SERVICE DESIGN FRAMEWORK *v0.9*

…to innovate the service model

…to improve the service process

Alessandro Fontana, 2020

STEP Ø

Setting the ground

THE SERVICE

Which service do you want to improve or develop?

SERVICE GOAL

In one sentence: the service goal

How does this fit with the organization's goals?

Which market needs are you willing to fulfill?

THE CONTEXT

Key trends your service is aligned to

Hurdles within the organization

Which constraints do you need to take into account?

DEFINITION OF SUCCESS

What if the service is a success?

1

2

3

THE KNOWN

What do you already know about the service?
What's working well, what is not.

Facts
I know

Goals
I want

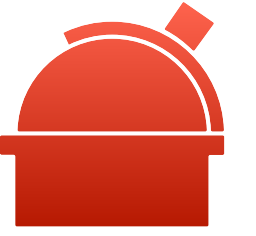**Emotions**
I feel

Ideas
I think

THE MAYBE

What do you know but you are not sure.

Goals
I want

Emotions
I feel

THE UNKNOWN

Where do you need additional insights?

Emotions
I feel

Insights gathering mood

↓ **Validation questions and deep dive**

↓ **Confirmation questions**

↓ **Open questions, formalization**

Lucy
The customer service manager

Customer
Employee

Created by Vladimir Belochkin from Noun Project

Demographics

- 50 Women
- Average age 35
- Single
- 10 years of experience

Behaviours

- She uses a mobile phone to check client's status online
- She leverages her friends and internal connections within the company to smoothen the processes
- She manages a small team of 2 people focused on operational tasks, which she delegates

Needs

- She needs guidance to handle complex requests from clients
- She needs to be informed on the end2end servicing process, to provide clear indication to the clients
- She needs direct access to a 24h technical support to escalate technical critical issues

Pain Points

- She feels not in control of her team, which is constantly overwhelmed by requests from her boss
- She doesn't have any tool to oversee the end2end service, which is creating issues in the clients management requesting for support, beyond the organizational complexity
- She is worried about her career path, she is struggling to see the next step for herself within the company.
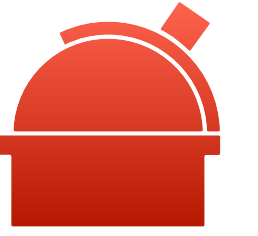
THE KNOWN

What do you already know about the service?
What's working well, what is not.

THE MAYBE

What do you know but you are not sure.

THE UNKNOWN

Where do you need additional insights?

Facts / Actions	Goals	Emotions	Ideas		Goals	Emotions		Emotions
I know	*I want*	*I feel*	*I think*		*I want*	*I feel*		*I feel*

