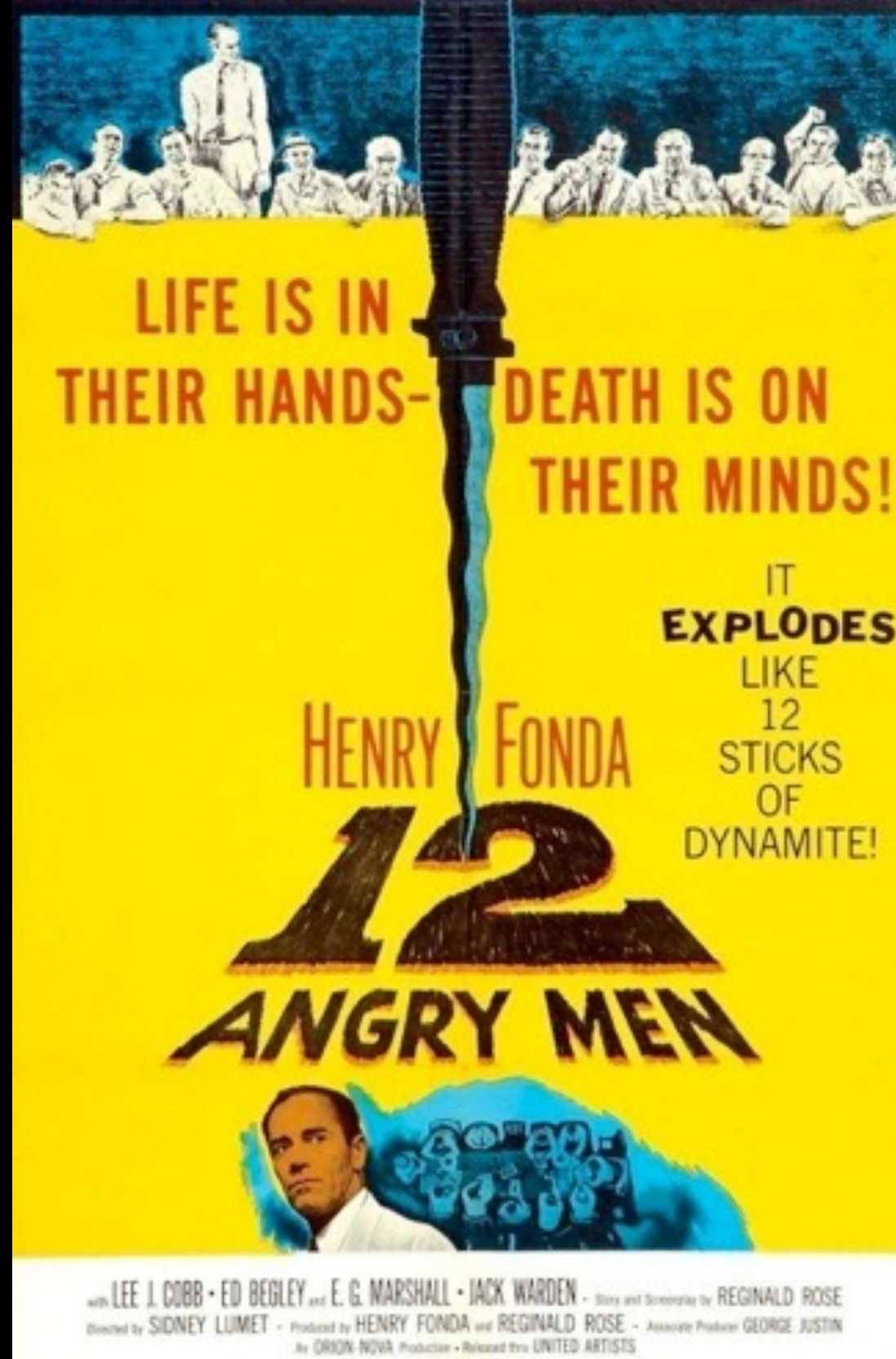
Some questions to consider

SUM UP YOUR
PROPOSITION IN
ONE SENTENCE

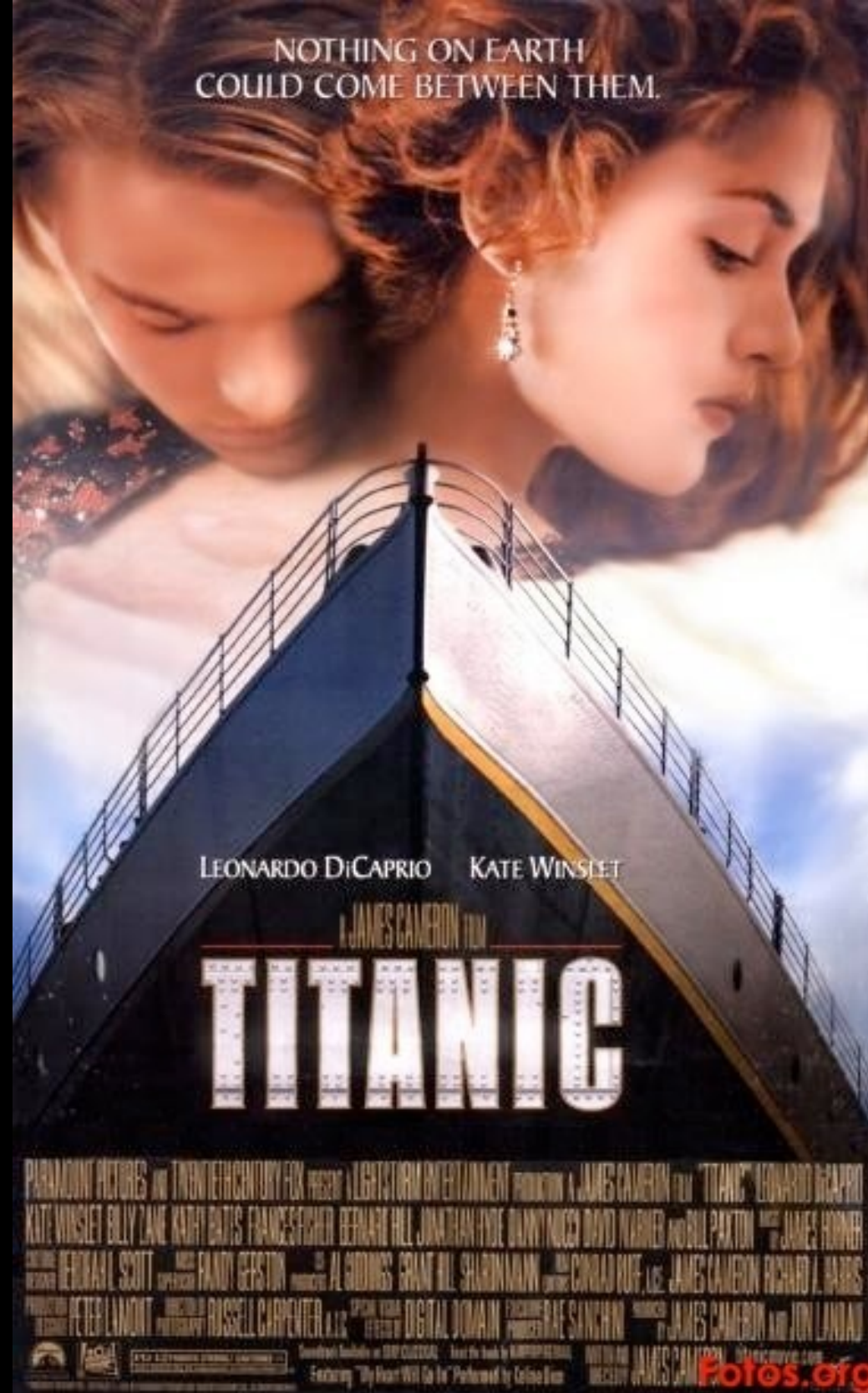
“A young man and woman from different social classes fall in love aboard an ill-fated voyage at sea.” - Titanic

“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

Screenwriters do this very well with loglines



Add visuals and the proposition is clear



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.

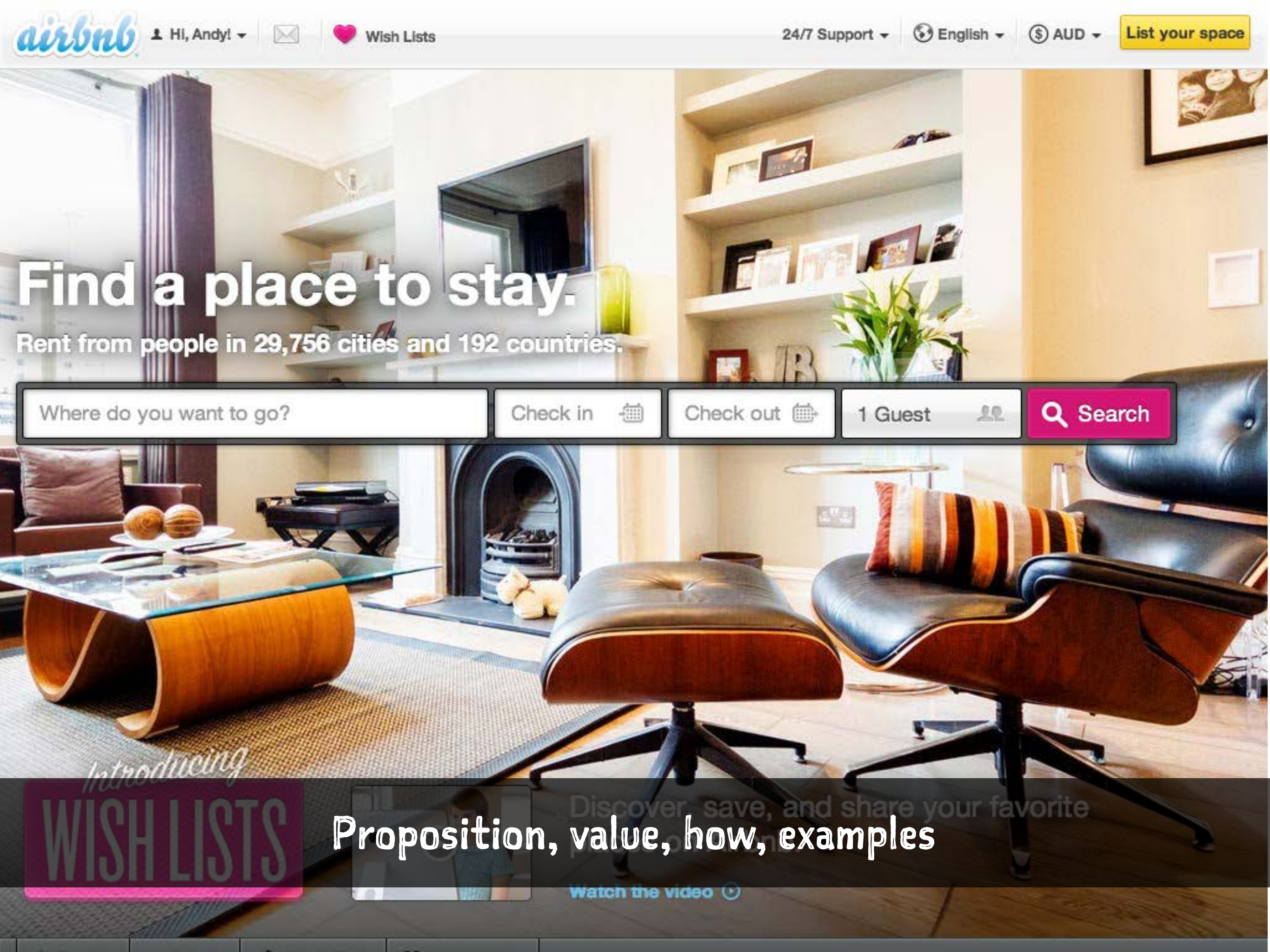
2

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.

