Index and overview

Deliveries Shape of symbol The phases of a project Activities Workshops The shape of the symbol represents different types of The different colours on the icons represent different phases information of a project Design / Make Holding a pitch or presentation Observation Mapping workshop - getting Movie a common understanding of status quo Initiation of project/Before project Visualisation / Creativity Ideation Workshop Storyboard / Comic Activity performed by the Reframing of project Initiate Interview project team alone Research Workshop to design/approve of Written Report Activity together with client Executing a test Letting go Discuss Change a design of a service Design A type of delivery Person / Persona Adjust design Communicate Implementation workshop First Presentation workshop after delivery to plan the next steps in the process Plan change Evaluate / Measure Workshop to design/approve of Map / Visualization Meeting Marketing a design of a service Execute change Define goal / Vision / Finalise Workshop to design/approve of Recommendations and Increased customer Plan something suggestions satisfaction a design of a service Business as usual Technology** Pilot / Elements of a prototype A plan for change/ Choose Understanding / Knowledge / Meeting Philosophy mplementation The map to read the mapping Pitch This index contains explanation for Measure or eval Celebration Decision-making A-workshop* about the people, Conduct a survey the symbols and system actors, in the service in the process mappings. And also represents all the different symbols that have been used in the T-workshop* about the touch-Iterate / Refine Plan for something Research mappings. This means the index can be used in two ways: points in the service To understand the symbols and Business / Funding systems in the process mappings Analysis Business model Ideation Discression As a complete overview of all the different types of deliveries, www activities, and steps taken in the * These workshop relates to the AT-ONE-method developed by Employees Website different processes. Dr. Simon Clatworthy. A series of workshop designed to give a good starting point for a service innovation process. Selection / Segmentation Mapping of processes Launch event Business as usual

** Icon from the Noun Project

Case: Designit and OUS reducing the time until diagnosis of breast cancer

"The designers left the project too "If the designers were with us in - A. Moan

> the implementation. But there was no funding for that through DIP." - M. Hartmann, Designit

used them for visualizing and process and the road ahead."

service you change the service.

and knowledge

Research Delivery Pitch **Delivery Content** Internal processes start Prepare change Execute change Business as usual OUS had for a long time known that the wait between diagnosis and treatment was too long. They had tried many different approaches to fixing it. Implementation Adjustment Follow-up Applying for DIP Project group **Delivery Content** Workshop Observation Understanding Re-framing Making Delivery Presentation workshop Execute change Go live Interviews workshop scenarios scenarios meetings Preparing as usual Follow-up Follow-up Mapping of the Interviewing people Finding the Making the material An unexpected End-of project delivery: The employees use Quarterly follow-up Quarterly follow-up Quarterly follow-up Quarterly follow-up Observed the A vital insight in A presentation of A suggestion for Adjusted the The delivery is Anna Kirah in An important part Making Waves "anbudsprosess" the research phase needs were turned solution with 4 biggest part of the necessary changes meetings from the meetings from the meetings from the meetings from the project group OUS start the first job and involves in the organisation: insights from the triggers a goal helped write their was selected with was run with then. Done together different stages of of the service: into suggestions made in a storysolution was to test important decision about the aspects the leader group. leader group to: leader group to: leader group to: leader group to: research. Making a adjustment: makers from the of the solution. application for DIP Ellen Schlichting several design with the people Newly for solutions. Done board format to The project was planning session stuff like planning for the road ahead the step-by-step Finishing the daily as leader and agencies proposing involved in the diagnosed presentation and an together with a make it easier to project group using presented to get responsible for their approach to In treatment ideation workshop The users say that smaller group of a blessing before process for change, plan The tests were the storyboard Finished and everything became employees than in conducted with one made and iterated implementing and make and Assist with needed Assist with needed Assist with needed Assist with needed implementation the job. Designit potentially well was chosen. easier once they the last workshop and one patient at on earlier. acquire necessary Creating the resources resources resources knew whether they agreement with the Presentation Logistics flow had cancer or not Many of the private clinic Summary of project Map of a suggested About the Project adjustments were Later tests were new flow for From: Reducing the conducted with based on the Training staff in the logistics wait to treatment the employees at new procedures Avoid relapse to old Avoid relapse to old Avoid relapse to old Avoid relapse to old Ullevål Hospital using the working habits working habits working habits working habits To: Reducing the The adjustments visualizations from reatment for patients with breast wait until diagnosis occurred over the delivery The time from several meetings. visiting the GP to The Result Success factors according to Andreas Moans Storyboard Storyboard Presentation diagnosis at the The waiting time to diagnosis was hospital. Creating Presenting the A preliminary A visual story of the For a new deal reduced by 95% a clear, informative actionable insight representation of steps in the journey with a private clinic and fast path to diagnose the the new service The solution has been celebrated from the general with scenes low-risk group of and widely discussed in media. practitioner's office. "It was important we were not too drawn on postpatients its to be able to letails of the logistics in the solution DUS can confirm that the reductio adjust the steps in - M. Hartmann, Designit n waiting time is persistent. collaboration Grit Celebrate sometimes the time to diagnosis Top support Project group Leadership Cheer on is elongated when the patient A feeling that the With people who about the situation A leader with the During During During A movie explainin Daily timetable top leaders support have the mandate closest to the right qualities for implementation: implementation: implementation: the whole project the actionable insight rather than to make changes bringing the project Show support Celebrate the creating an in-depht report of intended to be A first draft for a Contributors to this mapping for the change and not giving up victories and everything we've learned.' new daily timetable spread. This was even though it takes milestones along This could be - M. Hartmann, Designit This means leaders especially from which redistribfirst a cartoon. Marie Hartmann, Designit reached by having Together the ranking as high as A well-enough more time than first the way utes resources to hen remade and possible while still liked and respected management rofessionally meet the new time present in meetings responsibility of not too far removed person that people "It's the first time I feel like we've filmed with real requirements Andreas Moan. Proiect director and at milestones in every aspect of the from the delivery of will follow. radically changed a service through people.