Insights gathering mood

Validation questions and

PRESENT MEDIA / ONLINE STRATEGISTS

SERVICE BLUEPRINT	BEFORE	DURING	AFTER

PROCESS MAPPING

Online/physical evidence

2

1

Customer actions

LINE OF INTERACTION

3

Front of stage interactions

LINE OF VISIBILITY

Back of stage interactions

LINE OF INTERNAL INTERACTION

Support processes & systems

STEP 1

Stakeholders mapping

Step2

Step3

Step1
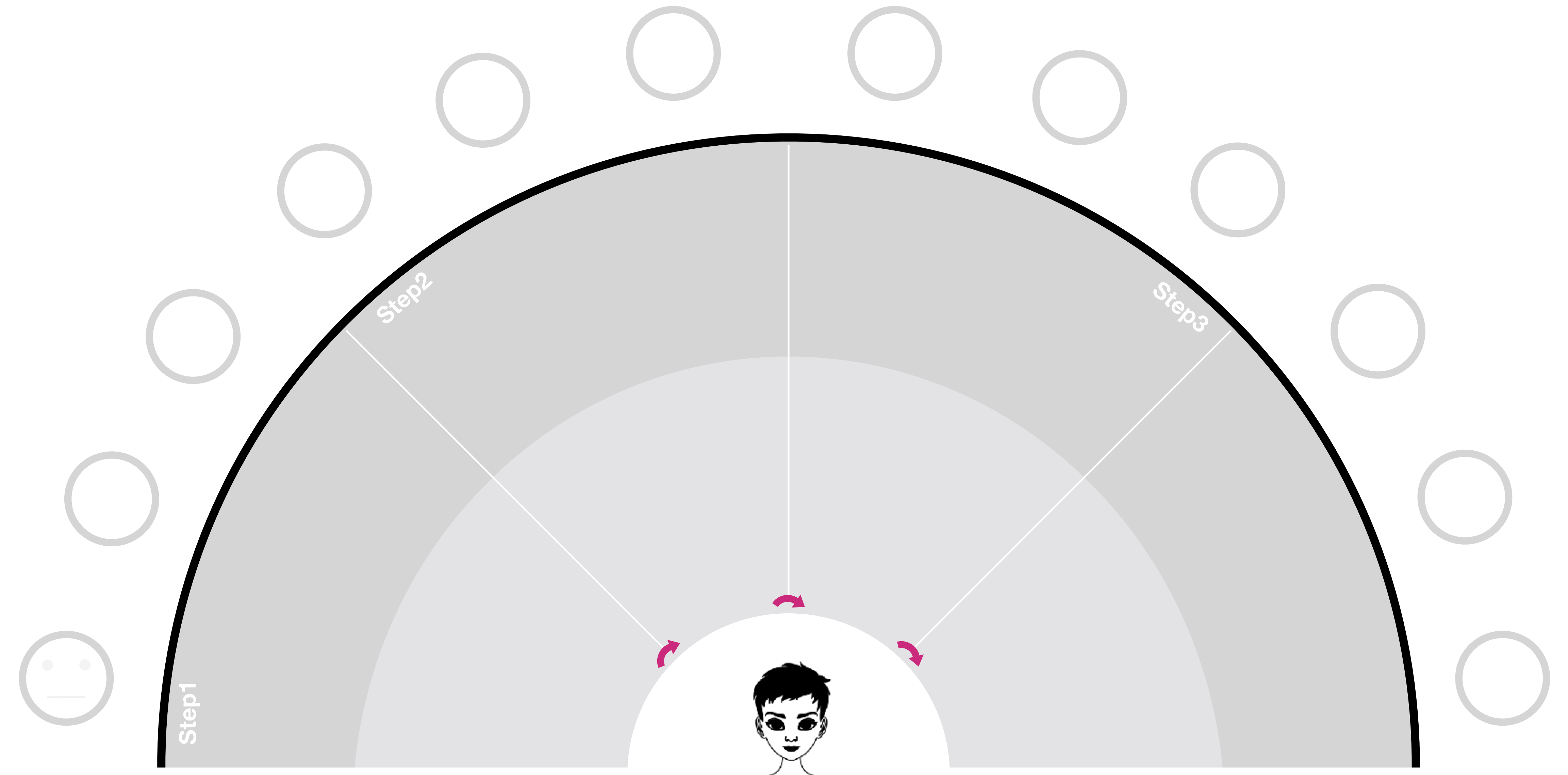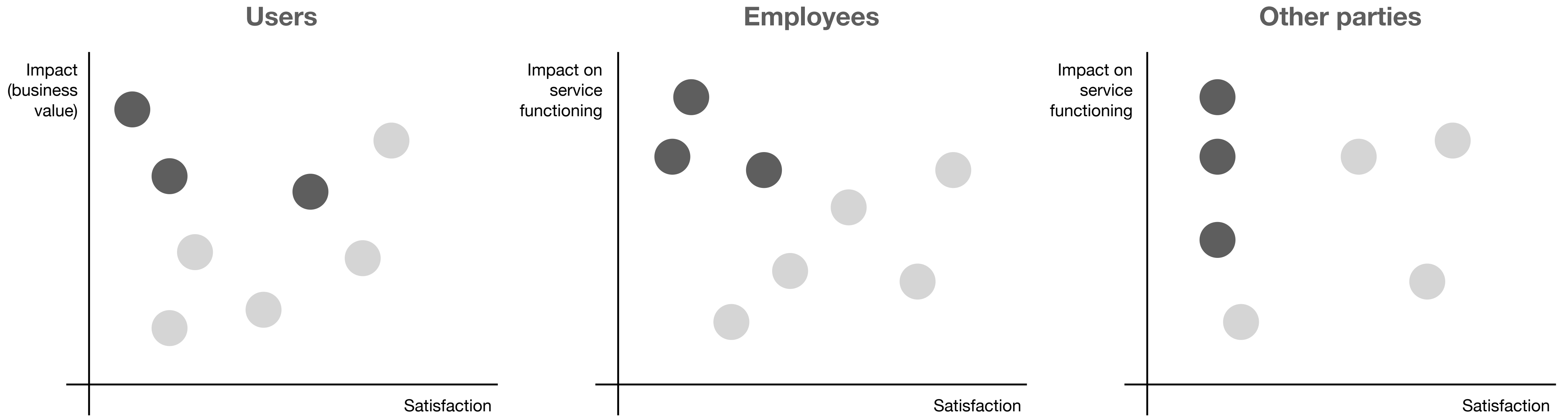
Satisfaction Mediated actors Direct relationship

Created by Vladimir Belochkin
from Noun Project

Lucy
The customer service manager

Users

Impact (business value) — Satisfaction

Employees

Impact on service functioning — Satisfaction

Other parties

Impact on service functioning — Satisfaction

🦄 **KEY USERS**

Which are the top 3 interested parties involved in the service?

Users

Employees

Other parties

STEP 2a

Ideas

…to innovate the service model

CORE NEEDS

Which are the top 3 needs for each area?

