

4. PROCESSES AND METHODS OF SERVICE DESIGN

SERVICE DESIGN

Journey maps, touchpoints, service moments

Joanna Saad-Sulonen

14.11.2024

GR1

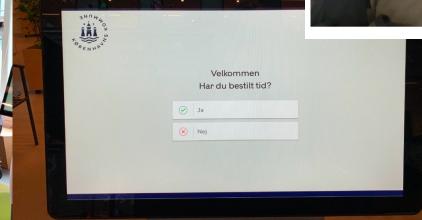
- » Generally good reports
- » Remember references to figures
- » Keep with the maximum allowed page numbers

RECAP

- » Research and data collection
- » Stakeholder and service ecosystem maps

REMEMBER DOCUMENTATION!

→ To GR2!

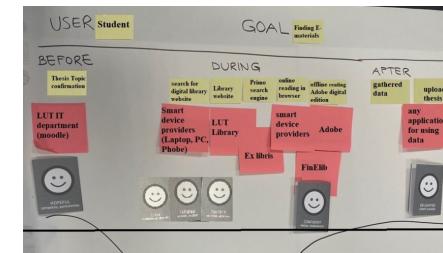
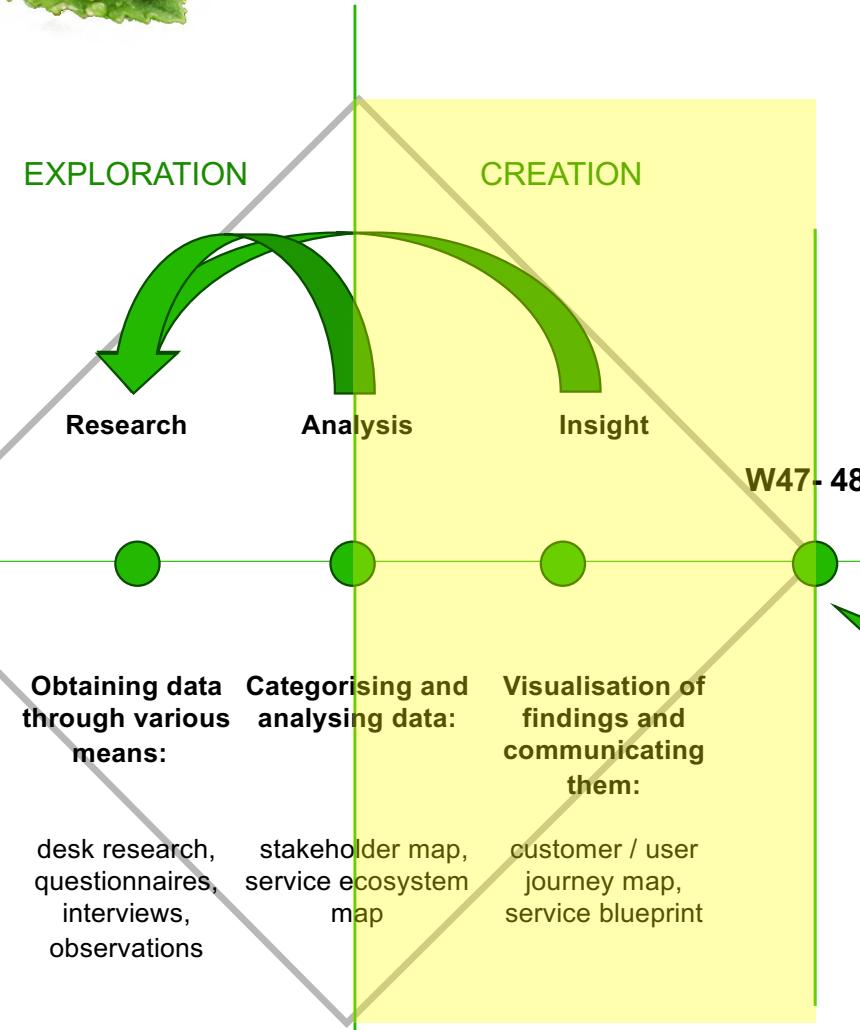


KEEPING TRACK OF RESEARCH DONE

Encounter	Participants	Duration	Location	Organisation	Data generated
Observations	Volunteers and both coordinators	60 min	Library community house	Danish library and Danish NGO	notes and photos.
Group interview	Three volunteers and the coordinator	90 min	Library	Danish library	
Observations x 2	2 x Two volunteers and citizens	150 min	IT Help at the library	Danish library	photos
Interviews	Two volunteers and citizens	120 min	IT Help at the library community house	Danish library	photos
Interview	Coordinator	60 min	Library community house	Danish NGO	
Group interview	1 manager and 1 employee	90 min	Citizen service centre	Danish municipality	photos
Mapping Workshop	3 volunteers	180 min	Library community house	Danish library	photos
Observations	Volunteers and coordinator from library	60 min	Library community house	Danish library and Danish NGO	Notes
Meeting	Both coordinators	60 min	Library community house	Danish library and Danish NGO	Notes
Observations and presentation	Volunteers and both coordinators	90 min	Library community house	Danish library and Danish NGO	photos

→ To GR2!

