



Ministerie van Economische Zaken

# INNOVATION IS SERVED

Innovation  
— Lecture 2009



HOW  
WOULD  
YOU LIKE  
YOUR  
SERVICE

INNOVATION  
IS SERVED

Innovation  
Lecture 2009



*M.J.A. van der Hoeven  
Minister van Economische Zaken*

# Forward

Dear reader,

With great pleasure I introduce this volume containing examples of service innovation. Entitled “Innovation is Served,” the book is published in commemoration of the 2009 Innovation Lecture. This year the theme was a Forum for Innovation. Because you attended you see the importance of services for our economy. Netherlands maintains a leadership position in the European service economy, and we want to continue innovating in the future. 70 percent of our Gross National Product arises from service companies, with 80 percent employment regarding services. The importance of service innovation is very high.

Our guest speaker was Jeneanne Rae: a real trend setter in the field of service innovation in the United States. I love how they experienced it first in the Netherlands to share with us, and have worked on this book. In her introduction she describes precisely why service innovation is so important.

In the next few pages we offer you many inspiring examples. For example Randstad Holding, the winner of the Dutch Service Innovation Award in 2009. Besides the examples there are some ideas to get you started. See what suits your particular organizational culture, tailored for service innovation. It is a matter of trying, experiencing and learning.

I hope the Innovation Lecture yielded new ideas, inspiration and contacts.  
Have fun with this collection!

M.J.A. van der Hoeven  
Minister of Economic Affairs

# Contents

Forward	3	<b>Customer Insights</b>	26
Why service innovation, why now?	7	Context Mapping	28
About Services	8	Customer Journey Mapping	30
Three Components of Services	10	<b>Design Concepts</b>	32
Battle of Concepts	12	Co-design Sessions	34
Service Innovation	16	Storyboarding Scenarios	36
Service Design	18	<b>Prototyping and Testing</b>	38
Service Design: The Process	22	Storytelling	40
Service Design: Methodology	24	Experience Prototyping	42
		<b>Design</b>	44
		Service Blueprint	46
		Business Model Development	48
		<b>Implementation</b>	50

## CASE STUDIES:

Randstad Holding Dutch service innovation award winner in 2009	9
The Efteling   Mother and guardian of the fairy tale	15
Bakery   The cake from my aunt	21
New coat for Heathrow Terminal 3	25
Customer driven service innovation	27
Nurse Knowledge Exchange	33
ACCESSIBLE WORK   GO WEST	39
Road user services for the future	51



*Jeneanne Rae*

# Why service innovation now?

The reason why service innovation is getting more and more attention lately is the fact that business is changing as never before. The growth of the service economy has been accelerated by the profound changes in capability brought to us in the current information age. This has led to new customer demands and expectations that organizations have to deliver upon. Customers are becoming the main reference point for your strategy, not your direct competition.

Delivering successful service innovations requires going beyond traditional innovation methods and mindsets. Organizations need to reallocate resources from pure science-based technology innovations to include more social research in order to understand user contexts and motivations. They need to employ more design thinking and design methods that already have proven to deliver valuable solutions in many other fields. It's crucial to invest in change management as part of every service development program because unlike in manufacturing businesses, the collection of people, processes, and systems make up the 'factory' in service organizations.

Governments can play a significant role to foster more innovation in the service domain. Ranging from providing financial support like the Finnish government does to implementing policy changes like the Obama Open Government Initiative.

Service innovation is not a replacement for what we know and rely upon. It's a valuable addition in order to solve the increasingly complex challenges we face today and tomorrow.

*Jeneanne Rae - Keynote speaker Innovation Lecture 2009*

# About services

We can define services in different ways, but one thing is certain. A service is something that works to our advantage. A service will help us further. In everyday life we make a distinction between services and goods, but in the economy as a science that does not happen. In economics services are non-physical goods. Goods and services therefore are often referred to as products. But if we sell a service as a product, then it is primarily in the differences that we gain a better understanding of what constitutes a service. Products are tangible. They are there. They are designed and produced for consumption. Services are not tangible. They take place over time, whereas production and consumption of the service each occur during the same moment.

## **PRODUCT-DRIVEN SERVICES**

Take the automobile industry, where many services around the car are included. It is primarily for the product of course that the consumer makes their purchase. But the use of this product requires a whole series of services, from fuel to maintenance.

## **PRODUCT-SERVICE COMBINATIONS**

Think Starbucks. You buy coffee, but receive an entire experience with wireless internet and a place to meet. In short, a service. These services can be found in many products that commodities — raw or bulk — have become.

## **STAND-ALONE SERVICES**

These services can be found in public service, the financial sector and in healthcare. The distinctiveness of these services is achieved by personalizing services.



### **RANDSTAD HOLDING DUTCH SERVICE INNOVATION AWARD WINNER 2009**

Looking for an example of how service innovation can embed in the structural organization? Randstad widely optimizes its administrative processes to develop new business concepts, working with customers to innovate (co-creation) with an open culture in place to encourage bottom-up innovations.

Randstad provides services in the field of flexible work and human resources. These services include temporary and permanent employment, in-house professionals, recruitment and HR Solutions. The Randstad Group is the second largest HR services provider in the world.

Randstad has no real R & D department, but still offers plenty of room for innovation. Employees are actively encouraged to achieve incremental improvements, and entirely new concepts. Inside Randstad are two groups specifically responsible for innovation: International Accounts co-innovates with large customers and Business Development Concept identifies innovative concepts from the ranks.

The Service Innovation Award was created by Exser (excellent service), the Dutch center for service innovation.

# Services consist of three components:

## **TECHNOLOGY**

This includes all resources that ensure that a service can be delivered. Nowadays we immediately think of the Internet and other ICTs. But train travel requires a municipal office or a waiting room and each have technology as a common denominator.

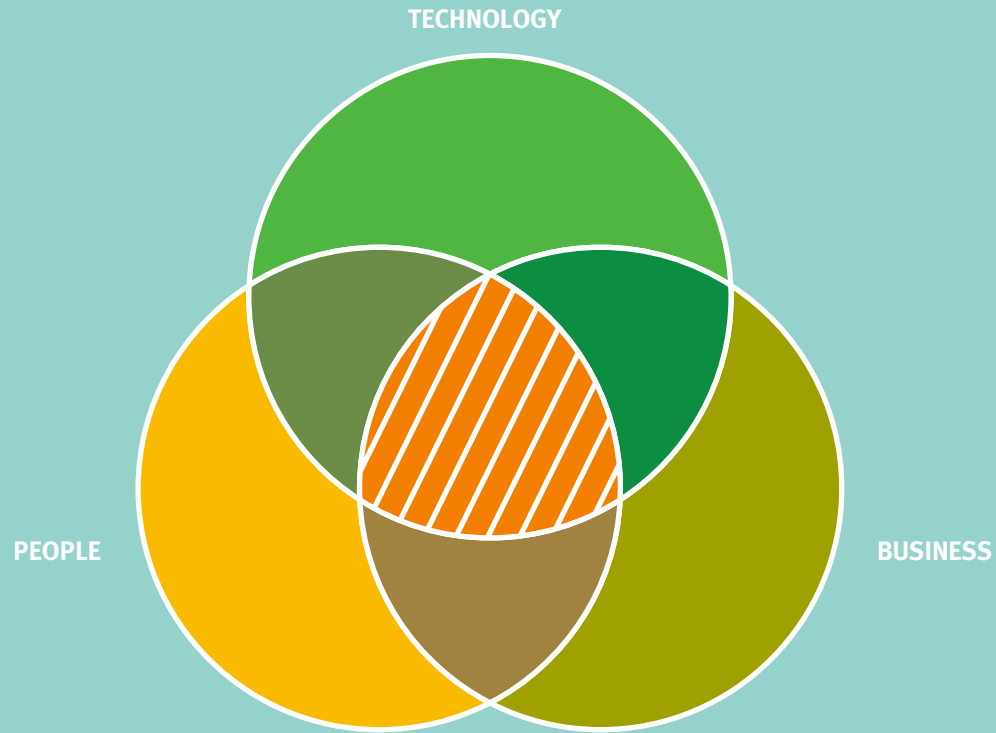
## **BUSINESS**

Services are offered for a particular economic purpose. For commercial service providers such as insurers, profit is of primary importance. In the public sector there are rather effective services for citizens.