Physical Environment

Interactions with…

People

Tools

Technologies

Key activities to receive or execute the service

Personal

Rational (functional)

Emotional (non-functional)

❤️ **NEED STATEMENT**

The user   *Do something to address her needs*   *The user benefits directly*   *The obstacle that makes it difficult or impossible*

_____ **needs a way to** _____ **so that** _____ **although** _____

OR

HOW MIGHT WE* (HMW) STATEMENT

ACTION   you want to achieve for   **USER**   so that he / she can   **WHAT**   you would like to achieve

ACTION	USER	WHAT
Redesign	Sales Manager	Engaging
Improve	CEO	Fun
Solve	Millennials	Affordable
Stimulate	Asset Manager	Frictionless
…	…	…

HMW redesign the withdrawal experience for teenagers to make it digital-only**?**

Need / HMW

🔻

CHALLENGE

*
- **"How"** suggests that we do not yet have the answer. "How" helps us set aside prescriptive briefs. "How" helps us explore a variety of endeavours instead of merely executing on what we "think" the solution should be.
- **"Might"** emphasises that our responses may only be possible solutions, not the only solution. "Might" also allows for exploration of multiple possible solutions, not settling for the first that comes to mind.
- **"We"** immediately brings in the element of a collaborative effort. "We" suggests that the idea for the solution lies in our collective teamwork
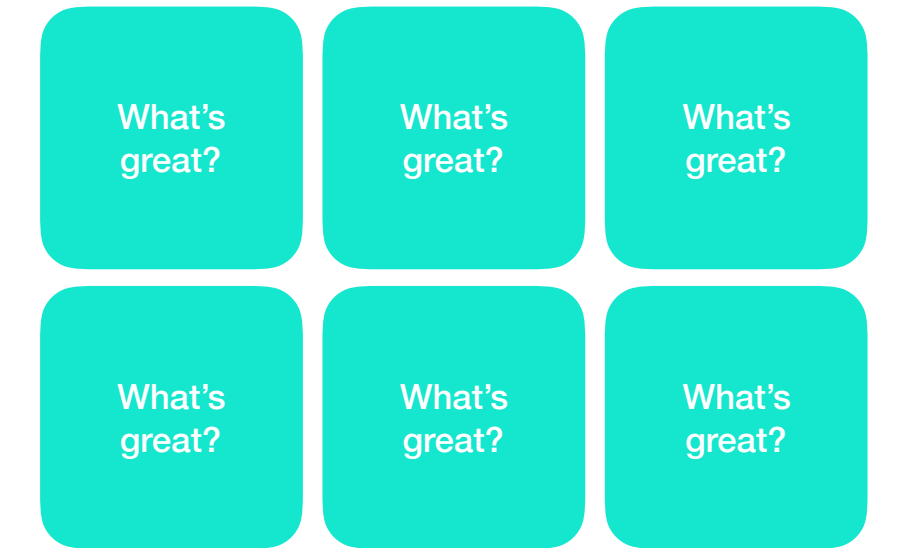
LOTUS BLOSSOM

What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?
What's great?	Inspirational example	What's great?	What's great?	Inspirational example	What's great?	What's great?	Inspirational example	What's great?
What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?
What's great?	What's great?	What's great?	Need	Need	Need	What's great?	What's great?	What's great?
What's great?	Inspirational example	What's great?	Need	Challenge	Need	What's great?	Inspirational example	What's great?
What's great?	What's great?	What's great?	Need	Need	Need	What's great?	What's great?	What's great?
What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?
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What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?

SERVICE MODEL

Key characteristics of the new service model

Governance

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

Vision

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

Process

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

Technology

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

People

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

...

What's great?	What's great?	What's great?
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SERVICE MODEL

Key characteristics of the new service model
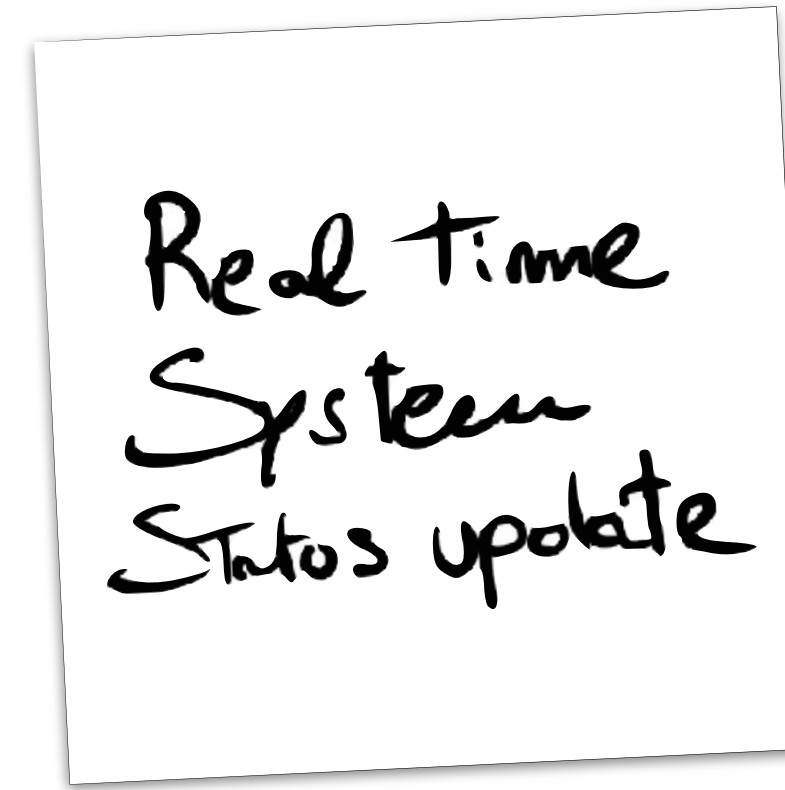
SOLUTIONS

