




Index and overview

Shape of symbol

The shape of the symbol represents different types of information

-  Activity performed by the project team alone
-  Activity together with client
-  A type of delivery

The phases of a project

The different colours on the icons represent different phases of a project

Initiation of project/Before project

Research

Design

Plan change


Execute change

Business as usual

Pitch


Activities


 Design / Make

 Reframing of project

 Executing a test


 Adjust design

 Evaluate / Measure

 Define goal / Vision / Finalise

 Choose


 Measure or eval


 Iterate / Refine

 Ideation


 Scale

 Adjust


 Holding a pitch or presentation


 Visualisation / Creativity

 Letting go

 Person / Persona

 Grit

 Increased customer satisfaction

 Understanding / Knowledge / Philosophy

 Celebration

 Research

 Discussion

 Employees

 Selection / Segmentation


 Observation


 Interview

 Discuss

 Advise

 Meeting

 Plan something

 A plan for change/ Implementation

 Conduct a survey

 Identify

 Analysis

 Mapping

 Mapping of processes

 Write

 Initiate

 Change

 Communicate

 Marketing

 Steal**

 Technology**

 Decision-making


 Call


 Business / Funding


 Simplify


 Business as usual


Workshops


 Mapping workshop - getting a common understanding of status quo

 Ideation Workshop


 Workshop to design/approve of a design of a service


 Implementation workshop First workshop after delivery to plan the next steps in the process

 Workshop to design/approve of a design of a service

 Workshop to design/approve of a design of a service

 Meeting

 A-workshop* about the people, actors, in the service


 T-workshop* about the touch-points in the service

* These workshop relates to the AT-ONE-method developed by Dr. Simon Clatworthy. A series of workshop designed to give a good starting point for a service innovation process.

** Icon from the Noun Project


Deliveries


 Movie


 Storyboard / Comic

 Written Report

 Presentation

 Map / Visualization

 Recommendations and suggestions

 Pilot / Elements of a prototype

 KPIs

 Plan for something

 Business model

 Website

 Launch event

The map to read the mappings

This index contains explanation for the symbols and system in the process mappings. And also represents all the different symbols that have been used in the mappings. This means the index can be used in two ways:

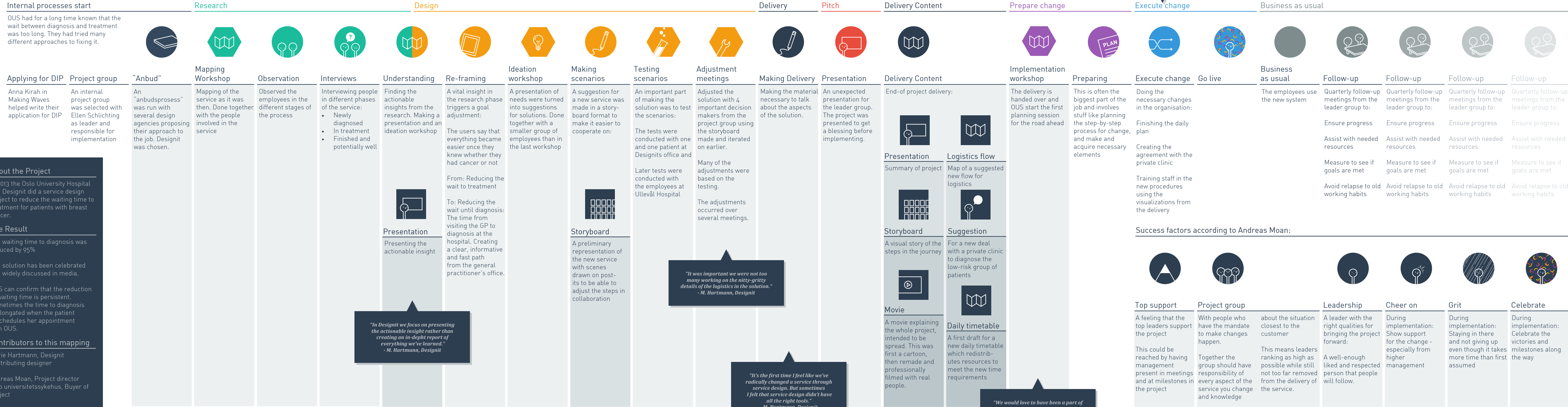
To understand the symbols and systems in the process mappings.

