

4. PROCESSES AND METHODS OF SERVICE DESIGN

# SERVICE DESIGN

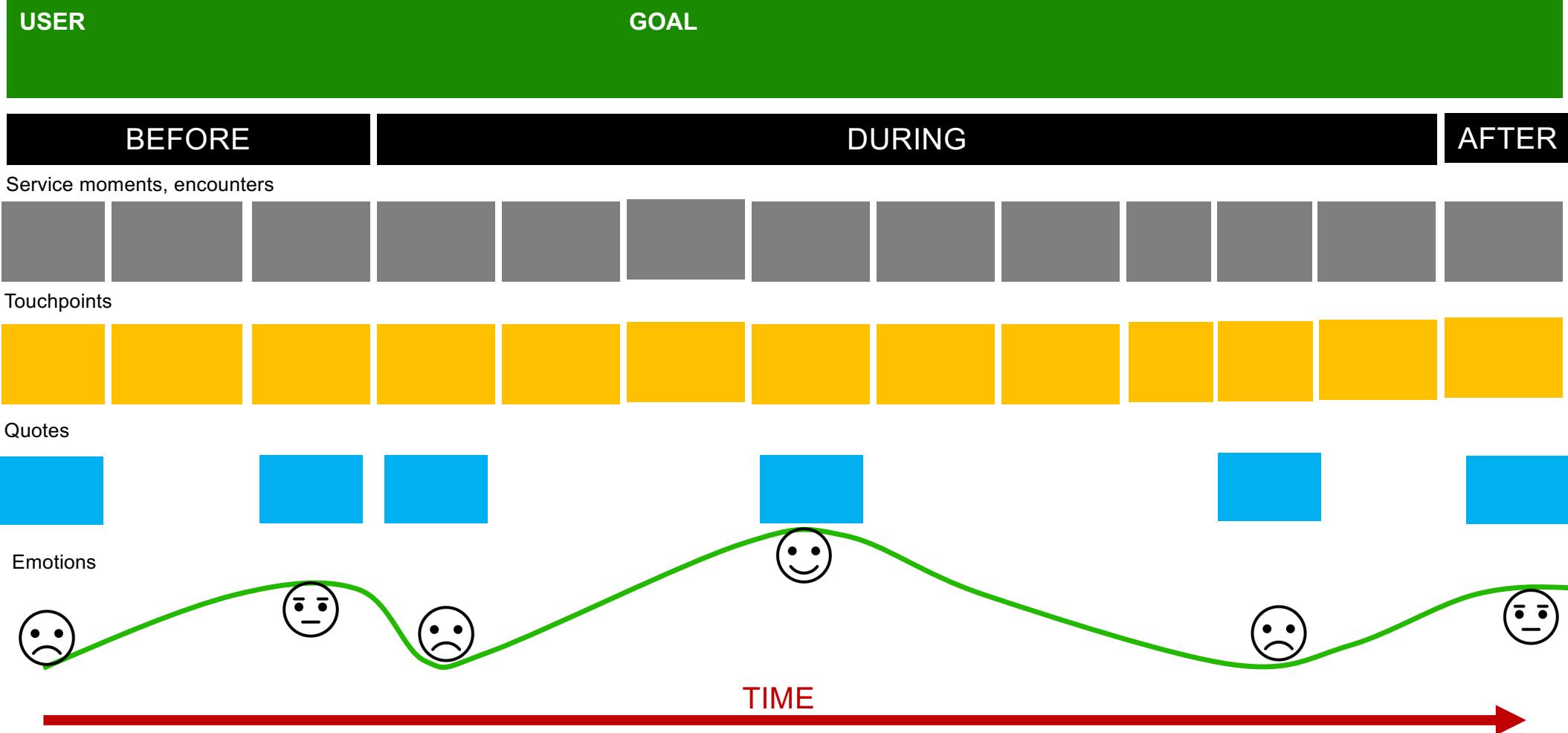
Service Blueprints

Joanna Saad-Sulonen

18.11.2024

## RECAP

- » Journey maps
- » How to draw them: chronological axis + different aspects mapped on vertical axis
- » As with all mappings in service design: they are based on data (otherwise, they are speculative), are analytical, and should lead to insights