## **PEOPLE**

Every service involves people. The degree of human contact varies per service. These include both the service provider (eg a nurse) and the recipient of the service (the patient). Some roles may be filled by technology (self), but the recipient of a service is and remains a person. The incorporation of this component is a challenge but offers many opportunities simultaneously.

# Services



# Battle of Concepts

We have unwittingly become quite accustomed to the benefits of service innovation. But who remembers all that? Does anyone anywhere in R&D? Are there critical success factors and best practices to monitor? And not least important: must the government play a role for innovation in services? It is essential that we ask these kinds of questions. Many companies and business sectors are still not accustomed to thinking in services. Especially in a time when services are offered internationally, this is increasingly important. Therefore we organized a contest under the 2009 Innovation Lecture called the “Battle of Concepts” for networks of students and young professionals. The assignment was simple and twofold. Explore service innovation through a brief examination. Develop a strategy for companies and organizations on the go. Surprise us!

## SUBMISSION

The Battle of Concepts had surprising results. It was also exciting to see that service innovation for students and young professionals is very normal. The submitter of the winning concept Innovation-Framework said: “All around us we see new services created or existing services change. We can call this service innovation.” We thus become the core of innovation: whenever you introduce something new or improve something existing, then you innovate, be it a product or service. What we often see is that these innovations underlie a process. The Innovation-Framework makes it more visible for services. What makes this concept so valuable is that it focuses on SMEs. While for the larger organizations like Google, KLM or Albert Heijn of course it is good to think about their services, this concept aims to help smaller companies and prepares them to avoid pitfalls.

The Battle asked the participants to explore what services innovation means at the moment. The participants handled this in different ways. The results also provide a clear picture of the complexity of service innovation. The dynamic of a public service is different from that of a maintenance department in a B2B environment. In a museum it works in a different way than in the telecom. The entries also show that it is not easy to come up with a single answer to the question of how to innovate in service. But winning the title “Innovation is Served” indicates that it is the feeling that you as a customer are well served.

## Hence this collection filled with inspiring examples and a bit of theory!

The various participants have technological innovations in their products, but this is not the right atmosphere for innovations in service. In purely technological innovations the inventor — the owner of an innovation — is easy to appoint. Think of the Philips CD or the Cyclone vacuum cleaner from Dyson. With innovations in services it is often difficult to nominate a single inventor. Technological innovations have the additional advantage of

the opportunities that the technology itself offers. Innovation in computer processor chips is because we can still make them smaller and smaller. And if you compare your car with that of 10–20 years ago, technical innovations influence the purchase. For services it is different. They are simply less tangible.

There is a fundamental difference between services and products. For products profitable innovation happens on the production side. But a service takes place at the time it is offered. This is challenging for a business or organization to handle. Several entries describe precisely this challenge as a great opportunity to distinguish yourself, a chance to compete.

People! That is the difference that makes innovation in services so exciting. Product innovations improve a product, but service innovation is about people. The participants in the Battle of Concepts were very clearly aware of this. You should know what people find important. It is essential that you see what their needs are. Companies can be distinguished by a pleasant experience for customers. Or not? Ryanair innovated its services precisely by making it fully apparent to the customer to choose whether they wanted to pay for service or not. Or, to speak with James Teboul: “Services are front-stage: we are all in services... more or less!”

The Battle of Concepts asked the participants for a strategy. Something of value for companies and organizations on the go. Many entries explored where we think the real issue of service innovation lies: the themes of “customer first” and “do you know what people find important?”

### **CONCLUSION**

The participants in the Battle of Concepts identified a number of themes. Opportunities for challenges are:

- 1) To innovate in service is to focus on your customers needs.
- 2) Innovation in services is also an opportunity for your business or organization to put itself under a magnifying glass. How close are your processes to the needs of the customer?
- 3) The measure of success in service innovation is not easy. With product innovations earnings are a measuring instrument. But service innovation entails a risk that is unknown and is sometimes simply expensive. The yield is not easily measured.

Want to read more of these concepts? The top 20 are available at: [www.innovationlecture.nl](http://www.innovationlecture.nl) - Battle of Concepts

# Living in an experience economy



## THE EFTELING | MOTHER AND CUSTODIAN OF THE FAIRY TALE

Started life as a theme park, now a full mark. Big Ben has become not only more coasters, but also for hotels, golf courses, residences, radio, theater, etc. But what is the success behind this and how can they continue to provide “a nice day out.”

They do have a new strategic approach that sought a different angle than running the business. So now the Efteling is “the mother and guardian of the fairy tale.” This generates a clear picture and gives direction to future decisions. One example developed in the storyline of “The History of Space.” Through this launch, children from a young age were already in contact with the ordinary fairy tales of our past. Indeed Pok mon and Hannah Montana were not there then.

In the future television series, books, theater and other merchandise will help it create a new perception for the children of today. This means that their children and their children’s children will be taken back each year to the Efteling.

# Service Innovation

In our economy 70 percent of the gross national product comes from services. The need for service innovation at the national level speaks for itself. Service innovation is not new. It has been playing since the eighties of the twentieth century. But in recent years development in this area has accelerated. The focus has shifted from improving internal processes — the backstage — to the front stage. That is where organizations are in contact with their customers, called touchpoints. Why is it that service innovation has become just as relevant now? Services are increasingly important and the technology is within reach.

It is increasingly difficult to compete on price. This is especially true for products where price and quality are important. Then it shifts to a large extent to the relationship between the supplier and the recipient of the service. This relationship should be built and is therefore much harder to copy. Right. So it pays to invest in good and distinctive service. This will greatly enhance the competitiveness of organizations.

