

Service Blueprinting Toolkit

Mind-blowing!
Turbo-charging!
Experience
orchestration!



Service Design at Scale

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OVERVIEW

About this Toolkit

Service Design is a human-centered strategic design discipline that optimizes how customers and business interact so that each can achieve their desired outcomes. The tools and methods of service design orchestrate how people, processes, and technology come together to deliver unparalleled customer experiences.

This toolkit gives you the tactical knowledge and methods to help facilitate the blueprinting process. Where by, you can identify and bring together the right experts from across the organization to visualize, prototype, and create the operations necessary to deliver best-in-class experiences for our customers.

Happy blueprinting!

Core Principles of Service Design



Human Centered

Focuses on the people for whom we are designing and extends beyond the customer to include the experience of staff and the business.



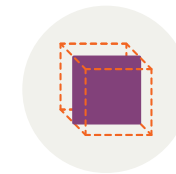
Co-creative

Includes stakeholders and customers in the design and delivery of service experiences.



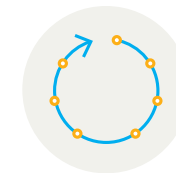
Orchestrated

Considers how the various elements and processes of a service organization should be aligned for optimal service delivery.



Tangible

Reveals the value and interactions of an intangible service through physical and digital touchpoints that can be seen and experienced.



Holistic

Looks toward the end-to-end experience, not just a single moment, service encounter, or experience stage.

Design Phases: Tools & Methods

Download our Tools & Methods Overview Poster
bit.ly/SXD-OverviewPoster



Is a Service Blueprint Right for You?

Do You Need a Service Blueprint?

Maybe you have lost sight of how a service works. Or you don't know what all the pieces are and how they connect. When you find yourself in one of these scenarios, it's time to get to mapping. Let's take a closer look at two flavors of service blueprints, current-state service blueprints and future-state service blueprints, to understand the differences.

A DISTINCTION: CURRENT AND FUTURE STATE BLUEPRINTS

There are two types of blueprints: current-state and future-state blueprints. Current-state blueprints capture the existing delivery of an experience and future-state blueprints documents how an envisioned experience will be delivered in the future.

SOME THINGS YOU'LL WANT TO ANSWER

Before you dive into service blueprinting, there are a few helpful points you and your team should consider to determine if a service blueprint is appropriate for your current phase of work.

- » Will your experience cross multiple channels or touchpoints?
- » Are multiple teams going to be involved in delivering the final experience to customers or staff?
- » Do you need to better understand how an experience is currently delivered or will be delivered in the future?
- » Is there ambiguity as to how all the components of the experience and operations will connect together?

If you answered “yes” to any or all of these questions, take a look at the chart on the next page and explore if a current-state or future-state blueprint is right for you.

CURRENT-STATE BLUEPRINTS

Current-state blueprints map the current delivery of an end-to-end service experience. This provides you with an understanding of how the experience is delivered today, providing the foundation for future work. A current-state blueprint documents how the service currently works before you start recommending alterations.

Common Scenarios

- » You are in the beginning of a project and don't know what all the pieces are and how they connect.
- » You are unsure how customers interact with the service across different touchpoints/channels.
- » You need to create consensus around existing gaps and areas for improvement.
- » You have lost sight of how the service works.

Benefits

- » Establishes a baseline of the existing experience before suggesting changes.
- » Creates consensus around existing gaps and areas for improvement.
- » Visualizes the interconnections and dependencies between various service components.

FUTURE-STATE BLUEPRINTS

Future-state blueprints map the proposed future delivery of an end-to-end service experience, helping teams collaborate more effectively. Working from a future-state blueprint helps with planning and collaborating across teams and silos on the implementation of your experience.

Common Scenarios

- » You have a vision for the future experience but need to identify and engage partners to define how to deliver your solution.
- » You need to make the intangible tangible by identifying what needs to be built for your experience.
- » You need to collaborate with many different teams to build your envisioned experience.

Benefits

- » Provides communication and documentation of future-state experiences and operations.
- » Creates cross-silo coordination and planning of touchpoint creation.
- » Provides a tool for operational prototyping and development.

Communicating the Value to Others

A service blueprint is a valuable artifact, but working with others to create a service blueprint is even more valuable. The process requires associates across our enterprise to combine their individual talents with scalable operations behind them to begin building the foundations of powerful cross-team collaboration.

