

Transformation by Design

Planning Design Strategies and
Services for the Next Generation
Digital Challenges

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Foreword

In the past decade, digital technology has changed the way we connect, run businesses, and deliver public services. With new uncertainties such as climate change, global pandemics, and social problems such as the imbalance of information or the invasion of privacy, the world is in the midst of chaos. In such times, what is important is to not react recklessly to threats and change, but instead to tackle them swiftly and securely by creating a democratic future where the possibilities of people and society blossom.

Fujitsu is transforming itself from an IT company to a digital transformation company and operating as an organization that generates social value. Fujitsu is moving away from delivering solutions that solve problems that lie before us. Instead, the company is committed to delivering transformations, which will at times overwrite the rules in the market or in society, to dramatically change user experience using digital technologies.

Our experiences since COVID-19 forced us to overwrite many existing norms in our lives and work, and these experiences may have been a factor in prompting this transition. Every day before this calamity, we packed into trains, went to designated offices for designated hours, and went home on another overcrowded train. COVID-19 upended that lifestyle. Every employee is now connected online with internal and external stakeholders and communicates and delivers remotely. Such an autonomous workstyle has become the new normal. Many of us today have welcomed these new ways of working. Ironically, it wasn't existing technological solutions that sparked such transformations and changes in norms and routines. Rather, it was a terrible, unwanted guest disguised in the form of a prehistoric infectious agent—a virus.

Such changes in prerequisites and preconceived notions are the imminent transformations in our society that leave lasting effects. Yet we are capable of bringing about this change without relying on another outbreak. Instead, we can turn to the power of design. Design is the avenue to realizing a sustainable society using the power of technology available to us. Design pushes us to envision a hopeful future from an individual and societal perspective and widens possibilities for actualizations without being limited to how society is today. Fujitsu's Human Centric Experience Design (HXD) has been crystallized from all of our design experience. It intelligibly democratizes the power of design and navigates us to scalable digital transformations for our society. Moving forward, I commit that such a structured design approach along with agile approaches will continue to materialize the scalable software and business sense befitting next

generation design.

I must emphasize that the purpose of design is not to superficially make over our products or services, nor is design a tool to produce eccentric ideas. Instead, design is a mindset that every individual should adopt to cultivate innovation and contemporary business literacy.

In the twenty-first century, there is an increasing demand for corporations to clearly define and articulate their purpose and role in society. People are interested in and paying attention to which organizations contribute to creating values for them. Corporate leaders also recognize that for companies to accomplish sustainable and long-lasting growth, it is extremely important for them to explicitly present the *why* of their companies and to fulfill their promises and obligations to people and society. We should no longer be trapped in customer needs of the past or old business concepts and routines. The transformational design mindset requires us to steer away from old constraints. It instead guides us to achieve important goals that people and society aspire to. Every organization should constantly foster and promote this design mindset, since it is the ultimate source of power and drive that shapes a better future.

This book was specially designed and edited to include materials that foster the growth of such a transformative design mindset and offer support and guidance for the process. These materials are based on the research outcomes and the philosophy of Fujitsu's strategic partner, Politecnico di Milano's design department, along with Fujitsu's know-how gained from our own practices. We believe this combination will provide you with tangible knowledge on how design has evolved across industries and various fields. My belief is that to bring about transformation at the required speed and scale, it would be vital for the act of design to become an organizational culture that rejects utter dependence on a handful of experts.

Mr. Takahito Tokita, Fujitsu's CEO and CDXO (Chief Digital Transformation Officer), proclaimed on the July 1 CEO bulletin that design is a crucial corporate management resource and must be applied to Fujitsu's strategies and philosophy in every aspect of the business process. We hope you, the reader of this book, will cultivate a design mindset and become a leader of design-driven transformation today, shoulder to shoulder with other transformation leaders who may not be part of the company, and we hope you share this path in realizing a more fulfilling society. By blending together the digital realm with the power of design, we look forward to creating a yet unfathomable but brilliant world.

Tetsuya UDA
Head of Design
Center
Fujitsu Limited

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Designing the Intangible: Services and Service Design Methodologies and Tools

Gianluca Carella (Politecnico di Milano)
& Elena Marengoni

Today, global economies are dominated by services; technology is creating even more opportunities to create meaningful service experiences for users. The ability to envision and implement complex systems and services is key for companies today. This chapter presents a few relevant trends in the field of services, describes the structure and the components of a service, and presents the most important service design tools, such as service offering maps, user personas, user journey maps, and service blueprints.

1. Introducing Services and Their Evolution

1.1

Services, the heart of modern economies: what are they?

While the end of the 19th century was marked by the industrial revolution and the subsequent distribution and diffusion of new physical goods, the end of the 20th century saw the rise of services. In a market saturated with physical products, services emerged as an opportunity for differentiation and gave companies a chance to stay ahead of their competitors.

Over the last few decades, services have become an essential component for the economic growth of a large number of countries across the globe. Almost all countries have experienced an increase in the contribution that the service sector brings to their national economies and to their GDP, with low- and middle-income countries growing at the fastest pace. By contrast, the contribution of the manufacturing and agricultural sectors has declined

globally, marking a clear shift to the so-called service era.

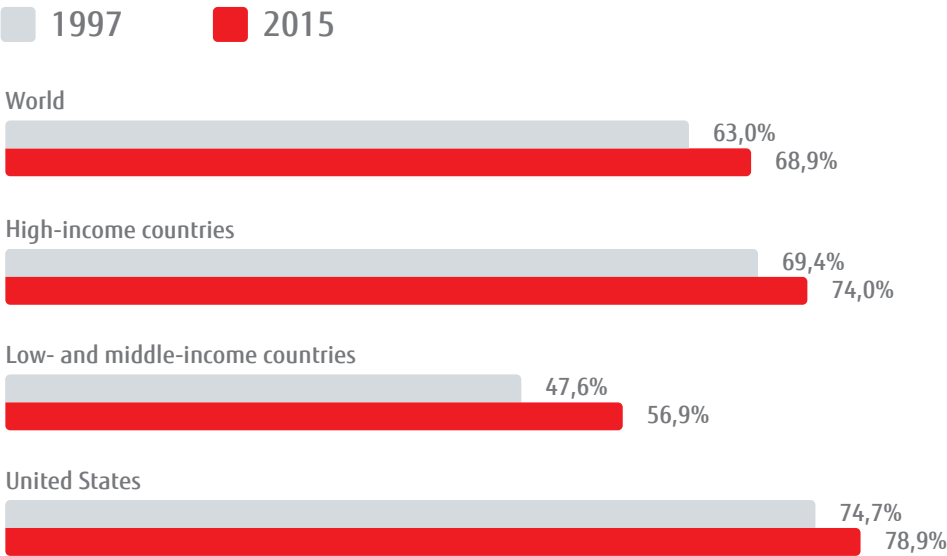
Services play a central role in the public sector as much as in the domain of enterprises. Today, governments, policy makers, and public stakeholders are confronted with new and increasingly complex challenges concerning societal, economic, ethical, and environmental aspects. In order to successfully deal with this complexity, new tools are needed and the public sector is turning to service design for help. Not only is service design contributing to the creation of frontline services to improve the life of citizens and communities, but in some instances it is also contributing to policy design.

But what exactly is a service and how can it be defined?

Traditional definitions of service tend to stress the difference between physical goods and services by outlining some key characteristics that set them apart from the world of physical objects.

Services' share of GDP

Sector value added to GDP (percent)



First of all, as the common use of the word suggests, a service is the act of performing duties that can help someone else. From an economic standpoint, services are defined as “means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks” (Information Technology Infrastructure Library - ITIL). Services are therefore those complex systems based on processes that coordinate the actions of multiple actors in order to deliver efficient solutions and meaningful experiences to their users.

Defining what makes a service is not easy, but the existing literature on this topic has traditionally relied on four main characteristics: intangibility, heterogeneity, inseparability, and perishability, also known as the **IHIP framework**.