IDEAS based on key characteristics

Governance

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

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What's great?	What's great?	What's great?
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What's great?	What's great?	What's great?

…

What's great?	What's great?	What's great?
What's great?	What's great?	What's great?

Real time System Status update

What's great?	What's great?	What's great?	What's great?	What's great?	What's great?	What's great?

Idea · Idea · Idea · Idea · Idea

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● **Impact**   ● **Feasibility**

Impact to the user

Big Bets

Do it now

Idea
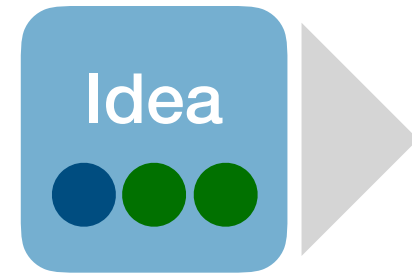
Idea

Idea

Worth it

Idea

Nope

Idea

Feasibility

◉ **Do it Now** pose the possibility of a tactical advantage
◉ **Big Bets** can offer strategic differentiation
◉ **Worth it** may represent table stakes
◉ Don't waste time or energy discussing **Nope** items

IDEAS FOCUS

Ideas description

Idea

Title
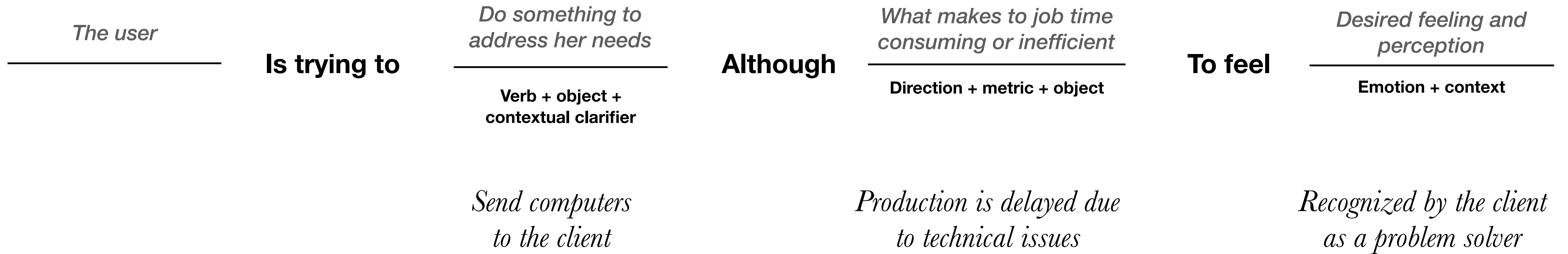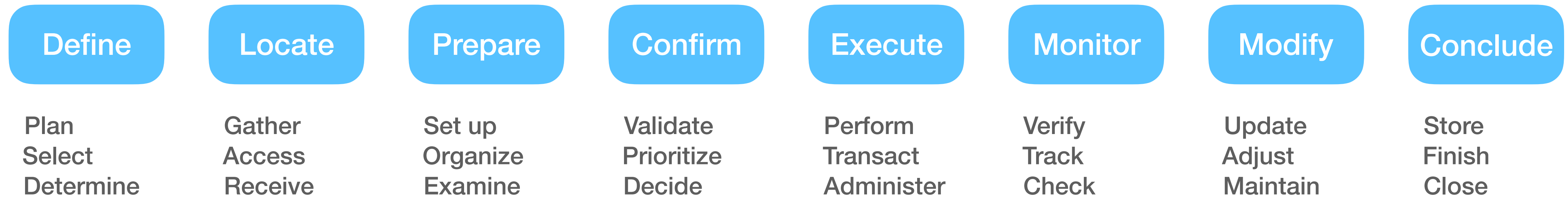
Stakeholder