service design. But sometimes

all the right tools.' - M. Hartmann. Desianit

Case: Eggs and DNB "Boligbytte 2015"

"I've never been in a project with that much pressure. They [DNB] thought incredibly long time." - J. W. Parr, Eggs

Interviews of

in different stages

of the service

users

discussion about what could, and who couldn't be done - an assessment of - J. W. Parr, Eggs

"To show the seriousness of the initiative we had the videos professionally made." - Kristoffer Krohn Eide, DNB

organisation took us seriously. But when we got the right leader to supports us, everything happened - Kristoffer Krohn Eide, DNB

Execute change

Advertising

campaign

a marketing

"Boligreisen"

Finding a need

DNB noticed that their market share for housing loans in Norway was dropping. Since this is a core market the project was promoted as very urgent internally.

Finding Defining goal designers

Higher retention of This time. existing customers. designers with with DNB was chosen for the

project.

Observed the

employees and different stages of the service

Observation

previous experience customers in the

About Boligbytte 2015 gbytte 2015" was a project nitiated by DNB to do something

Contributors to this mapping Kristoffer Krohn Eide, DNB

Research

Interviewing users Interviewing



Interviews of

employees

relevant employees

Insights report

"After our first delivery it seemed

they concluded that we were "yet

another firm that delivered on

- I. W. Parr. Eags

Summary of

insights

Presenting the

DNB's advisors

were identified as

the key touch point

"In this meeting it seemed they got an

understood. It pushed them out of

their comfort zone: they really had to

- J. W. Parr, Eggs

ething about their custom

of the journey

first insights where

Pitch

Insights meeting solution space workshops

touchpoint Together with The moment you the project group suggestions for solutions are made DNB was identified and defined all the

receive a loan certificate from as a key situation for the customer In this moment it was important

Prototype of

advisor The moment went through several iterations to grow • Result: actual

that DNB's advisor

should act as an



Prototype

To create a loan certificate with the appropriate information Eggs designed a PDF generator on their servers

"The generator in it's current form grew so popular so fast that our servers went down. The changes resulted in increase in sales and has been used by advisors in DNB up until their systems

Plan change



What shall we

do-workshop



Pitch





sat down together concept and the for 17 hours straight road ahead

 What should be experienced?

parts of the journey

we make it happen? Formulate new projects and allocate

initiatives and projects



Blueprint

- J. W. Parr, Eggs

Presentation

The project group Presenting the full Ending the strategy part of the project:

How will

resources into its current form



A blueprint containing the following layers of information: Emotional graph

(later referred to a a pulse graph) Experience goal f What DNB will do to deliver the experience

Specification of

DNB to deliver

initiatives to enabl

"It was a tool to work on exactly what

we will deliver. One of the few project

where the blueprint became a real - I. W. Parr. Eaas

Content

Delivery

Presentation

Blueprint

A tool for what

campaign for "Boligreisen"