As a complete overview of all the different types of deliveries, activities, and steps taken in the different processes.

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

"The designers left the project too early. They should have had a part in implementation"
- A. Moan

"If the designers were with us in the implementation I would have used them for visualizing and communicating where we were in the process and the road ahead."
- A. Moan



About the Project
In 2013 the Oslo University Hospital and Designit did a service design project to reduce the waiting time to treatment for patients with breast cancer.

The Result
The waiting time to diagnosis was reduced by 95%

The solution has been celebrated and widely discussed in media.

OUS can confirm that the reduction in waiting time is persistent. Sometimes the time to diagnosis is elongated when the patient reschedules her appointment with OUS.

Contributors to this mapping
Marie Hartmann, Designit
Contributing designer

Andreas Moan, Project director
Oslo universitetssykehus, Buyer of Project

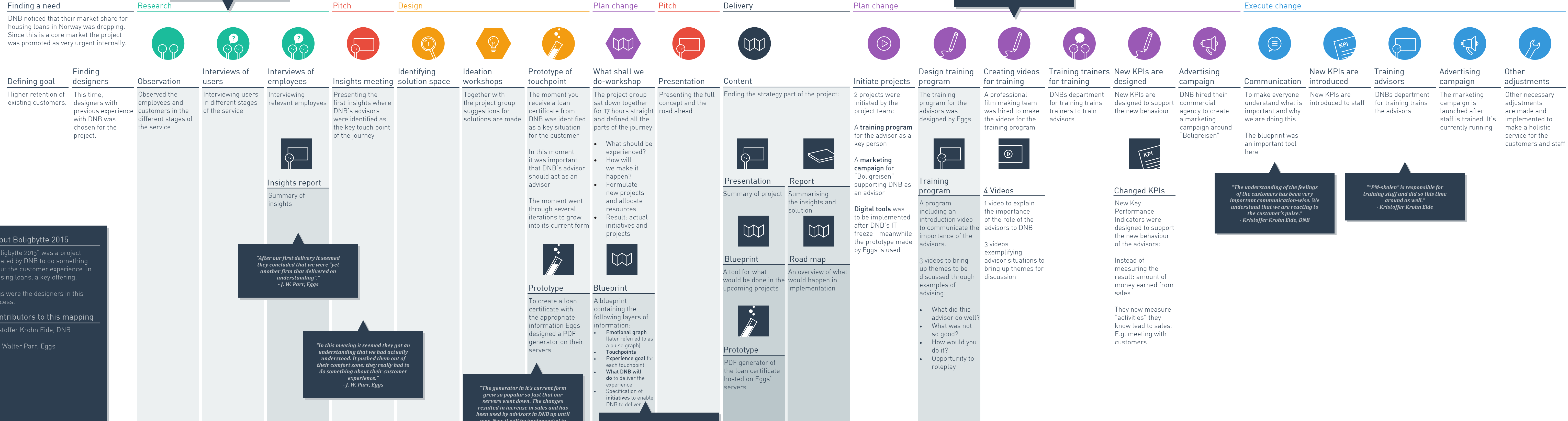
Case: Eggs and DNB "Boligbytte 2015"

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

"In this workshop there was a discussion about what could, and what couldn't be done - an assessment of possibilities."
- J. W. Parr, Eggs

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

"It took some time before the organisation took us seriously. But when we got the right leader to supports us, everything happened very fast."
- Kristoffer Krohn Eide, DNB