Service Blueprints deliver value in three ways;

- » Blueprints **visualize** operations, interconnections, and intangible elements that will be needed to deliver a great experience. They create an end-to-end view of what will be needed for success.
- » Blueprints **align** the multiple perspectives and efforts of the team working to deliver your experience, all the while ensuring that the multiple touchpoints of your experience connect to form a greater whole.
- » A blueprint is also a way to **prototype** how your touchpoints connect, where value is created, and how the operation will function before breaking ground on building your experience.

GETTING YOUR TEAM EXCITED FOR BLUEPRINTING

Get your primary business owners on board first. Next, let them help you get the right people engaged and participating. Once identified, communicate the value of blueprinting to the collaborators and why they should be involved in the crafting of the blueprint. Lastly, increase your communication to include the broader stakeholders on your project to keep everyone informed and engaged along the way.

If you have examples of service blueprints from within your LOB, leverage them in your communication. Showing these LOB-specific examples really help in communicating the value to others. Many, if not all, of the design groups within Capital One now have an example or two of using blueprinting on a project.

WHAT VALUE PROPS TO SOCIALIZE TO WHICH PEOPLE

Service blueprints offer different value to different people. Below are some suggestions of which messages are likely to resonate with which audiences.

	VALUE
ACCOUNTABLE EXECUTIVES	<ul style="list-style-type: none">» Aligns multiple cross-functional teams to reduce costly changes later in the process.» Establishes an understanding of implementation requirements and collaborators.» Aids in creating a cohesive experience vision.
PRODUCT PARTNERS	<ul style="list-style-type: none">» Supports project planning.» Establishes an understanding of implementation requirements and collaborators.» Speeds up later phases of work through early alignment and collaboration.» Provides end-to-end visualization of the experience.
TECH PARTNERS	<ul style="list-style-type: none">» Establishes an understanding of implementation requirements and needed support systems.» Supports closer collaboration between developers and the rest of the experience team.» Provides a canvas for backstage innovations.
OPERATIONAL PARTNERS	<ul style="list-style-type: none">» Establishes an understanding of operational requirements and collaborators.» Provides a canvas for innovations within the operations of experience delivery.» Identifies potential human and systems changes needed for enhanced experience delivery.

Running Blueprint Workshops

Running Current-State Blueprint Workshops

A current-state blueprint workshop helps you to quickly uncover how a service is delivered while building rapport with colleagues responsible for different components of that service. Here are some tips to make sure you have the right people, space, materials, and time to begin building your blueprint.



BEFORE

- » Selecting collaborators
- » Setting an agenda and activities
- » Communicating goals
- » Getting the right supplies
- » Selecting and setting up the room
- » Assigning workshop roles



DURING

- » Working on teams
- » Facilitation Tips
- » Facilitating blueprint share outs



AFTER

- » Capturing the workshop
- » Connecting outputs to the design process

Before the Workshop

SELECTING COLLABORATORS

Who you need to participate can vary based on the type of service you're designing. Select collaborators who are experts in the current state of service you're trying to understand. These subject matter experts tend to come from functions who own or support the channels and touchpoints your experience requires, as well as roles who manage processes, people, and technologies behind the scenes. The goal is to select participants who collectively understand all the piece that deliver the service to customers, even is no one experts knows it all. Working with your design manager or product manager is an excellent way to identify the right collaborators.

SETTING AN AGENDA AND ACTIVITIES

To meet the goals of your workshop, it's often easier to work backwards from your workshop and project goals, identifying an agenda and activities that will move the project forward. The agenda below is a starting point. It may take longer the first time, but with a little practice, the process can be very efficient.

SAMPLE AGENDA

- 9:00 AM **Welcome and orientation** (30 minutes)
- 9:30 AM **Constructing initial blueprints** (60 minutes)
- 10:30 AM **Break** (15 minutes)
- 10:45 AM **Analyze blueprints** (30 minutes)
- 11:15 AM **Walkthrough and refine blueprints** (60 minutes)
- 12:15 AM **Reflections on the mapping** (45 minutes)

COMMUNICATING GOALS

Make sure you set expectations for what the workshop will achieve. Common goals include:

- » **Build rapport** across functions that support the service experience
- » **Model what pathways** customers take and what touchpoints support their service experiences
- » **Understand and visualize** how the service experience is delivered through people, processes, and technologies
- » **Explore common customer** pain points and service gaps
- » **Identify what projects may impact** service delivery in the future

GETTING THE RIGHT SUPPLIES

Blueprinting can be done by simply grabbing a wall, some stickies, and a few felt tip pens. Add these supplies for extra polish.