2 projects were

initiated by the

project team:

Plan change

an advisor Summary of project Summarising the insights and



Report

Road map An overview of what would be done in the would happen in



PDF generator of the loan certificate hosted on Eggs' servers

Design training

Initiate projects program The training program for the advisors was designed by Eggs

Training

A training program for the advisor as a key person

A marketing supporting DNB as

A program Digital tools was including an to be implemented introduction video after DNB's IT freeze - meanwhile importance of the the prototype made advisors. by Eggs is used

3 videos to bring up themes to be discussed through discussion examples of advising:

What did this advisor do well What was not

so good? How would you do it? Opportunity to

roleplay

for training A professional film making team was hired to make trainers to train the videos for the

Creating videos

training program

4 Videos

1 video to explain the importance of the role of the to communicate the advisors to DNB 3 videos

exemplifying advisor situations to bring up themes for

Training trainers New KPIs are

DNBs department New KPIs are

designed

designed to support commercial

for training

for training trains

DNB hired their

the new behaviour agency to create campaign around





of the customers has been very important communication-wise. We understand that we are reacting to the customer's pulse. - Kristoffer Krohn Eide, DNB

Instead of measuring the result: amount of money earned from sales

They now measure "activities" they know lead to sales. E.g. meeting with customers

Changed KPIs

New Key

Performance

Indicators were

the new behaviour

of the advisors:

designed to support



New KPIs are

Communication introduced

To make everyone New KPIs are understand what is introduced to staff important and why we are doing this

The blueprint was an important tool

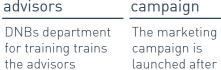
"The understanding of the feelings



advisors

for training trains

Training



Advertising

staff is trained. It's implemented to



Other adjustments

Other necessary adjustments are made and currently running make a holistic service for the customers and staff



training staff and did so this time around as well." - Kristoffer Krohn Eide

Case: Livework and Gjensidige

"The project from Livework was of the importance of simplification, program as a whole." - Kim Wikan Barth

Defining change Change

including Livework executed the

Execute change

execution

Experience"

The "Gjensidige

program ran and

changes mentioned

Demanding product structure

Since the 70s insurance companies have been aware that they have a hard to understand product structure that demands a lot of the customers

Triggered to action

In 2007 the general fact about demanding product insurance service • 3 from call structure triggered should look like" a project with Livework

About the case

n 2006/07 Livework and Gjesidige structure. This visualization shows rough structure of what one of their projects looked like.

The Result

Later, Gjensidige used this and changes in the organisation towar ncreased customer orientation.

the far right on this visualization

Contributors

Adapted from: "Service Design written by Polaine, Løvlie & Reaso

Wikan Barth, Head of Brand,

Internal

Designers are

The task is to find

out what the "ideal

Wanted to find

peoples behaviors.

motivations and

relationships to

insurance.

Understand

mindsets of both

customers and

The main focus

was to look at the

"The experience of the service is

brand manager it is necessary to

- Kim Wikan Barth

engaged

processes start Research



Interviews

6 customers

Insurance in

In five areas:

Choices

Contacts





Customer

factor is trust.

as well as money

when something

of other insurance

policies through

unions etc. - but

overview of who

Non-controllable

touchpoints give

bad advice about

your insurance

(e.g. the police).

The bad advice is

trusted more than

good advice from

Gjensidige

The customer

wants simple

alternatives.

store.

products from an

array of complex

Papers should be

easier to read and

insights

on price.

Deep insights from: Most important

Social aspects People have lots

Tools (for staff) covers what.



Company

Use simpler

Can formalize

Make IT

infrastructure

personal routines

from good front-end

Need to change

insights

People can't judge Be consistent in use

quality, so they buy of channels

People expect help language

they don't have the easier to use



Co-design

workshops

with different

was generated.

Combined, 97 ideas



service

Service

Concept

sketches

blueprinting

Different workshops Using tools like





proposition

customer.

Service vastly

simplified from

50+ variations of

insurance, down to

Development of the

proposition for the



Pitch

presentations



Design

prototyping

service was

with functioning

user interface

and complex

calculations

to maintain

profitability

developed:

One-page

Informal

Fake

Invoice

normally.

Prototyping was

executed on real,

fresh cases that

was already solved

leaflets

advertisements

in DN and VG

contract

Other touchpoints

Vastly simplified





Refinement

the one-page

prototyped in Excel contract. The result project ended.

was a 5-page one.