"After our first delivery it seemed they concluded that we were "yet another firm that delivered on understanding".
- J. W. Parr, Eggs

"In this meeting it seemed they got an understanding that we had actually understood. It pushed them out of their comfort zone: they really had to do something about their customer experience."
- J. W. Parr, Eggs

"The generator in its 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 now. Now it will be implemented in their systems."
- J. W. Parr, Eggs

"It was a tool to work on exactly what we will deliver. One of the few project where the blueprint became a real working tool."
- J. W. Parr, Eggs

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

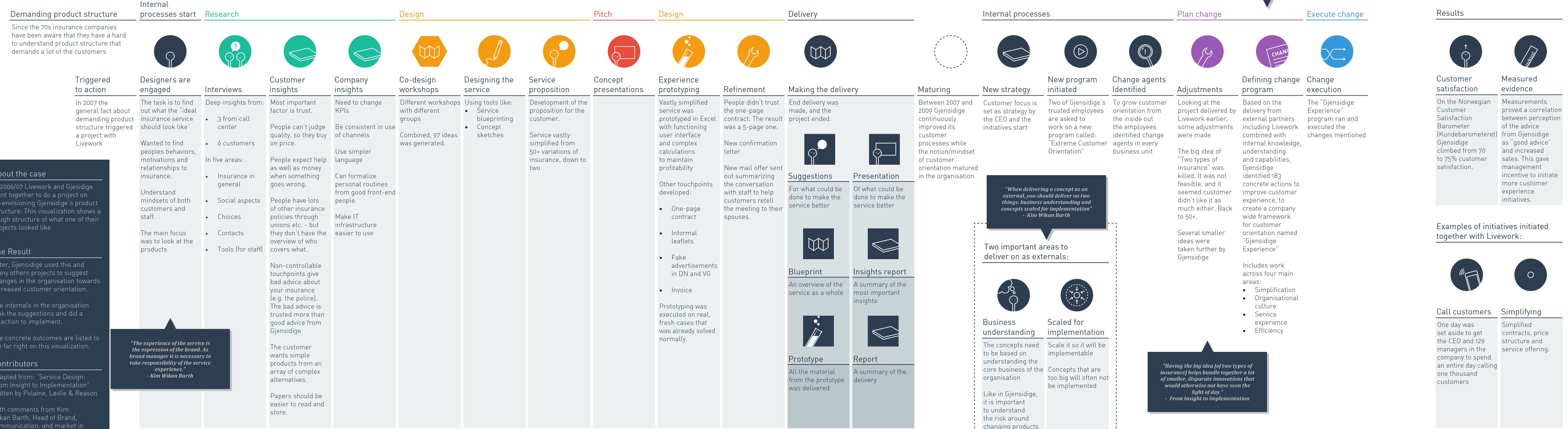
"PM-skolen" is responsible for training staff and did so this time around as well."
- Kristoffer Krohn Eide

About Boligbytte 2015
"Boligbytte 2015" was a project initiated by DNB to do something about the customer experience in housing loans, a key offering.
Eggs were the designers in this process.

Contributors to this mapping
Kristoffer Krohn Eide, DNB
Jan Walter Parr, Eggs

Case: Livework and Gjensidige

"The project from Livework was central to the internal understanding of the importance of simplification, a central element to the change program as a whole."
- Kim Wikan Barth



About the case
In 2006/07 Livework and Gjensidige went together to do a project on re-envisioning Gjensidige's product structure. This visualization shows a rough structure of what one of their projects looked like.

The Result
Later, Gjensidige used this and many others projects to suggest changes in the organisation towards increased customer orientation.

The internals in the organisation took the suggestions and did a selection to implement.

The concrete outcomes are listed to the far right on this visualization.