Check in

Check out


1 Guest

Search

Introducing
WISH LISTS


Proposition, value, how, examples

Watch the video


Sign in with  Sign in

WhipCar


How it works Join for free

 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...




Ken's Audi A5 T Fsi Sport 6sp
£20 per hour
★★★★★




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

Residential Customers Business Bluewin About Swisscom

E-Mail + SMS Xtra-Zone TV Customer Center

Shopping basket Contact Your Location EN

Packages Mobile **Swisscom TV** Internet Fixed network More... Help & Support

Search

The best films – at the touch of a button.

Swisscom TV

From

CHF 0.– / month

Offers

ON DEMAND

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

Prüfen Sie Ihre mögliche Geschwindigkeit anhand Ihrer Rufnummer oder Adresse.

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

Tarifauswahl

Fragen & Feedback

Webcode

TV über Satellit

Entertain Sat

monatlich:
39,95 €

12 Monate 10% sparen!
Nur hier im Online-Shop bei Neuvertrag

Meistverkauftes Produkt

Anschlussstyp

Fernsehen

TV-Kanäle

TV-Archiv

Zeitversetztes Fernsehen

Zugang zu Videoload

Programm Manager

HD-fähig

3D-fähig

Big TV (optional inkl.)

TV-Paket Film (optional inkl.)

HD-Paket (optional inkl.)

HD-Start (optional inkl.)

HD+ (HD-Sender)

Mediencenter

Internet

Geschwindigkeit

Internet Flat

VDSL & Glasfaser

VDSL 25 (optional inkl.)

VDSL 50 (optional inkl.)

Fiber 100 (optional inkl.)

TV über DSL

Entertain Comfort Sat

in den ersten 24 Monaten
ab:
statt 44,95 €
39,95 €

abzgl. 10% bei Online-Bestellung

Anschlussstyp

Fernsehen

TV-Kanäle

TV-Archiv

Zeitversetztes Fernsehen

Zugang zu Videoload

Programm Manager

HD-fähig

3D-fähig

Big TV (optional inkl.)

TV-Paket Film (optional inkl.)

HD-Paket (optional inkl.)

HD-Start (optional inkl.)

HD+ (HD-Sender)

Mediencenter

Internet

Geschwindigkeit

Internet Flat

VDSL & Glasfaser

VDSL 25 (optional inkl.)

VDSL 50 (optional inkl.)

Fiber 100 (optional inkl.)

Entertain Comfort

in den ersten 24 Monaten
ab:
statt 44,95 €
39,95 €

abzgl. 10% bei Online-Bestellung

Anschlussstyp

Fernsehen

TV-Kanäle

TV-Archiv

Zeitversetztes Fernsehen

Zugang zu Videoload

Programm Manager

HD-fähig

3D-fähig

Big TV (optional inkl.)

TV-Paket Film (optional inkl.)

HD-Paket (optional inkl.)

HD-Start (optional inkl.)

HD+ (HD-Sender)

Mediencenter

Internet

Geschwindigkeit

Internet Flat

VDSL & Glasfaser

VDSL 25 (optional inkl.)

VDSL 50 (optional inkl.)

Fiber 100 (optional inkl.)

Entertain Premium

in den ersten 24 Monaten
ab:
statt 44,95 €
44,95 €

abzgl. 10% bei Online-Bestellung

Anschlussstyp

Fernsehen

TV-Kanäle

TV-Archiv

Zeitversetztes Fernsehen

Zugang zu Videoload

Programm Manager

HD-fähig

3D-fähig

Big TV (optional inkl.)

TV-Paket Film (optional inkl.)

HD-Paket (optional inkl.)

HD-Start (optional inkl.)

HD+ (HD-Sender)

Mediencenter

Internet

Geschwindigkeit

Internet Flat

VDSL & Glasfaser

VDSL 25 (optional inkl.)

VDSL 50 (optional inkl.)









Fiber 100 (optional inkl.)

Huh? (And what about that URL?)

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

Thank you for inspiring us
to be the best every single day.

NATEL® infinity: As much as you want

		XL	L	M	S	XS
In Switzerland Calls SMS/MMS Surfing		✓ unlimited	✓ unlimited	✓ unlimited	✓ unlimited	✓ unlimited
Download (up to) Upload (up to)		Highspeed Internet*	21 Mbit/s 2 Mbit/s	7.2 Mbit/s 1 Mbit/s	1 Mbit/s 0.5 Mbit/s	0.2 Mbit/s 0.1 Mbit/s
Tariffs to other countries EU/USA/Canada		✓ unlimited	100 min. incl.	30 min. incl.	60 ct./min.	60 ct./min.
EU/Western Europe Calls SMS/MMS Surfing		200 min. incl. 200 SMS/MMS incl. 200 MB incl.	100 min. incl. 100 SMS/MMS incl. 100 MB incl.	30 min. incl. 30 SMS/MMS incl. 30 MB incl.	Tariffs abroad	Tariffs abroad
		50.- Online discount 	50.- Online discount 	50.- Online discount 	50.- Online discount 	50.- Online discount 
Monthly subscription price		CHF 169.-	CHF 129.-	CHF 99.-	CHF 75.-	CHF 59.-
		Order	Order	Order	Order	Order
		Details	Details	Details	Details	Details

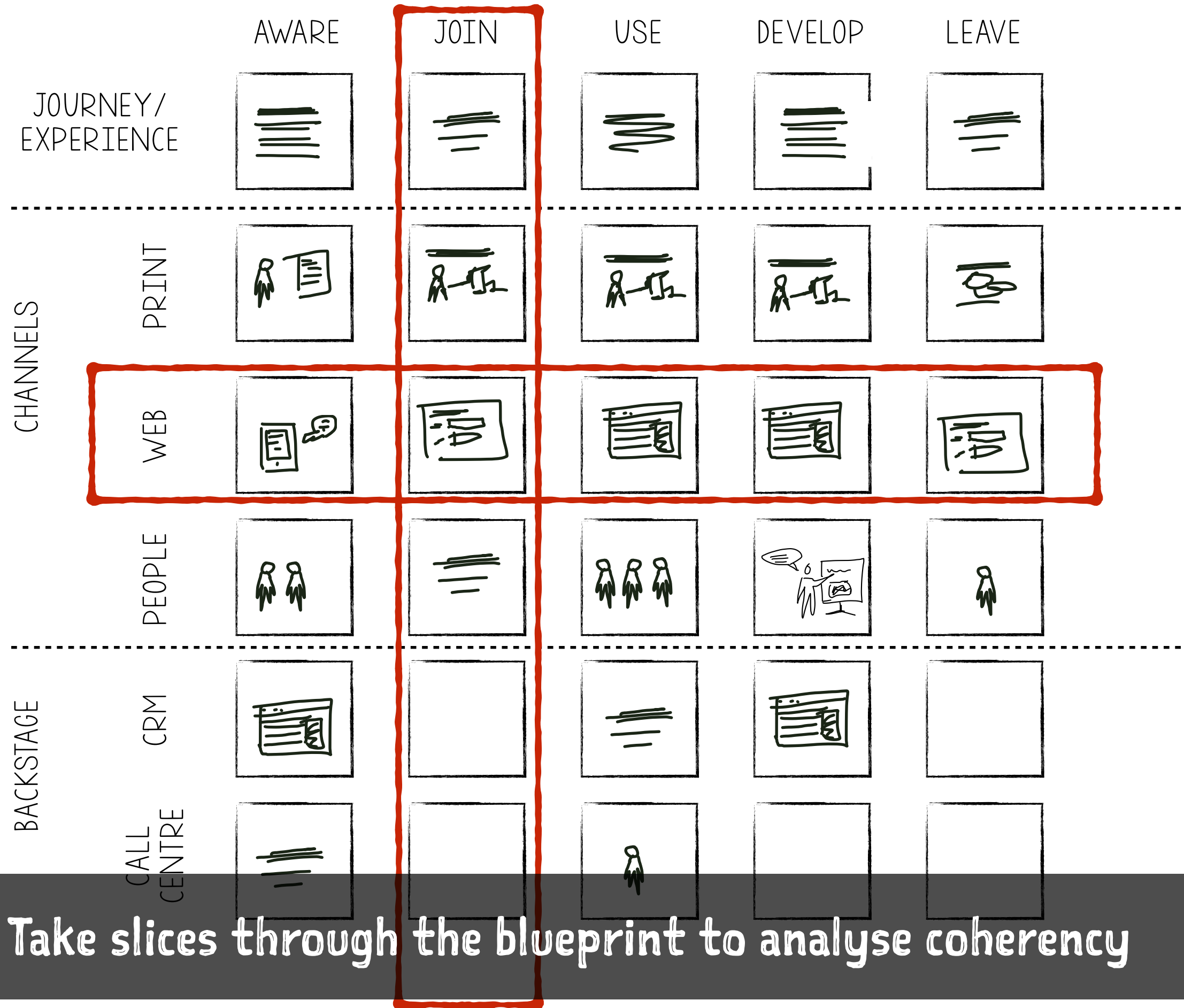
NATEL® xtra infinity

NATEL® infinity for everyone unter 26.