New confirmation

New mail offer sent

out summarizing

the conversation

with staff to help

customers retell

spouses.

the meeting to thei



Delivery

made, and the







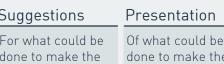




Between 2007 and Customer focus is 2009 Gjensidige set as strategy by continuously the CEO and the improved its initiatives start customer processes while

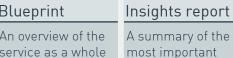








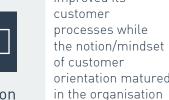




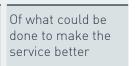


was delivered

All the material from the prototype



Maturing









A summary of the



Two important areas to

deliver on as externals:

"When delivering a concept as an

external, you should deliver on two things: business understanding and

- Kim Wikan Barth

concepts scaled for implementat

Internal processes

New strategy

The concepts need Scale it so it will be to be based on understanding the core business of the Concepts that are organisation

understanding

Like in Gjensidige

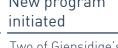
it is important

to understand

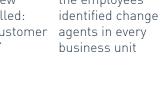
the risk around changing products and processes like "antiseleksjon"

too big will often not be implemented





Two of Gjensidige's To grow customer trusted employees are asked to work on a new program called: "Extreme Customer agents in every Orientation"





Plan change

Change agents Identified

orientation from the inside out the employees

The big idea of "Two types of insurance" was killed. It was not feasible, and it didn't like it as to 50+.

Several smaller taken further by Gjensidige





implementation



program

Based on the

combined with

understanding

and capabilities,

Gjensidige

identified 183

internal knowledge

concrete actions to

improve customer

create a company

wide framework

orientation named

for customer

"Gjensidige

Experience"

experience, to

Adjustments

project delivered by delivery from some adjustments were made

> seemed customer much either. Back



Includes work

- culture Service
- experience Efficiency

"Having the big idea [of two types of insurance] helps bundle together a lot would otherwise not have seen the light of day." - From Insight to Implementation

Results





Measured

satisfaction On the Norwegian Customer Satisfaction Barometer (Kundebarometeret) from Gjensidige Gjensidige climbed from 70 to 75% customer satisfaction.

Customer

of the advice as "good advice" and increased sales. This gave management more customer experience initiatives.

Examples of initiatives initiated together with Livework:





Call customers Simplifying

set aside to get the CEO and 129 structure and managers in the service offering. company to spend an entire day calling one thousand

customers

Simplified contracts, price

evidence Measurements proved a correlation between perception incentive to initiate



Example Process: IDEO on the delivery of a strategy and design vision

oriented. It demonstrates the

is better to either embed them

completely, or meet them in planned

- Kat Zorina, IDEO

because it can be easily distributed to all employees and deliver a consisten - Kat Zorina

Internal processes start Initializing of project Research Design Plan change Delivery Execute change Somehow the client decides they have a problem or opportunity that they want IDEO to explore and design for. Launch-event Define client Observation Synthesize Identify key Present Launch-event Distribute team to embed and interviews findings Prototype/test Refine Finalise solution Create material Example delivery for a Strategy internally Defining goal project moments ldeate Share-out web page externally The philosophy Experts The client might bring a specific ask to One of IDEO's The client defines To create a During the early How might we solve Prototypes Develop the concept The solution is Together with the Create necessary The examples are taken from an example case where a Launch the new The web page is A campaign is "Everyone can be The people with the IDEO team, or IDEO partners with the business foundation of phase focus on concepts that have and iterate on the to a level of fidelity presented in an client you plan what material to support strategy was created for the client developed to inform creative" is the the problem and strategy internally made available philosophy of IDEO. field: client to explore different options. developers work in core team (with insights to inform the moments shape the solution? been developed, that is appropriate inspiring way needs to be made implementation about the new that matter for and communicated and to inspire Thus they have input from IDEO if experts and and inspire further keeping focus on for the project at through available strategy to relevant the client to define possible) that will multidisciplinary Follow the rules of the moments that hand. This can be IDEO might help externals The ask needs to be qualified. Is the extreme users. the experience evangelists to spread the solution teams combining • Magicians project right for IDEO and is IDEO the a project objective be the embedded o when ideating and brainstorming when truly matter. The to a level which is execute the event right one for this specific project? and scope. The point of contact for Observations of developing concepts ideating - go for prototypes should meant to inspire project scoping the task at hand. the project from the users, employees inform continuous internal teams stakeholders. wild ideas, defer iteration that and stakeholders is done in close collaboration with experts, strengthen either or more detailed Animations and Business Usually you will About the process a multidisciplinary extreme users viability, feasibility designed geared have designers or video Illustrations models team of designers, and analogous or (last but not (makers) and towards execution To better To better To support viability least) desirability. "service design" as a discrete design researchers experiences. by the client communicate demonstrate and of solutions or to offer but IDEO's SF location has business designers themselves or an communicate value inspire thinking etc. to ensure it's Test strawexternal partner. outside the box set up for success. man concepts about new revenue ("sacrificial The different kinds of clients coming to IDEO models the design IDEO curates the concepts") with real "When the participants of the might enable. right team for the However, all work done at IDEO users. that inspire and drive towards a project. vision. We focus on the key moments takes into account an holistic spread, deeper understanding and that matter for the experience user experience across touch prolonged enthusiasm also after the project wraps than IDEO could have differentiation. The clients are expert in their field and can sometimes "fill in - Kat Zorina, IDEO Sometimes the client comes to us with - Kenneth Robertsen, IDEO Insights and design nherently treating all work with a times the ask is fairly open-ended. No Differentiation Innovation principles Update report Launch-event Web page matter how the brief comes to us, we always want to work with our clients "We want to "We want to The customer's A web page Launch events were That informed innovate." differentiate team members to answer is framed in a way that sets communicating the created for the the design and "Our aim is to create evangelists that ourselves in the us up for success." update their new strategy and establishes employees and the can promote, steward and be vision - Rachel Tobias, IDEO market.' people within the what will happen credibility for the organisation work internally.