Intangibility. Services are intangible performances that facilitate an outcome. Although physical objects are often part of the service system and provide anchor points to the user experience, the value that services generate for their users is typically not material, as it lies in the actions performed by a service provider. For instance, if we look at services in the field of education, we can quite easily observe that “the process of educating or operating is intangible and not the teacher, the books or the instruments” (Moeller, 2010), which are the means used by a provider to reach a specific outcome. Also, services typically do not result in the ownership of material goods. Rather, they result in the access to the intangible value that can be facilitated by physical artifacts as well: car- or bike-sharing services are a classic example in this regard.

Heterogeneity. Compared to physical products, services are confronted with the challenge of maintaining homogeneous quality standards. This is particularly true for labor-intensive services, where the human factor can create variable (heterogeneous) service quality. As a consequence, the evaluation of service performance becomes particularly complex.

Inseparability. In services, production and consumption typically happen at the same time, determining an immediate outcome for the user (e.g., medical services) or the user’s resources (e.g., financial services). The user must be in the presence of the service provider for the service to be performed.

Perishability. The concept of perishability refers to the idea that if a service is not consumed in a certain moment or timeframe, its value is lost, as there is no

possibility to store a service or its unused capacity for later use. This is the case for transportation services, which rely on a specific schedule to operate. Likewise, healthcare services rely on the capacity of the medical staff and the procedures or actions they can perform with the available resources.

1.2

Services: a field in constant evolutions that provides new opportunities for service companies

Our societies are transforming rapidly thanks to the advent of new technologies and the evolution of our habits and consumption behaviors in many different domains of our lives. Services permeate our lives and are all around us: the needs that we used to satisfy with physical products are nowadays addressed by service solutions, and services are becoming more complex and sophisticated. From fashion to mobility, from food to tourism, service is garnering increased attention in every industry, which is also spreading to the business-to-business sector as well. These transformations are creating new opportunities for companies to provide value through services and to even transform their businesses, shifting from a product-based to a service-based offering.



Bike sharing: an example of how services permeate our lives

New consumer habits are arising

Consumer behavior and forms of consumption, in general, have changed significantly in the past few decades. The rise of certain sharing economy models is tangible proof that the consumer-firm dyad is no longer the only dominant economic paradigm. Consumers are given more and more opportunities to exchange value independently or to become co-creators of value within a service ecosystem. This is often supported by digital platforms that make this exchange easier.

At the same time, a growing number of individuals have become interested in playing a role as creators or co-creators of value. This is often referred to as the *prosumer* movement, a social phenomenon that sees consumers becoming producers or, more generally, enacting processes of production that typically belong to firms.

Services rely by nature on a shared creation of value between the provider and the receiver, due to the fact that they are produced and consumed at the same time. New and more distributed service models typical of the sharing economy simply amplify the number and type of these exchanges. This is what Airbnb does by leveraging a network of private intermediaries for accommodations all around the globe.

Example:

Skillshare, learning from other users

Consumers become producers as they are enabled to share with other users their knowledge or skills through a digital platform. The platform allows them to promote their content, build a community, and earn money through their teaching activities.

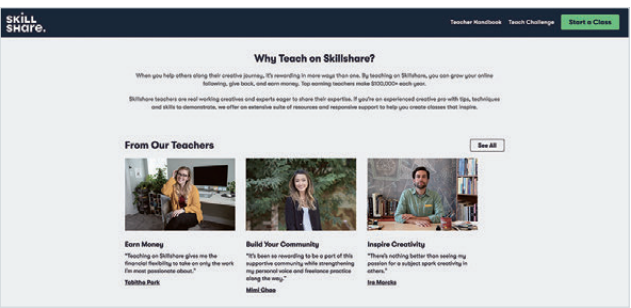
The transformation of consumer behaviors is also evident in the rise of new forms of ownership and new perceptions of the idea of ownership itself. Not only is there a growing interest and trust in open systems that connect one user to the other, but there is also a clear shift from a concept of permanent ownership to a concept of temporary access. A typical example is bike- or car-sharing services, whether public or private, but new access-based models have begun to spread in more unexpected sectors as well.

Example:

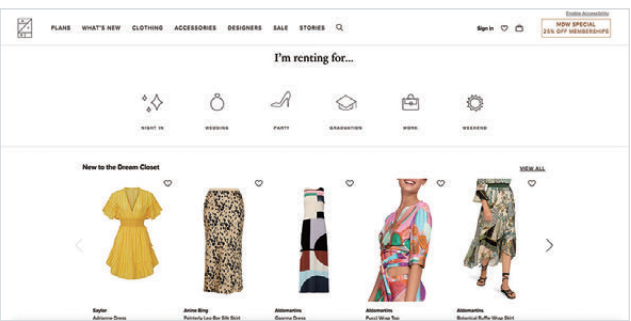
Rent the Runway, a subscription fashion service

Users subscribe for a fixed fee to receive premium clothes that they can wear as many times as they want and they can return to swap for new ones. This model gives users access to items that would otherwise be much more expensive and leverages the desire of users to change

Skillshare



Rent the Runway



their style over time and try out new options.

Another key phenomenon that influences the field of services is the growing importance of experience as a distinct form of intangible value that users are more and more interested in and are willing to pay for. As American economists B. Joseph Pine and James H. Gilmore put it in their namesake book (1998), we live in an *experience economy*, in which experiences are an important differentiation asset, as they are unique to each individual (and to specific contextual circumstances) and cannot be replicated in the exact same way. Experiences are distinct from services, although services can be the stage on which experiences take place. As the two authors say,

Experiences have always been at the heart of the entertainment business.... But today the concept of selling an entertainment experience is taking root in businesses far removed from theaters and amusement parks.

Not all companies are directly charging their customers for the experiences they offer. Yet an increasing number of

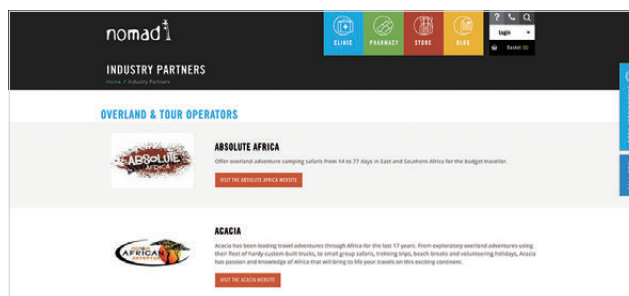
companies recognize the value that comes from investing in the creation of unique experiences around a product or service.

Example:

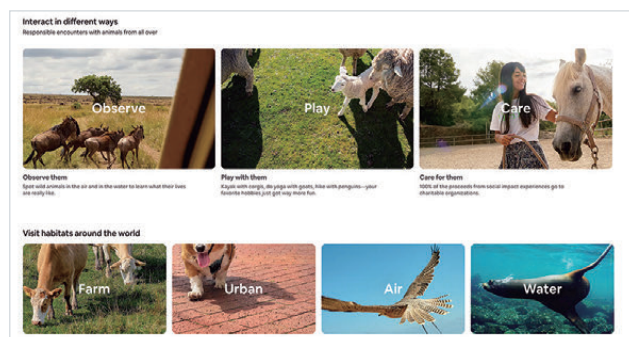
Nomad Travel and Airbnb Experiences,

leveraging the value of experiences
Once a chain of stores specialized in travel and camping products, Nomad Travel has invested in offering its customers more than just the tools. They offer what the customers really want, which is a memorable travel experience. They went from being a store to becoming counselors for a niche market of adventurous travelers interested in seeking advice from other expert travelers. They also started offering packages for adventurous trips, relying on a network of selected partners in various countries.

In more recent years, Airbnb has launched Airbnb Experiences, a service offering targeted at any traveler interested in abandoning the classic visitor mentality in favor of a more experience-driven approach. The latest additions to the Airbnb Experiences offering include unique and creative tours and activities to meet animals in their habitat.