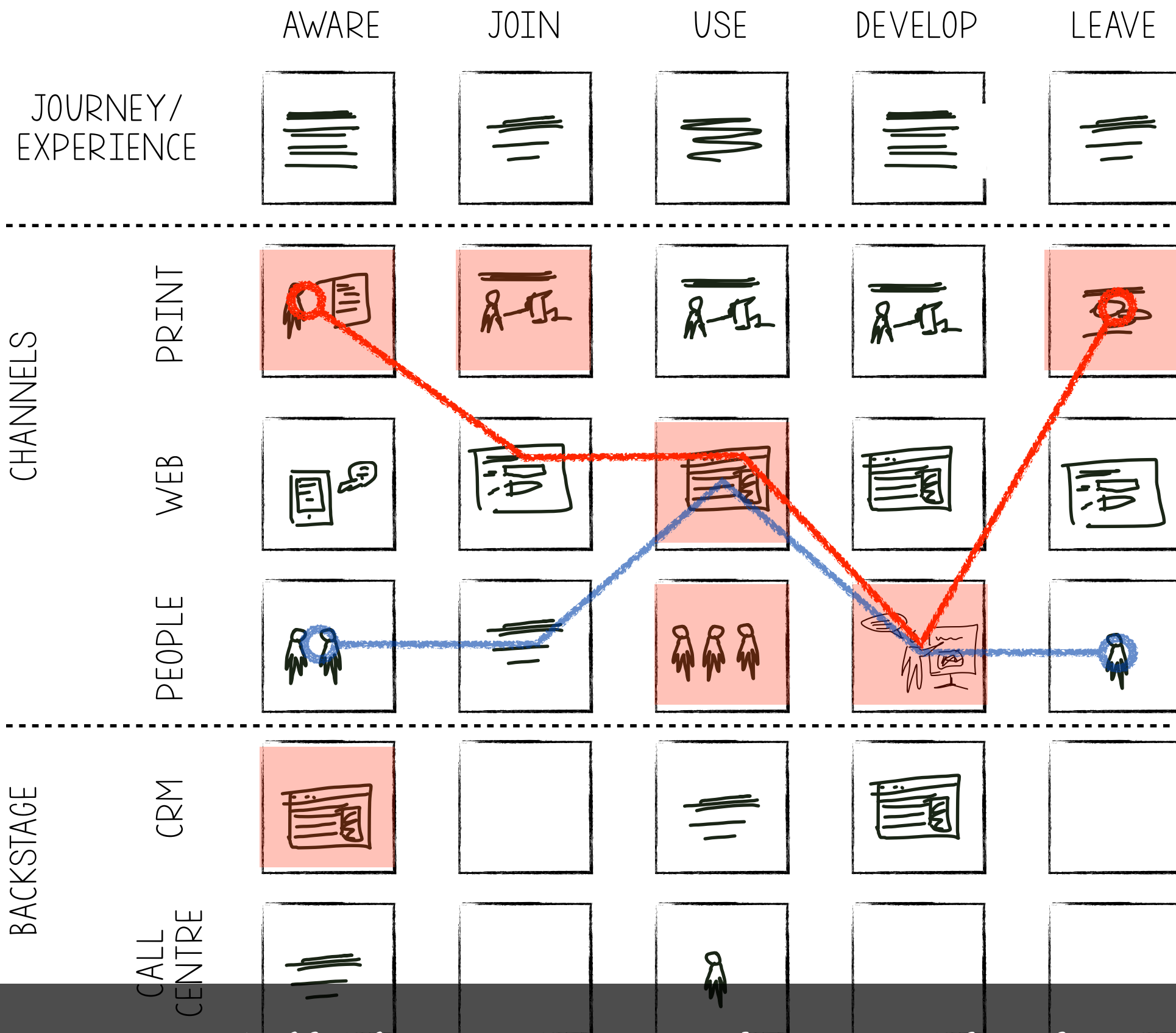
[Details](#)

Swisscom – speed, instead of data cap

I'VE MADE A
BLUEPRINT, NOW
WHAT?



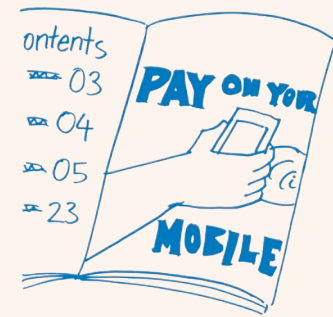
Take slices through the blueprint to analyse coherency



Multiple journeys can be mapped out

Journey Summary

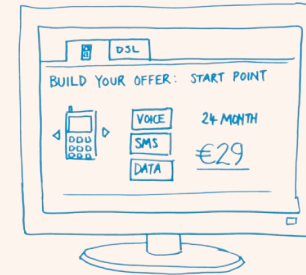
Aware



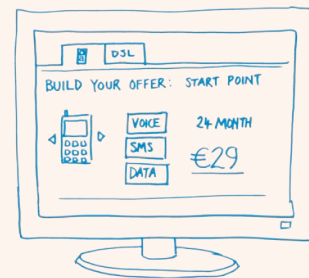
Join



Use



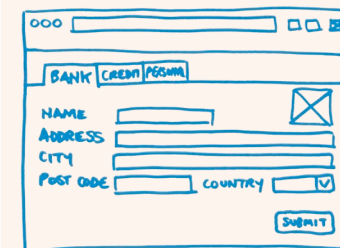
Use 2



Develop



Leave



Break those journeys out as storyboards/summaries

A1 Start of the Day

X Channel Core Sales
Document version: 1.0
Date: 16.9.10



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



Interactions Map



Agent Interactions

1. Access to personal email
2. Points Dashboard (sales and points)
3. Leads monitoring
4. News
 - Customer Campaigns
 - Tariff updates
 - Internal campaigns
 - External campaigns (from manufacturers)
5. Healthy competition
 - Leader Board
 - Mentoring

Customer Interactions

1. Relevant product follow-up for sales, up-sell and cross-selling.
2. Relevant person for follow-up with customer.
3. Relevant channel for follow-up.
 - Call center
 - Mail
 - SMS

Flags

- 1.1 Transparent Individual Form
- 1.2 Leads Tracking

Phase/Step Summaries

Steps

- 1.1 Commissioning

JOURNEYA



PoS-B

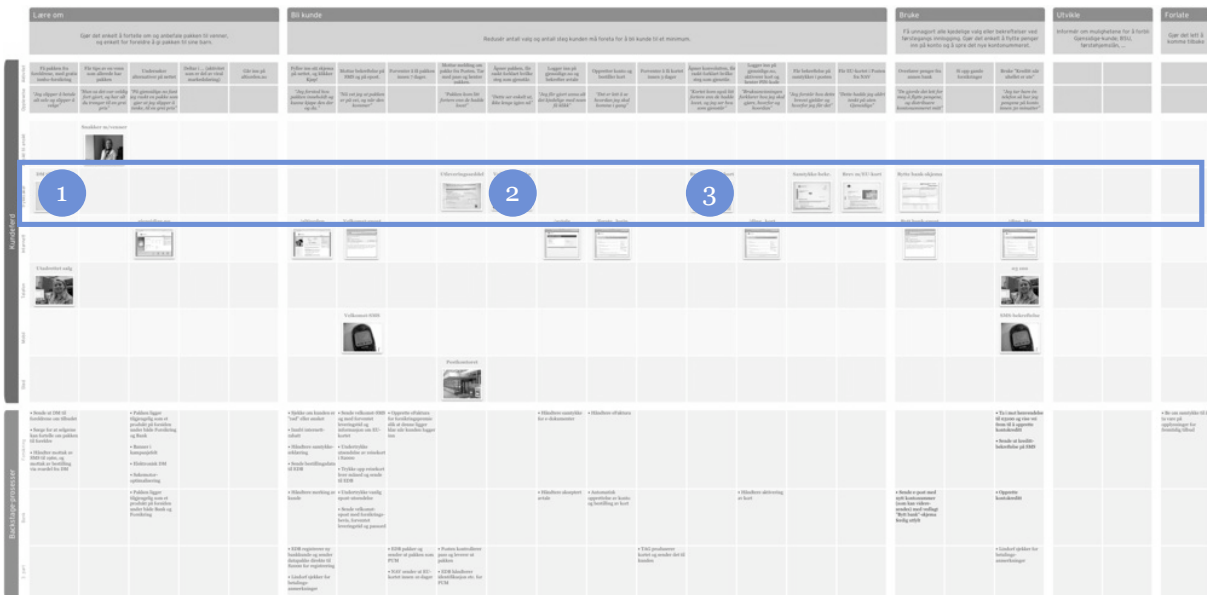
Home

Call Center

1. Start of the Day 2 3 4 5 6 7 8 9 10

Service Blueprint for trykksaker

Ungdomspakken



1 DM til foreldre som er gjensidigekunder

BESKRIVELSE

Ungdom som fremdeles har folkeregistrert adresse hos sine foreldre er dekket av deres innboforsikring. Derfor kan eksisterende gjensidigekunder kjøpe Alt-i-orden-pakken til barna sine til en lavere pris. Denne DMen skal kommunisere dette som en fordel, slik at pakken oppleves av foreldrene som noe fint man kan gi barna på veien.

FUNKSJONSKRAV

Sendes ut på sensommeren før studiestart.

Evt. legges ved årlig utsendelse av polisedokumenter eller lignende.

Det må klargjøres for mottak av:

- avklippbar svardel med bestilling av pakken
- SMS til 1960 for å bli oppringt av selger

INNHold

DMen skal inneholde:

- Et brev med tilbud om Alt-i-orden-pakken og avklippbar svardel
- Ferdigfrankert svarkonvolutt

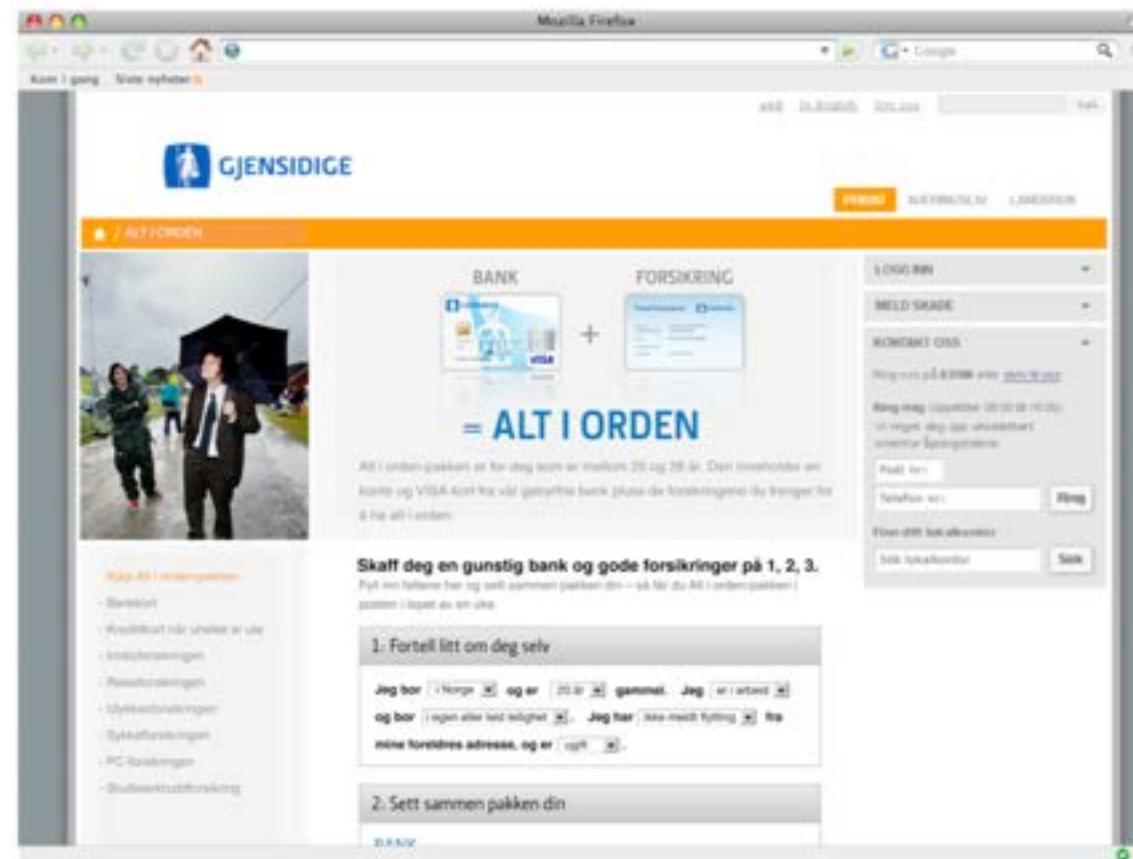
Brevet skal:

- forklare at Gjensidige har en pakke som inneholder det unge voksne trenger av forsikring- og banktjenester
- forklare at de som gjensidigekunder kan kjøpe denne pakken til lavere pris fordi deres innboforsikring dekker barna, så lenge de ikke melder flytting til folkeregisteret
- kort beskrive fordelene med Gjensidige bank
- kort beskrive forsikringsdekningene som er i pakken
- foreslå at foreldrene kan gi denne pakken til sine barn
- gjøre det lett å bestille pakken fra Gjensidige med svardel og ferdig frankert svarkonvolutt
- gjøre det lett å bestille pakken med å sende SMS til 1960 med foreslått O.E.Nr. til 1960

FORM

Bør se ut som vanlig kommunikasjon fra Gjensidige.