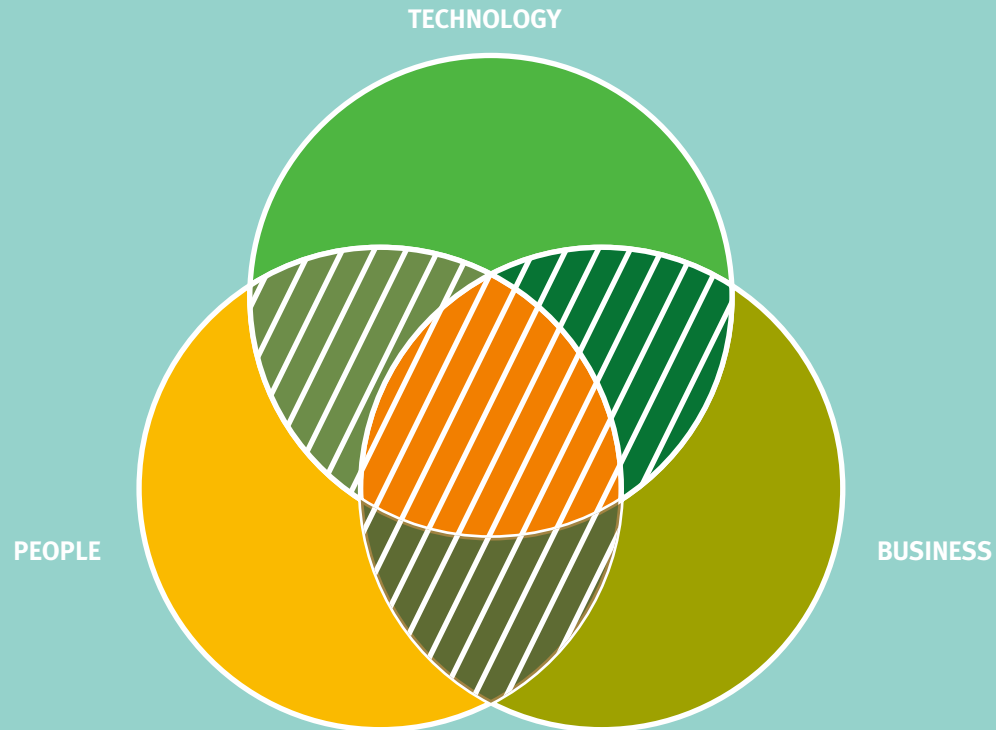
There are always a lot of company resources invested in recruiting new customers. But this is often at the expense of contact with existing customers. The quality of service to existing customers

would then go backwards. This can be solved through service innovation. This allows organizations to better serve existing customers and run a more cost effective operation.

Even the Internet plays a major role in innovating in the service provision. Internet has made in many markets for much more transparency. It is now easier than ever for consumers to find another supplier and compare — to their advantage — by switching to another supplier or make. There is a growing need for services now more than ever, to offer services that are relevant and add value — or rather more value — right? Run for their customers.

Each service consists of three components: technology, business and people. Each of these three components is a potential starting point for service innovation. In the past the focus was on technology and business. Standardization claimed to prevail and very efficient management helped. Transparency works. It is increasingly competitive? Costly to differentiate and distinguish the value—right? Okay. Service innovation is a radically different concept. It takes people as the starting point. For those who are new service is designed! Service Innovation looks at how this can be used for business and technology .

# Service Innovation



# Service Design

Service Design is a design discipline with the methodology to design valuable services. Looking from the user perspective Service Design includes, next to the design of new services, the optimizing of overall experience and the value of a service.

Many organizations think they have to choose between their targets. For example, achieve higher margins to deliver a positive customer experience? Or just a superior customer experience and therefore less profit? In practice, people often choose a less efficient process and the customer is taken for granted.

Design Service proves that these two aims reinforce each other through all interactions between customer and organization to watch. Just by looking at where, when and how services could be valuable for the organization and customers.

Design Service distinguishes itself from all other forms of innovation in services through the design — design — of services. A good definition of the word design is also essential. Design is in fact everywhere. You can find it back in that one bike and one espresso machine. But the effect of webshop and routing design by IKEA. When it comes to the ultimate definition of design, we probably never will agree. Therefore this description: for designers is the design process consists of problems defining. Running and generating solutions, design as a verb.

## CORE VALUES

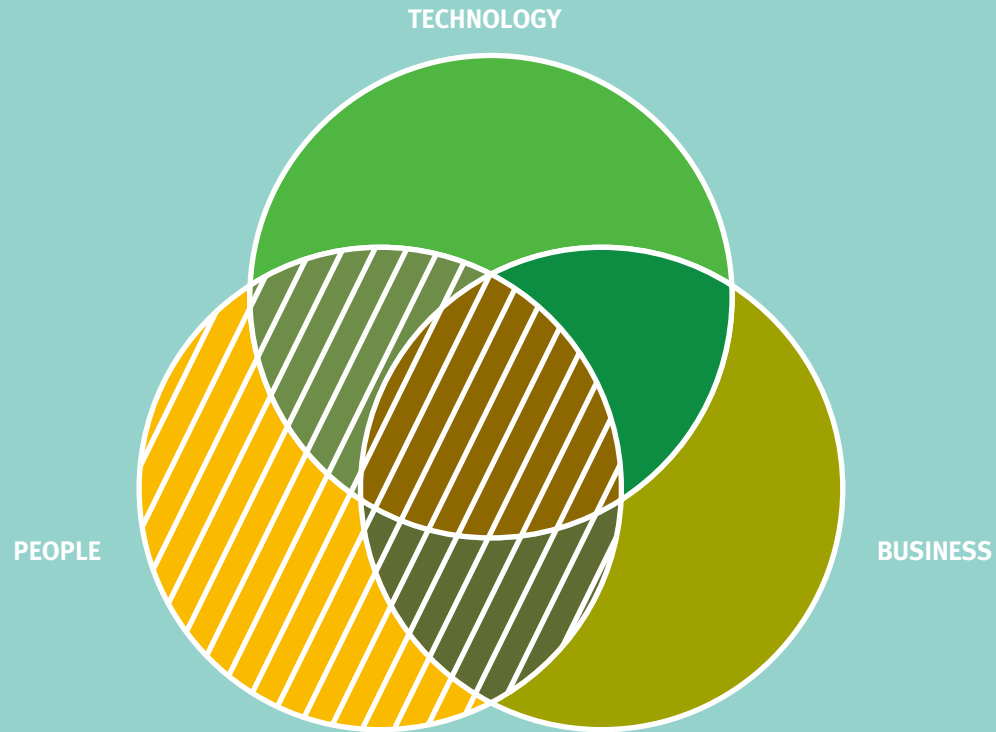
**It is about people.** This is a core value: people first. Design solutions that complement our lives. A solution can be so beautiful and smart, but if people do not need it is not worth that much.

**Working with people.** This is the second core value: work in co-creation and co-design. Future users and providers not only tell, but actively participate in designing the services of tomorrow.

“The best way to predict the future is to design it.”

*Buckminster Fuller*

# Service Design



**An integrated approach.** This is the third core value: a holistic approach. A service means to improve the entire chain where that service takes place. This requires more than simply rearranging the deck chairs. Finding solutions to complex problems means that you must look across multiple disciplines.

**A design attitude.** The last core value. A design attitude is essential. But what is it? It is the raw ability to explore multiple ideas, quickly deleted, to take the time to explore several directions before refining. It is the willingness to embrace uncertainty in the process and to accept a permanent state of generation. A design attitude does not focus on making choices, but on developing opportunities that may lead to new choices.

What design is certainly *not* is a directionless following of creative impulses. To the contrary. Design is a process in which different methods have their place. Each with a purpose, tools, ingredients,

method and result. A good design is influenced by ambitions, requirements and specifications at various levels. And everything happens in and between these levels.

At every level, many decisions are taken by the designer. Any decision determines how effective the design is in the final analysis. The designer always looks forward and backward, because design is an iterative and interactive process. Design is people. But what are the steps in the process of design?

“Service Design is an emerging design discipline with a methodology for deployment of valuable new services to come.”