Nomad Travel



Airbnb Animal Experiences

1.3
The evolution of services in the digital era

New opportunities for the world of services also largely arise from the advent of digital technologies. In the digital era, the meaning of the word *service* is changing as well. Traditional definitions focus on the differences between services (which are intangible and can't be owned) and physical goods (which can be owned and consumed). However, today these boundaries are extremely blurred.

Indeed, the role that smartphones play in our lives reflects that they aren't just physical products. They have become service platforms through which we can access a variety of functionalities that support our daily activities, such as mobility, shopping, and finance management. In this new scenario and thanks to the technology that is embedded in them, products become intelligent and they become a key asset in the delivery of services, while a proliferation of new touchpoints occurs.

Companies are responding to this development in different ways. Product companies face the need to shift their mindset. Instead of focusing on the efficiency of their production lines, they have to invest resources in the creation of meaningful experiences for their users and in the orchestration of the complex systems that enable

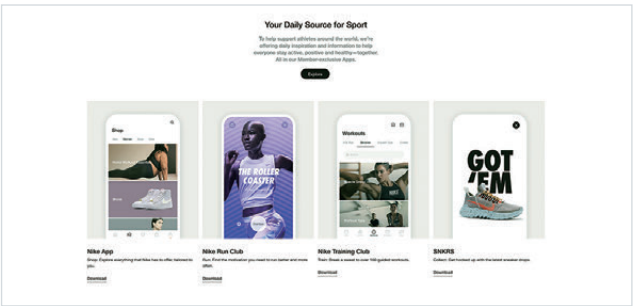
such experiences. Service companies have received a boost from the advent of new technologies, but several industries have also seen the rise of new disruptive players that propose entirely new service models (e.g., N26 in the banking industry). As discussed in chapter 3, the evolution of a company's offering (whether an upgrade or a more radical intervention) and the change of internal organization in light of the opportunities offered by new technologies is referred to as digital transformation.

Example:
NikePlus membership, augmenting the product offering

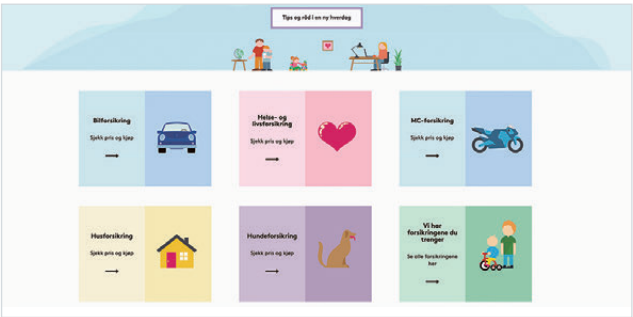
Nike, known for its footwear and sports gear, today offers customers much more. Nike+ is a membership-based club that offers a range of services that help users to monitor their training, get advice from experts, and have access to an exclusive range of products. This stretches and extends the value that Nike provides (not just clothing, but also data and valuable information) and makes it far less replaceable.

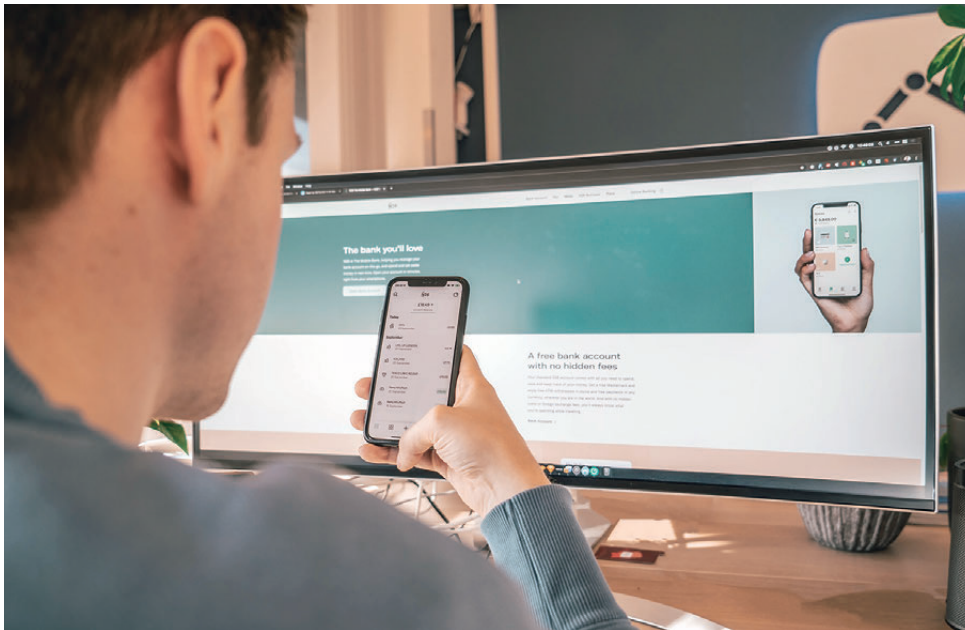
Example:
Gjensidige, leveraging digital technologies to improve the service experience

Nike+



Gjensidige





N26

Gjensidige is a Norwegian insurance company that in the past years has heavily invested in service design in order to make a typically complex service easier to understand and approach. They have radically transformed their language, visual identity, contracts, processes, and even insurance products. They pursued an objective to redefine the idea of trust itself, which is the foundation of any insurer-customer relation. For more information, see the end of this chapter.

Example:

N26, disrupting the banking experience

German N26 came in as a disruptor in the banking industry, proposing an entirely new model based exclusively on digital touchpoints. As they claim, they “stripped the way that people manage their money down to the basics,” not only removing all physical components and investing in the creation of more efficient service experiences but also focusing on acting as a partner for their customers to help them achieve their financial goals.

As in the case of N26, more and more services are becoming entirely digital and barely imply human interactions. This challenges some of the characteristics through which services have traditionally been defined. Digital services still represent a source of intangible value, but they often allow for more homogeneous and controllable service quality, while also enabling hyper-personalization. Also, they give customers continuous

access and extended delivery capacity, which contrasts the idea that a service cannot be stored or pre-produced.

Principles similar to those described above apply to the public sector. Today, governments and public stakeholders are often in a more open dialog with design, service design in particular, and have begun to embrace its methods and tools. Countries such as the UK and Estonia have often been regarded as best-in-class examples of good service design, the former for its investment in service guidelines, the latter for the digitalization of almost all its services. However, more governments are taking action today, though the breadth of innovation efforts may vary. While in some cases it concerns public administration services at large, in others it focuses on specific areas, such as healthcare, mobility, and education.

2. Designing a Service

2.1

Introducing service design

The term service design made its first proper appearance in an article called "How to Design a Service," published by the *European Journal of Marketing* in 1982, and written by bank executive G. Lynn Shostack. She acknowledged the importance of defining new models to create successful services, and pointed out that services are different in nature from products and deserve a dedicated, methodological approach.

The 1980s and 1990s saw a flourishing of literature on the topic and the consolidation of a service design approach, based on the ability to envision and create complex systems. *Total Design*, published in 1991 by authors Bill Hollins and Gillian Hollins, marked an important milestone for the service design methodology. The end of the 1990s and the beginning of the 2000s witnessed the evolution of the practice and the opening of service design studios.