2 Produktside og skjema



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

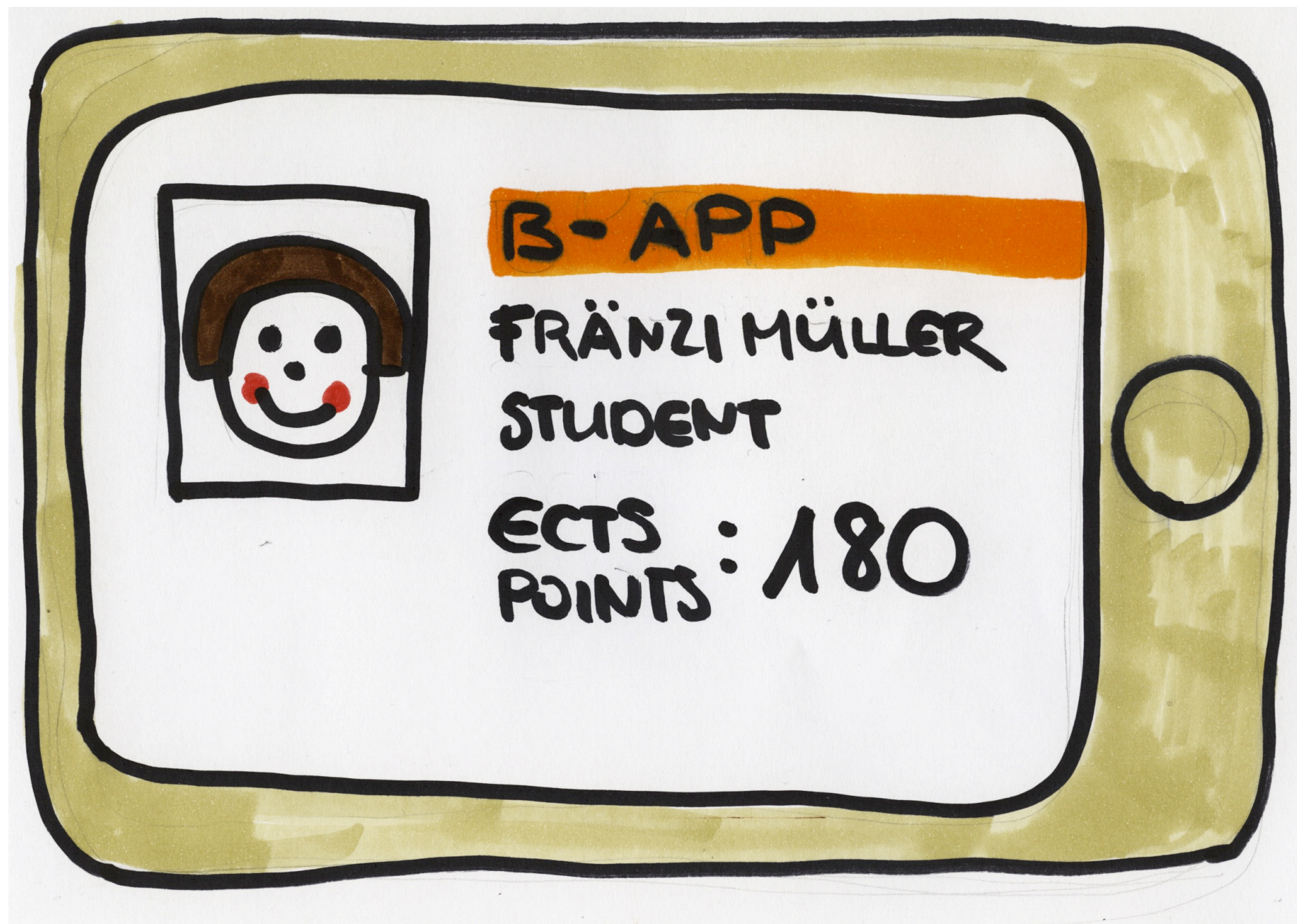
Design spec documents for individual touchpoints

	Aware	Join	Use	Quit
Retail	\$ ↘	\$ ↘	😊 ↗	\$ ↘
Call centre	\$ ↘	😊 ↗	\$ ↗	\$ ↘
Web	\$ ↘	\$ ↗	😊 ↗	\$ ↗
Product	😊 ↗	\$ ↗	\$ ↗	\$ ↘
	\$ ↘	\$ ↗	\$ ↗	\$ ↘

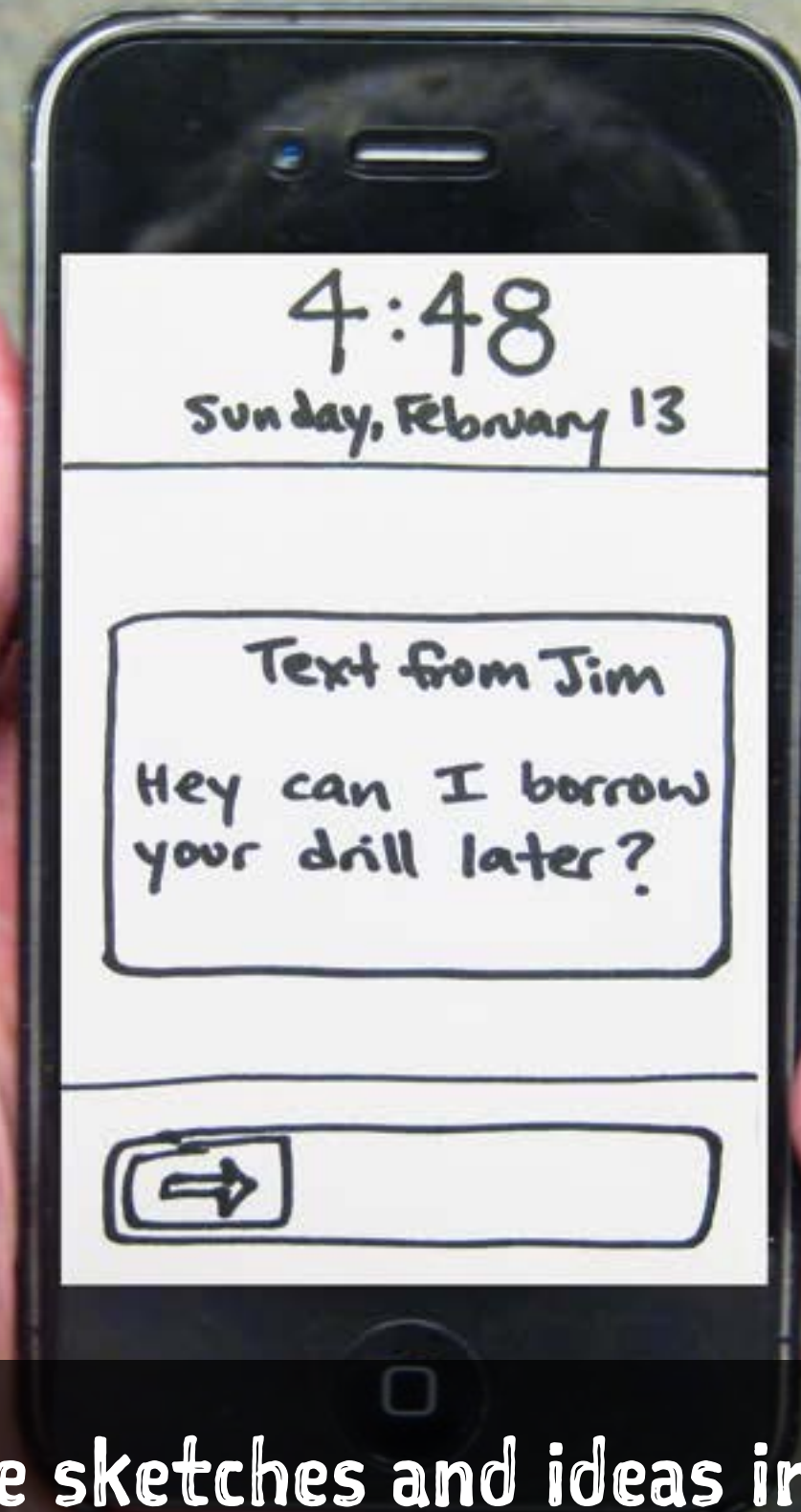



Measure across different channels, over time - aggregate value

ITERATIVE
EXPERIENCE
PROTOTYPING



Design and prototype the interfaces



Place sketches and ideas in context

I FEEL

HI, HOW ARE
YOU?



Keep some things rough enough at first



Keep some things rough enough at first



Experience prototype with interactive tangibles



Experience prototype in situ

TILFLUKTSROM

Carl Berners plass knutepunkt Interchange



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

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?

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

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?

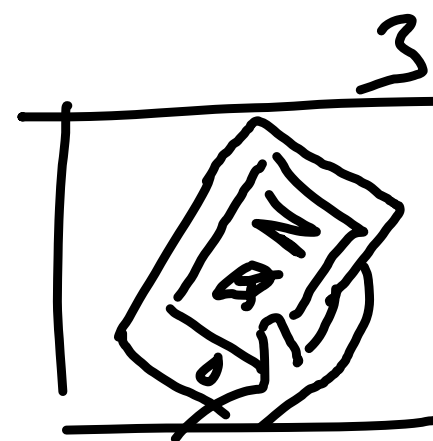
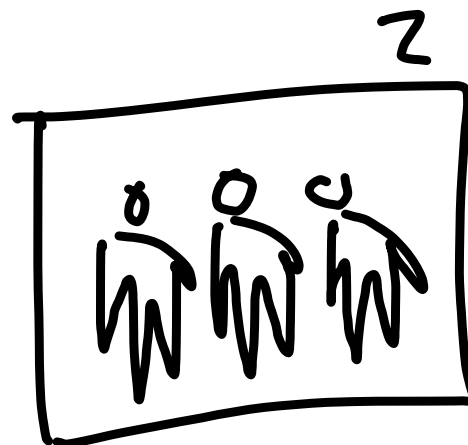
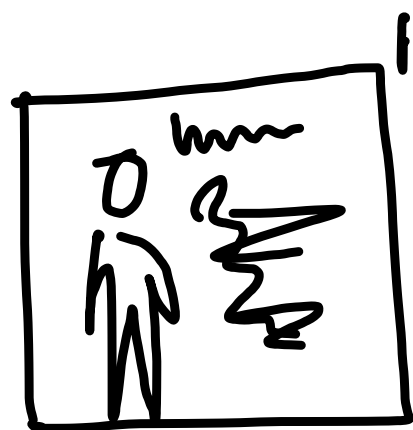
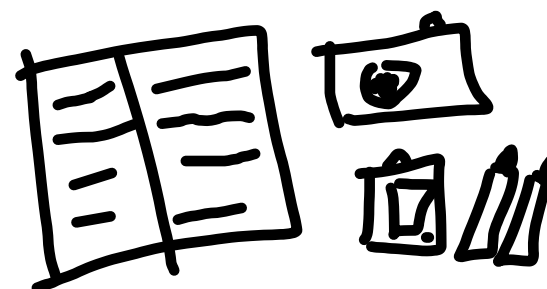
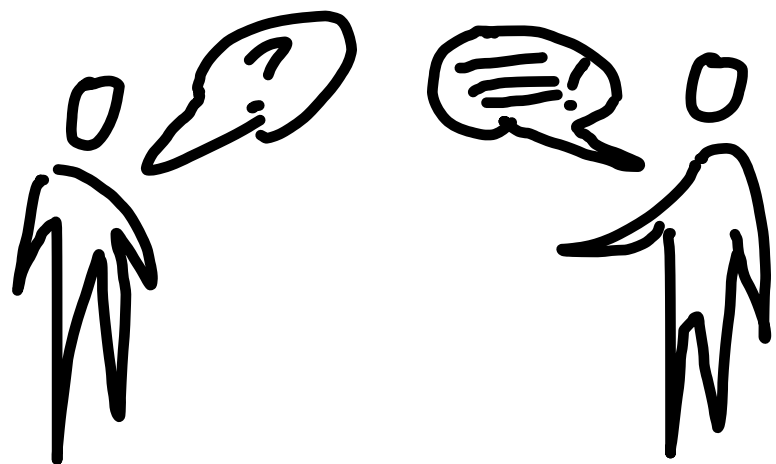
Concentrate on 1-4 for today