USER

GOAL

BEFORE

DURING

AFTER

Service moments, encounters



Touchpoints



Quotes



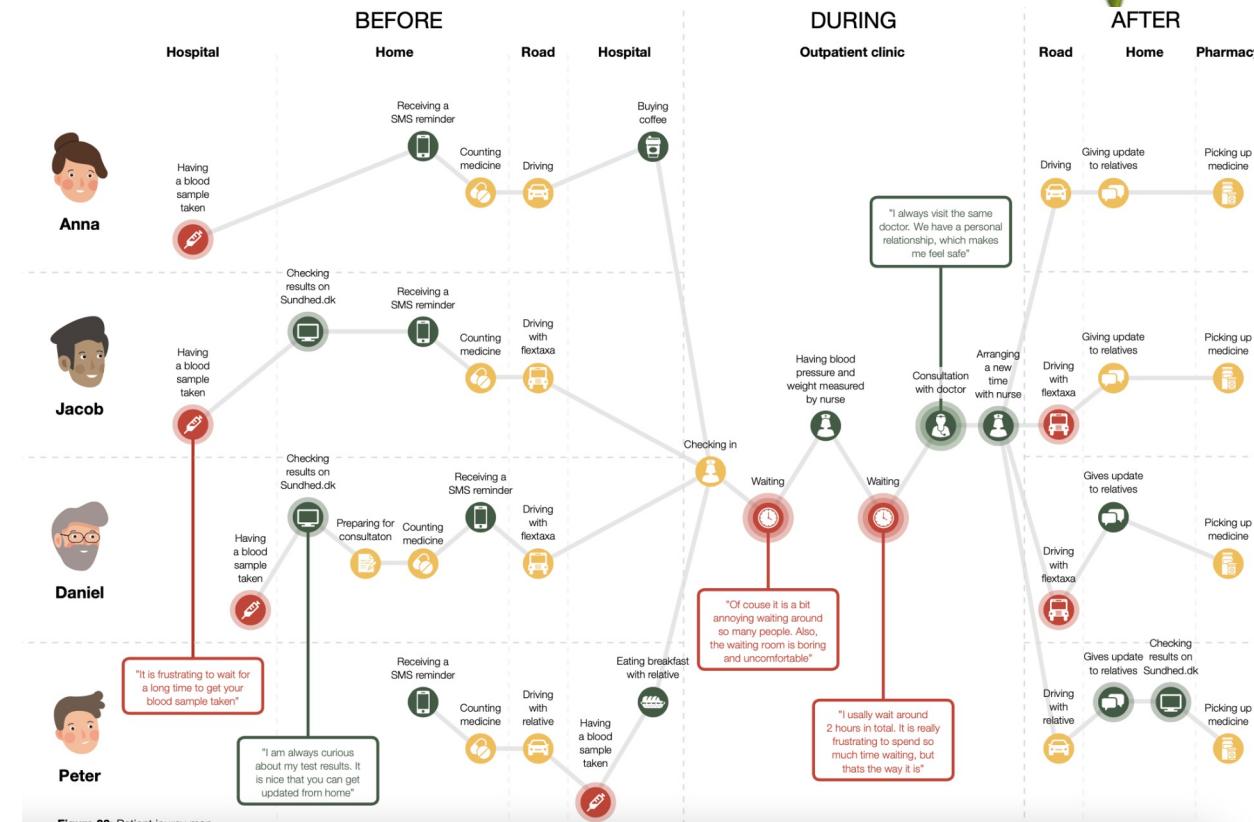
Emotions



Insight 1:

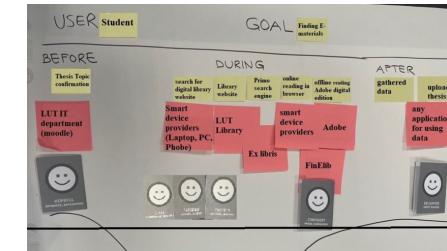
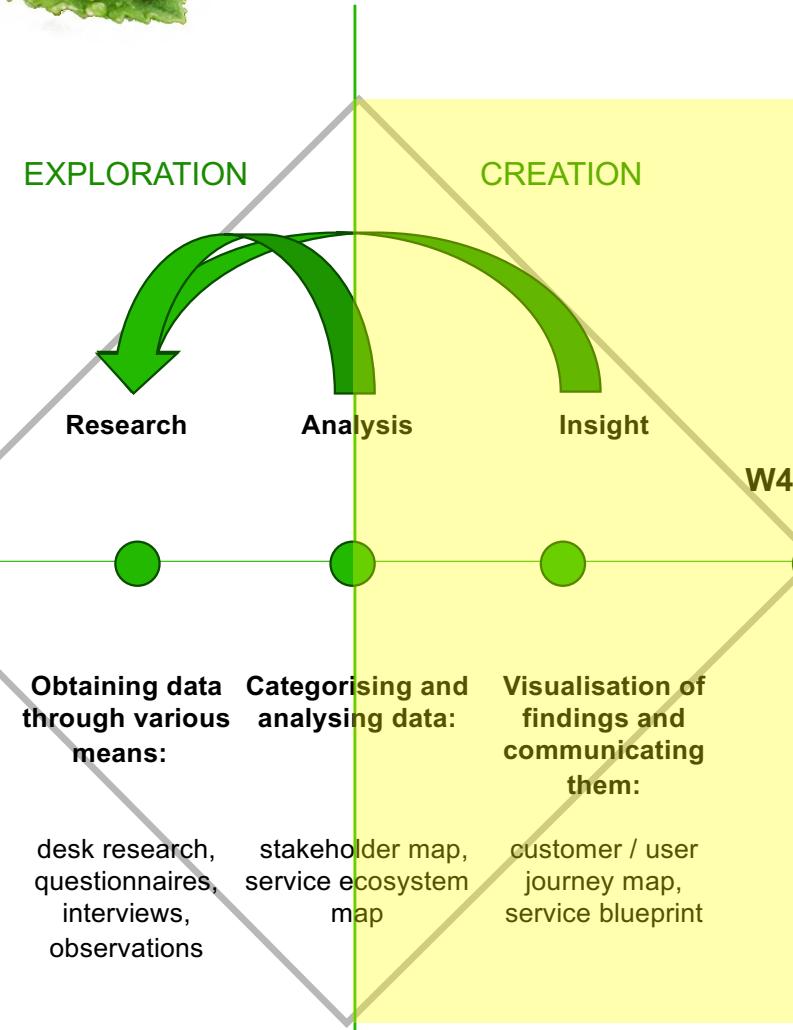
Insight 2:

Insight 3:



Freudendahl & Breddal Puck (2019): Designing for Patient Empowerment through a patient portal within Danish Healthcare