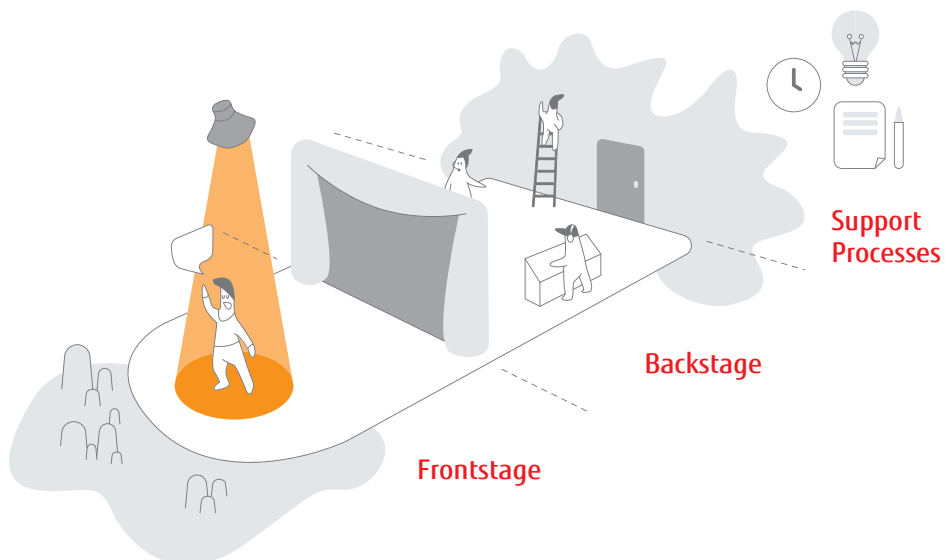
The discourse around service design was first concerned with defining why services could be an object of design, then with how services should be designed, and eventually with the integration with other adjacent practices. Also, service design was born with a primary focus on the service experience (user-service interaction).

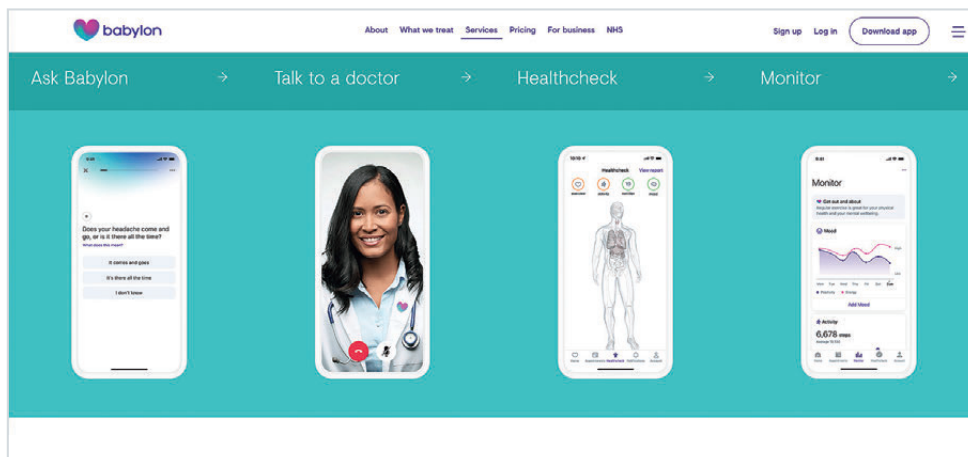
Later on, it expanded into the realm of organizational processes and all the mechanisms that enable the delivery of a service. This has also generated interest in theories of organizational activation and change. In its evolution, service design has also been influenced by participatory design, which has further strengthened the focus of the discipline on understanding user needs and the involvement of users in the design process.

In essence, service design can be described as a process of orchestration of the different components and layers of service in order to facilitate a certain outcome for the customer. As such, the design and maintenance of service is definitely not the prerogative of designers, but it is a collective endeavor that brings together the user, business, and technology perspective in order to deliver value.

Service design is an activity that largely requires systems thinking and the ability to deal with complexity in order to make a service more than the sum of its components. In fact, creating a service means being able to simultaneously orchestrate the *frontstage* of the service, customer interactions and customer-facing activities, and its *backstage*, the ensemble of actions and processes that customers never see but enables the delivery of the service.

Stage theory





Babylon Health

Also, the creation of service is concerned both with the *what* (the value offered by the service) and the *how* (the way it is delivered to users). The theory of multilevel service design acknowledges this by identifying three levels of service design activity:

1. Designing the service concept

Designing a service concept means identifying the value proposition of service and defining the boundaries of the service offering and its potential relation with other existing services that tackle adjacent aspects of the user experience. The creation of a service concept needs to stem from a deep understanding of the problem space, the context, and the needs of the user.

Example:

Babylon Health, improving the patient's experience

Babylon Health is a digital platform that provides support to patients by allowing them to check their symptoms, receive a remote consultation or a health check via their mobile phone. Getting medical advice thanks to an AI-enabled system is the value that the company intends to provide to its users. However, the service exists in the broader context of medical care and must deal with how to direct patients towards their next step, either further monitoring or access to medical care (adjacent value area).

2. Designing the service system

The creation of the service system refers to the definition of the user experience and its key steps. It also refers to the orchestration of touchpoints, service actors, and systems that can enable the delivery of such experiences.

The act of designing a service system and its components is not just a response to user needs but can have a high strategic value as well. For instance,

touchpoints and actors play a key role in shaping the perception of a company and in enacting a certain company strategy. Therefore, they should be chosen carefully and according to clear strategic directions.

Example:

Starbucks, curating the design of touchpoints to meet local taste

Each Starbucks store is different. The famous coffee brand has always tried to adapt the design of the space, its touchpoints, and products to local needs and tastes. Upon entering the Italian market, which is dominated by a strong coffee culture, they realized the importance of creating a unique and highly refined experience that could prove truly attractive for visitors.

The building that was chosen to host the Reserve store of Milan conveys a sense of grandiosity; every single object and moment of the experience is designed to reinforce such atmosphere. A very different scenario can be observed in classic Starbucks stores, where the use of digital touchpoints to order and pick up food and drinks is widespread, pushing the experience in the direction of increased efficiency and speed. By adapting to different user needs, Starbucks has demonstrated the ability to make a highly strategic use of their touchpoints.

Looking at the way service design has evolved as a discipline, it is important to note that more and more service design projects have turned their interest towards employees rather than customers and end-users of a service. Many firms today recognize the importance of taking care of the experience that employees have when working for them, and investments made on this front are on the rise.

Starbucks
Reserve store in
Milan



Example:

Welcome to the Jungle Kit, serving enterprise users with smart solutions

Welcome to the Jungle is a French start-up that has developed an application to make recruitment easier, especially for technology companies. It allows companies to curate their profile and get exposure, while providing a comprehensive digital solution. In fact, the platform assists talent acquisition and HR departments throughout the hiring process by managing job offers, tracking applications, and easing onboarding.

3. Designing the service encounter

A service encounter is any interaction that the customer has with the service and its touchpoints. As such, it is the more detailed part of service design, because it is concerned with the definition of every single action or task performed by the user. It also covers the design of interfaces and backstage service processes that enable such actions.

It is important to note that the design of processes isn't just an operational challenge concerned with efficiency and speed of service. It can also have a direct impact on the quality and the perception of the experience that is delivered to the user along with the overall perception of the brand or the service. For Starbucks, this has meant making the act of writing the customer's name on the

cup an iconic moment. In the digital realm, and for entertainment services like Netflix and Spotify, it may mean understanding how to program algorithms that can present content in a relevant and personalized way to users.

2.2

The importance of service performance and designing performance evaluation

In essence, services are performances delivered in real-time to the user. Guaranteeing service quality is challenging because it is strictly related to their intangible and heterogeneous nature, especially in services that heavily rely on human interactions.

For this reason, the evaluation of quality is an even more important activity for service firms, as it can help companies have a clear picture of their service performance and constantly improve it. Digital services certainly provide more possibilities for quality control, but the perceived quality of a service experience is far more complex than the objective performance of a programmable system.