STORYBOARDING &
EXPERIENCE
PROTOTYPING



Again, start with the experience

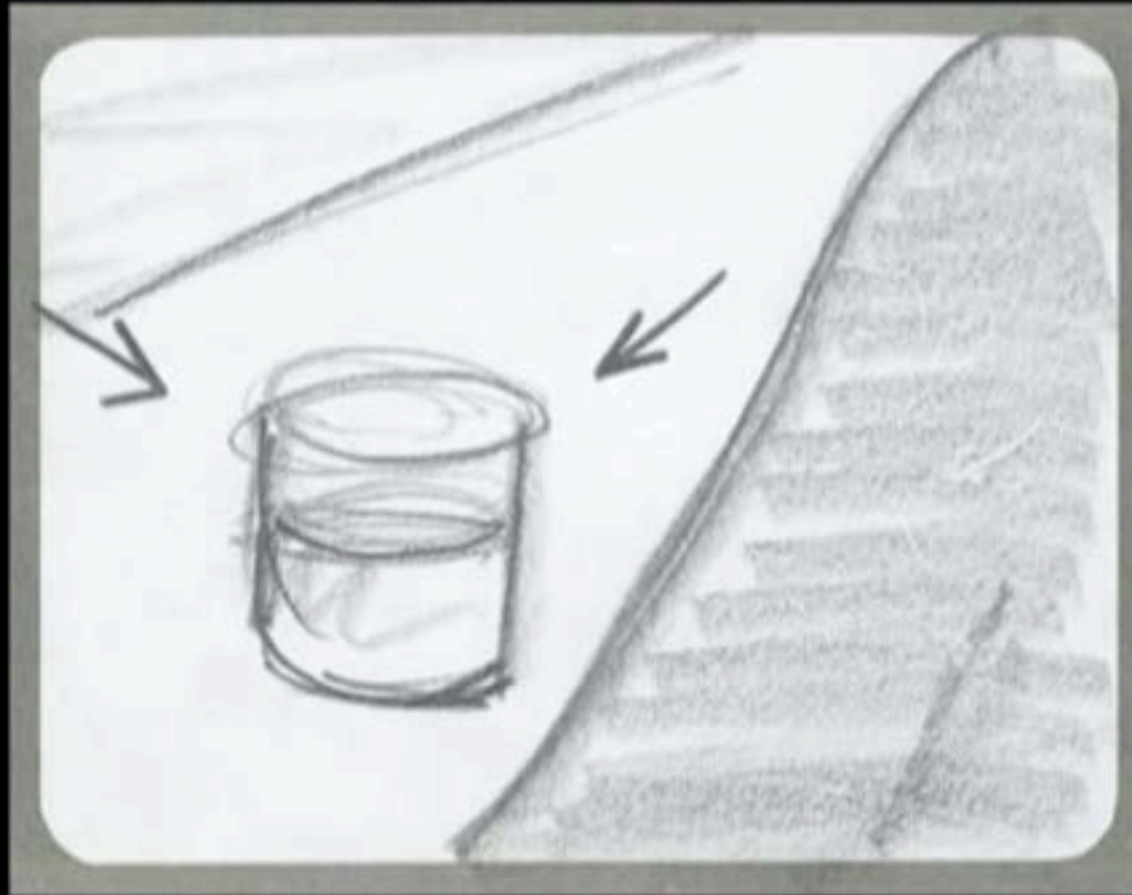
CRASH COURSE IN STORYBOARDING



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



Martin Scorsese's storyboards for Taxi Driver



Martin Scorsese's storyboards for Taxi Driver

Tools:

Sketch sheet

Title

.....

Description

.....

.....

.....

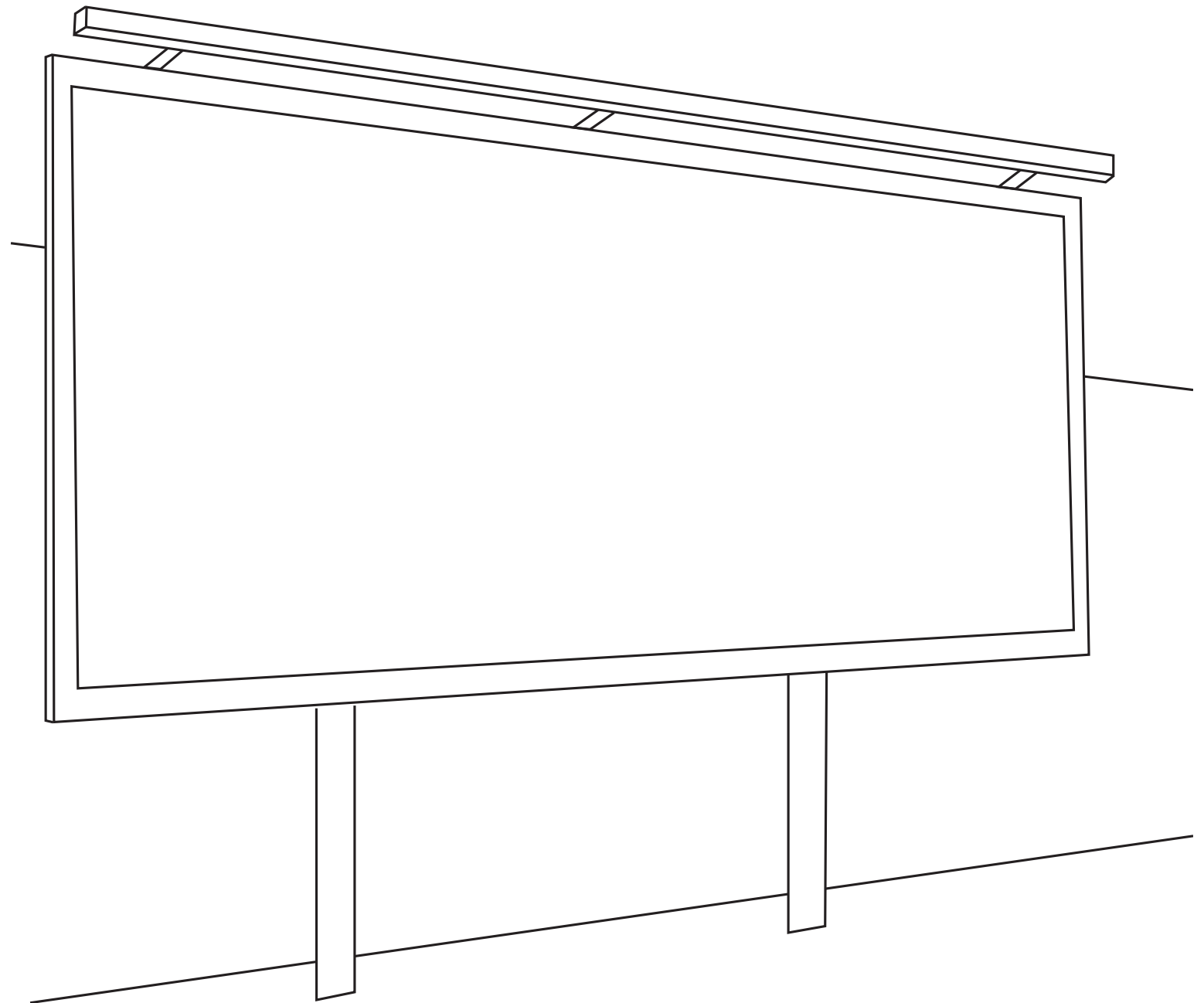
.....

.....