Description

Sketch

Build ⬡———⬡———⬡———⬡———⬡———⬡ Buy

Consolidate ⬡———⬡———⬡———⬡———⬡———⬡ From scratch

Business-led ⬡———⬡———⬡———⬡———⬡———⬡ IT-led

STEP 2b

Jobs to Be Done

…to improve the service process

CORE FUNCTIONAL JOBS

The user | **Is trying to** | _Do something to address her needs_ | **Although** | _What makes to job time consuming or inefficient_ | **To feel** | _Desired feeling and perception_

Verb + object + contextual clarifier

Direction + metric + object

Emotion + context

Send computers to the client

Production is delayed due to technical issues

Recognized by the client as a problem solver

JOB MAP

Define	Locate	Prepare	Confirm	Execute	Monitor	Modify	Conclude
Plan	Gather	Set up	Validate	Perform	Verify	Update	Store
Select	Access	Organize	Prioritize	Transact	Track	Adjust	Finish
Determine	Receive	Examine	Decide	Administer	Check	Maintain	Close

OUTCOME STATEMENT

Define

Plan
Select
Determine

OUTCOME STATEMENT

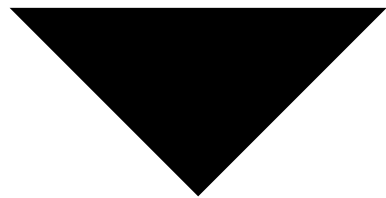*Minimize the likelihood that the computer is delivered in more than 10 days from the payment*