# Customer Driven



## BAKERY | A CAKE FROM MY AUNT

Even on a small scale there are many interesting examples of good service that illustrate what it is all about in the experience economy. There is in Amsterdam a baker who has re-invented itself. From a simple baker they have, as it happens, transformed themselves into a maker of the most special cakes.

If you come to buy a cake you do not simply select one from a brochure and then add a name or photo. Instead you first go through a very pleasant interview. Then they make the cake directly to your expectations.

This new approach is to opt for “a cake from my aunt” making it possible to create truly magical moments. Moreover, this is a new way to put yourself on the map. There is now on television a short program in which cakes are prepared with children.

# Service Design: Process

Design — including Service Design — is a process of different methods. The process is divided into five steps:

## **CUSTOMER INSIGHTS**

A search for the deeper insights into the lives of your clients, end users or even better: people.

## **CONCEPT DESIGN**

Co-creation and co-design with people — new service concepts designed in cooperation with experts and end-users of tomorrow.

## **PROTOTYPING AND TESTING**

Concepts as soon as possible tests to find out what works or not. Or as Michael Jordan says: “I failed over and over and over again in my life, that is why I succeed.”

## **DESIGNING**

Without form there is nothing. A new website, conduct guidelines or business model. They all must be designed for implementation.

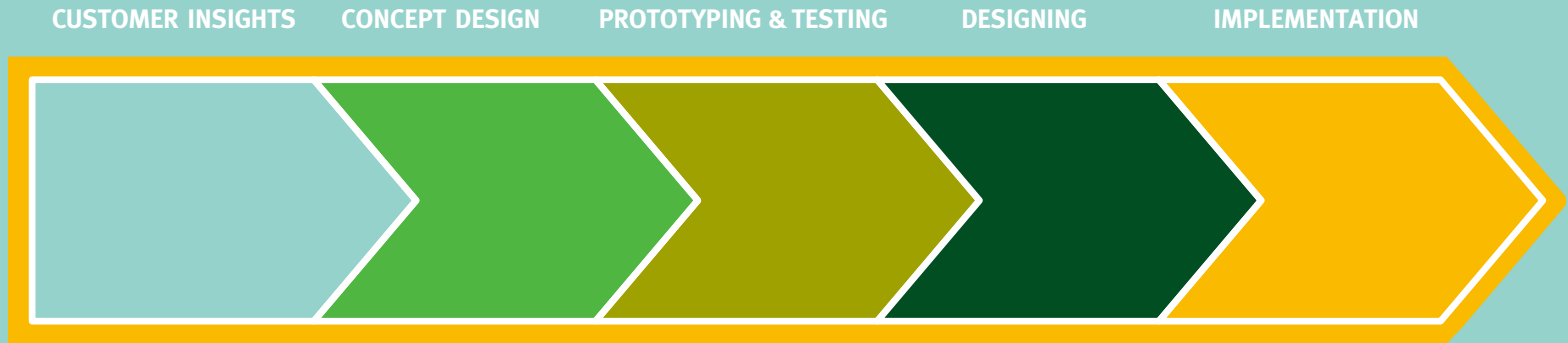
## **IMPLEMENTATION**

From new business models to redesigning a space. Sending behavior of the new ICT infrastructure. Everything you need to execute a new service offering or redesign.

“Design thinking can be described as a discipline that uses the designer’s sensibility and methods to match people’s needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity.”

*Tim Brown, IDEO*

# Process Timeline



# Service Design: Methodology

Every process step has its own methods. It goes without saying that your commitment to Customer Insights should be an activity that goes beyond simply shaping a business model. On the basis of the different steps in the process we introduce an increasing number of methods. We describe the purpose, tools, approach and results. We describe how the methodology is applied and what activities take place in each step. And why.

<b>Customer Insights</b>	26
Context Mapping	28
Customer Journey Mapping	30
<b>Concept Design</b>	32
Co-design Sessions	34
Scenario Storyboarding	36
<b>Prototyping and Testing</b>	38
Storytelling	40
Experience Prototyping	42
<b>Design</b>	44
Service Blueprint	46
Business Model Development	48
<b>Implementation</b>	50



### NEW COAT FOR HEATHROW TERMINAL 3

Now that British Airways is based in Heathrow Terminal 5 much more space is available for Virgin Atlantic in Terminal 3. The opportunity for Virgin to address the design of its services, especially the experience of the customers of those services, undergoes rigorous scrutiny.

Virgin Atlantic's Service Design team worked together with Engine, a London service design firm. It sounds like an open door, but in their vision it is not possible to design services without discovering what people want and how they behave. Together with Engine the public and the agency staff were interviewed, monitored and reviewed. The whole journey that a passenger travels through the terminal was deconstructed in pieces and in storyboards and scripts translated. That sounds worse than it is: the goal was to improve customer experience. But what does that mean in practice? Since new style Virgin began operating in Terminal 3 the appreciation for the new service has been rated as "excellent to good" by 89% of Economy Class passengers and even 97% of travelers from First Class. A new check-in will result in a 75% time saving. This translates into the CSI — Customer Service Indicator for Terminal 3, which is currently 30% higher. Thanks to service innovation.

# Customer Insights

“Everyone is an expert of their own experience.”

An effective design of new services requires a complete and rich understanding of people and their context. We often talk about people, but in most cases only about the users or customers. There are many stakeholders involved in the service. Not only the provider and the recipient of the service, but also the “passerby.” Healthcare affects the service provision for both the family of the patient. And an airport is not just for the traveler. In this step we therefore look for other people’s lives, their behavior and their context.

In a creative research process step by step we unravel the whole context of people. These are the most valuable, the most surprising insights. We involve all parties in the process of learning from their perspective. In this step we create a detailed vision of the immediate and latent needs of people. We bring their ambitions, desires and doubts to the surface.

The search for Customer Insights provides not only new insights but also more clarity about the question. The quest lays bare where opportunities for improvement have not been considered. It is an inspiring quest to increase involvement by its interactive nature. This creates a platform.

Gaining Customer Insights based on different methods are all designed to let people tell their stories. Just letting people say what they think is important is often not enough. Why? Because they themselves are often not immediately aware of what they find important. But if they are helping you, you give them the chance to think about, visualize it. For themselves



## CUSTOMER DRIVEN INNOVATION SERVICES

The IB-Groep studies wanted to improve its multichannel strategy. They were looking for smart new service concepts for the youngest segment of their audience, first year students and 18-year-olds. These young people must adapt to new things in a very short time. They are obviously well versed on the Internet, but that they are much more traditional channels through contact with the IB-Groep. To further understand this phenomenon and to design better services for this particular group, the IB-Groep hired STBY for qualitative ethnographic research.

The first step was to identify recent and actual experiences for youth in the IB-Groep service. In interviews in their home, their experiences were recorded. The interview reports were then analyzed and the findings first established guidelines in co-creation workshop with the interviewers and a representative of the client team from the IB-Groep. After a thorough analysis and reporting in co-creation workshops with a wider multi-disciplinary team, customer insights from this research translated into ideas for new service concepts. The development of service innovations from the perspective of the audience was a refreshing change for the IB-Groep. The insights from this research have helped IB Group to review existing services through multiple channels — Web, call center and advice desk — to optimize.

# Context Mapping

## PURPOSE

Deeper understanding of the realities of people.

## WHAT YOU NEED

- People
- Design team
- Facilitator
- Ways to fill the environment map, such as diaries, homework assignments, photo assignments and response cards
- Photo & Video

Context Mapping is a technique for the understanding of human environments. Where can we place people? That question is important if you want to get more grip on the world of people, whether end users or customers. The technique gives you insight into the things that people regard as valuable. You will learn about their tastes, emotions, values and expectations.

