

Service Design Management

Activities

Outputs

Methods

Tools

Books

1 Identify Service

Identify service opportunities, the business context and strategic objectives. Developing business/initiative cases or reinvestment case.

Review business documentation: market research, audit and appraisal of the current service. Alignment with company strategy and brand.

Identify the opportunity space in existing or new service. Identify the opportunity costs. Explore the potential cost to the business if the opportunity is not taken.

Identify success criteria. Identify stakeholders, timeframe, resources, possible project team, assign project leader, identify project champion.

Risk assessment - what are the main, and most significant risks at this stage?

Opportunities evaluation
Stakeholder map
Insights

Background context research
Business Plan and strategy review
Competitor analysis
Complementary assets audit
Workshops to explore the initial service problem and stakeholders

Business roadmaps,
Business/organisation/region/department strategies, Boston Matrix, Ansoff matrix, Service Audit tool
trend seeking, why why analysis, context interviews and analysis, focus groups, segmentation, benchmarking.

The Journey to the Interface Heapy, J. & Parkers 5
Total Design, HOLLINS, G. and HOLLINS, W
Service Management, NORMANN, R
In the bubble, THACKARA, J.
Natural Capitalism, HAWKEN, P., LOVINS, A
All Change! Project Leader's Secret Handbook
OBENG, E

2 Develop Insights

Develop propositions, that address what people want and identifies the relevant service design focused user research methods.

Plan for and undertake early stage user research to understand latent needs and the current problems encountered. Synthesise the findings into insights i.e. transposing insight into useful information to stimulate the idea generation stage. These findings are formulated into the brief.

Explore demand variation patterns (over day, seasonality, etc)

Establish initial brief, initial business model. Establish a communications strategy with stakeholders - how much contact, and how often
Create measurements from success criteria

Initial brief
Personas, customer journeys
Updated specification

Market research; user research /analysis of latent needs; ethnography; personas; customer journeys; scenarios; journey mapping; user experience analysis. Workshops to review user research and develop insights
Brainstorming; scenarios; customer

Briefs, user research, proposition prototyping, fake service evidence, Gap analysis, Blueprint, Customer Journey, current experience
map, visioning, advantages and disadvantages, thinking allowed, Fishbone diagrams, brain writing, role play, mood board, mock-ups, cognitive walk through, mind maps.

Observing the User Experience: A Practitioner's Guide to User Research KUNIAYSKY, M
Cost Management for Today's Advanced Manufacturing Berliner, C. & Brimstone, A
Thoughtless Acts , FULTON SURI, J

3 Generate Ideas

Project insights from user research into a range of service ideas through idea generation and early stage prototyping. Develop initial proposals and identify service proposition alternatives. Explore core service sequences. Create conceptual and flow models for the service.

Design of initial touchpoint ideas and potential moments of truth. Interaction design of any digital components of the service

Establish roles and responsibilities, and create project plans.

Update Specification and brief.
Refine financial models. Sharing the ideas through open workspaces and reporting back

Service propositions, draft blueprints,
Updated specification
User testing plans

journeys; personas
'What if?' analysis
Concept assessment methods
Workshops to develop ideas with multidisciplinary teams of people.

Brainstorming, scenarios, personas, user journeys, Lego touchpoint models, early stage blueprints, Concept evaluation assessment methods, Concept (intended) experience map, Sensory experience model
Roles and responsibility matrix, feature tree, cognitive walk through, cost/benefit analysis, story-boarding, touch-points, critical incident techniques

IDEO Method Cards: 51 Ways to Inspire Design. Wildman G. and Durrant N.(2010) The Politics of Prototyping.

4 Design and development

Define the whole service (with user interactions) and develop solution concepts into service prototypes.

Extend the design of touchpoints into clear sequences of service, illustrated through the service blueprint. Initiate digital design work, software or application build stage.

Create a testing programme of significant sequences of the design and test for ease of use with real people. Create a plan for scale and robustness testing Design in and test feedback loops

Develop marketing and sales strategies. Identify and order resource implications for service.
Update Specification and brief. Share the ideas in development frequently, engage the core team in feedback on iterations.

User testing reports and recommendations for improvement
Draft blueprints

Blueprints for communication

Role play
Blueprinting to design (identification of bottlenecks, etc)
User testing methods, lab work, eye tracking techniques, interviews.
Touchpoint interaction design
Agile methodology

Blueprints, mocked up service evidence, storyboards, wireframes, animations, coded sequences relationship maps

Service Management, FITZSIMMONS et al
Managing Service Operations, Hollins & Shinkins
Winning At Service, SCHMIDT et al
Designing Services that Deliver, GL Shostack
Rocket Surgery Made Easy, KRUG, R.

5 Implement and deliver

Prepare for the roll out of the service, from the people, service resources and digital service forms.

Develop recruitment plans and training packages for all especially customer facing teams.

Preparation of resourcing for roll out. Beta launch digital service and upgrade strategy.

Set up any supply chain management (including logistics) including distribution and promotion plans

Implement feedback loops

Training packages and plans
Marketing plans

Scripting of sequences in service
Market projections
Roll-out planning

Blueprints
Planning tools
Online and live training and support tools

Service Management and Marketing, GONROOS, C
Managing Service Operations, Hollins & Shinkins
The Experience Economy PINE II and GILMORE
Delivering Quality Service, ZEITHAML et al

6 Evaluate and refine

Evaluate the developing service, creating ongoing feedback loops, and a culture of constant improvement.

Evaluate against success criteria and specific indicators or measures
Analyse competitor reaction

Capture, listen to, and act on feedback. Review effectiveness of metrics and indicators used

Develop planned replacement strategy – implement new and phase out old service

Reports on take-up and effectiveness
New service improvement requirements

Constant evaluation methods
• Mystery shopper
• Customer complaints/ compliments
• managing recommendations
• Quality analysis
User questionnaires and interviews
Data analysis of use and takeup

Interviews, user testing, digital feedback loops, Web analytics and usage data tools

Building Strong Brands, AAKER, D. A.