Direction of improvement

Performance Metric
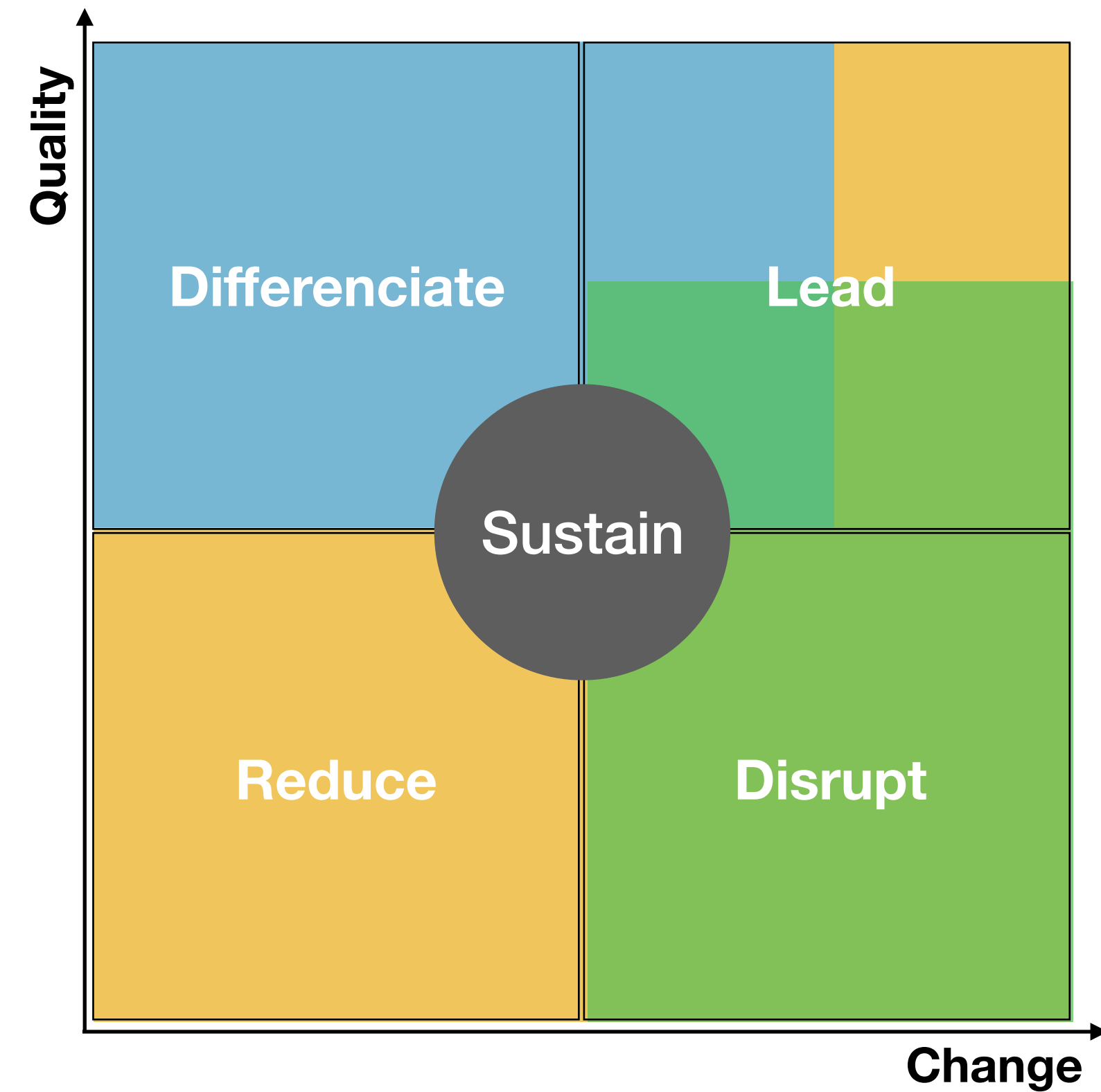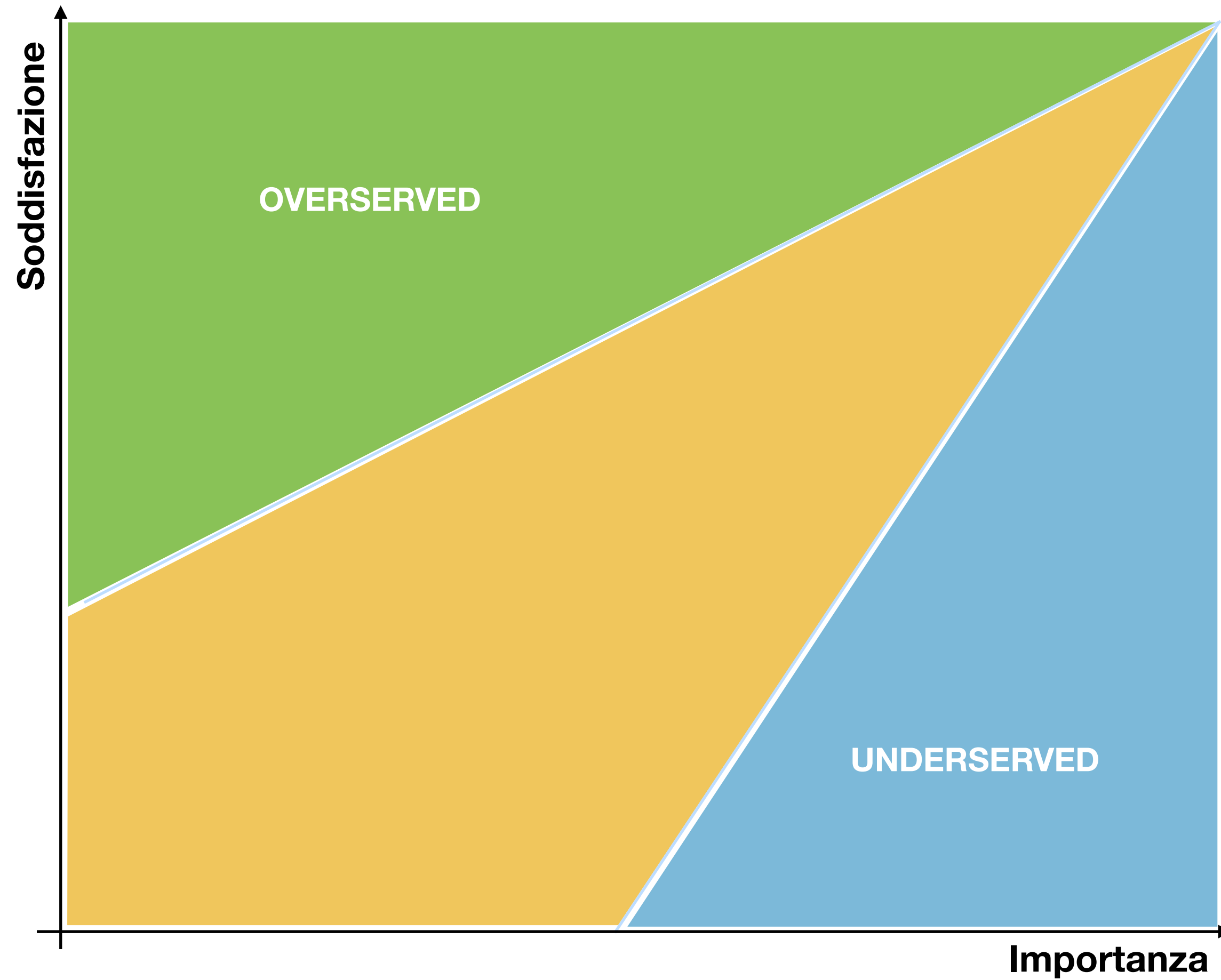