Show not only the end result, but above all let them participate. Then you create support among the designers and the people who consume the new services. End users and other stakeholders are actively working together, usually voluntarily and with pleasure.

## APPROACH

Invite your clients, users or other interested parties to participate in a creative session. Contact them in advance to get them in the mood by sending them a homework assignment. This homework assignment includes everything from fill-in diaries and photos to an auto-biographical story. During the creative session, you hang the submitted material and give the participants time and space to talk about it. Sharing experiences and positive criticism of each work is an important part.

In new assignments give the participants the opportunity to provide more insight into their world. That can go deep. Ask for example, the most important person in their life, now or in the future. Or leave them an ideal Agenda of the Week letter.

Together with your team you translate all this raw data into workable key insights. Which can in turn serve to establish design principles and the creation of personas, archetypes of users.

## RESULTS

Context Mapping provides a rich and deep insight into the lives of people: your customers or users. Once translated into design principles and / or persona's insights you can transfer these insights to other departments in your organization, including new business development or marketing.



# Customer Journey Mapping

## PURPOSE

The mapping of the entire service and the experience of customers who purchase this service.

## WHAT YOU NEED

- Customers
- Maps
- Paper
- Pens
- Camera

Customer Journey Mapping plots the experience of a single person along the entire route of a service experience. All touch points between customer and organization are discussed herein. Beginning with the entry of the customer to the purchase of a service. What happens to that customer? We are dealing with touch points, people, time and all channels in a company or organization. A holistic approach is therefore very important.

## APPROACH

Examine the use of a service by interviewing customers. Let them sit down and talk about what they experience in the consumption of that service. Simultaneously put the customer journey down a poster of a grid of times and channels as shown. Stop at the highs and lows as experienced by the customer and ask for more details.

## RESULTS

A complete picture of the entire chain of touchpoints in the service. Understanding the perception of the service by customers. This image is recorded on a card or poster.

# Customer Journey Map

Ik woon in Dordrecht  
& werk in Utrecht

2. Studietoelagen  
bevestigd worden in  
de baan, worden  
oce in Utrecht



Aronka

1. thuis  
kleine boom  
werk op klein  
blauw + 4  
collega's  
veel vrienden  
(in Randstad)  
familie in  
stroomingen  
steeds meer  
contacten in

FORMEEL

WIRRUËL



# Design Concepts

## “Ideas and dreams to life.”

In his book *Simplicity* Edward de Bono puts it like this: the human brain is perfectly suited for working with concepts. At the word “brainstorm” it’s likely that most people understand what this means. For exchanging ideas, you often do not need too much detail. Visual work has the advantage that you can very easily communicate complex information. How would you draw the thunder-storm? Working with metaphors is another way to deal with realities.

This step is crucial for co-creation with users of the service to work. It is about the providers and recipients of the service. But we approach the widest possible group of stakeholders. However we must hold different perspectives and not lapse into prejudice.

We are trying to grasp the relevant stakeholders abstractions. What is the human measure for example? What role do we give to qualities such as welcoming and pleasant? What if mobility is more important than the possession of a vehicle?

When designing new (service) concepts we translate the insights we have obtained into results we can present to a larger group. This step also produces results that we can try.

“Concepts are the way the human mind simplifies the world around. If you do not use concepts, you are working with details.”

*Edward de Bono*



### **NURSE KNOWLEDGE EXCHANGE**

At the department in the hospital was always exciting when one shift changes from another. Only think of the care for the patient. During the shift change it is very important that essential information be conveyed. Which patients should be monitored more closely? Who should be discharged today? According to the U.S. health insurer Kaiser Permanente and design consultancy IDEO, the transfer of information between nurses improved. They devised a program to improve information transfer that nurses themselves can customize.

By observing shift changes at four hospitals they had a view of how the information is actually transferred and the information is conveyed. It was — and it is not surprising of course — also demonstrated that every nurse had their own priorities and their own distinct way of communicating. In close cooperation with the nurses, doctors and care managers then is a structured program that all information that includes a transfer. Important detail: the staff of the hospital acted as a fellow designer, resulting in huge synergies. Even when testing prototypes. Since then, the program has operated in dozens of hospitals.

# Co-Design Sessions

## PURPOSE

A co-design session is intended for users of the service — with all their collective knowledge and backgrounds — to actively participate in the design process. So that the new concepts and ideas are connected to the needs of those users.

## WHAT YOU NEED

- Experience Experts (customers!)
- Content experts
- Inspiring location
- Facilitators
- Customer Insights
- Designers warm-up kit
- Roadmap
- Design Contracts
- Design Tools (post-its, sketch paper, Lego, etc.)
- Photo Wall

Co-design sessions are an effective method for expressing people's needs and wants. Give them the right tools and put them in the proper context. But most people do not need to design future services at the conceptual level. The findings from the Customer Insights step serve as inspiration and provide direction during the session. This method provides much energy and is a good way for users and experts to learn from each other.

The end of a co-design session is again the beginning for the designers. They translate the raw concepts into concrete services.