Contributors
Adapted from: "Service Design: From Insight to Implementation" written by Polaine, Løvlie & Reason

With comments from Kim Wikan Barth, Head of Brand, communication, and market in Gjensidige

"The experience of the service is the expression of the brand. As brand manager it is necessary to take responsibility of the service experience."
- Kim Wikan Barth

"When delivering a concept as an external, you should deliver on two things: business understanding and concepts scaled for implementation"
- Kim Wikan Barth

Two important areas to deliver on as externals:

Business understanding
The concepts need to be based on understanding the core business of the organisation

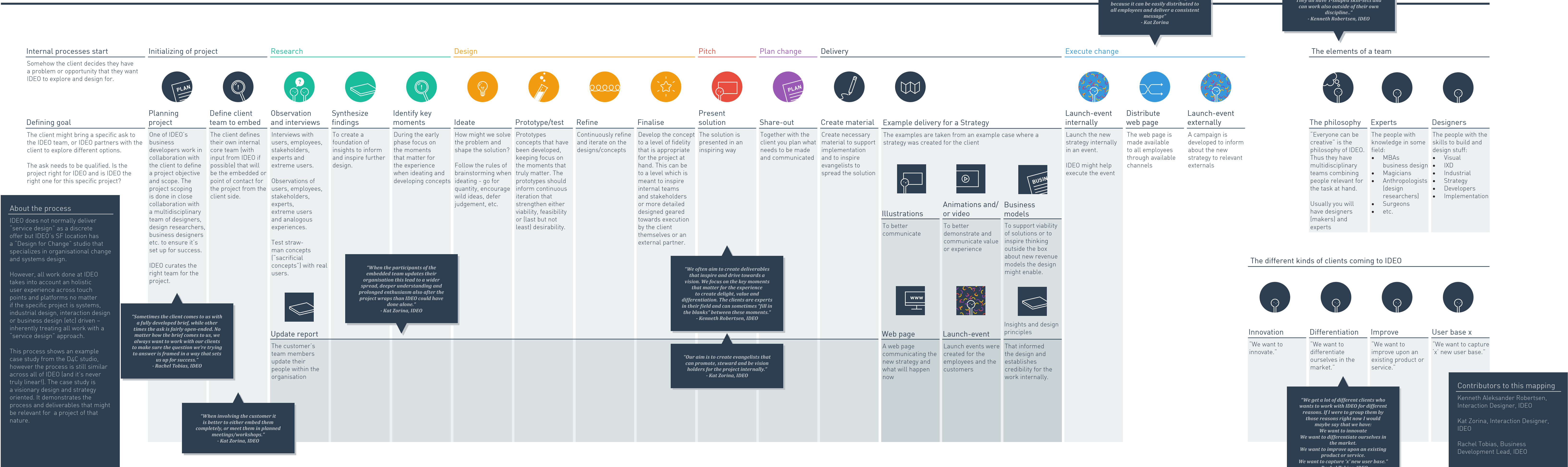
Scaled for implementation
Scale it so it will be implementable

Concepts that are too big will often not be implemented

Like in Gjensidige, it is important to understand the risk around changing products and processes like "antiseleksjon"

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

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



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 the client with a proposal.

Research

Design

Prepare change

Execute change

Business as Usual

No end delivery

What service designers are good at

About this process

This process gives a glimpse into the steps taken by a management consultancy to develop a service from start to finish.

It showcases a rough representation of a standard process.

About the contributor

The contributor of this process and the quotes commenting it would like to stay anonymous.

The contributor gave one of the most honest feedbacks we received by a person having experience with service designers. The comments give insights into how service designers may be experienced by people coming from a more traditional method for service development.

With a background in economics and IT it might be representative for the kind of feedback that many people in management positions would have, but might not give. They are users and decision makers that the buyer and service designer might have to convince.



Negotiation & Anchoring

Going to the top layers of the organisation to anchor the strategy



Verify problem

Using different methods to triangulate and identify the problems

Look at the problem in media clippings

Quantitative methods



Research

Using qualitative and quantitative methods to find out how to solve the identified problems



Goal definition

Defining which measurable goals to reach



Ideate

What sort of solutions can reach this goal?