SAMPLE SUPPLY LIST

- » 3" × 3" sticky notes, one unique color for each row of your service blueprint.
- » 3" × 5" sticky notes to call out blueprint stages
- » Felt tip pens, one for each participant + extras.
- » Adhesive flip charts or butcher paper and painter's tape for the blueprint canvas.
- » Existing documentation of the current experience, its flows, and frontstage/backstage processes documentation.
- » Any quantitative and qualitative insights you have about the current-state experience.
- » Documentation of existing touchpoints or, if possible, the actual touchpoints.

SELECTING AND SETTING UP THE ROOM

Choose a room with plenty of wall space that is large enough to accommodate your desired number of participants. Rooms that accommodate small groups, each with their own table, are best.

Book your room for at least 30 minutes before and after your workshop to set up and break down. To set up, all you need to do is:

- » Write and hang agenda on large sticky note
- » Break out tables to match number of participating teams
- » Hang up butcher paper (craft paper or adhesive flip chart), approximately 3' × 8'–12'.
- » Pass out felt tip pens and the colored sticky notes to each table
- » Create and hang up a blueprint key for each table

ASSIGNING WORKSHOP ROLES

We ask our workshop collaborators to put on one or more of the following hats:



Workshop facilitators emcee the workshop, introduce activities, and run the clock.



Team facilitators help workshop participants break into assigned groups and lead teams through activities.



Note takers capture key points, either on a whiteboard/easel or in their own private space (i.e., laptop, notebook).

Running the Workshop

WORKING IN TEAMS

If you have a group larger than five people, we recommend dividing into teams to ensure that everyone's perspective can be captured. That way everyone's perspective can be captured. These separate teams can blueprint different phases of the experience or create overlapping blueprints that are synthesized together later. Here are a few things that are important to keep the workshop moving smoothly and to make sure you're getting the most value with your collaboration time.

- » **Create cross-functional teams** to leverage knowledge from other disciplines and help align teams around a common perspective.
- » **Assign a facilitator** for each group to keep momentum up.
- » **Encourage teams** to take note of unresolved questions and follow up at the end of the workshop.

FACILITATING BLUEPRINTING SESSIONS

- » **Mind the time:** give participants regular time checks and don't be afraid to move the agenda around if it makes sense.
- » **Read the crowd:** pay attention to subtle changes in energy and focus. Take breaks when needed.
- » **Offer guidance:** help teams that get stuck move forward. Asking questions or reframing can help here.



FACILITATING BLUEPRINT SHARE OUTS

To help drive alignment across teams, it's helpful to facilitate blueprinting share-outs where one team presents to the whole group. It's important to facilitate probing questions to help teams to articulate insights that arose during blueprinting. Some example questions that could be helpful could be:

- » What questions did this generate?
- » What gaps did you discover?
- » What changed or evolved while blueprinting?
- » What else is missing?
- » Are there immediate follow-up or next steps needed on anything?
- » Who are the other subject matter experts we should engage with to make sure we understand the current-state?

After the Workshop

The post workshop follow-up is almost as important to the blueprinting process as the workshop itself. This is the time in which you can share insights from the blueprinting process with stakeholders who weren't able to attend and fill in any missing gaps in knowledge that blueprinting highlighted.

CAPTURING THE WORKSHOP

Whether the team(s) produced one or many blueprints, capturing all outputs is important for the transition into the next phase of the design process. Here's a post workshop list:

- » Do a quick debrief with all attendees to capture key findings, remaining questions, and next steps.
- » Photograph blueprints for documentation and use later in creating a digital version of the blueprint.
- » Roll up blueprints and secure with blue painter's tape to save in case you need to refer to them.
- » Pack up the group for some reflection time over dinner, ice cream, or happy hour!

CONNECTING OUTPUTS TO THE DESIGN PROCESS

Once you have created a current-state blueprint, there are many ways it can support and focus the design process moving forward:

- » Blueprints **identify opportunity areas or gaps** in the current experience to help focus future design efforts.
- » Blueprints **clarify touchpoint relationships** and allow for their design in tandem, leading to more cohesive experiences and processes.
- » Blueprints **create shared views and help facilitate conversations** between business partners, designers, and stakeholders.