For instance, if a user is managing their insurance plan through an online portal, the speed at which the operation is performed will only provide a partial view of service quality. The way information is visualized

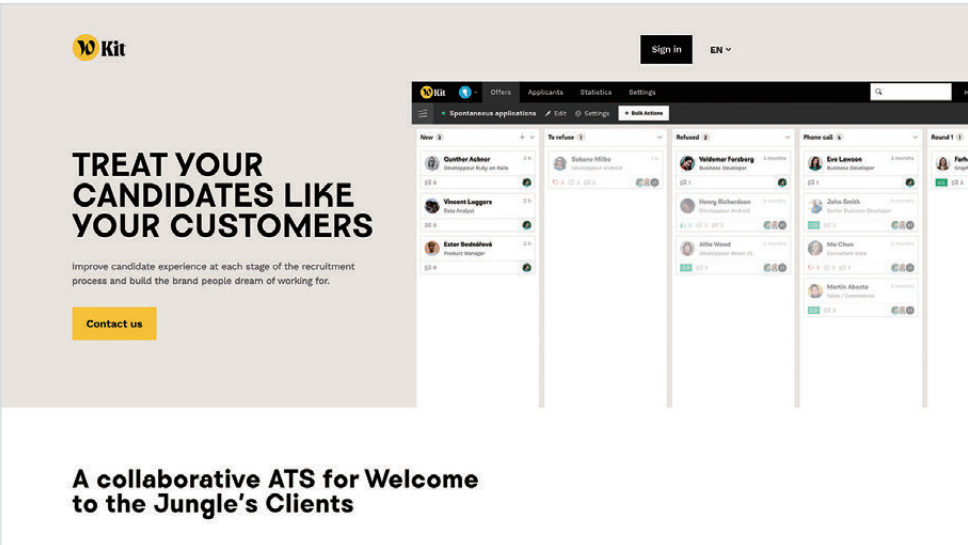
and presented to the user will also affect the perceived experience positively or negatively, depending on the expectations of the customer.

Also, quality must be looked at in the context of the value the company intends to offer and the expectation that it intends to create for its customers. As such, it is a highly strategic activity that can enable decision makers to prioritize certain service improvements over others.

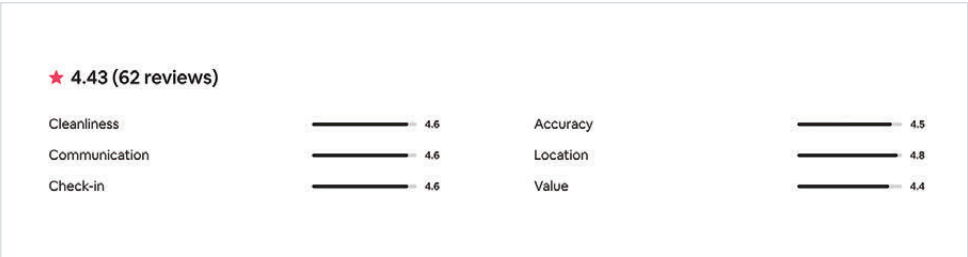
Example:
Airbnb review system,
prioritizing strategically relevant metrics

Airbnb recognizes the importance of its network of hosts in keeping the service reputation high amongst its users. Also, they acknowledge that accommodation

isn't a mono-dimensional experience and that there are specific aspects that can influence the experience of the guest. According to this logic, Airbnb has changed its review system from an overall 5-star scale to a more refined set of parameters: location, check-in, cleanliness, communication, value, and accuracy. This kind of approach provides much more detailed feedback and has the potential to empower the company to look at the big picture and strategically plan service improvement initiatives.



Welcome to the Jungle Kit



Airbnb review system

3. Adopting Service Design Tools

In *This Is Service Design Doing*, German consultant and trainer Marc Stickdorn (2018) talks about the value and the limitations of service design tools in these terms:

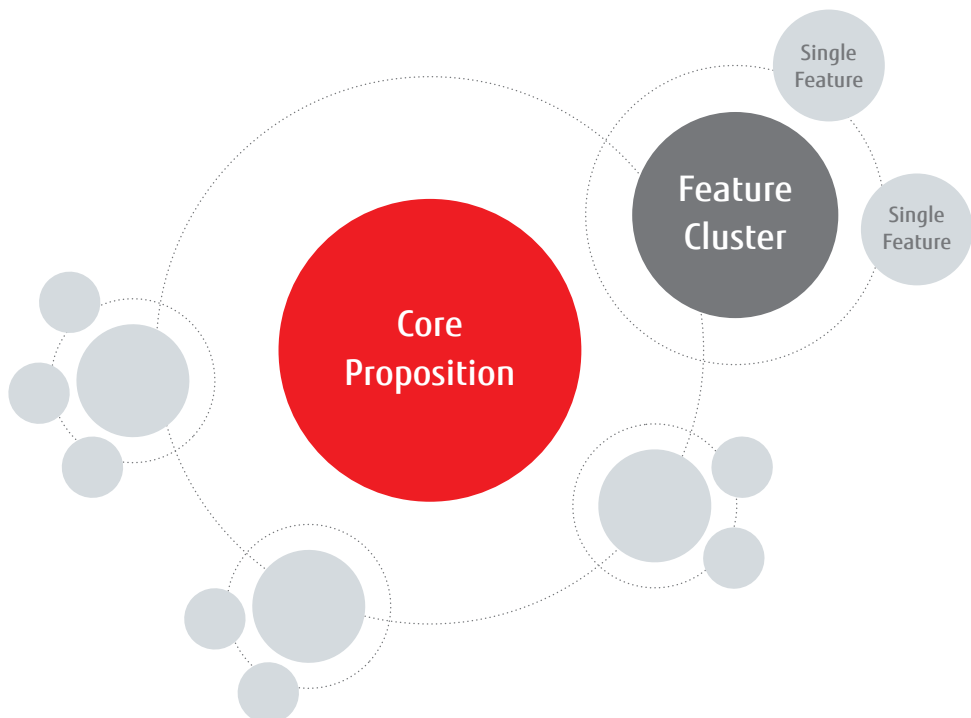
A new journey map does not mark the end of a service design project. An ideation workshop is not co-design. A survey of your employees does not reveal their real needs. Just like building a house shouldn't end with an architect's plan, a service design project shouldn't end with ideas on paper.... Many service design tools are mind hacks that help us reframe problems in a way that humans can handle better.

Visualization plays a key role in service design. It allows teams to break down the complexity of the service into smaller components, make them tangible, reduce the cognitive load, and create more opportunities for cross-

functional collaboration and alignment. Service design is a meaningless activity in the absence of a shared methodology, mindset, and process. For this reason, service design tools are definitely important for the creation of a shared language and the elimination of silos and barriers.

Service design practitioners rely on a set of well-known tools. While it is always important to use them critically and customize them for specific project purposes, it is also important to be aware of their intended use and archetypical form. This can help facilitate a shared understanding amongst team members. In the following section, some of the most common service design tools are presented.

Service offering map template



3.1

Service Offering Map

The service offering map aims to visualize what a service provides to its user, by unpacking the core value proposition of the service into clusters of functionalities. There isn't a standard visualization for such a tool: the service offering map can take the form of a diagram or a radial map, or it can sometimes be more verbal and descriptive. The images on page 108 and 109 show one of the possible visual templates for this tool.

When can it be used?

Mapping the offering of a new service and prioritizing functionalities

Mapping adjacent and untapped areas of value that can become opportunities for growth for an existing service

Mapping the offering of an existing service in order to identify areas of improvement

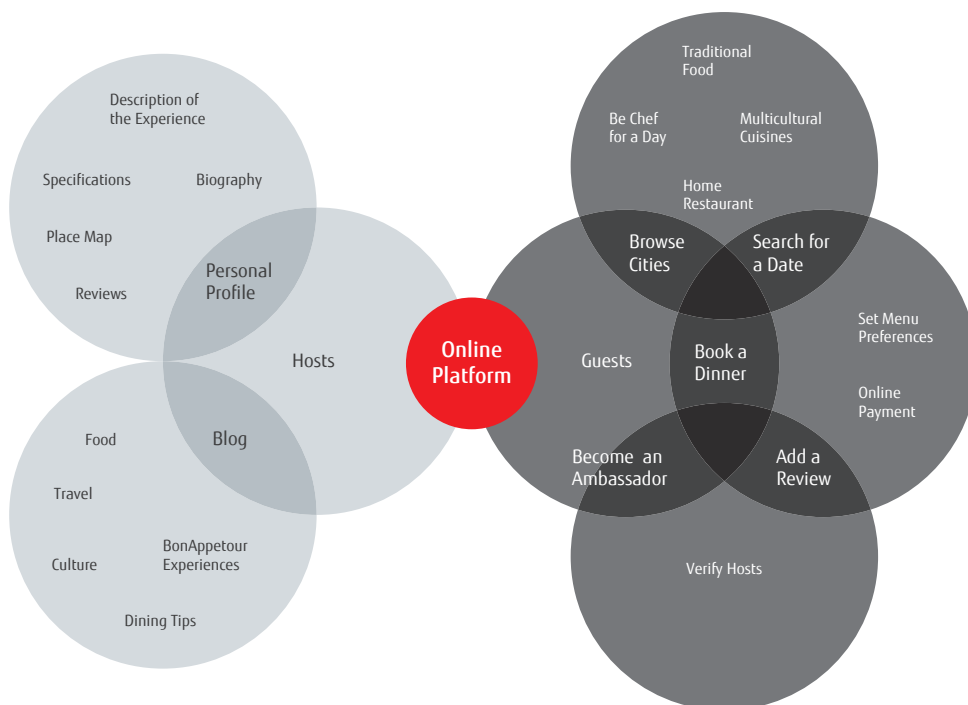
How to build it?