employees that have deep knowledge in their field of specialty take part in a project depending on the needs.

Could be included at the end: They all have T-shaped skill-sets and - Kenneth Robertsen, IDEO

The elements of a team







Designers

The people with the knowledge in some skills to build and design stuff:

Visual

business design • IXD

people relevant for • Anthropologists • Strategy

Developers

Industrial

researchers) • Implementation



"We get a lot of different clients who reasons. If I were to group them by those reasons right now I would

maybe say that we have:

We want to differentiate ourselves in

We want to improve upon an existing We want to capture 'x' new user base - Rachel Tobias, IDEO



Improve

service."







User base x

"We want to capture

improve upon an 'x' new user base." existing product or

Contributors to this mapping

Kenneth Aleksander Robertsen,

Rachel Tobias, Business

Process: Graphic Design

"You keep a good dialogue with the -Rachel Troye, AHO

time for maximized effect. project. This way you can probe the It all depends on the client's desired possibilities if a new opportunity -Rachel Troye Initializing of Research Design Pitch Design Pitch Opportunity Pitch Prepare change Pitch Business as usual Internal processes start Prepare change Execute change Someone in the company decides they want a new brand identity Hiring graphic Formalising the Understand Present 3 Make Brand Understand Create 3 Finalise Opportunity Opportunity Finalise plan for Present the Small scale Summarize and Distribute Official launch Maintain Manual the client the competitors Build trust ldeate concepts Iterate the design budget meeting pitch implementation final design test and adjust material celebrate designers agreement Show snippets concepts negotiations When the last kinks Finding the graphic Deciding on: Tries to understand What context is the The graphic Create sketches Show some parts Create 3 concepts Present the Try out different Present different The solution is Plan how the new Present the final Order the making Introduce the Communication of Introduce the If wanted updating Necessary Rates client in? How could designers tries to of the process different concepts variations of the budget possibilities presented in an brand identity production run and of the labels, material to the material to the of the graphic of the new brand design company relevant topics: designs, plans how it goes along arises, have a they want to hire • Resources the client position understand what and sketches and the possibilities concept should be: necessary channels material can be made on request is sorted out a Wants They represent for execution and test out parts of the stationary, posters necessary channels the way Milestones itself beneficially in the client wants and different directions of unfinished different within them Negotiate to one of Budget department is a budget for it. Produced estimated cost and all other part of and train staff if brand manual is Who makes Ambition level: the market? their ambition level ideas to show the possibilities in: them You present the • Spread the brand identity necessary recommended to to probe the which decisions resources they Brand image suggested changes internally client things are Have the client ease use and later Set are willing to Position in Define, detail and in concept to the Launched add-ons by other expectations spend market formalize the externally graphic designers people who can continuation for the Resources make the decision Make sure they spent making understand there is project: them still a long way to go What will be-. Resources and what will About the process not be done spent The concept chosen maintaining will be the direction Sub projects of the rest of the Costs related to performed by graphic designers each part project The graphic all the way from start to Brand Manual material All the material A manual to explain Contributor to this mapping necessary for how to use the daily operations is existing material Rachel Troye, who is an experience "It is important to establish clear handed over to the and how to produce expectations in the beginning client new material that of the project." - Rachel Troye will conform with In her years at Enzo Finger Design Some material is the brand identity. the decisions are in the room." sent directly to the - Rachel Troye BMW and have also been a part of producers Currently she is Pro-rector of AHC "One often lets go of projects and Head of The Institute of Desig too early." - Rachel Troye at The Oslo School of Architecture