RUNNING BLUEPRINT WORKSHOPS

Running Future-State Blueprint Workshops

A future-state blueprint workshop brings together collaborators who have the knowledge and expertise to prototype how a service experience vision can become operational. Preparing carefully for your workshop is critical to ensure you create the right environment to explore service architecture options that can deliver the intended experience.



BEFORE

- » Selecting collaborators
- » Creating an agenda
- » Communicating goals
- » Getting the right supplies
- » Gathering design artifacts



DURING

- » Selecting and setting up the room
- » Assigning workshop roles
- » Working on teams



AFTER

- » Facilitating blueprint share outs
- » Capturing the workshop
- » Using the blueprint to guide next steps

Before the Workshop

SELECTING COLLABORATORS

Who you need to participate in blueprinting can vary based on the type of service experience you're crafting and who's been involved in creating the future vision. But regardless of who your collaborators are, your blueprinting workshop shouldn't be your first contact with them. The more participation these collaborators have throughout the process, the quicker your blueprint will come together. If you haven't had a chance to work with your collaborators before the blueprinting workshop, be sure to add in time and activities to get everyone familiar with each other and the experience vision.

When selecting collaborators, focus on the functions who own or support the channels and touchpoints customers interact with, as well as the behind the scenes operations that support it. Invite people who know what needs to be created to deliver the service, as well as individuals who can speak to what future work may impact the service architecture. Pulse or your local design managers are useful resources to help fund the right collaborators.

SETTING AN AGENDA AND ACTIVITIES

By now your team should have vision artifacts like storyboards, concepts, and/or roadmaps. Your agenda should include activities that transition these ideas into a more tangible artifact—a future-state blueprint. The agenda below is a starting point:

SAMPLE AGENDA

- 9:00 AM **Welcome and orientation** (30 minutes)
- 9:30 AM **Review and prioritize vision artifacts** (60 minutes)
- 10:30 AM **Break** (15 minutes)
- 10:45 AM **Create blueprints** (30 minutes)
- 11:15 AM **Walkthrough and refine blueprints** (60 minutes)
- 12:15 AM **Reflections on the mapping** (45 minutes)

COMMUNICATING GOALS

Make sure you set expectations for what the workshop will achieve. This will help keep everyone on track and help ensure that you get the necessary outputs from the workshop to move your project forward. Common goals include:

- » **Prioritize and plan** for the creation of touchpoints.
- » **Understand and visualize** how the future service experience is delivered through people, processes, and technologies.
- » **Identify operational needs** for creating the future state service.
- » **Identify** what projects may impact service delivery in the future.

GETTING THE RIGHT SUPPLIES

Throughout your project you have been making various models and pictures of the future service you intend to create. Prior to your workshop, gather this information and a few supplies to help create the conditions for successful blueprinting.

SAMPLE SUPPLY LIST

- » 3" × 3" sticky notes. One unique color for each row of your service blueprint.
- » 3" × 5" sticky notes to call out blueprint stages
- » Felt tip pens. One for each participant + extras.
- » Adhesive flip charts or butcher paper and painter's tape for the blueprint canvas.
- » Concepts to base your future blueprint on. These could include: touchpoints concepts, storyboards, customer flows, wire frames, operational processes diagrams, prototypes.
- » Artifacts like requirements documents or roadmaps can be helpful to inform future-state blueprinting.
- » Experience principles or other decision making tools that have been previously created.

SELECTING AND SETTING UP THE ROOM

Choose a room with plenty of wall space that is large enough to accommodate your desired number of participants. Rooms that accommodate small groups, each with their own table, are best.

Book your room for at least 30 minutes before and after your workshop to set up and break down. To set up, all you need to do is:

- » Write and hang agenda on large sticky note
- » Break out tables to match number of participating teams
- » Hang up butcher paper (craft paper or adhesive flip chart), approximately 3' × 8'–12'.
- » Pass out felt tip pens and colored sticky notes to each table
- » Create and hang up a blueprint key for each table
- » Gather and display design artifacts and decision making criteria (like experience principles).
- » Give each team copies of the artifacts (concepts, storyboards, etc.) that you wish the future blueprint to depict.