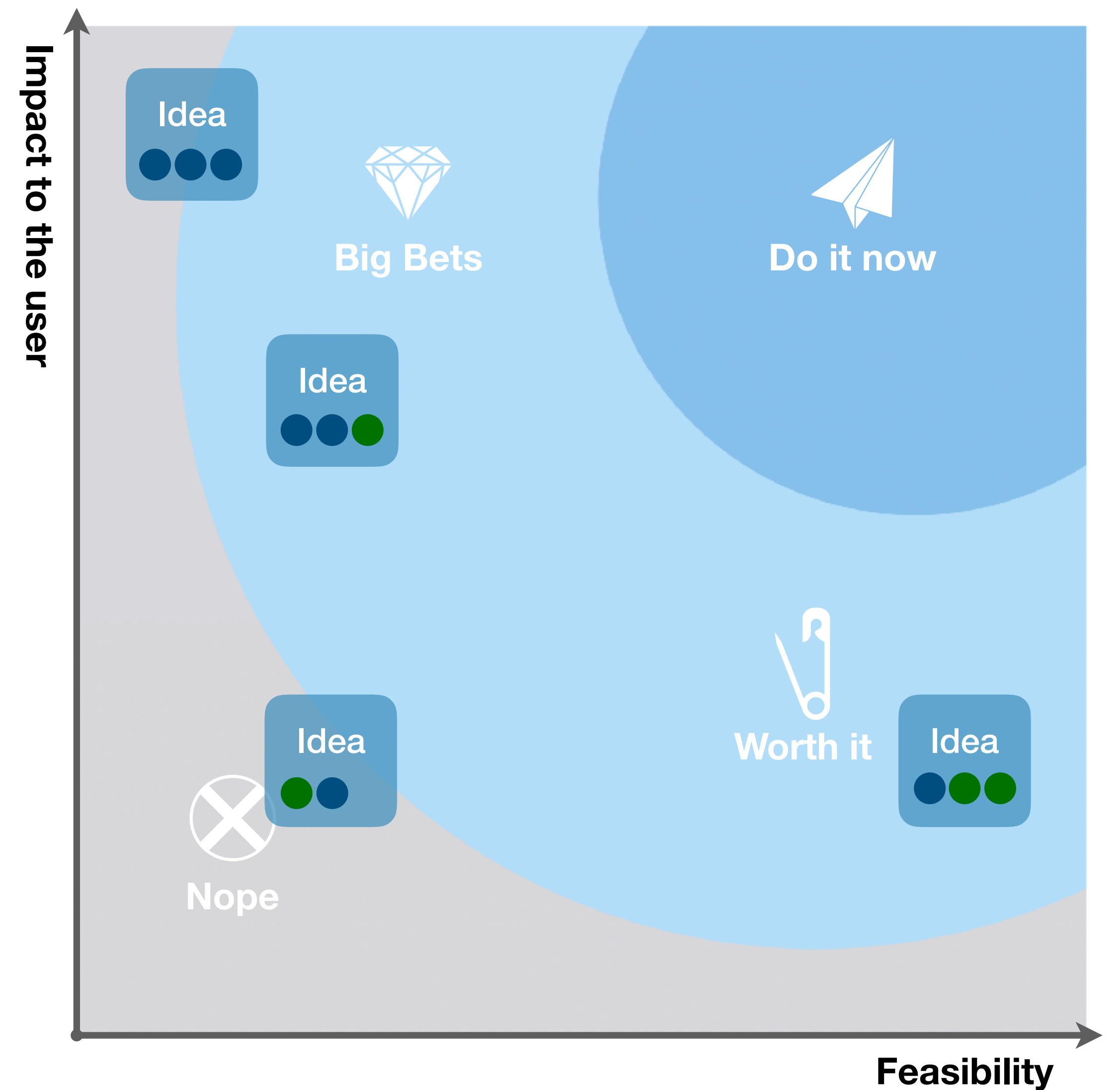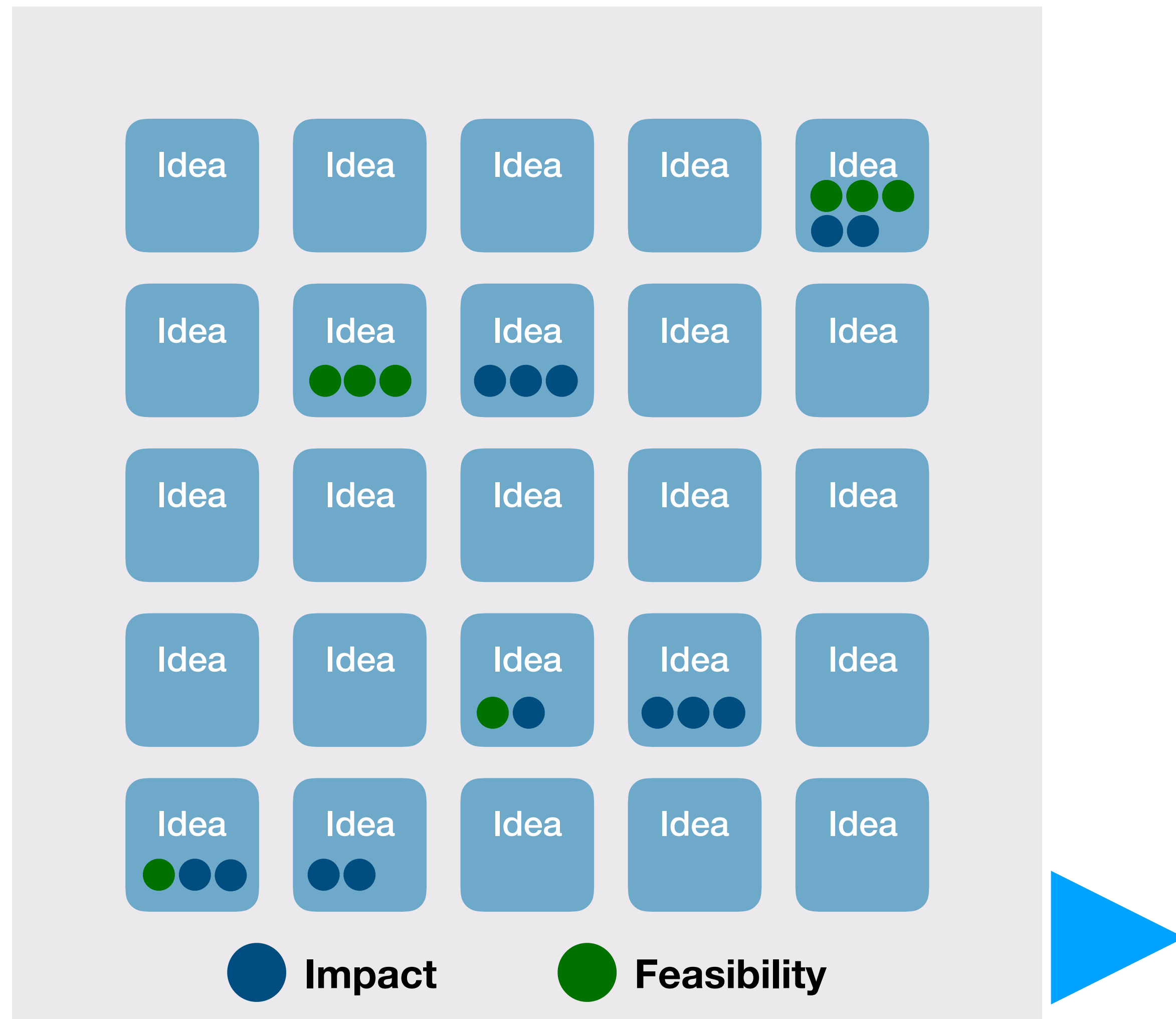
Object