the new material is being used when

the old one is spent. Or an overnight reveal switching out and launching the identity at the same

Process: A management consultant's service development process

Initiation of process

A company sees a problem and hires a management consultancy, or the management consultancy approaches



About this process

About the contributor

The contributor gave one of the most honest feedbacks we receive designers may be experienced by people coming from a more traditional method for service

for the kind of feedback that many people in management positions would have, but might not give. They are users and decision maker that the buyer and service designe

Research Execute change Business as Usual No end delivery Prepare change

Plan change

execution of

How much of the

solution needs to be

What do we need to

In which order and

through whom will

we implement the

change:

made.

buy?



Verify problem

Using different

triangulate and

Look at the problem

in media clippings

methods to

problems

Quantitative

methods

Negotiation &

Going to the top

layers of the

organisation to

anchor the strategy identify the

Anchoring





Research

Using qualitative

and quantitative

how to solve the

identified problems



methods to find out to reach



Goal definition Ideate

Defining which

measurable goals



What sort of

solutions can reach

say the service designers added no

value in ideation because they lacked



Proof of Concept Design

Creating a

suggestion for a

whether or not

it will reach the

described goals

solution and check





Make the solution Plan for the





Buying the

new stuff

necessary new

Presentation

Summary of what people need to do to enable change.

Can be a 5 slide power point.



Prepare change Move into place Train staff

Move all the

necessary

things and making components into





Go live with solution Running the

business

Launch



Daily operations Measure



Does the solution Do adjustments

Does the solution goals are met

solve the problems? until profit

reach the goals?

Does it realise

profits?



realisation and







Delivery Content

several deliveries

throughout the

process, but the

final delivery

is a changed

organisation

There are

Research

The research is seen as really good and the way of working is something management consultants should learn from.

What service designers are good at









Visualisation



Creativity

The visualisation is seen as a very powerful tool which shouldn't be underestimated.

The creativity gives

a different take on

What service designers can be better at





Letting go











Naivety Discretion

seem to want to other fields.

seem little aware of consultancy

the landscape they services, service projects they are a part of. Instead of letting the custome

get the positive attention.