Despite the absence of a unified standard for this tool, there are some common guidelines for how to build a service offering map. First of all, it is important to create a sense of hierarchy (e.g., from the center to the borders of the map, or from top to bottom) and to visualize at least the three following layers:

1. Value proposition: a single statement that captures the promise of value and the main purpose of the service

2. Functional clusters: clusters of functionalities that present what the service offers to its users and what actions or outcomes it enables at a macro scale

3. Single features: each cluster is broken down into individual functionalities which describe the single actions or outcomes that the service enables



Service
Offering Map
BonAppetour

3.2

User personas

User personas (or *personas*) are conceptual representations of users. People are complex, and their behaviors and motives are sometimes unfathomable, their nature in constant evolution. User personas are an essential tool that can help designers to disentangle this complexity and build a clear understanding of users by freezing a moment in time. Personas are fictional descriptions but they are grounded in real user research, and they are tools that allow design teams to present user needs in a narrative form.

However, depending on their use, personas should stress certain user variables more than others.

For example, certain projects may benefit from putting socio-cultural aspects to the forefront, because they are particularly relevant either for the industry of reference (e.g., food) or the specific focal issue that the team intends to tackle. For instance, a team interested in building a scalable model for a mobility service in different countries or cities could benefit from building a set of personas organized by geography. In this case, socio-cultural aspects would be taken into account as primary variables.

Other projects may deal with services that tend to have less cultural variability, while the specific behavior or attitude of the person is what determines different needs and usage patterns. In this case, it can be interesting to abstract user personas to the level of behavioral

archetypes that are defined by their distinctive trait. For example, when building personas for banking services, looking at the wide range of user attitudes—from the more assisted to the more autonomous ones—can offer interesting insights. This can help develop a service experience capable of catering for this variety of needs.

Finally, there may be situations in which users differ from one another because of their specific role or tasks: this is particularly relevant for company users and in the design of B2B solutions. For instance, a team that intends to design a patient management service for hospital personnel will need to take into account the needs of a variety of different user types and professionals that may interact with the solution at different times. Building a set of user personas with this logic can be particularly helpful.

When can they be used?

Building empathy with users and understanding their needs to come up with a clear service proposition

Comparing different user personas to support strategic decision making and the definition of strategic priorities

Facilitating the design of meaningful user experiences that take user needs into account at every single step

User persona template

Portrait

Name

Quote

DEMOGRAPHIC INFO
(Age, country, income, ...)

Activities

Roles/Responsibilities/Tasks

A Day in the life

Attitude

What motivates me

Key Needs

My mindset



Marcus

The curious connoisseur

"I almost take a scientific interest in food. For me, going out for dinner easily compares to performing research activities."

26, lives in Milan with his girlfriend. He recently graduated and works in an office. He loves food and has always cultivated this passion through cooking courses and by reading about it every day. He dreams about being able to open his own restaurant one day.

A Typical Day

- * Getting up and doing some workout before heading to the office
- * Reading the news and checking out some interesting recipes
- * Spending the day at the office
- * Planning the evening meal and getting the ingredients or planning to dine out

Key Drivers

- * Desire for novelty
- * Interest in understanding 'how it is made' and discovering the stories of other people
- * Passion for odd food experiences and openness to some risk

Key Expectations
(in relation to food experiences)

- * Authenticity
- * Sense of surprise
- * Friendliness

User persona
BonAppetour

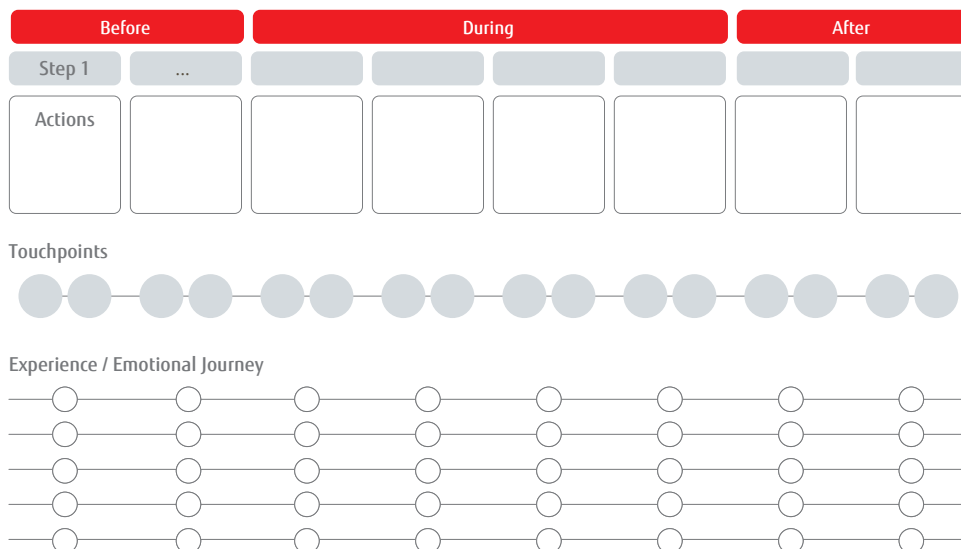
How to build them

User personas are typically the output of user research or other more indirect forms of research (e.g., interviewing stakeholders) aimed at gathering information around the user and their needs. As such, the type of information that the team intends to display in the user persona should be defined up front, prior to conducting research. The creation of user personas relies on the comparison and clustering of insights coming from different research participants and their consolidation into a set of distinct and unique profiles.