Proof of Concept

Creating a suggestion for a solution and check whether or not it will reach the described goals



Design

Make the solution



Plan change

Plan for the execution of change:

How much of the solution needs to be made.

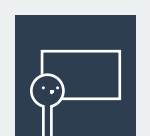
What do we need to buy?

In which order and through whom will we implement the solution?



Prepare change

Buying the necessary new things and making new stuff



Presentation

Summary of what people need to do to enable change.

Can be a 5 slide power point.



Move into place

Move all the necessary components into place



Train staff



Launch

Go live with solution



Daily operations

Running the business



Measure

Does the solution solve the problems?

Does the solution reach the goals?

Does it realise profits?



Adjust

Do adjustments until profit realisation and goals are met

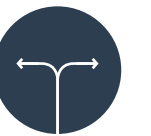


Delivery Content

There are several deliveries throughout the process, but the final delivery is a changed organisation

"If I should be a little harsh I would say the service designers added no value in ideation because they lacked business understanding."
- Management Consultant

What service designers can be better at



Decision-making

Many decisions are based on intuition and hunches. It is not very trustworthy.



Business

With lacking business understanding, the ideas from many service designers may come across as naive



Letting go

Service designers seem to want to own the whole process and doesn't seem willing to try to cooperate with other fields.



Naivety

Service designers seem little aware of the landscape they work in and other proficiencies who do things similar to them.



Discretion

Unlike other consultancy services, service designers seem to want to take the honor for the projects they are a part of. Instead of letting the customer get the positive attention.

"My kind [economists] can get very annoyed if all decisions are based on hunches"
- Management Consultant

"Service design seems to have grown up in a bubble."
- Management Consultant

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 initiative."
- T. Huus

Initiation

Internal employees discovers an issue or potential.

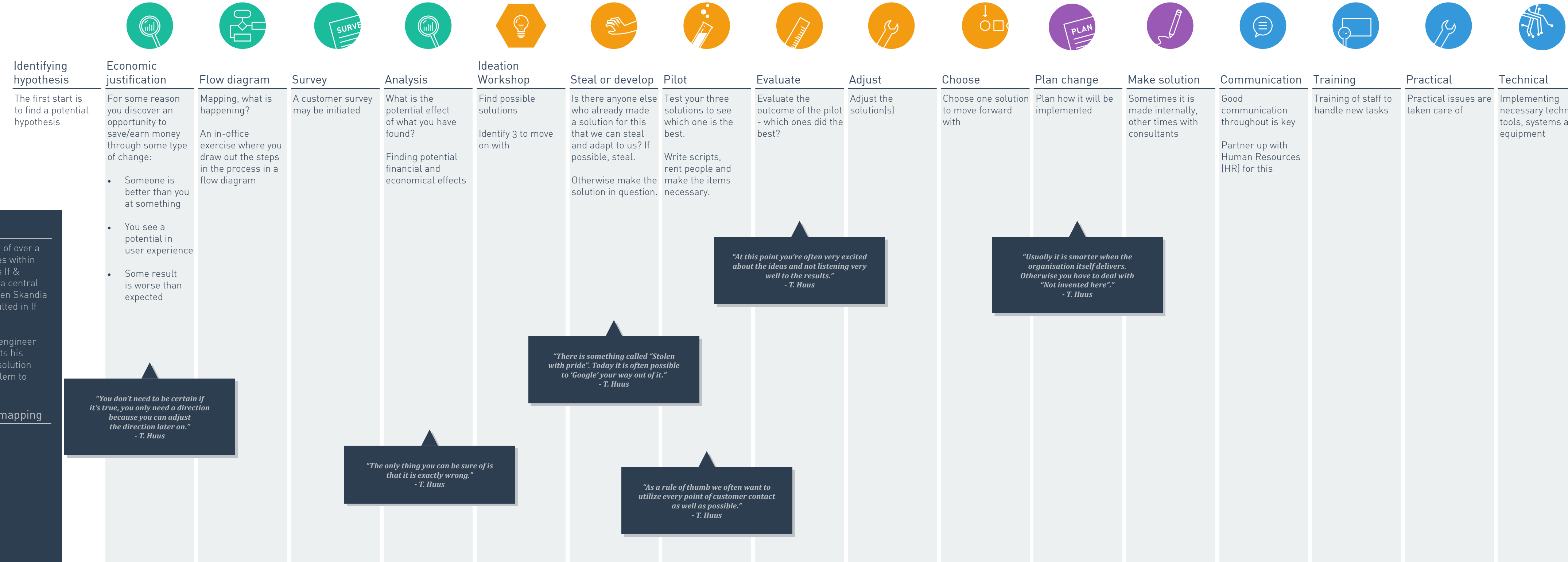
Mapping (what is happening?)