"Service design seems to have grown



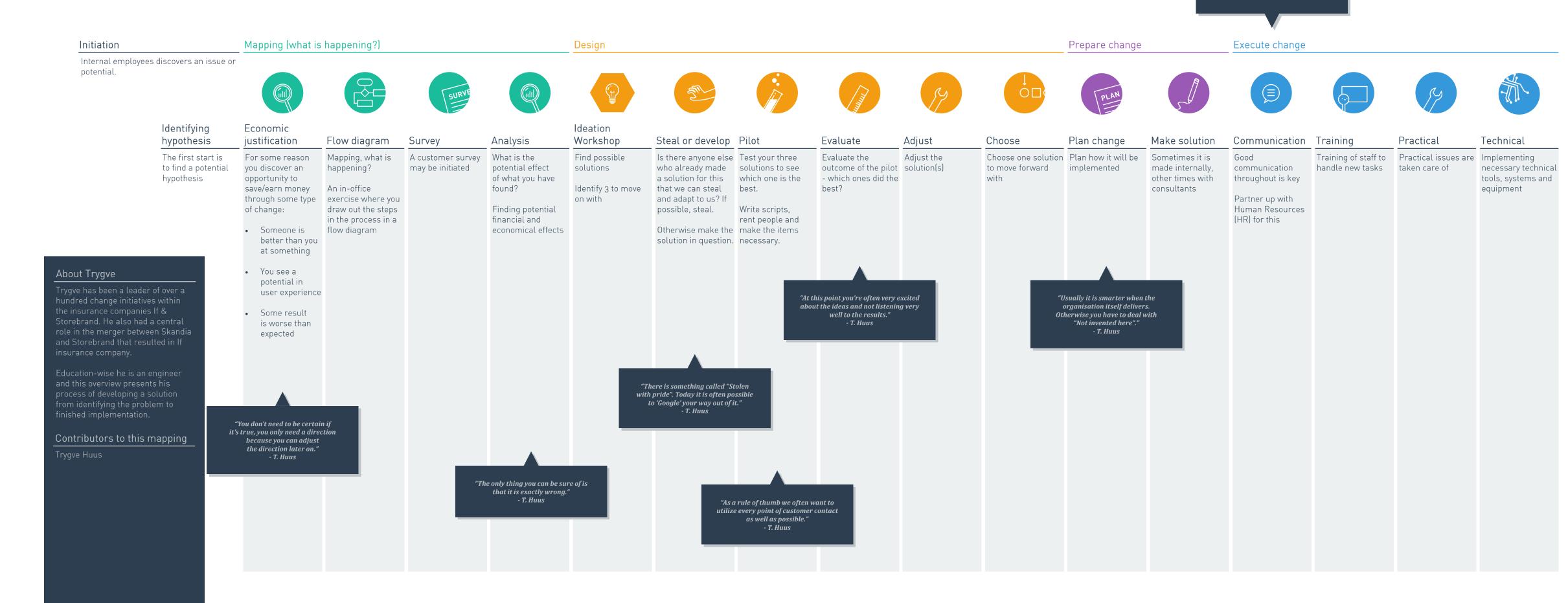
based on intuition business

- Management Consultant

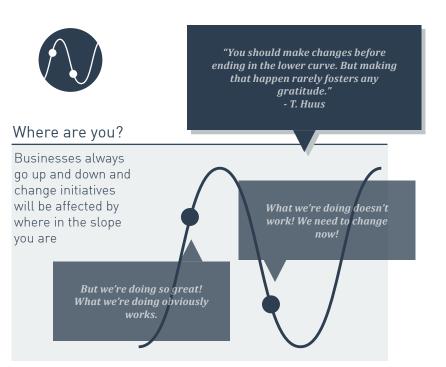
understanding, the own the whole ideas from many process and doesn't work in and other designers seem service designers seem willing to try proficiencies who to want to take may come across to cooperate with do things similar to the honor for the "My kind [economists] can get very annoyed if all decisions are based on

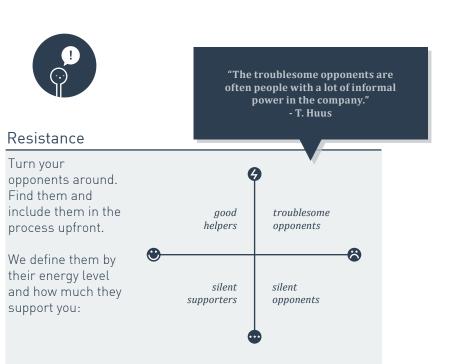
Process: Trygve Huus about his change process in If & Storebrand

"Probably not so wise to have high profile consultants to make the solution or run the whole change intiative." - T. Huus



Some tips and tricks about change





A service design process by Deichmanske, Grünerløkka

"The delivery from the designers is superb." - K. Korstad Langås

Finding a need

A constant search for users with unmet needs. For the library it's abut which groups in society are falling outside of it and how the library can be a stepping stone back into it.

About Deichmanske Library

Deichmanske Library on Grünerløkka is the oldest library in

It has over 100 years of history,

Today the library benefits the odds and ends of society with cultural

About Kenneth

Grünerløkka library for a long tim He's a friend of service designer Jonathan Romm and has been

His comments are mostly based on what the receiver of a service

Needs & actors

workshop

Operations

houghts around

things like how

to get funding for

implementation

and operations

are constantly

considered throughout the process



Interviews

Mapping of actors Contact the actors Mapping of

find their needs

in interviews and

A summary of the

needs and insights

a project is finished. Also for later

rom the research

observations

the people involved actors map and

Plan for change Insights report



Touchpoint

workshop



will we deliver the services



Design

Creating different

suggestions for





Iterate

Test one or more of Adjusting for the

them if resources results in the test





Creating the

Delivery



The project is

Pitch

Making Delivery Presentation







Delivery Content

Storyboard

A visual story about

the steps in the

The complete

recollection of the

Deliver content



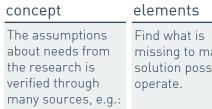


Typical elements of an end-delivery:

Presentation Blueprint

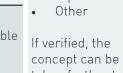
Summary of project Only when





Plan implementation









A summary of

other insights

principal needs and

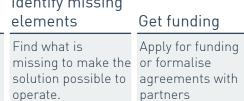
elling about parts

f the project.