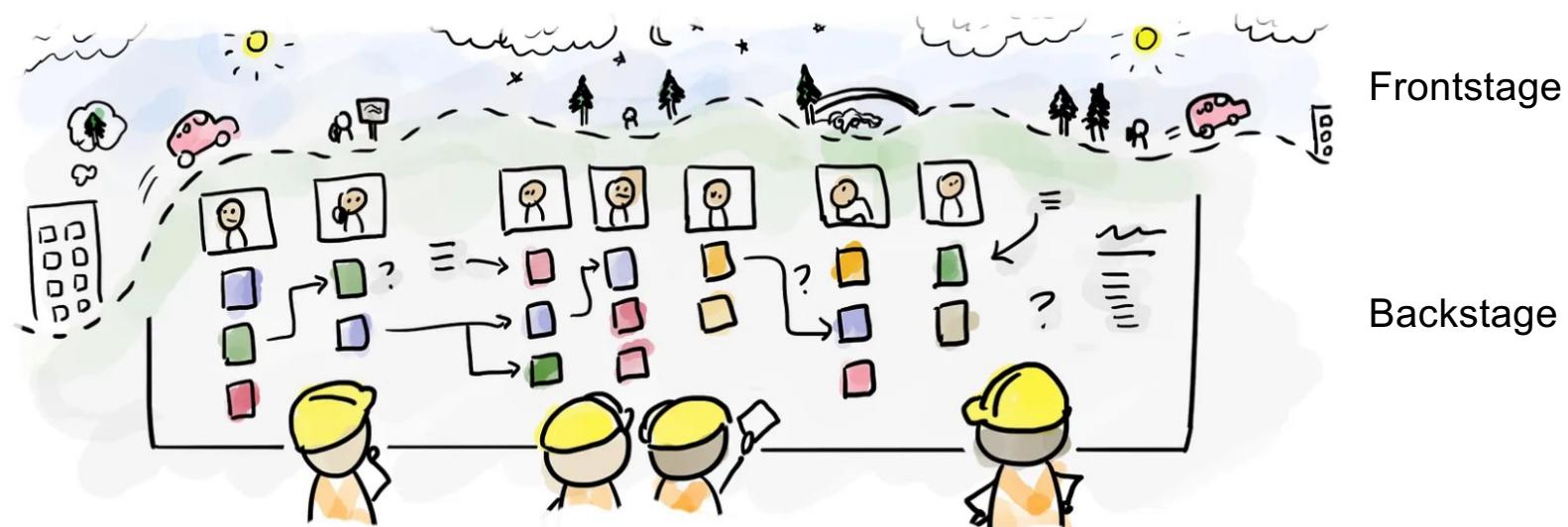
# 1ST DIAMOND



Identify the scope of the intervention: the right problem to solve

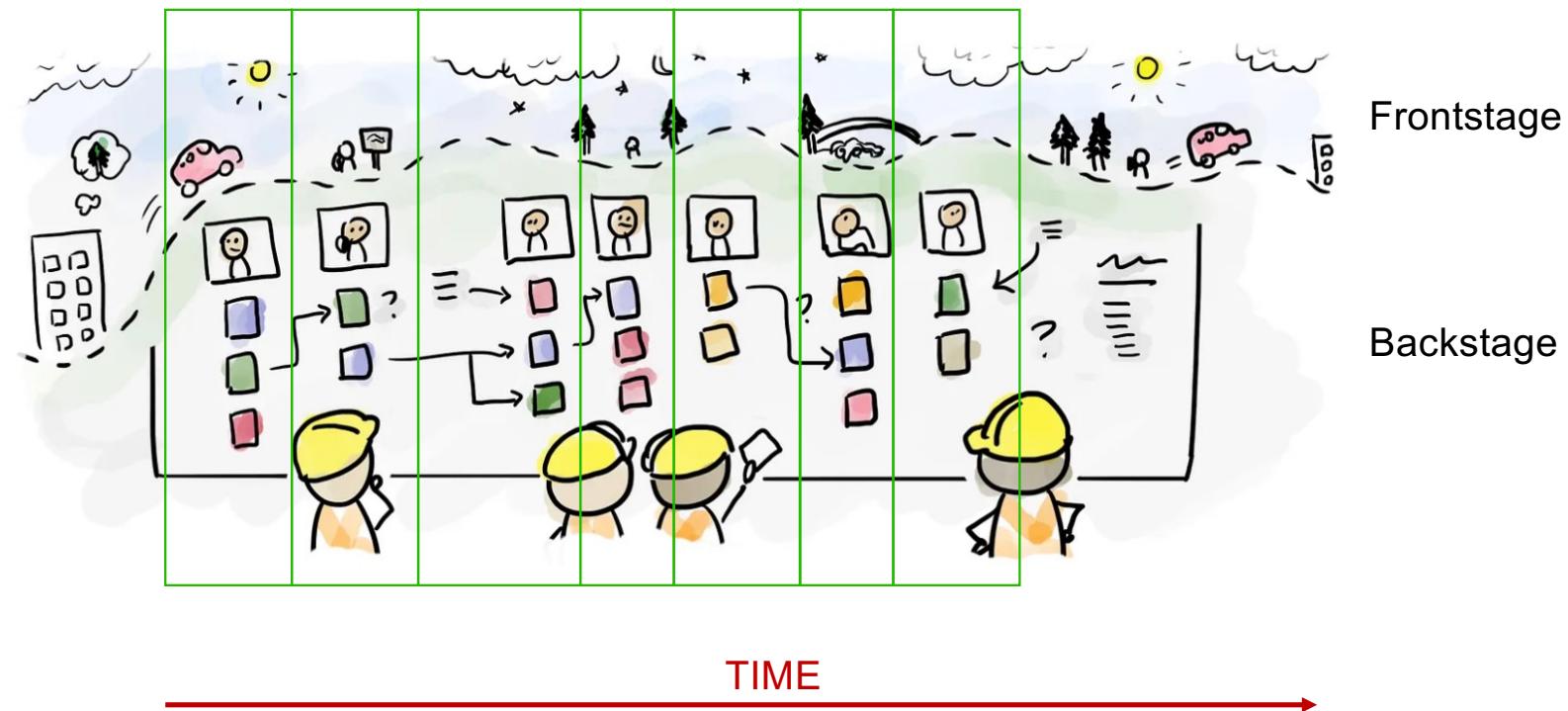
Photo credits: students of Autumn 2023

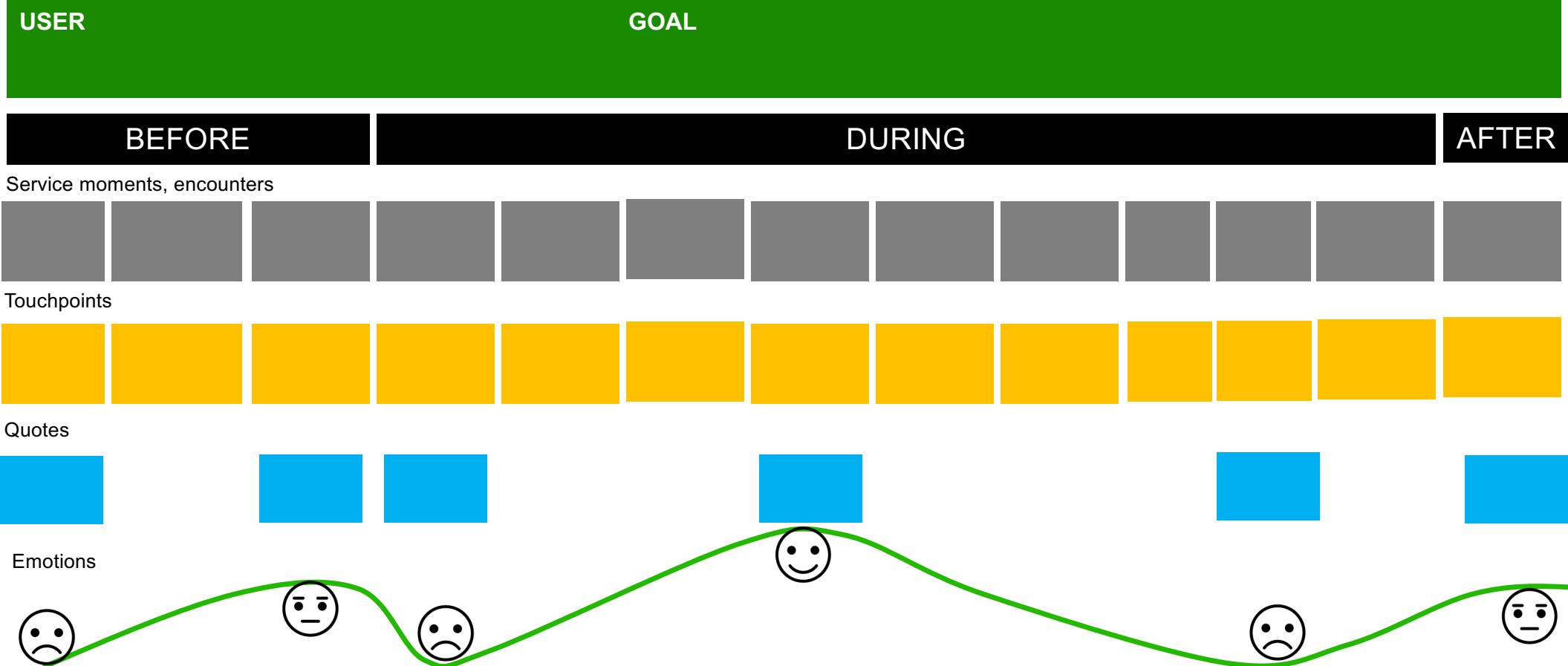
# JOURNEY MAP VS. SERVICE BLUEPRINT



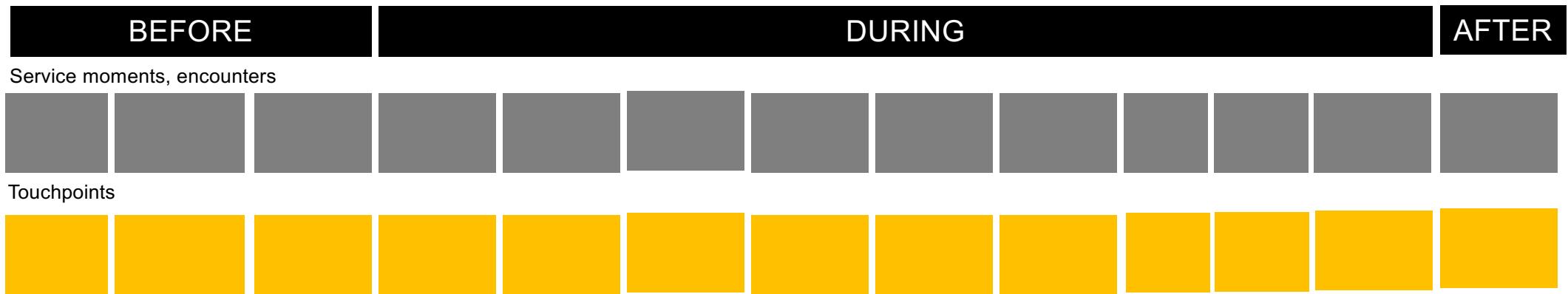
Miller, 2016

# JOURNEY MAP VS. SERVICE BLUEPRINT





From journey map to service blueprint: no more focus on user experience only



■ Keep the chronology, but focus on the touchpoints and encounters with key service provider

Service moments, encounters



Touchpoints



Keep the chronology, but focus on the touchpoints and encounters with key service provider

Service moments, encounters



Touchpoints



Line of interaction



Line of visibility



Line of internal interaction



# HOTEL SERVICE EXAMPLE

## USER

55 year old woman, married  
Likes hotel vacations, 1-2 times a year

## GOAL

Find and use a hotel room at vacation destination  
that caters for her and husbands needs