Design

Prepare change

Execute change

Some tips and tricks about change



"You don't need to be certain if it's true, you only need a direction because you can adjust the direction later on."
- T. Huus

"The only thing you can be sure of is that it is exactly wrong."
- T. Huus

"There is something called 'Stolen with pride'. Today it is often possible to 'Google' your way out of it."
- T. Huus

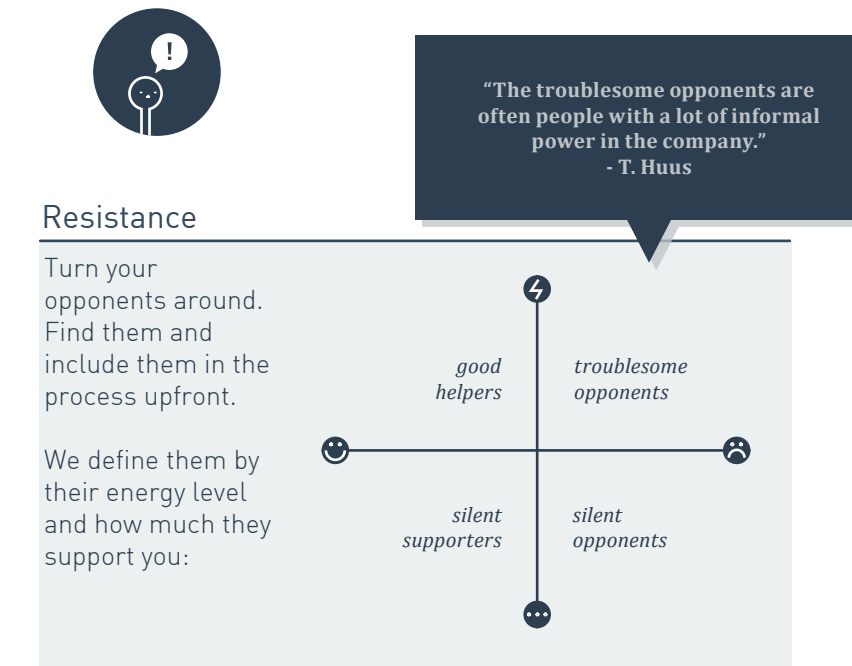
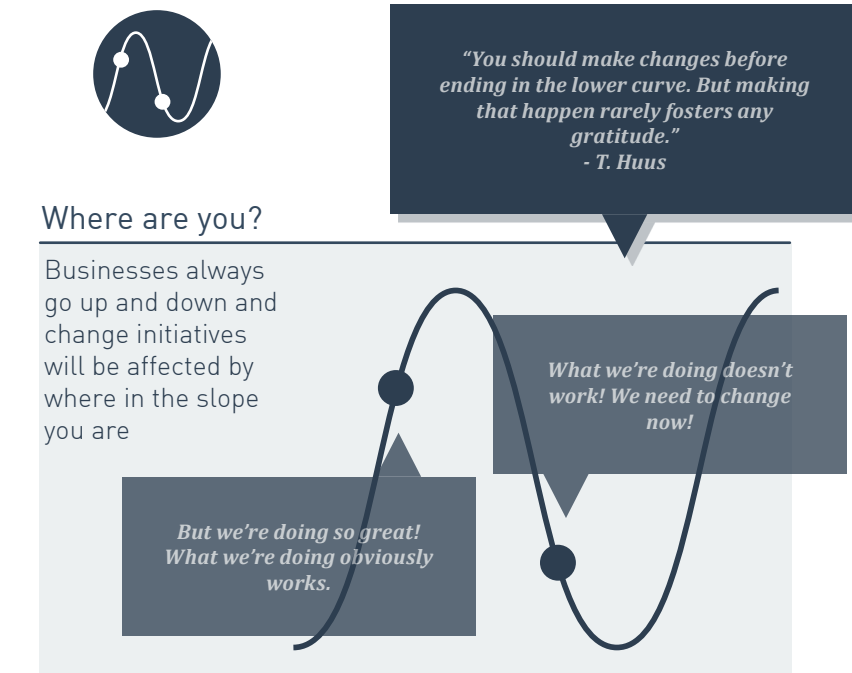
"As a rule of thumb we often want to utilize every point of customer contact as well as possible."
- T. Huus