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live|work

Create some sketch sheets for storyboarding contexts

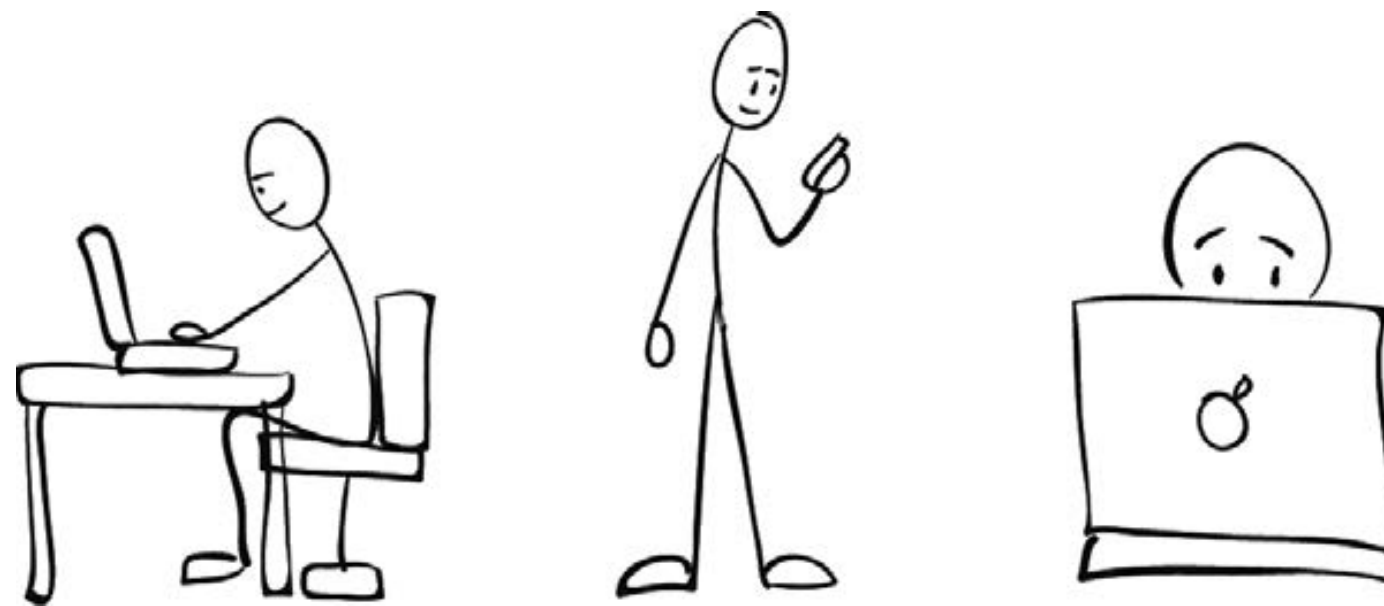


FIGURE 3.18

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

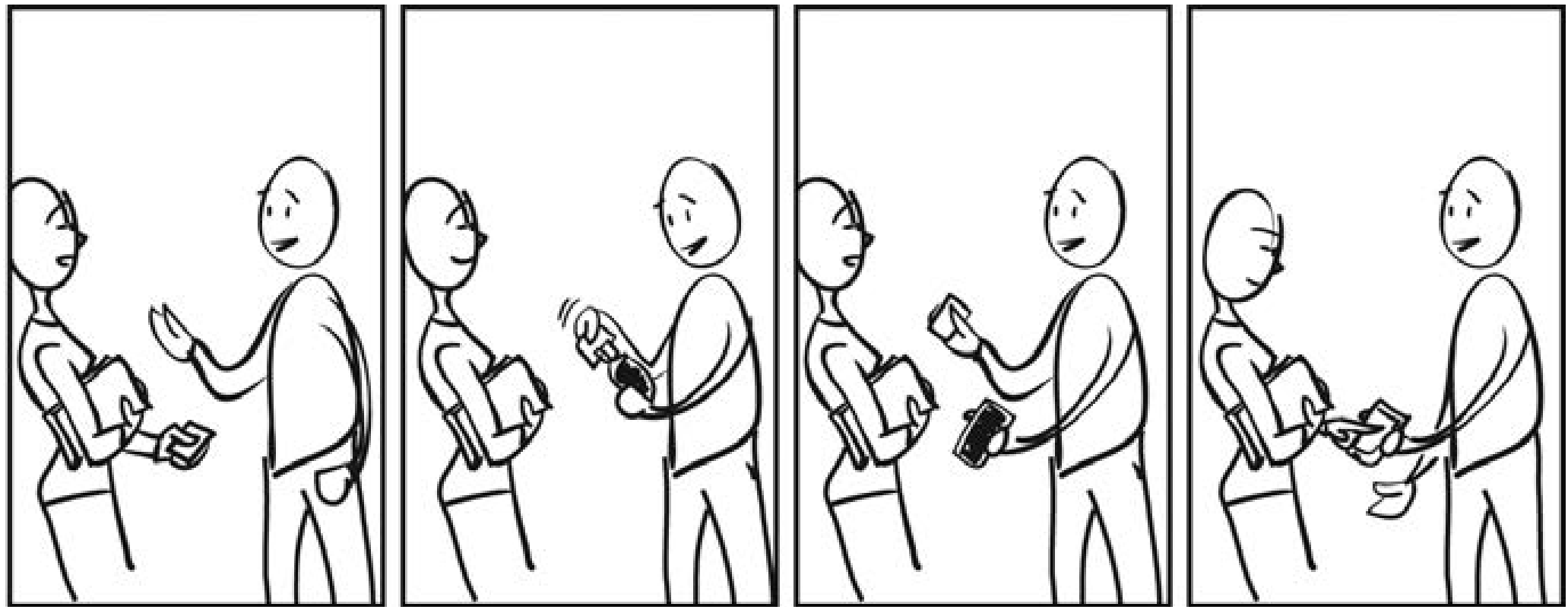


FIGURE 6.27

The step-by-step transaction.

Kevin Cheng – Editing down a sequence

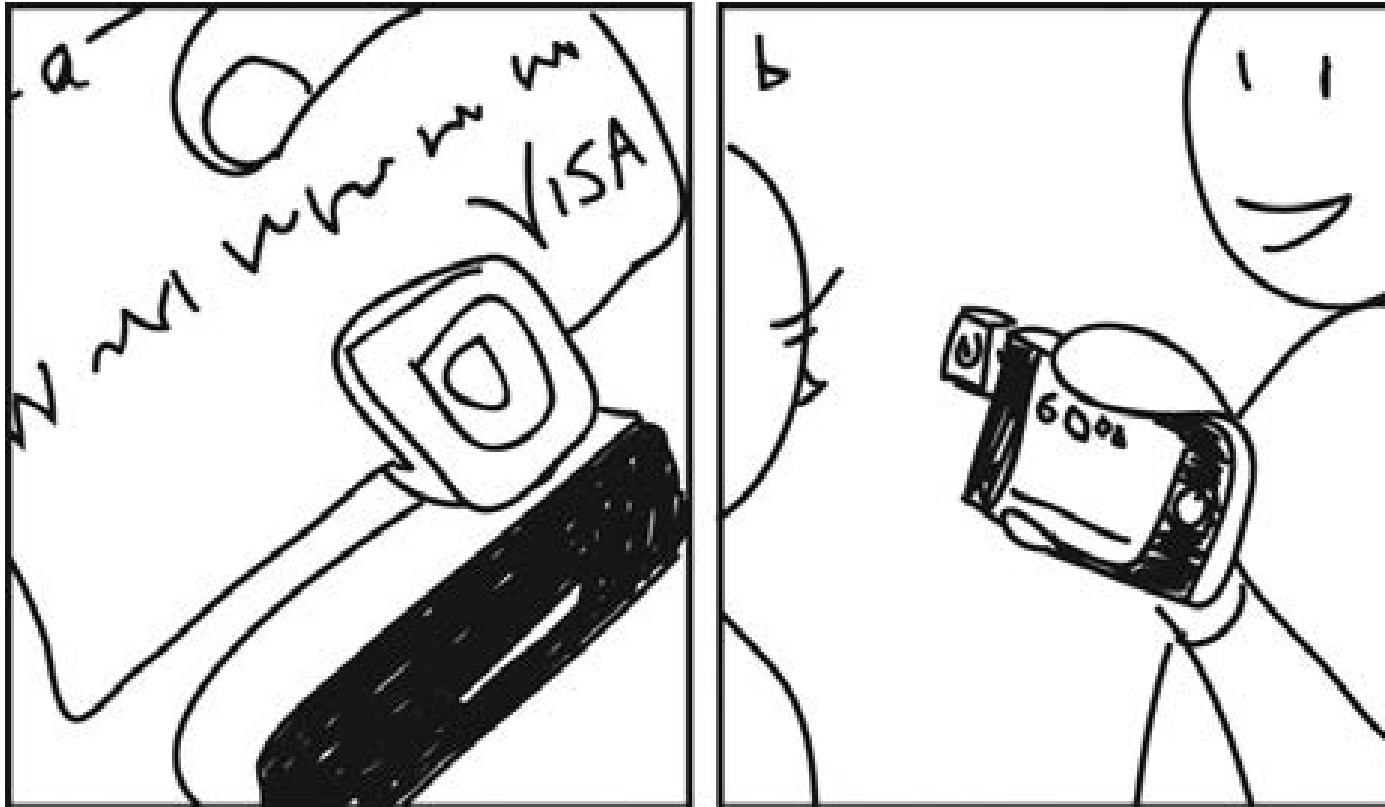
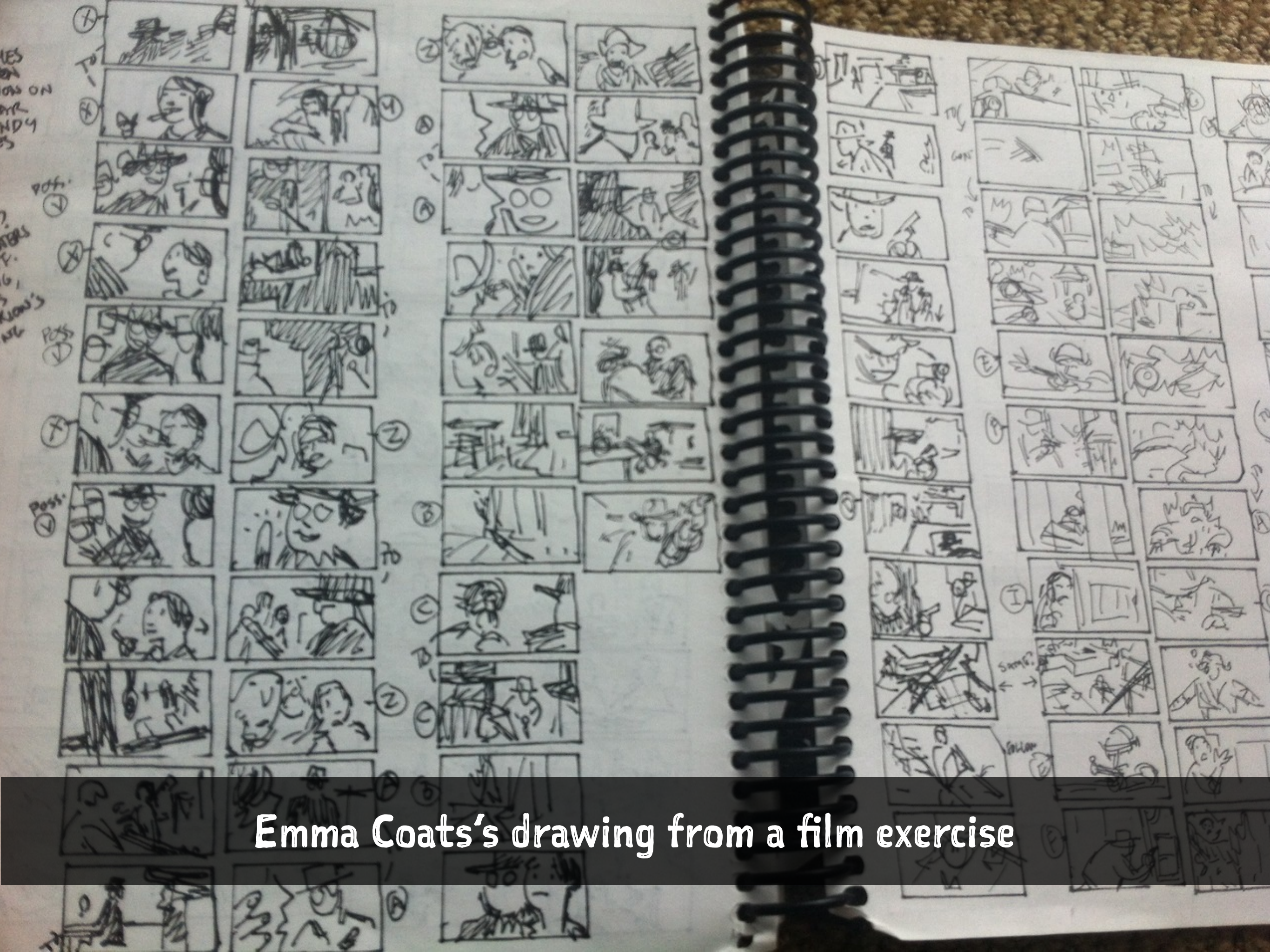


FIGURE 6.28
Cutting the transaction
scene down by half.