## BEFORE

Service moments, encounters

Block vacation days	Search for destination	Search for hotel at destination	Make reservation	Arrive at hotel	Check in	Go to room	Call room service	Receive food, sign, tip	Eat	Shower, sleep	Check out, leave	Receive discount offers
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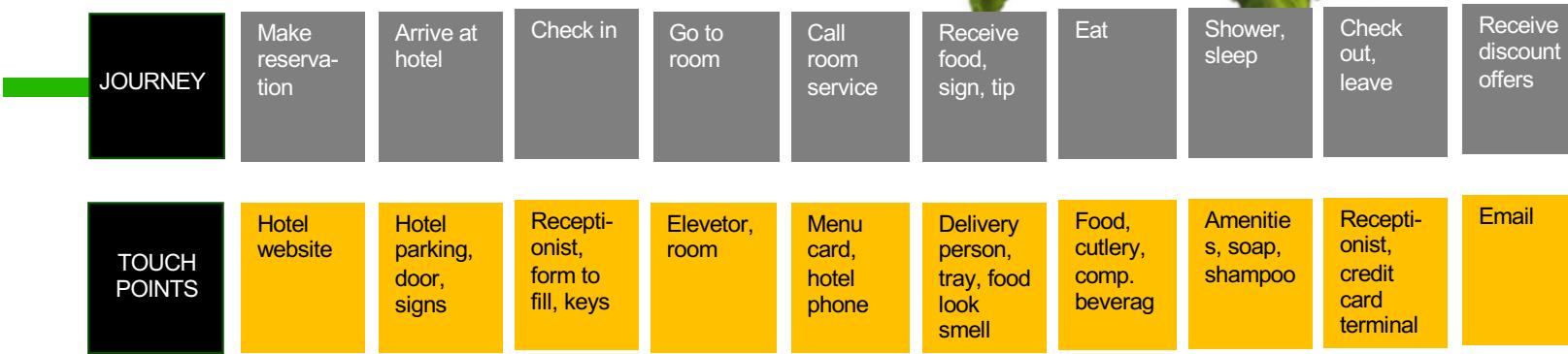
## DURING