ASSIGNING WORKSHOP ROLES

We ask our workshop collaborators to put on one or more of the following hats:



Workshop facilitators

emcee the workshop, introduce activities, and run the clock.



Team facilitators

help workshop participants break into assigned groups and lead teams through activities.



Note takers capture key points, either on a whiteboard/easel or in their own private space (i.e., laptop, notebook).

Running the Workshop



WORKING IN TEAMS

The process is very similar to current-state blueprinting; cross-functional teams, assigning roles, and capturing questions and reflections. Here are a few additional tips for working on future-state blueprints.

- » **Assemble teams** with a mix of perspectives, design, business, tech/operations. This will allow for consideration and information from multiple perspectives.
- » **Work in small teams** (3–5 people) to ensure that everyone has a chance to contribute. To achieve ideal team sizes, you may need to divide your experience by stage or create multiple versions of the blueprint for later synthesis.

FACILITATING BLUEPRINTING SESSIONS

In addition to minding the time, reading the crowd, and offering guidance, here are some future-state specific tips for facilitation.

- » **Use your artifacts** (storyboards, user flows, etc.) as the foundation for your service blueprint and data source for what would appear in customer actions and touchpoint rows. Build the rest of the blueprint around this work.
- » **Be comfortable with changes.** As you blueprint, both operations and the experience will evolve. Remember to consider both the operational and experience implications of these changes.
- » Let confidence and understanding **guide the level of zoom** and fidelity. The greater the operational or experiential uncertainty, the more exploration and detail you should incorporate into your blueprinting process

FACILITATING BLUEPRINT SHARE OUTS

To help drive alignment across teams, it's helpful to facilitate blueprinting share-outs where one team shares outs to the whole group. It's important to facilitate probing questions to help teams to articulate insights that arose during blueprinting. Some example questions that could be helpful could be:

- » How has your blueprint informed your project?
- » What changed or evolved while blueprinting?
- » Will this affect the plan to move forward?
- » Are there areas of the experience that people are not confident in or need further collaboration with experts on?

After the Workshop

Following your workshop, it's important to capture the tangible outputs of your blueprinting session and the conversations that were sparked by the process of blueprinting.

CAPTURING THE WORKSHOP

Whether the team(s) produced one or many blueprints, capturing all outputs is important for the transition into the next phase of the design process. Here's a post workshop list:

- » Do a quick **debrief** with all attendees to capture key findings, remaining questions, and next steps.
- » **Capture** sticky note blueprints for digitization and remote collaboration.
- » **Share** back key insights and next steps with collaborators.
- » **Use** your future-state blueprint for both project planning and experience piloting.

TAKEAWAYS

Some tips for successfully creating future-state blueprints:

- » **Pay attention to the level of zoom** you're using in your blueprint. Be careful not to get lost in the details—but make sure you have enough detail to be useful for implementation.
- » Following your workshop, **capture a digital version** of your blueprint and circulate it with collaborators to fill in gaps and check accuracy.
- » **Work from your concepts** and other design artifacts to create the core of your future-state blueprint. Keep in mind that as you blueprint, you may need to fill in more details or rethink parts of your concepts as you integrate experience with operations.

Refining and Working with Blueprints

Refining Your Service Blueprint

Following your workshop it's time to refine your blueprint further. This provides an opportunity to fill in any missing gaps in knowledge and to layer in additional quantitative or qualitative information that can help communicate a more complete picture of the delivery of your experience.

HOW TO MAKE YOUR BLUEPRINT READY FOR SHARING

Following a workshop or in-person collaboration on a blueprint, the most common next step is to digitize your blueprint. As you move from sticky notes to a digital version, here are a few things you should consider doing that will make your blueprint the best it can be and stronger.

- » **Refine and unify** the language across your blueprint. Be sure to connect the language and naming conventions in your blueprint to other project artifacts like requirements docs, existing frameworks, and communication artifacts.
- » To fill in gaps in your blueprint, **hold additional meetings** with experts or perform secondary research to obtain the needed information.
- » **Socialize a rough draft** of your blueprint to ensure accuracy. At this stage, we often share a draft in Excel.
- » **Capture and create** the flow lines to show interactions.

We developed a method for making an easier transition from stickies to diagrams using Excel and Adobe InDesign's data merge capabilities. You can find this in the toolkit resources folder.

REFINING A CURRENT-STATE BLUEPRINT

In addition to the general refinements mentioned on the previous page, here are some refinements that are specific to both current-state and future-state blueprints.