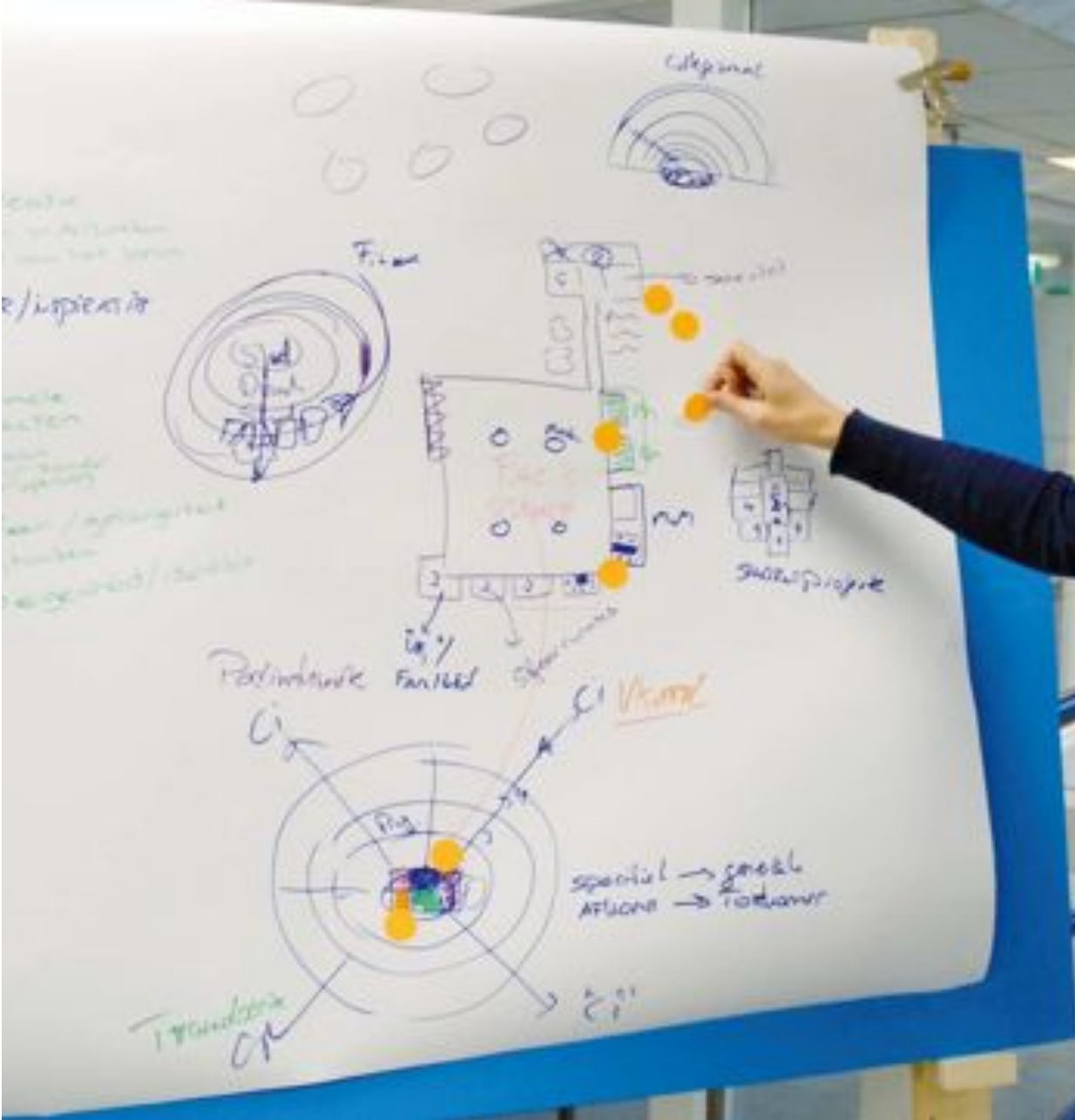
## APPROACH

Set aside one day and a selected group of trained people. Make them active in providing solutions and new ideas for a specific service. Participants in co-design sessions should be challenged to think about the subject. The session is guided by (preferably) two facilitators. It is their task to get the maximum from participants on the basis of the roadmap.

A co-design session consists of several stages: introduction, rising, generate ideas, present, make choices, develop concepts, final presentation. The facilitators monitor the process throughout the day, content, mood and group dynamics.

## RESULTS

The concepts are designed by and with users. This is the starting point for developing service scenarios.



# Service Storyboarding

## PURPOSE

The service concept to a level so it can be tested.

## WHAT YOU NEED

- Customer Insights
- Co-creation ideas and concepts
- Desk (& Field) Research
- Designers
- Speechwriters
- Graphic designers
- Experts

A service scenario is developing a new service concept to a level that allows informed decisions. What you put down here for example? This can be anything: touch points, target audience, stakeholders, goals and much more. A service scenario also helps to determine what concepts you want to test. Often at this stage a roadmap for a pilot is also prepared.

## APPROACH

The development of a service scenario is handled internally. If you do not have sufficient knowledge and experience in your home, invite the appropriate experts. They are there to help develop the scenario. Provide experts and content level experts who can communicate the service scenario.

The beginning is always a thorough Desk (& Field) Research. Identify what constitutes the service, who the stakeholders are, what is needed, what the strengths and weaknesses are. Workshop your story with Customer Insights, and quotes and a future. Set a roadmap for the pilot. Visualize the service in a clear graphic design.

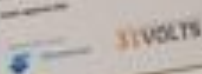
## RESULTS

A clear and complete view of all aspects of one or more promising service concepts. At a higher level allows management to decide on the feasibility of such services.

## Open API

"Creatieve ontwikkelingsmakers maken zelf nuttige toepassingen met Rijkswaterstaat data"

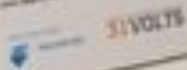
Open API's maken het mogelijk voor ontwikkelaars om zelf nuttige toepassingen te maken met Rijkswaterstaat data. Dit kan bijvoorbeeld zijn voor de ontwikkeling van nieuwe diensten, applicaties of websites. Het is belangrijk dat deze data openbaar beschikbaar zijn en dat er geen extra kosten hiervoor worden gemaakt.



## Augmented Reality Roads

"Een virtuele wereldheid door je vooruit."

Augmented Reality Roads is een virtuele wereldheid door je vooruit. Het is een technologie die het mogelijk maakt om virtuele objecten te plaatsen in de werkelijke wereld. Dit kan bijvoorbeeld worden gebruikt voor educatieve doeleinden of voor het creëren van nieuwe ervaringen.



## RWS Verbindt

"Het onderaan een geschiedenisboek route langs de weg als nog nooit zo verbindt."

RWS Verbindt is een project dat de weg als een geschiedenisboek verbindt. Het is een route langs de weg die de geschiedenis van Nederland verbindt. Het is een project dat de weg als een geschiedenisboek verbindt. Het is een route langs de weg die de geschiedenis van Nederland verbindt.



## RWS Verbindt

RWS Verbindt is een project dat de weg als een geschiedenisboek verbindt. Het is een route langs de weg die de geschiedenis van Nederland verbindt. Het is een project dat de weg als een geschiedenisboek verbindt. Het is een route langs de weg die de geschiedenis van Nederland verbindt.

# Prototyping & Testing

“The universe is made of stories, not atoms.”

*Muriel Rukeyzer*

How do you know whether you have developed a concept that actually works as you expected? By prototyping. The aim of prototyping is promising concepts quickly, cheaply and as often as possible in or to try. It is about learning what works and what does not. Prototyping is the way to make the risk of costly mistakes at a later stage as small as possible. This is an appropriate time to draft an accurate and timely examination.

A prototype service is different from the prototype of a tangible product. A prototype service must be functional but must also test the perception of a service. The prototype of a service can come in all shapes and sizes, including a role play or a video. Think cardboard and tape.

As long as your concept is in practice you try and learn from it. This may involve new ways to approach your customer. But it could also be the establishment of a new waiting room. Each concept requires a different approach and use of methods and resources.

“Good service prototypes appeal to the emotions and avoid drawing attention to features, costs, and applications that can clutter the conversation and derail the excitement factor.”

*Jeanne Rae in Business Week*



## ACCESSIBLE WORK | GO WEST

The Port of Amsterdam is the second port of the Netherlands. It employs over 25,000 people. But if the port wants to keep up it is important to grow in numbers of employees. New West is the district closest to the harbor, but few residents of this district are actually working in the port. A lot of people live there who have little education and no work. While the port is around the corner!

Design Thinkers developed a service scenario for the case deadlock: GO WEST. The idea is to forge a bond between all interested parties in New West and the port. Those are job seekers, managers, businesses and governments. Those are all people. Everyone and anyone with any information forms a virtual community together creating a new customized survey that has never existed before. So people come back to work and the flourishing port. GO WEST is not just another job the program. The designers — and thanks to all the stakeholders — should also be put physical steps: a hub for passengers in port, a branch of GO WEST in New West. Mobility is guaranteed with the W-bus. By mapping the entire system, the stakeholders and the context of this very complicated situation forms an overall view generated from the perspective of the human mind. If this succeeds here, it succeeds everywhere!

# Storytelling

## PURPOSE

Knowing how the new service will be received by users and other stakeholders. Quickly accessible and improved.

## WHAT YOU NEED

- Positive and open attitude
- Sincere enthusiasm
- Constructive criticism
- Elevator pitch
- Storyboard photos
- Scenarios
- Inspiration cards
- Video camera

With stories you can let people experience how a concept will work. In a way though it is already there. Working together and cooperating in a group — and listening to each other's stories — creates room for constructive criticism. This helps a concept even more.