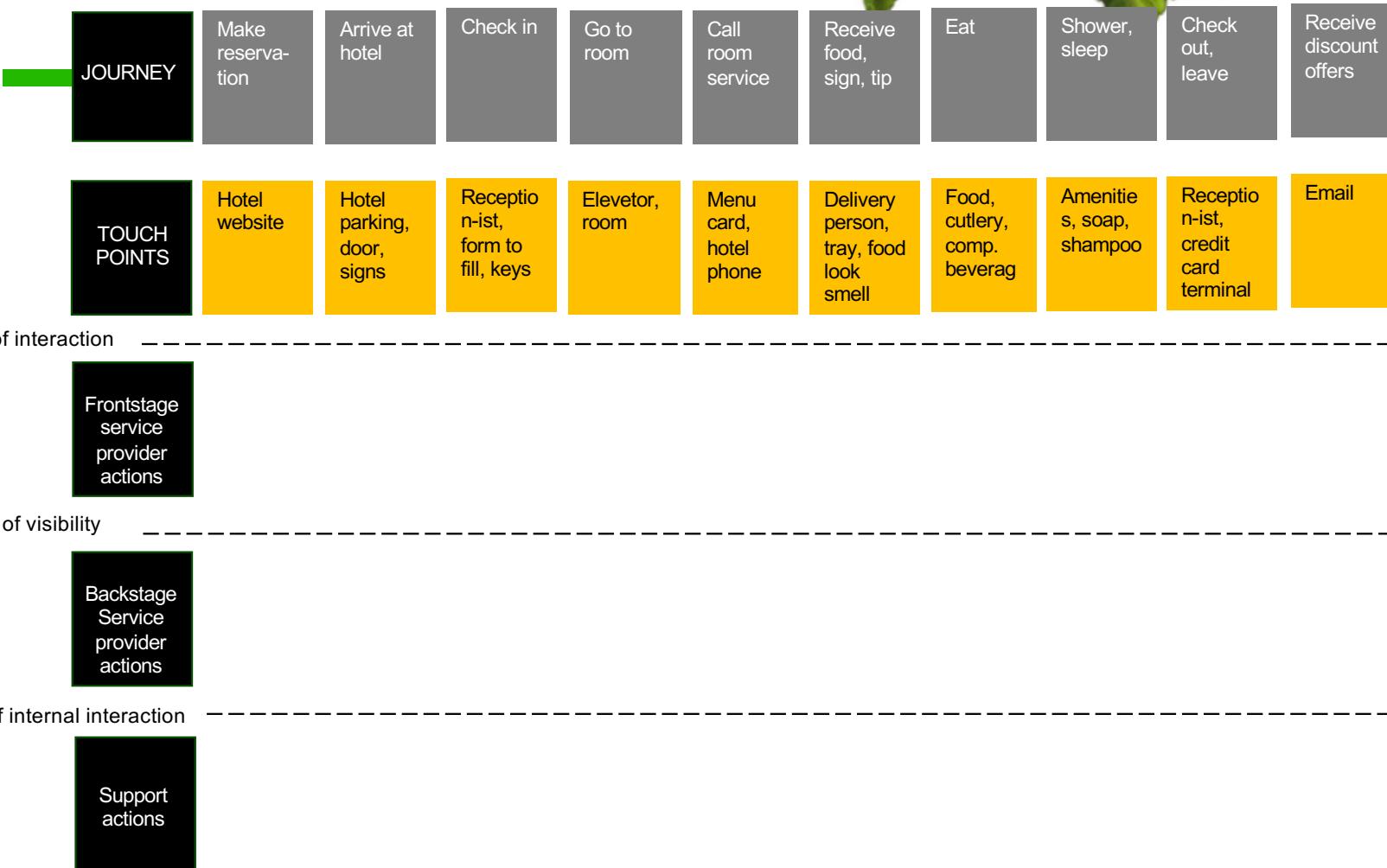
Touchpoints

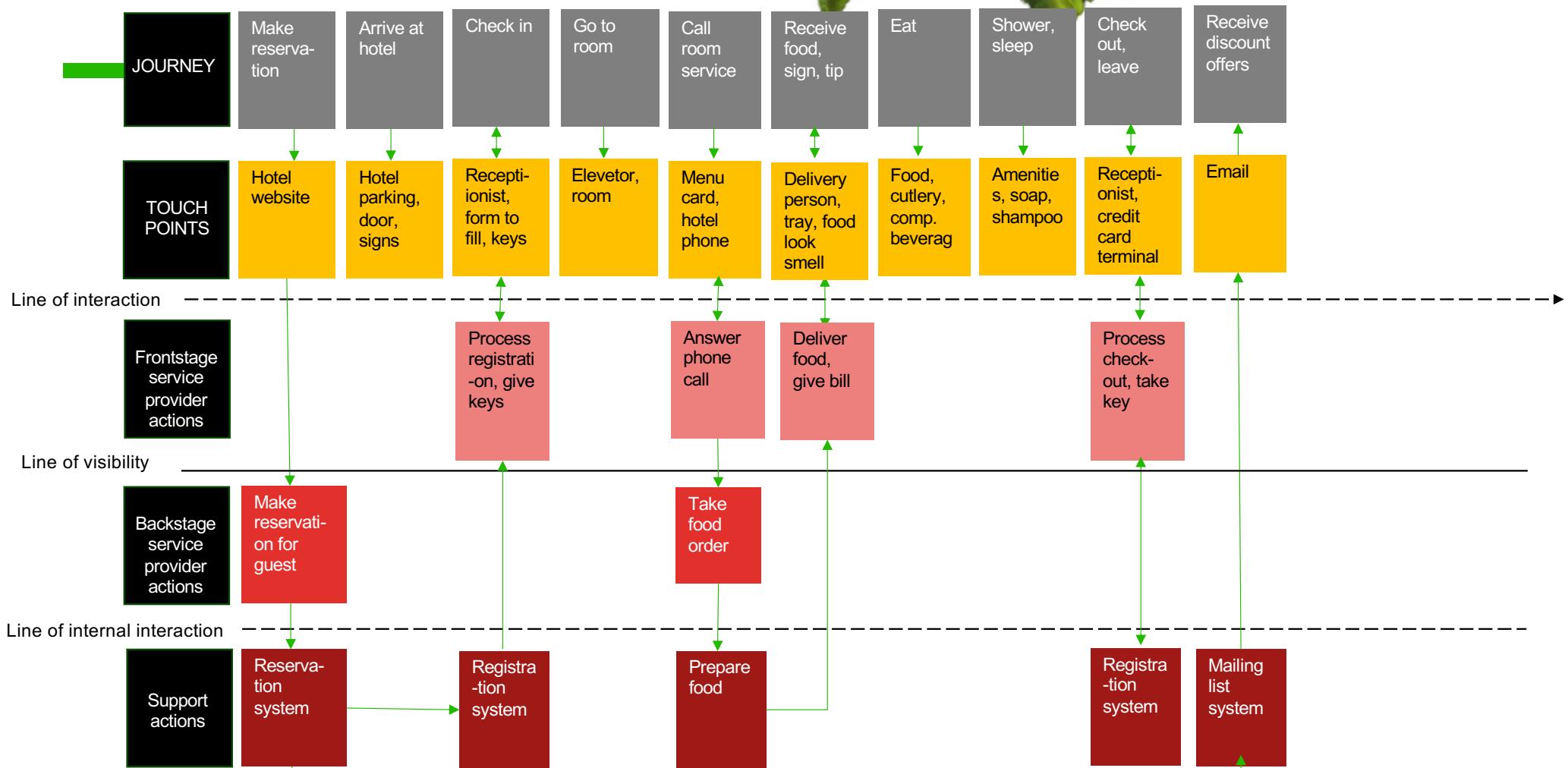
Calendar	Google	Booking.com App	Hotel website	Hotel parking, door, signs	Receptionist, form to fill, keys	Elevator, room	Menu card, hotel phone	Delivery person, tray, food look and smell	Food, cutlery, complementary beverage	Amenities, soap, shampoo	Receptionist, credit card terminal	Email
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JOURNEY	Block vacation days	Search for destinat.	Search for hotel at destination	Make reservation	Arrive at hotel	Check in	Go to room	Call room service	Receive food, sign, tip	Eat	Shower, sleep	Check out, leave	Receive discount offers
TOUCH POINTS	Calendar	Google	Booking.com App	Hotel website	Hotel parking, door, signs	Receptionist, form to fill, keys	Elevator, room	Menu card, hotel phone	Delivery person, tray, food look smell	Food, cutlery, comp. beverag	Amenities, soap, shampoo	Receptionist, credit card terminal	Email

JOURNEY	Block vacation days	Search for destinat.	Search for hotel at destination	Make reservation	Arrive at hotel	Check in	Go to room	Call room service	Receive food, sign, tip	Eat	Shower, sleep	Check out, leave	Receive discount offers
TOUCH POINTS	Calendar	Google	Booking.com App	Hotel website	Hotel parking, door, signs	Receptionist, form to fill, keys	Elevator, room	Menu card, hotel phone	Delivery person, tray, food look smell	Food, cutlery, comp. beverag	Amenities, soap, shampoo	Receptionist, credit card terminal	Email