"At this point you're often very excited about the ideas and not listening very well to the results."
- T. Huus

"Usually it is smarter when the organisation itself delivers. Otherwise you have to deal with 'Not invented here'.
- T. Huus

About Trygve
Trygve has been a leader of over a hundred change initiatives within the insurance companies If & Storebrand. He also had a central role in the merger between Skandia and Storebrand that resulted in If insurance company.
Education-wise he is an engineer and this overview presents his process of developing a solution from identifying the problem to finished implementation.

Contributors to this mapping
Trygve Huus



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 about which groups in society are falling outside of it and how the library can be a stepping stone back into it.

Research



Needs & actors workshop

Mapping of actors and needs: Who are the people involved in the service.



Interviews

Contact the actors and users from the actors map and find their needs in interviews and observations



Touchpoint workshop

Mapping of touchpoints: how will we deliver the service?



Design

Creating different suggestions for services



Test

Test one or more of them if resources allow



Iterate

Adjusting for the results in the test



Making Delivery

Creating the necessary delivery



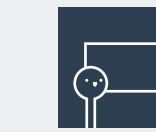
Presentation

The project is presented



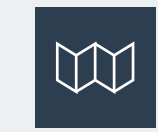
Delivery Content

Typical elements of an end-delivery:



Presentation

Summary of project



Blueprint

Only when resources available



Storyboard

A visual story about the steps in the journey



Insights report

A summary of principal needs and other insights



Report

The complete recollection of the project



Movie

Telling about parts of the project. Only when resources allow



Verification of concept

The assumptions about needs from the research is verified through many sources, e.g.:

- Media reports
- Scientific reports
- Other

If verified, the concept can be taken further to implementation



Identify missing elements

Find what is missing to make the solution possible to operate.



Get funding

Apply for funding or formalise agreements with partners



Acquire and train

Acquire necessary equipment/staff
Train staff as necessary



Launch

Launch the new service



Daily operations

The project is implemented and daily operations are running as usual

Business as usual

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



Safe employees

It is important for a leader to create a safe environment for change and ensure it is a part of the daily operations

Positive feedback from the users are important to show that new services are important for the users



Leadership

A challenge for service designers is if the leader lacks experience and competence with design and innovation processes. The processes needs a clearer anchoring in strategic leadership.



Mentality

Being a bit like an entrepreneur helps. You are willing to try new things and innovate.



Grit

During implementation: Staying in there and not giving up even though it takes more time and resources than first anticipated.



Holding two thoughts ...

... in your head, but end up with a third.



Decision making

As a customer of service design it helps if you make decisions as late as possible. Getting all factors on the table first.