## APPROACH

Invite a number of clients and staff from those involved in the new service. The narrator speaks. The rest is public. And this moment requires a quiet audience. Give the teller the space to choose a tool that helps him to tell his story under support. Let them tell their story without interruption. Take notes if one brilliant question flashes through your head. If you do not you are guaranteed to forget it in the heat of debate.

Give the other participants the time to ask questions and to give positive and constructive criticism. At this moment everything is good and nothing is wrong. We are not waiting on a devil's advocate. The floor is open to the different participants from different perspectives in turn to tell their story.

## RESULTS

Understanding the perspective of users and service on the redesigned service. A summary of the stories in a video.



# Experience Prototyping

## PURPOSE

Early learning for practitioners. You want the chance of costly mistakes at a late stage of the design to be as small as possible.

## WHAT YOU NEED

- Props to represent attributes of the context
- Suppliers and customers of the service
- Scripts
- Observation tools

New concepts often look better on paper than in reality. Like recipes too. Experience Prototyping involves the rapid and cost effective testing of assumptions in practice. Why wait for six wagons if you have a row of chairs available? Why not a quick sketch of your new interface screen? Surely you can also sit behind a table as a desk? The creation of these prototypes does require skill. The ability to know the core of what you want to test. Then you know what you can leave out of your prototype.

## APPROACH

The players slowly ease into their role. They know the script and seriously want to get started. Make sure the chosen location and attributes are not distracting. The props are only as complex as they need to be. Let the participants play the service several times. Observe the process of service improvement as soon as possible to also identify and record images. Then repeat the session with the roles reversed.

## RESULTS

Insights regarding how the design could be improved.

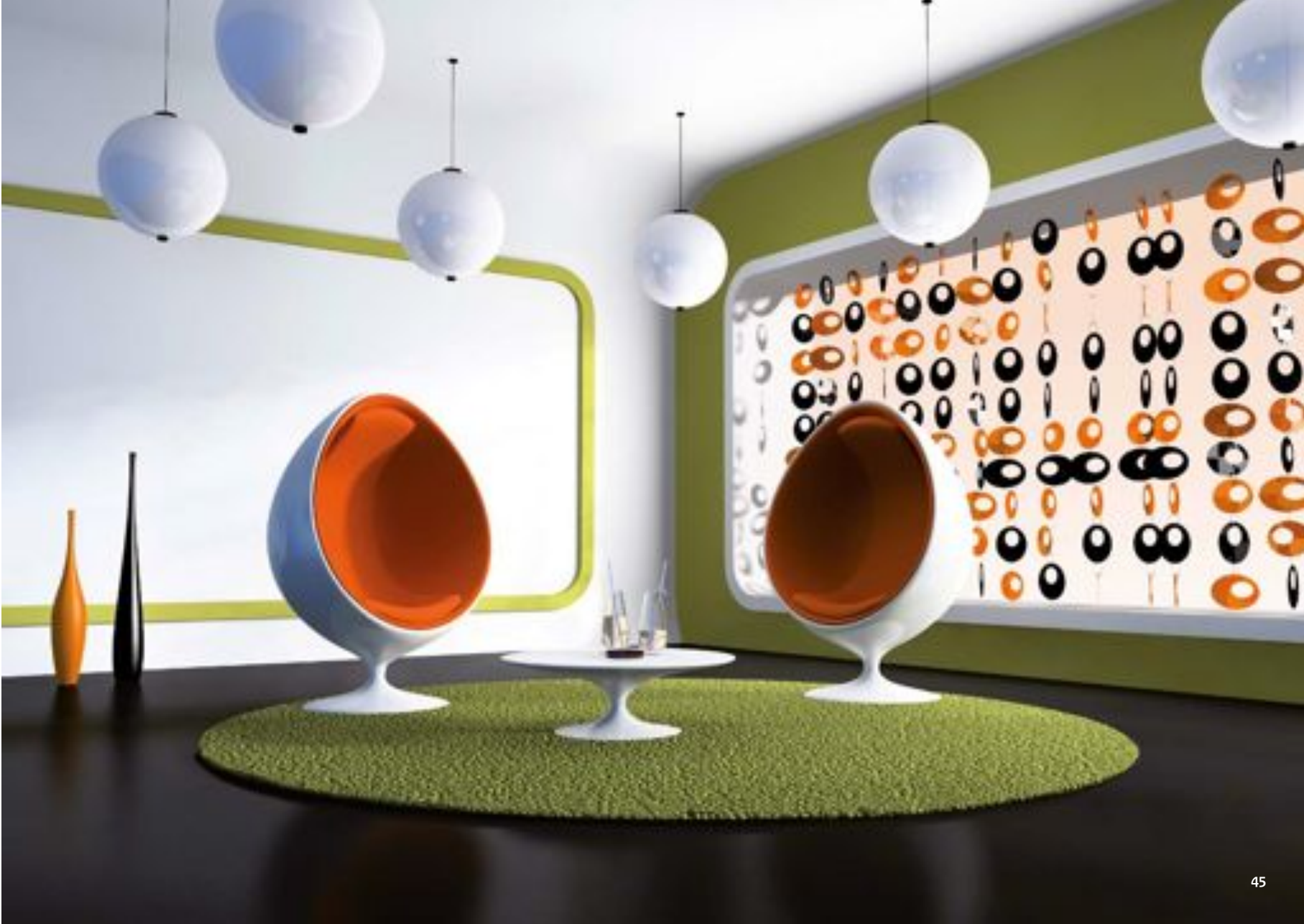


# Design

## “Making the service concept actionable.”

This step consists of two parts. First it is essential to map and to set out the implications a new service holds for the organization. Should a new business model evolve, to better serve your customers? What is needed and how should we organize it? Who can help us develop the new service? All aspects must be defined. What investments are required during the implementation period, what are the human consequences of the expected yield. The result is like a blueprint of the architecture. It is therefore often called a blueprint.

At this point in the process there are many touchpoints needed to achieve the new service. These should be designed and developed. This can be very practical and could mean a new website should be built with all that involves. From the web pages to the back end database structure. But it could also mean that your people train for their new task. The purpose of this phase is to understand all that is needed to effectively implement new services and the means to refine the design and form.



# Service Blueprint

## PURPOSE

In a schematic way the system captures the process between client and service provider, naming all the channels, components and relationships between them.

## WHAT YOU NEED

- Brand values
- Customer journey
- Service blueprint format

A Service Blueprint explains the key elements and aspects of the service process. Find information about the front- and backstage, customers, employees, environment, supporting processes and resources, etc. In addition, describe what the interaction between the different parts mean and how these elements relate to each other. A Service Blueprint provides insight into the elements that make a tangible service. Through these tangible elements we come into contact with the customer service.