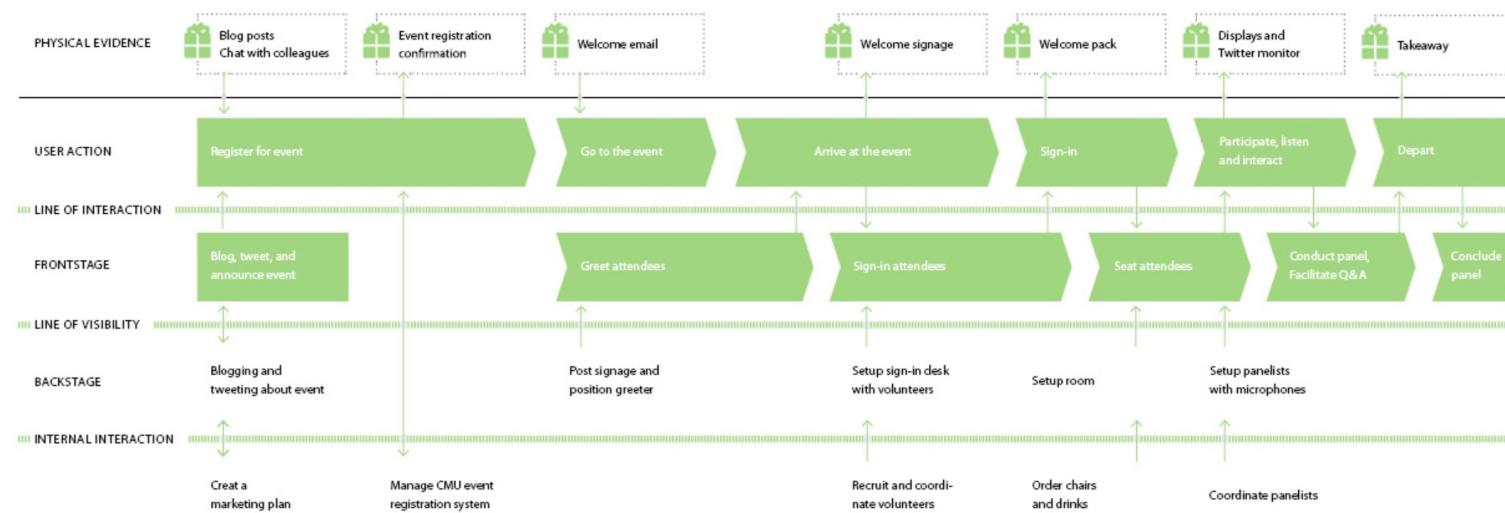




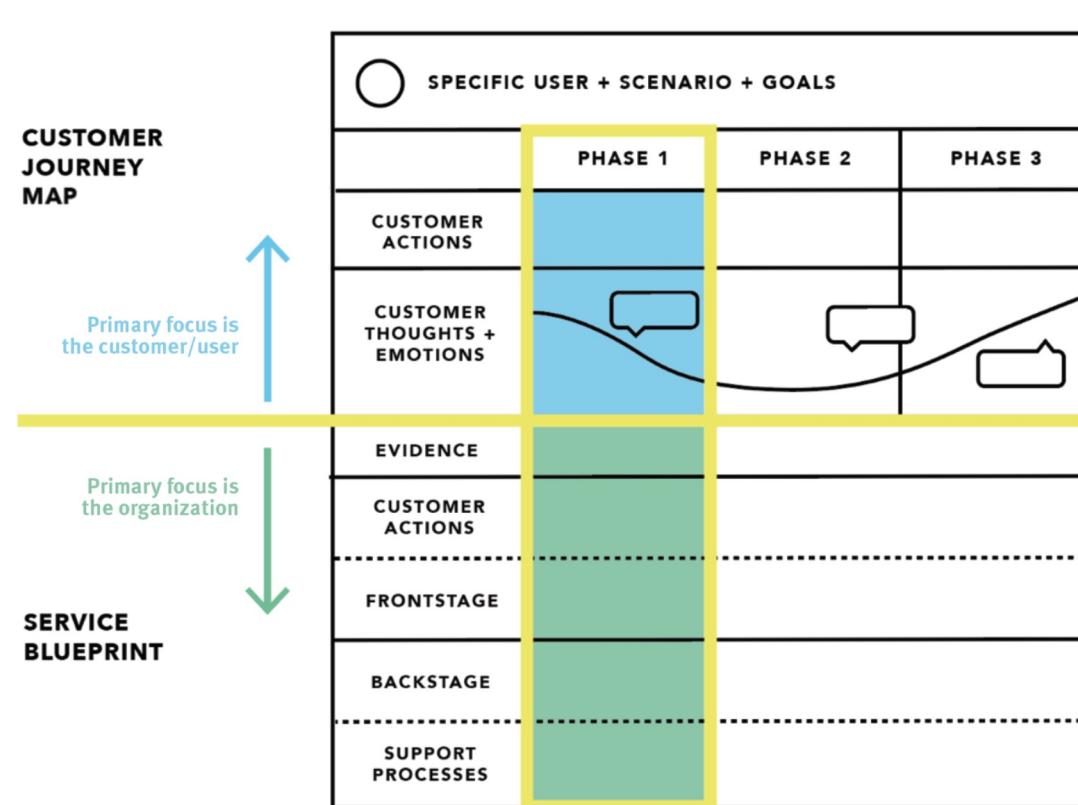
## SERVICE BLUEPRINTS

- » Service blueprints make it possible to specify and detail individual aspects of a service
- » They help understand the service provider as an organisation and how it affects service provision and supports the user journey and experience
- » Focus on the backstage, while keeping the link to the frontstage, touchpoint by touchpoint
- » Like other maps used in SD, service blueprints are “living” documents, started as drafts and edited as you go, ideally in collaboration with relevant stakeholders
- » Service blueprints can be about the service “as-is” or “to-be”

# VARIETY OF SERVICE BLUEPRINTS



Stickdorn et al., 2011



NNGROUP.COM NN/g

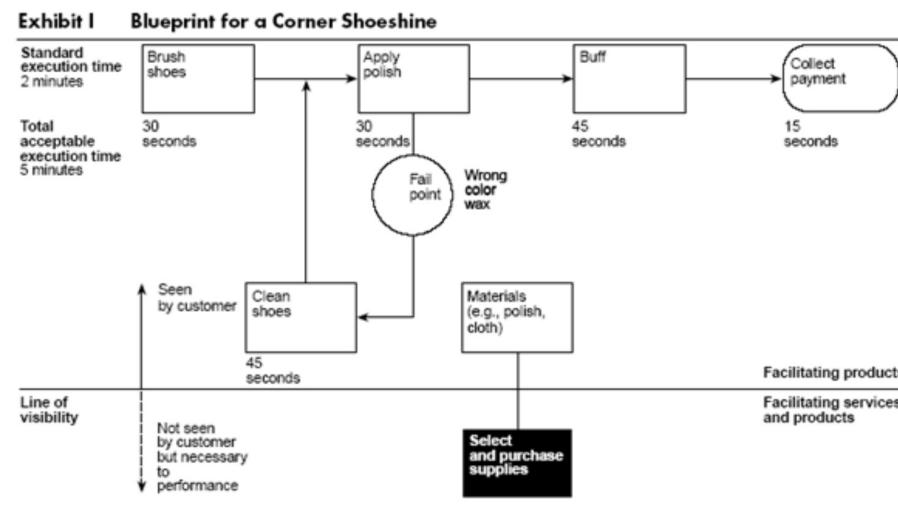
<https://www.nngroup.com/articles/service-blueprinting-faq/>