Context

Generation of 50-100 expected outcomes

VOTING

Importance   Satisfaction

OPPORTUNITY SCORE

Opportunity Score = Outcome Importance + max (outcome importance - satisfaction, 0)

Impact to the user

Feasibility

Idea · Idea · Idea · Idea · Idea
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● **Impact**   ● **Feasibility**

Big Bets

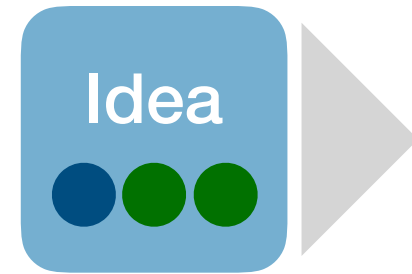**Do it now**

Worth it

Nope

- ◉ **Do it Now** pose the possibility of a tactical advantage
- ◉ **Big Bets** can offer strategic differentiation
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- ◉ Don't waste time or energy discussing **Nope** items

IDEAS FOCUS

Ideas description

Idea

Title

Stakeholder

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Sketch

JOB TO BE DONE INNOVATION STEPS FOCUS

Define	**Locate**	**Prepare**	**Confirm**
Plan	Gather	Set up	Validate
Select	Access	Organize	Prioritize
Determine	Receive	Examine	Decide

Execute	**Monitor**	**Modify**	**Conclude**
Perform	Verify	Update	Store
Transact	Track	Adjust	Finish
Administer	Check	Maintain	Close

STEP 3

Service Blueprint

SERVICE BLUEPRINT	BEFORE	DURING	AFTER

Online/physical evidence

2

Customer actions

1

Who

What

How

LINE OF INTERACTION

Front of stage interactions

3

Who

What

How

LINE OF VISIBILITY
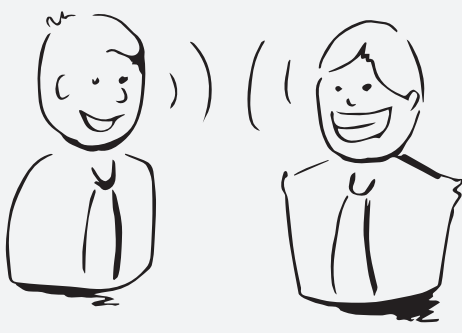
Back of stage interactions

Who

What

How

LINE OF INTERNAL INTERACTION

Support processes & systems

Notes

Bibliography & License

Bibliography

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JTBD Theory   https://strategyn.com/jobs-to-be-done/jobs-to-be-done-theory/

Images   The noun project. https://thenounproject.com/search/?q=woman&i=1006523