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



Plan for operations

More attention to how the solutions should be run in the day-to-day-business in regards to my resources.



Limitations

Understanding of what cannot be done because of lacking resources



Evaluate

To come back a year later and evaluate the situation.

What is working well, what can be removed?



Adjust

To help with adjusting the service after an evaluation.



Osterwalder

You should read the "Business Model Canvas"

"Some of the concepts that come up are impossible for me to run with the resources I have."
- K. Korstad Langås

"The insights I can use long after a project is finished. Also for later projects."
- K. Korstad Langås

About Deichmanske Library

Deichmanske Library on Grünerløkka is the oldest library in Oslo.

It has over 100 years of history, renting out books and benefiting all layers of society.

Today the library benefits the odds and ends of society with cultural offers expanding beyond books.

About Kenneth

Kenneth Korstad Langås has been working as a leader of the Grünerløkka library for a long time. He's a friend of service designer Jonathan Romm and has been working alongside service designers for over 10 years.

His comments are mostly based on what the receiver of a service design project needs to have, both in skills and capabilities.

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 process."
- Internal

Initiation

The described process is initiated by a discovery of gaps between a planned user journey and the actual user journey

Pitch

Analysis: 360 customer

Pitch

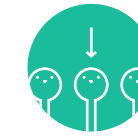
Execution

Pitch

Prepare change

Execute change

Business as usual



Define
Describe the user experience as is today using visual

Presentation
The gaps are presented to management and a new process is initiated if deemed necessary

Segmentation
Find which segments we are targeting for this service

Measure
Go to the previous NPS scores and get data on the relevant segment

Deep analysis
Analyzing data from the segment to find patterns of behavior

Persona
A persona exercise is used to define the user group.

From the persona they define what the brand should look like from the customer's perspective

Presentation
Management listens and approves

Define the experience
The target experience is defined using an emotional graph.

Analysis
Analysis of potential disappointments in the experience

Early feasibility evaluation
Will it be feasible for the internal team within 3 months?

Test
With customers of different sorts, the planned experience is tested and measured

Evaluate
Comparing the planned and the tested experience against each other to identify gaps

Adjust
Adjust to close the gaps between planned and achieved experience

Presentation
Management listens and approves

Make changes
Someone in the organisation makes the solutions and the necessary changes to the service

Often digital changes

Launch
The service with changes go live

Measure
The real experience is measured using visual user journey mapping

Map the gap
Mapping of the real service experience compared to the planned experience

Gaps are identified

Initiate process
Based on the severity of the gaps the process is initiated again if necessary

Actors involved in the process



Technical staff
To evaluate if it is feasible to implement within 3 months

Finance
To evaluate viability of the service making sure we earn money

Management
The closest levels of management needs to approve the process

"We in the team often do a pretty good initial feasibility evaluation so we are rarely surprised by the results of the formal evaluation."
- Internal



Law
Should almost always be involved

Communication
Especially for new services it is important to communicate and brand so they can time the communication according to the bigger strategy

Other ...
Everyone affected by some sort of change within the organisation

"It is a lot of stakeholders to take into consideration"
- Internal

About the process
This is a work-in-progress attempt to introduce service design methodology to an existing process. The team is in a big organisation with mainly technological solutions in their services.

This is an overview of their planned innovation process. It includes the user in the whole process. They have also changed their perspective from designing touchpoints to designing experiences.

This type of innovation is designed for an internal team to address the experience of a service.

The process takes no more than 5 weeks and the implementation should be feasible within 3 months.

Contributors to this mapping
Due to the fact that this is still work in progress, we show the process unattached to the contributor.

"For us, it is new to talk about experience rather than technical features."
- Internal

"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."
- Internal

"Consultants are useful to describe the problem, but afterwards we need people with deep understanding of operations."
- Internal

"Being a service designer requires a lot of knowledge about operations. I would start my career there before going into consultancy as a service designer."
- Internal