3.3

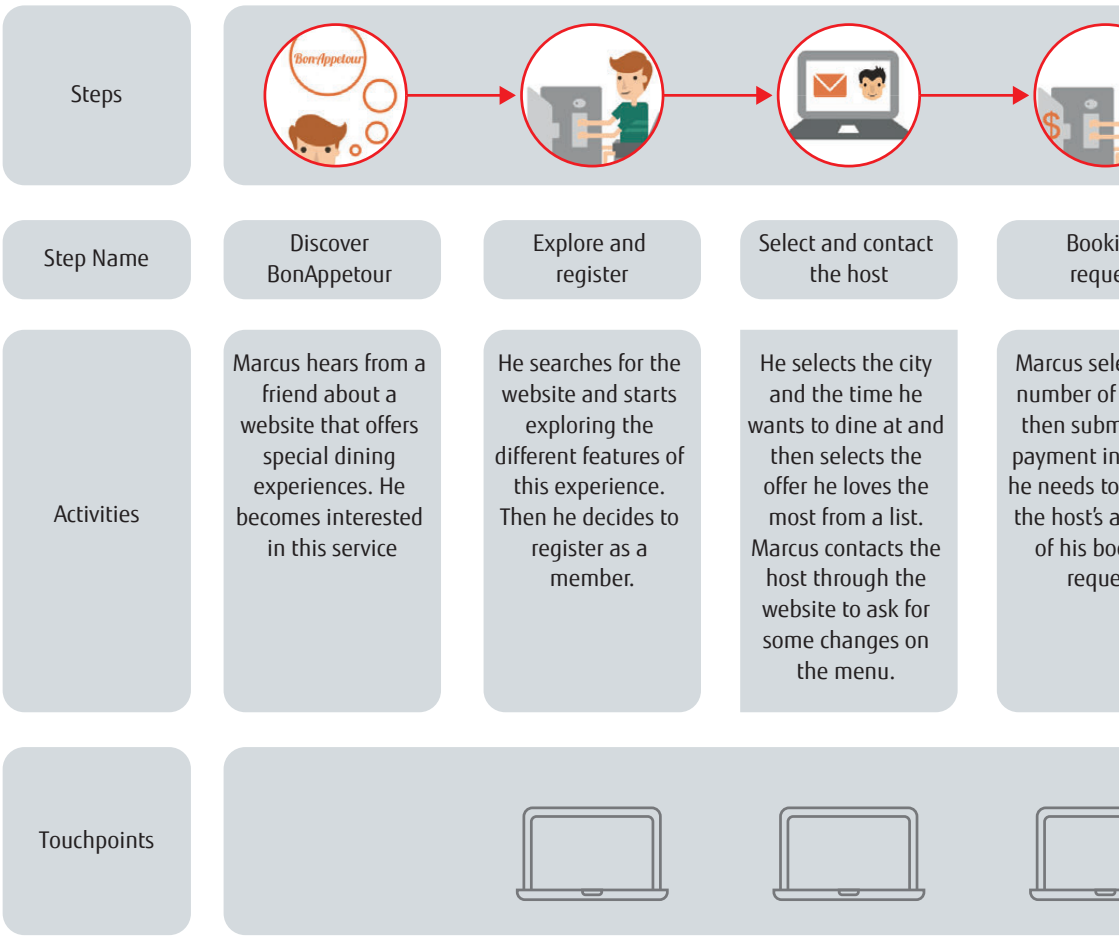
User journey map

The user journey map (also called a *user journey*) is a step-by-step representation of how a user interacts with a service or system through its touchpoints and over time. It always takes the perspective of a specific type of user (it may also reflect the differences between user personas) and takes into account the entire timeline of the service, including the phases that occur before and after the interaction with the service.



User journey
template

User journey
BonAppetour

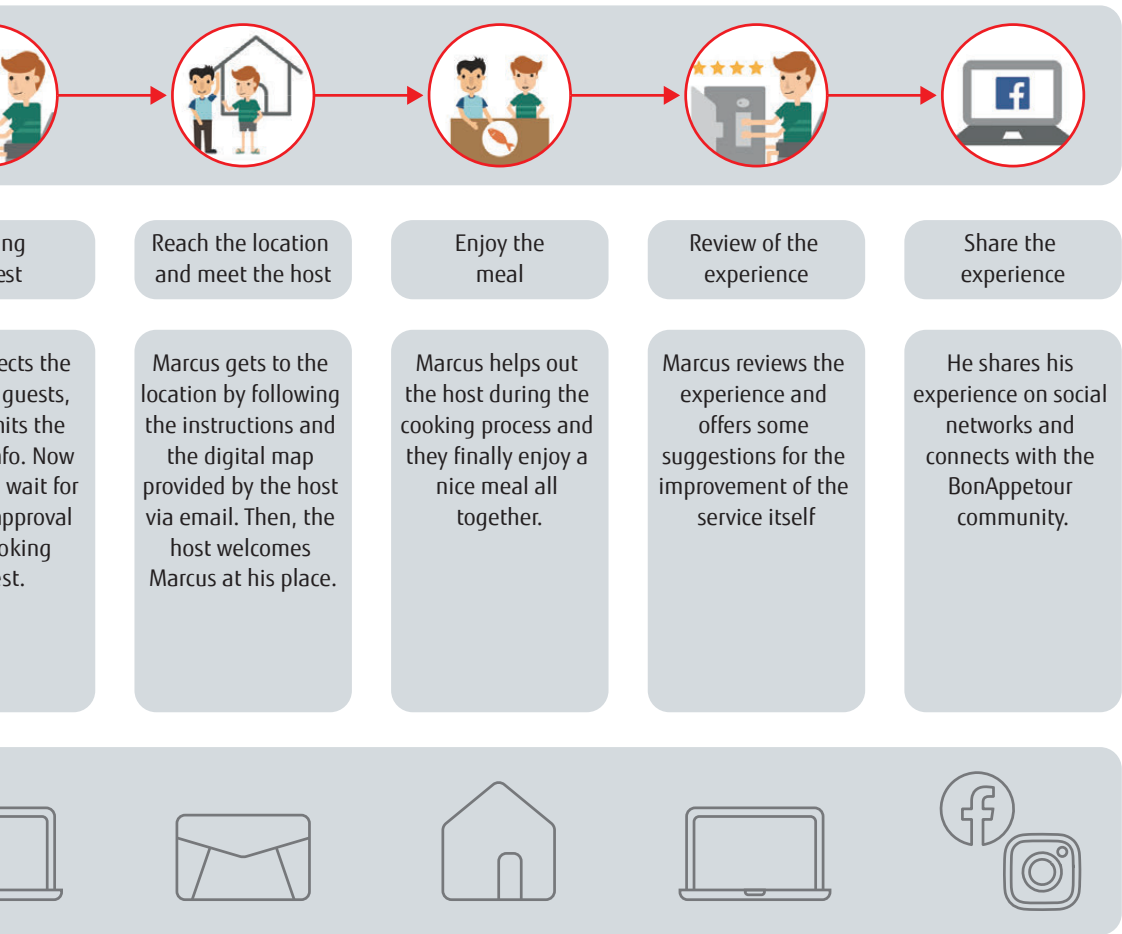


When can it be used?

- Analyzing an existing service experience (as-is mapping) to uncover its strengths, pain points, and opportunities
- Comparing the journeys of different users or user personas to uncover opportunities or prioritize design activities
- Envisioning and sketching out new service experiences (to-be mapping)

How to build it

1. The user journey is built on a timeline. First, it is important to **define the timeframe** that the user journey intends to represent (in fact, a journey can take place over the course of minutes or years).
2. The user journey depicts a sequence of actions (steps) that are clustered around macro stages of the experience: **defining, labeling, and clustering these steps** correctly is essential to build a clearly readable map.
3. Once the timeline has been built, the user journey can be **filled in with descriptive information** that



can help readers understand how the experience takes place. For each step (column), information is mapped across multiple layers, which may include verbal description of the actions performed by the user, touchpoints, storyboard visualization, user emotions, etc. The amount and type of layers can change depending on the purpose of the user journey.

Use case BonAppetour



01

Luca heard about a website that provides special dining experience from his friend and he became interested in this service.



02

He searched for the website and registered as a member.



03

He searches for a city and time he wants to dine, then clicks on one offer from the list.



07

Luca selects the number of guests, then submits the payment information. All he needs to do now is waiting for the host to approve his booking request.



08

Luca finds a way to get to the location on certain time



09

Luca meets the host and is welcomed.

3.4

Zoom out, zoom in: creating use case storyboards

Marc Stickdorn (2018) affirms:

You can think of the scale of a journey map like the zoom levels of a map. A map of a whole country helps you to navigate on a bigger scale, while a map of a region or a map of a city helps to find a specific destination. You need both if you want to drive from one place to another.

While the user journey map aims to build a big picture of the steps in the user experience, without visualizing all of the possible turning points and variables, design teams who need to visualize such complexity can opt for more detailed experience visualizations by building use case storyboards.

A use case describes a specific situation in which a service can be used and is typically defined through a user goal. For example, a new customer needs to create a bank account: this use case is defined both by a specific type of user (a new customer) and by a specific goal (creating a bank account).

The use case storyboard visualizes and describes all of the steps the customer goes through and their single interactions with service touchpoints. Use cases are particularly useful for defining what functionalities are needed for a service to operate.

3.5

Service blueprint

The service blueprint is an operational tool that describes what actions and processes are required to deliver a certain experience or service. It builds on the user experience depicted in the user journey but digs



04

He reads the experience overview to see what's on the menu, the location, and the personal information of the host.