## JOURNEY MAP VS. SERVICE BLUEPRINT

- » <https://blog.practicalservicedesign.com/the-difference-between-a-journey-map-and-a-service-blueprint-31a6e24c4a6c>
- » Link on Moodle (W47)

# HISTORY OF SERVICE BLUEPRINTS

- » Pioneered by G. Lynn Shostack in the early 1980s
- » Way to plan cost and revenue associated with operating a service
- » "... the use of a blueprint can help a service developer not only to identify problems before they happen but also to see the potential for other market opportunities." (Shostack, 1984)



**Exhibit II Shoeshine Profitability Analysis**

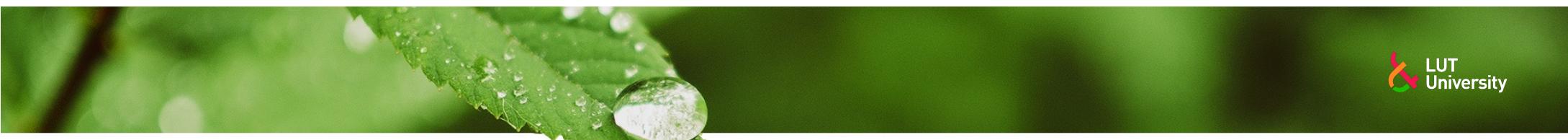
	Execution Time		
	2 minutes	3 minutes	4 minutes
Price	\$ .50	\$ .50	\$ .50
Costs			
Time @ \$.10 per minute	.20	.30	.40
Wax	.03	.03	.03
Other operating expenses	.09	.09	.09
<b>Total costs</b>	<b>\$ .32</b>	<b>\$ .42</b>	<b>\$ .52</b>
Pretax profit	\$ .18	\$ .08	(\$.02)

Schostack, 1984

Original article  
on Moodle

## LINE OF VISIBILITY OR INVISIBILITY?

- » Tonkinwise (2023) criticizes the Service Blueprint because it may hide important aspects of the service, such as hiding labor: e.g. the work of people in backstage and their wellbeing and rights – their human side
- » The line of “visibility” also hides what frontsage workers see, possibly affecting the quality of the service: “The computer says no”...
- » The neat visual aesthetics of the blueprint push us to erase complexity and messiness
- » Tonkiwise proposes that service bluprints as we know them should be hacked or supplemented


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“I can't even drink water because I have to go to the toilet, and it ruins my efficiency numbers”  
Nemlig worker, Politiken\*

\*: Politiken is a leading Danish daily broadsheet newspaper who interviewed nemlig.com workers for an investigative piece



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ARE TOOLS LIKE THE JOURNEY MAP OR THE SERVICE BLUEPRINT ERASING COMPLEXITY (E.G. OF PEOPLE, LIFE CONTEXTS AND SITUATIONS), INSTEAD OF HELPING US TAKE IT INTO ACCOUNT? HOW COULD WE IMPROVE THE TOOLS LIKE THE JOURNEY MAP OR SERVICE BLUEPRINT?



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### **Independent study:**

→ go to Moodle > W47 > Critical card: Erasing complexity?

- Agid. S. & Akama, Y. (2018): Dance of designing: Rethinking position, relation and movement in service design → ACADEMIC → Journey maps
- Tonkinwise, C. (2023): Hacking Service Blueprints → NON-ACADEMIC BUT WRITTEN BY AN ACADEMIC → Service blueprint



**Independent study:**

**As always, remember to share your thoughts on Miro:**

**[https://miro.com/app/board/uXjVNU7eWUs=/?share\\_link\\_id=25271381947](https://miro.com/app/board/uXjVNU7eWUs=/?share_link_id=25271381947)**

## WORK ON YOUR COURSE PROJECT (20 MINS)

- » Go to your journey maps from last Thursday and check what is missing
- » Add/edit there what you can and keep notes of what data you would still need – will you have time to collect more data?
- » Start working on a service blueprint
  - » Take what is relevant from your user journey
  - » Start noting what takes place as frontstage employee actions
  - » Do you need to collect more data related to the backstage? Decide on your strategy for that.
- » You will continue working on the blueprint on Thursday
  - » Backstage employee actions
  - » Support processes

## FOR THURSDAY

- » Read text book: Customer journey maps, pp.151-154; Service blueprints pp. 201-203
- » Read: <https://blog.practicalservicedesign.com/the-difference-between-a-journey-map-and-a-service-blueprint-31a6e24c4a6c>
- » Remember to bring with you all your maps!
- » Remember to check the Critical Card

## GR2 AND IR2

- » Please check the instructions in Moodle (Section entitled Deadline 18.12 at the bottom) and ask me questions on Thursday or next week
- » Important: GR2 requires a documentation of your research (as a table, see previous lecture) as well as the stakeholder, service ecosystem, and journey maps as well as the service blueprint. The latter can't be in the form or pictures taken of paper versions, but they will need to be readable.
- » IR2 will be based on the Critical Cards (you will choose one)

## REFERENCES

- » Miller, M. (2016): The difference between a journey map and a service blueprint  
<https://blog.practicalservicedesign.com/the-difference-between-a-journey-map-and-a-service-blueprint-31a6e24c4a6c>
- » Shostack, G.L, (1984): Services that deliver. In Harvard Business Review  
<https://hbr.org/1984/01/designing-services-that-deliver>
- » Tonkinwise, C. (2023): Hacking Service Blueprints.  
<https://medium.com/@camerontw/hacking-service-blueprints-d1fcc526138e>