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

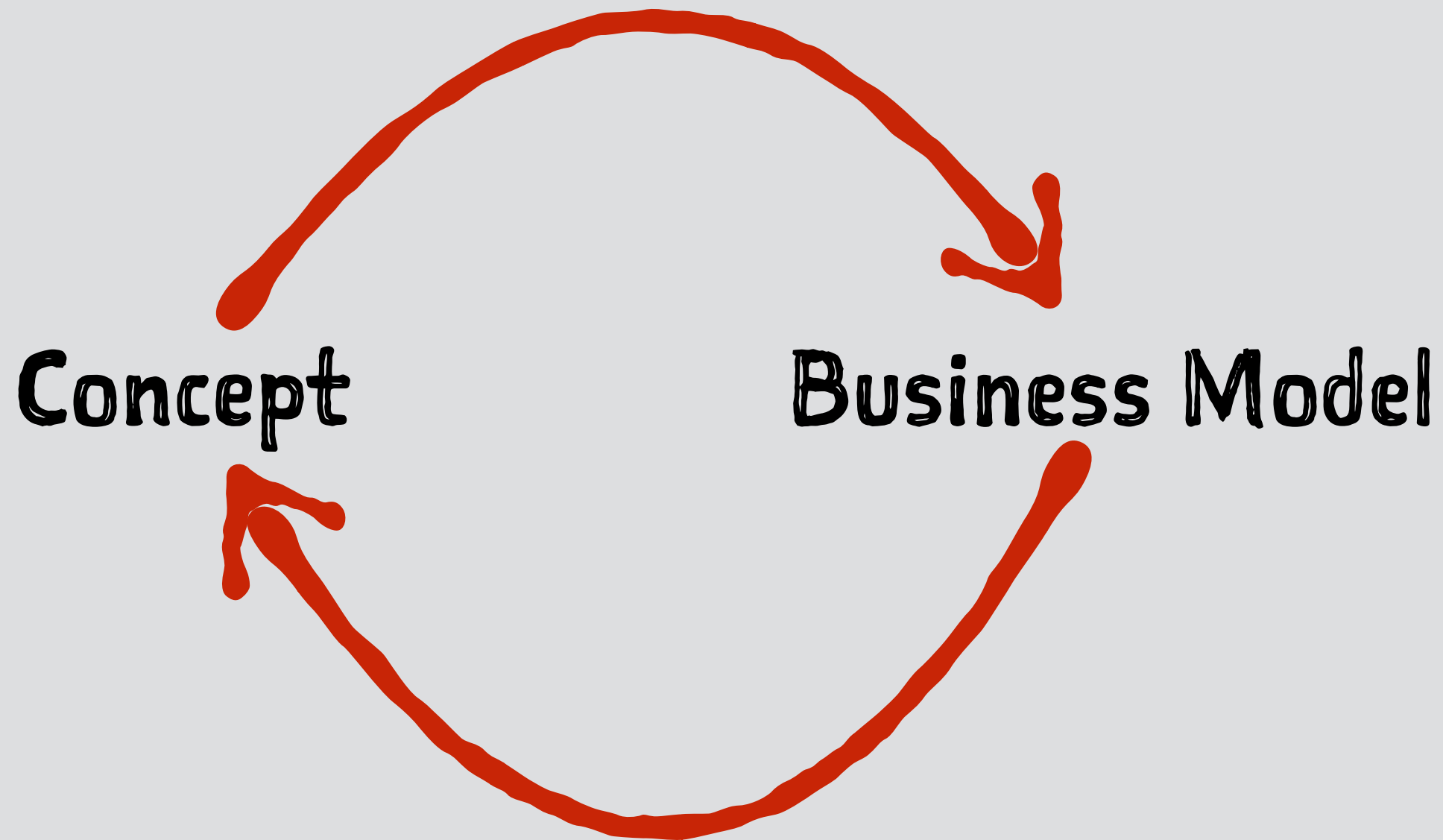
1. Develop your experience, service and business proposition
2. Storyboard (or prototype) 4-5 key stages of the customer journey
3. Using this journey, pitch your business proposition to customers as well as clients/investors.
 - What is the proposition and experience?
 - How does it look and work?
 - What is the business model?

Pitch Iteration

TASK 3

STORYBOARD & SKETCH THE PITCH

ALIGNING
BUSINESS, SERVICE
AND CUSTOMER
NEEDS



From idea utopia to reality to re-design

- “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

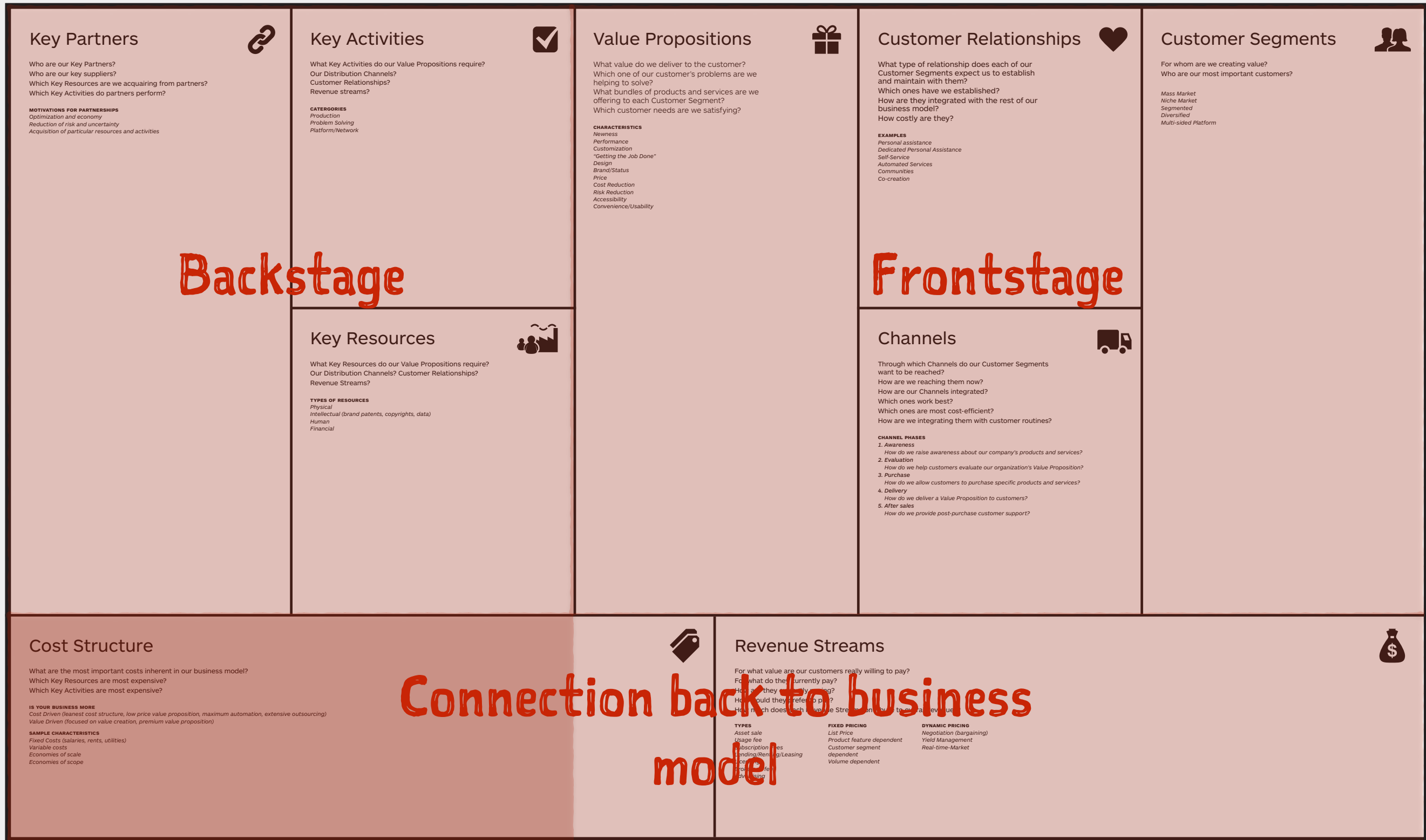
The Business Model Canvas

Designed for:

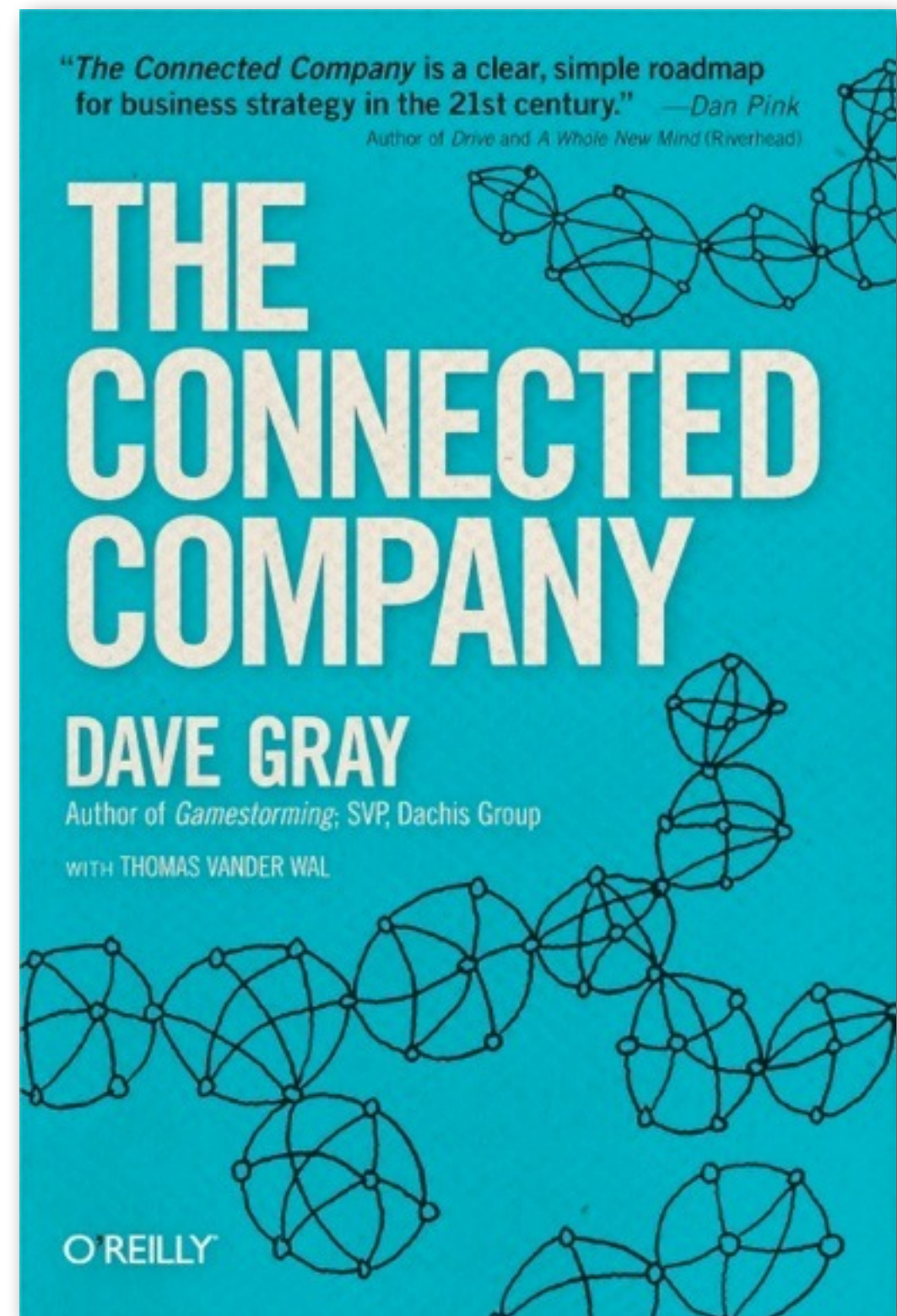
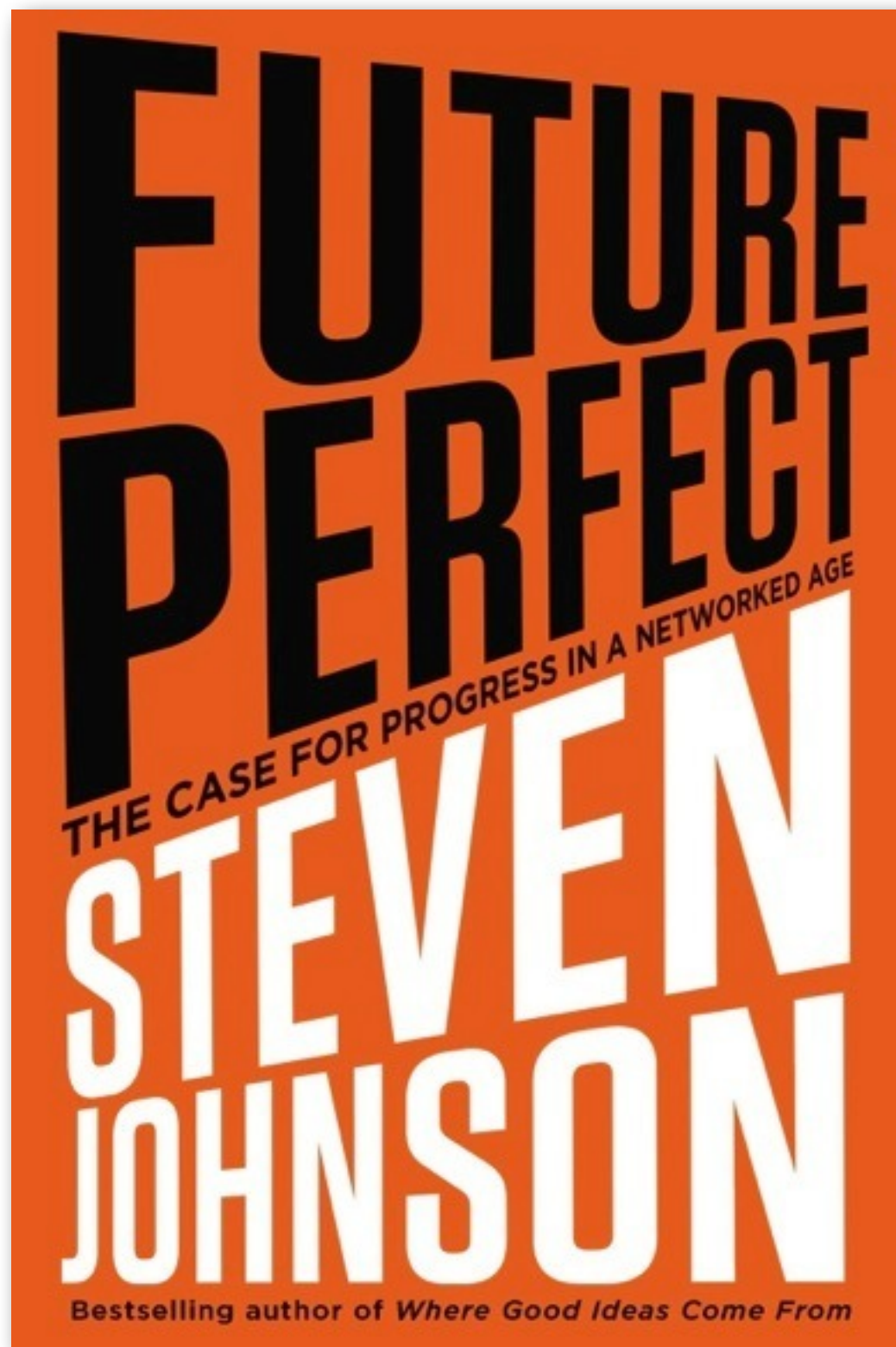
Designed by:

Date:

Version:



CREATING BETTER
SERVICES MEANS
CHANGING
CULTURES &
ORGANISATION



From command and control to the connected company

Johnson, Steven (2012). Future Perfect: The Case for Progress in a Networked Age. Riverhead Books, New York
Gray, D. & Wal, T.V. (2012) The Connected Company. O'Reilly Media, Sebastopol, CA.

Projektauswertung KoE3

Projektauswertung KoE3

ZA0901

ZA09

E33112

01.01.2013
2014

31.12.2099

1 12

1 2

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



COMPANIES ARE MADE
OUT OF PEOPLE

Be people oriented, not just customer/user oriented



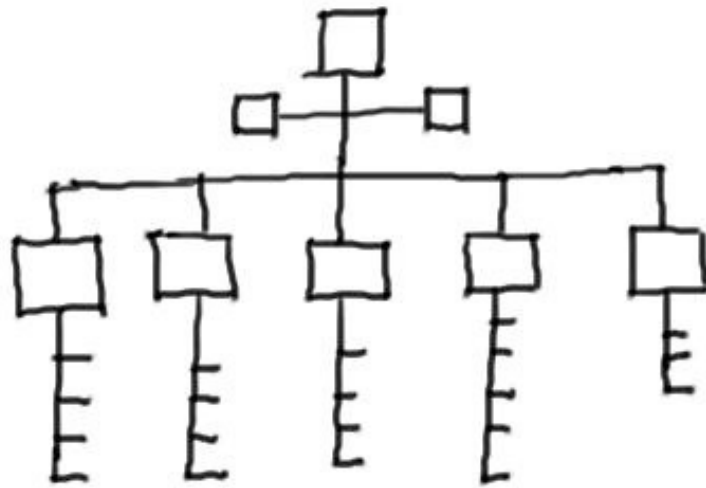
Konsernsjef Helge Leiro Baastad (nr. 3 fra v.) vil at Gjensidige skal ha et mer intimt forhold til kundene enn konkurrentene. Her sitter han 130 andre Gjensidige-ledere samlet på ett rom og ringer 1000 tilfeldig utvalgte kunder for å få vite hva de egentlig mener om forsikringsselskapet. FOTO: JON-ARE BERG-JACOBSEN

People/customer-oriented culture comes from the top



Design for the connections in-between, you must

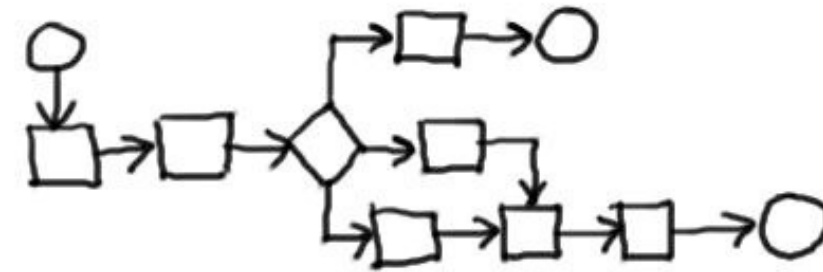
DESIGN BY DIVISION



DIVISION OF LABOR

SPECIALIZATION

(TERRITORY)



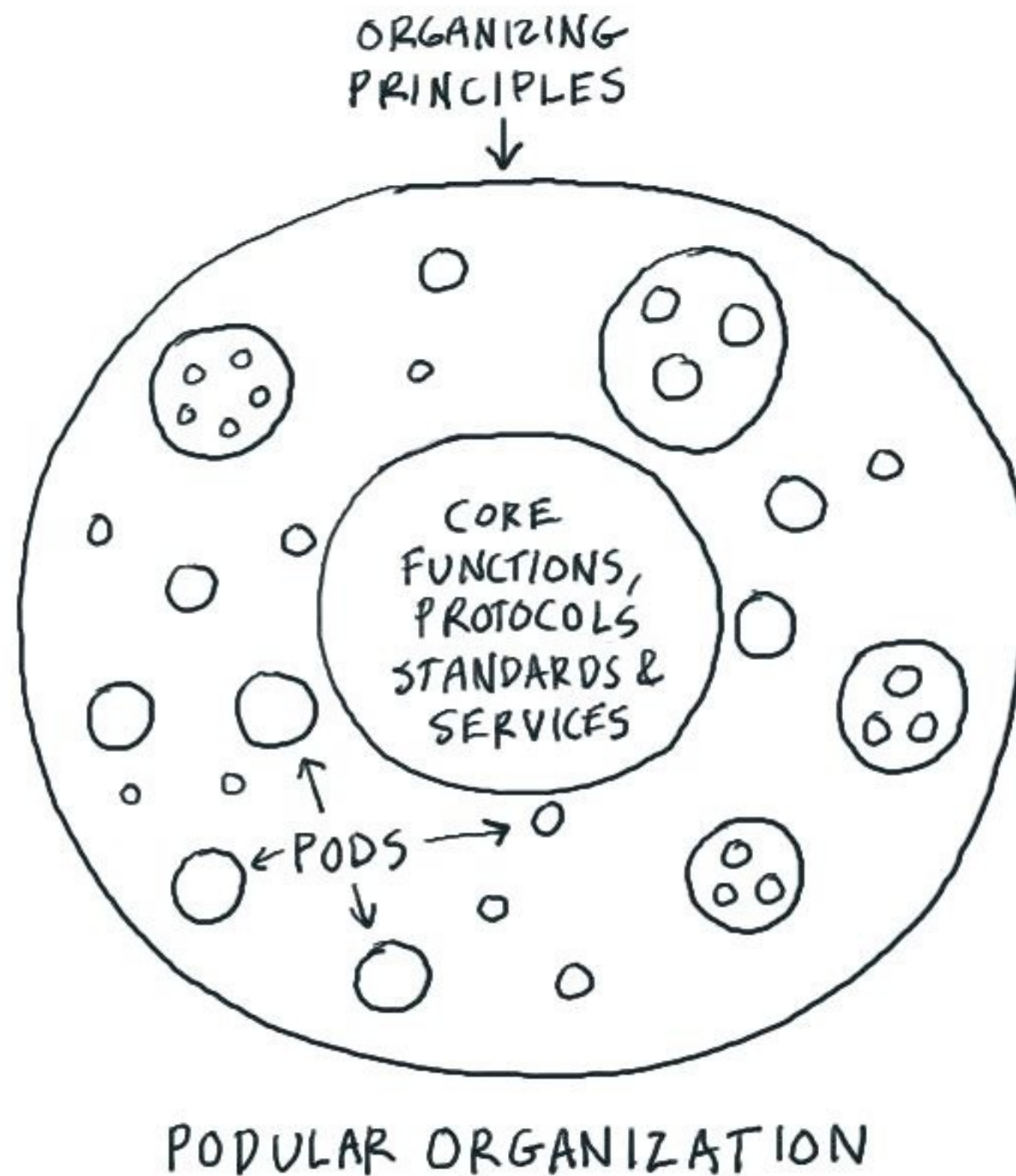
SEPARATE TASKS

PROCEDURE
POLICY

PROCESS

(DOGMA)

It's difficult to deliver coherent experiences like this



Build on shared principles, not dogma



THANK YOU!
QUESTIONS?

andy@polaine.com
@apolaine
www.polaine.com