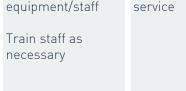
resources allow

Only when









Acquire necessary Launch the nev

Launch

Execute Implementation

and train

The project is implemented and daily operations are running as usual

Business

as usual

operations

Success factors for a customer of service design, according to Kenneth Korstad Langas:

Mentality



a leader to create

for change and

the users

Safe employees Leadership

It is important for A challenge for

ensure it is a part of and competence

from the users are processes needs a

important to show clearer anchoring

the daily operations with design

that new services in strategic

are important for leadership.

Positive feedback processes. The



service designers

and innovation



Being a bit like an During

entrepreneur helps. implementation:

try new things and and not giving up

Grit

Staying in there

more time and

anticipated.











thoughts ... Decision making ... in your head, but As a customer of end up with a third. service design it helps if you make decisions as late as even though it takes possible. Getting all factors on the table resources than first first.

Kenneth's tips on areas of improvement for service designers:



More attention to

how the solutions

should be run in

business in regards

- K. Korstad Langås

to my resources.

the day-to-day-

operations



Limitations

what cannot be

Understanding of



Evaluate

To come back a

year later and



Adjust

To help with

adjusting the

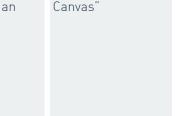


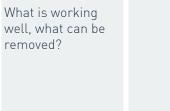


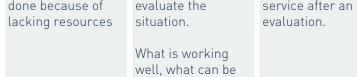




You should read the "Business Model







removed?

up are impossible for me to

Process: Internal product development meets service design

"There are a lot of stakeholders in service development. All affected by the change should be involved in the - Internal

Actors involved in the process

Initiation The described process is initiated by a discovery of gaps between a planned user

journey and the actual user journey



Presentation

The gaps are

presented to

necessary

a new process is

initiated if deemed

"With us, the role of the service designer is to hold the user experience and lift the gaps between planned and real experience to management."



management and targeting for this



Measure





Deep analysis Persona

NPS scores and get the segment to find is used to define the and approves

Go to the previous Analyzing data from A persona exercise Management listens. The target

From the persona

they define what

the brand should look like from

the customer's

perspective





Presentation

Pitch













Presentation





Prepare change Execute change Business as usual



Measure





Initiate process

necessary









Technical staff Finance To evaluate if To evaluate viability The closest levels of of the service it is feasible to management implement within making sure we needs to approve earn money the process initial feasibility evaluation so we are rarely surprised by the results of the











on	Other	

Especially for

bigger strategy

Everyone affected by some sort of change within the communicate with organisation they can time the communication according to the

"It is a lot of stakeholders to take into



Describe the user

today using visual

"For us, it is new to talk

about experience rather than

Define





Analysis: 360 customer

Segmentation

Find which





data on the relevant patterns of behavior user group.







Execution

experience

experience is

defined using an

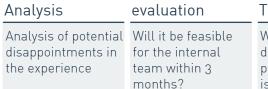
the problem, but afterwards we need people with deep understanding of

emotional graph.



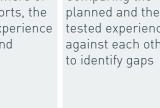
the experience











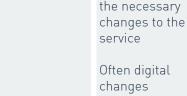
Evaluate

going into consultancy as a service



Adjust



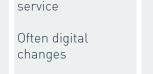


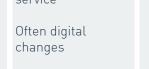


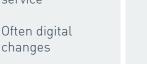
Make changes

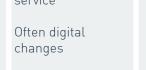
the solutions and









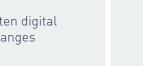


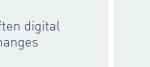
















Launch

The service with

organisation makes changes go live

Gaps are identified

Map the gap

The real experience Mapping of the real Based on the

is measured using service experience severity of the

visual user journey compared to the gaps the process

planned experience is initiated again if



Communicatio Should almost

always be involved new services it is important to communication and brand so

Contributors to this mapping

The process takes no more than 5 weeks and the implementation

should be feasible within 3 month

About the process

in their services.

nethodology to an existing process

user in the whole process. They

unattached to the contributor.

Due to the fact that this is still work