05

He contacts with the host through the website to ask whether he can change some parts of the menu.



06

Luca contacts with the customer service staff through WhatsApp to ask whether he can get his money back if he cancels the reservation.



10

He gives some help to the host during the cooking process, and is finally served a nice meal.



11

Luca reviews the experience and leaves some suggestions.



12

He shares his experience on social network and connects to the BonAppetour community.

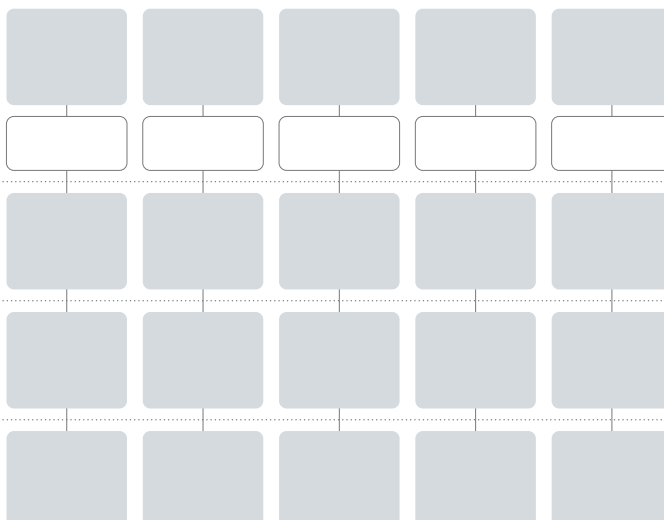
Physical Evidence

Customer Actions

Frontstage Actions

Backstage Actions

Support Processes



line of interaction

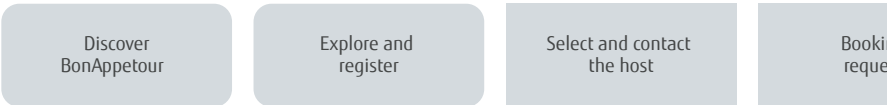
line of visibility

line of internal visibility

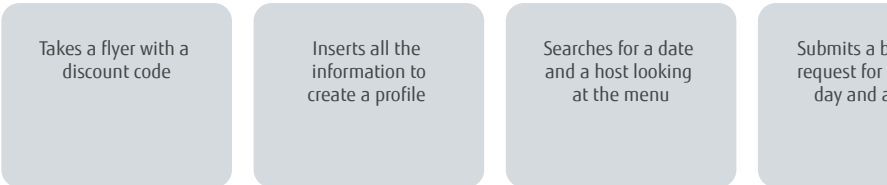
 Service
blueprint
template

Service blueprint
BonAppetour

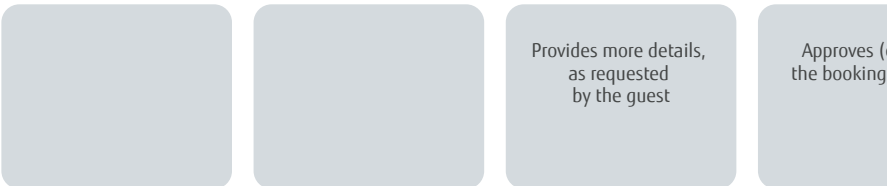
Customer Journey



Guest



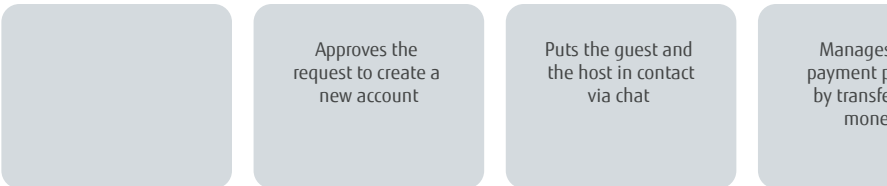
Host



Line of Interaction



Platform



much deeper. It shows how the actions that take place backstage are connected to the experience delivered to the user frontstage and vice versa. The service blueprint is made of several and progressively deeper layers, as shown in the template below:

When can it be used?

Analyzing or mapping current processes in order to evaluate their quality or efficiency and define new opportunities

Designing the processes and the operational layer for a new service, ensuring both efficiency and desired user experience, according to a set of defined experience principles

How to build it

Just like a user journey or use case, a service blueprint map visualizes a sequence of actions that occurs over time. The definition of the time scale and unit of analysis of the service blueprint depends on its purpose, and in some situations, more than one map may be necessary in order to give a complete overview of how the service works.

A service blueprint typically begins with a trigger action (either performed by the user or by another service actor). From that point on, the service experience unfolds according to a predefined script. There may be turning points and variations, which need to be captured by the service blueprint.



Example

Gjensidige: reinventing insurance (from 2009)

Gjensidige is a Norwegian insurance company that underwent a major transformation of their service offering, service experience, internal processes, and organizational culture. In 2009, they embarked on a journey to pursue customer centricity and make the tools and methods of service design truly part of the company's DNA.

The urge to invest in a radical transformation came from understanding a common pain point for the industry: how stressful and negative the experience of dealing with insurance was for the user. Gjensidige understood that building a better customer experience was not only necessary to avoid letting users down, but it could also create a significant competitive advantage.

Some of the implemented changes include the following:

Shortening and redesign of the insurance contract.

Redesign of the agent claim handling system and improvement of service guidelines for the agents to provide better support to customers.

Delivery of a post-call recap email to support decision making and ensure transparency.

Simplification of the offering (number of insurance products) and increased relevance of these products for customers.

Redesign of the website with new, friendlier navigation and tone of voice.

**As a result of this process,
they were able to measure its positive impact:**

Customer satisfaction increased from 77th to 11th place in the national customer satisfaction ranking.

Between 2010 and 2013, the rate of sales per call grew by 50%.

Over the same period of time, the share price doubled.

Cross-functional collaboration increased and made it possible to create new insurance solutions for new customer segments.

Detailed measurement of the customer satisfaction index per touchpoint (i.e., increased granularity).

Key Takeaways

1. Introducing Service and Their Evolution

In the 21st century, **we live in a service economy**. In a market saturated with physical products, services represent a significant opportunity for differentiation for companies across different industries. Today, services account for most of the GDP in numerous countries around the globe and have largely overtaken manufacturing and agriculture.

Services refer to the complex system that encompasses the process, stakeholders, and actions that are required to deliver meaningful experiences and solutions for users.

The concepts of ownership and consumption themselves are shifting, giving rise to new scenarios of diffused ownership (renting and sharing services) and co-production of value, in which users become service providers.

Services, digital ones in particular, are propelling change across industries: while product companies seek new opportunities to augment their offering through services, service companies look for ways to stay competitive and improve service quality and experience. New entrants who can drive transformation through digital services is able to disrupt markets with innovative service models.

2. Designing a Service

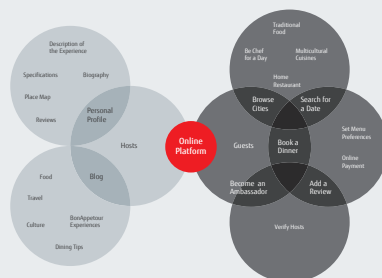
Initially, the primary focus of service design was to focus on the user-service interaction, but later expanded into considering the organizational process and system of enabling and delivering services.

Service design takes place at the intersection of design, technology, and business in order to maximize its value. Service design is, in fact, the **orchestration** of all the different layers of a service: its value proposition and offering, the customer-facing (front stage) experience and interactions, and the backstage processes.

Within the realm of service design, **experience is considered a key differentiator**. It is something that users increasingly seek and are more and more willing to pay for. Investing in a better user experience can have great strategic value and bring significant returns. Service design has become increasingly concerned with the design of employee experiences, too.

3. Adopting Service Design Tools

Service design makes use of a set of specific design **tools**, which are most effective when **adopted by the entire organization**, across teams and departments. The following are some of the most important ones:



3.1 Service offering map: visualizes the service offering by unpacking the core value proposition of the service into clusters of functionalities