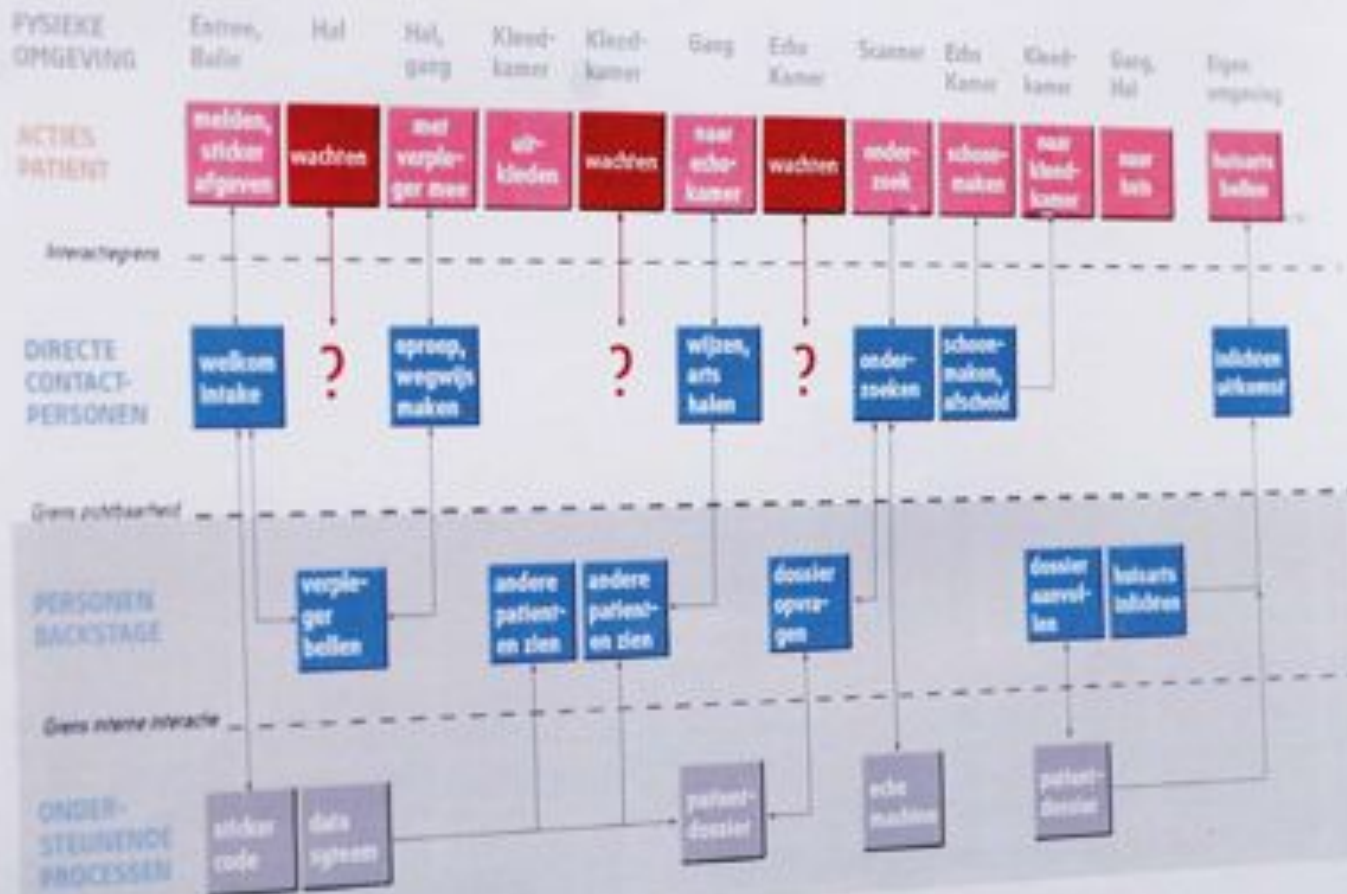
## APPROACH

A Service Blueprint begins by displaying the new Customer Journey, the journey of the customer service from beginning to end. Each step in this journey is the interpretation given to frontstage and backstage elements of the new service. Stakeholders within the organization work on the optimal connection of these elements, so that customers gain maximum benefit.

## RESULTS

The result is a process diagram of how the customer service is consumed. All the necessary channels, components and relationships between them are now defined.

# Service Blueprint



# Business Model Development

## PURPOSE

Insight into how to organize a new service in a profitable way.

## WHAT YOU NEED

- Knowledge of equipment, support processes, distribution channels, communication channels and audiences
- Creative ability to think outside the existing models
- Business model canvas
- Co-design session

Innovative business models are inextricably linked to service innovation. Developing a business model is a design process itself. The core of a business model is the value for consumers. The model not only provides insight into the flows around a service, it also provides insight into how assets, supporting processes, delivery channels and communication channels are used to make the service profitable.

## APPROACH

Developing a business model begins by clearly formulating the precise proposition. From this starting point we design a series of co-design sessions, the alternative business model. With stakeholders from the organization we explore the opportunities to innovate business model elements. A business model undergoes several iterations. The assumptions in the models include, as the service itself, a prototype to be processed. So grow a business model step by step to maturation.

## RESULTS

A visual model in which the different business model components are shown in relation to each other. The model also shows how the income and expenditure streams run.

re holding a handbook for tomorrow's business  
and challenges, striving to fully understand the  
and design tomorrow's enterprises. It's time to be

# Business Model Generation

WRITTEN BY  
Alexander Osterwalder & Yves Pigneur  
CO-CREATED BY  
An amazing crowd of 470 practitioners from 45 countries  
DESIGNED BY  
The team at Strategy First



# Implementation

Many books have been written on the successful implementation of new services. Improving an existing service is easy. Opportunities for new business can involve far-reaching consequences. Implementation is a separate profession. The pitfall is that the introduction of new services does not sufficiently take into account the degree of change needed. Some things are always important.

## **SUPPORT FROM THE ORGANIZATION**

Make change management in your organization ready for change. Creating internal visibility on the importance of the change is strongly recommended. Involve your employees in all the steps and clearly shows what the change means. What are the implications and what are the dangers? What is the right organizational structure to implement the new service? Will it fit in the current structure or need a new department? Will a new company be formed?

## **MAKE CHANGE**

Monitor the service you offer and whether the values reflect the expectations of your customer. Implement measurement standards to set goals such as productivity, efficiency and customer satisfaction.

Services are judged by consumers based on quality. Reliability, consistency, empathy and awareness. These are important measures in order to communicate.

## **KEEP IMPROVING**

Developing a successful service is not a single activity. Once implemented you are ready to continue to monitor and continuously improve the service. Note the signals from the market! If you rest on your laurels, you are too late. Keep a fresh look at your service. Always and everywhere.

# ACTIEF ONDERWES

MARISKA / TOFFIT / JEAN / DANJA  
 LEASE  
 15 07 09



## SERVICES FOR THE ROAD USER OF THE FUTURE

Rijkswaterstaat innovates on all sides. By building quieter roads that are increasingly safe, but also by looking at itself as a service. A service that helps people to move from A to B as efficiently and pleasantly as possible. What role would RWS have to take to provide better service to road users? Are there new services to consider for the user of the future?

In the summer of 2009 with 31Volts and especially in cooperation with Rijkswaterstaat Service Design a project was conducted to design services for the road users of the future. On the basis of ten macro trends including “belief in collective systems” and the “desire for a car-free city” they had different road user groups in co-design sessions design new service concepts. Concepts that the Public Works Department could use to make the roads more pleasant and effective. 31Volts, on the basis of these five promising concepts developed service scenarios Rijkswaterstaat can test in practice. One of these services connects RWS. This is designed for people with efficient road and the time and means to let go. RWS helps people both to the best place to find an appointment and by a growing number of roadside development projects and where you can comfortably meet.







Deze brochure is een uitgave van:

Ministerie van Economische Zaken  
Postbus 20101 | 2500 AA Den Haag  
[www.ez.nl](http://www.ez.nl)

© Rijksoverheid | December 2009