COMMON REFINEMENTS



CURRENT STATE

- » To help identify potential improvement areas, add in relevant quantitative and qualitative information from design research or secondary research. This can include information like the time it takes to perform a process step, NPS data, known breakdowns, etc.
- » Highlight opportunity areas or areas for improvements that have been identified through blueprinting or other methods, like experience mapping.
- » Constantly assess if you have overloaded your blueprint with too much information, making it hard to digest.



FUTURE STATE

- » Fill in any missing operational or systems level information.
- » Identify the teams, groups, and individuals who will be responsible for each touchpoint and moment in the experience. This is useful information when moving into project planning and to identify which teams should be collaborating when refining the experience.
- » Combine with storyboards to show where key moments occur.
- » Show where experience metrics are being measured.
- » Create different blueprints aligned with a phased evolution plan.

Leveraging Your Blueprint for Action

There is value in just going through the activity of blueprinting with a project team, but don't stop there. Leverage your blueprint across subsequent project phases to fully realize the value service blueprinting can bring to a project.

FURTHERING YOUR WORK

Here are a few ways to evolve blueprints on your programs of work:

- » By adding additional rows, blueprints can easily become a tool for capturing product ownership, questions, and action items.
- » Combine blueprints with an experience story or other artifacts to create an experience vision. Further visualizing key moments, emotions, and value customers will receive from interacting with the service.
- » Use the combined power of a current-state and future-state blueprint to identify what needs to be changed and then capture and visualize in an implementation roadmap
- » Get operational: the blueprint can be used to identify and think through backstage or operational changes that could affect the customer's experience.

WHERE BLUEPRINTING CAN SUPPORT DESIGN PROCESS

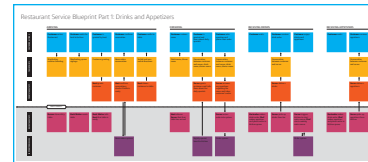
Blueprinting can support many moments in the design process. Wherever there is a need to see the end-to-end experience, explore operations, or visualize how an experience is delivered over time, there is an opportunity to use a service blueprint. Here are a few ideas on where blueprinting can plug into the design process.

EARLY	<ul style="list-style-type: none">» Understanding the system that is your experience, before undertaking or proposing changes.» Capturing cross-silo operational knowledge in the discovery phase.» Supporting opportunity area development.
MIDDLE	<ul style="list-style-type: none">» Ideating on backstage activities that will support new or improved experiences.» Providing context for generative activities.» Identification of potential collaborators.
LATE	<ul style="list-style-type: none">» Exploring operational feasibility of concepts.» Identification of needed projects to implement a future experience vision.» Informing the creation of requirements documents and other planning tools.

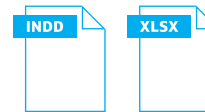
Be sure to let us know about all the interesting ways you find to use blueprinting on your projects, how you're finding value in this tool, and if there are moments you wish things had gone better.

Resources

We have prepared a folder with the below resources that you can download here: bit.ly/BlueprintingResources. Also, check out our **Service Design Resources** on Pulse: bit.ly/SXD-Resources.



Examples of past blueprints



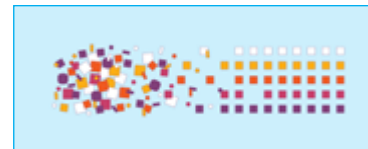
Data merging files (InDesign, Excel)

SUGGESTED READING



A Guide to Service Blueprinting

Download the PDF version: bit.ly/BlueprintingGuide.



Easier, Better, Faster, Stronger: Adaptive Path's Data Merge Guide

View our guide to using Adobe InDesign's Data Merge feature on Medium: bit.ly/DataMergeGuide.

Thank You!

We hope you find this guide interesting, informative, and helpful when solving some of the challenges inherent in creating service experiences. We encourage you to take this information not as the final word in experience mapping, but as a foundation to build upon.

We'd love to see how you improve and iterate on service blueprinting, and we're eager to hear how you've applied this toolkit in your work.

Please share your thoughts with us at servicedesign@capitalone.com.

ABOUT THE SERVICE DESIGN TEAM

We're experienced practitioners, strategic thinkers, design doers, teachers, and idea collectors. In 2014, we joined Capital One to design financial services that improve people's lives.



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