1ST DIAMOND



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

Photo credits: students of Autumn 2023

JOURNEY MAPS

- » Usually they are customer or user journey map
- » Might be journey map for other stakeholder (e.g. service provider employee)
- » A journey map visualises the experience of a person over time
- » Emphasizes both actions and emotions
- » It is presented as a horizontal process across organizations, places, and channels – across different steps taken by the user (service moments or encounters) over series of touchpoints
- » Divided by stages: pre-service (before) – service (during) – post-service (after)
- » You might consider doing a journey maps also for an employee or other stakeholder

SIMPLE JOURNEY MAP

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, ENCOUNTERS, TOUCHPOINTS

Customer journey
is the service process
described from the
customer's perspective.

is constituted of

Service encounters
are events of customer
and service provider
interaction.

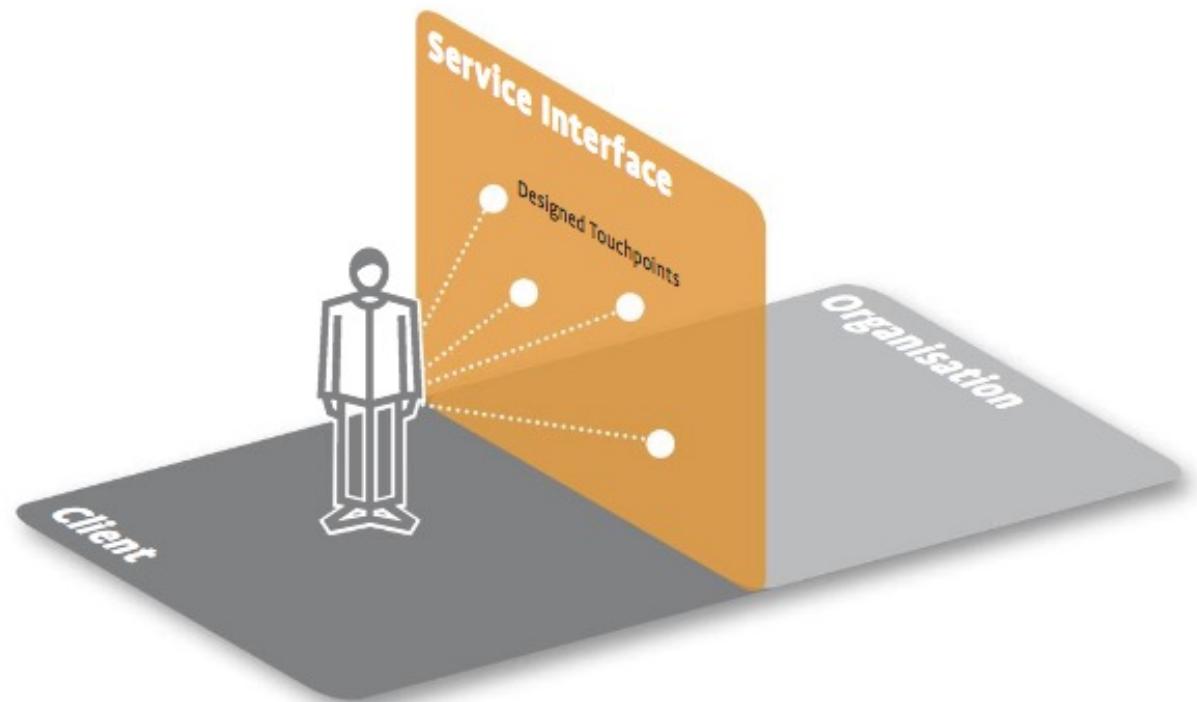
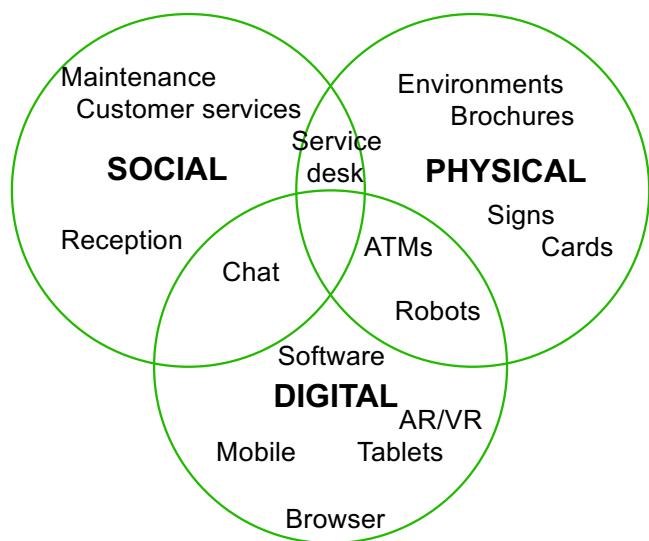
which are enabled by

Touchpoints
are perceptible elements used to
guide and mediate the interaction
between the organisation and
customer.

Kronqvist and Leinonen (2019)

TOUCHPOINTS

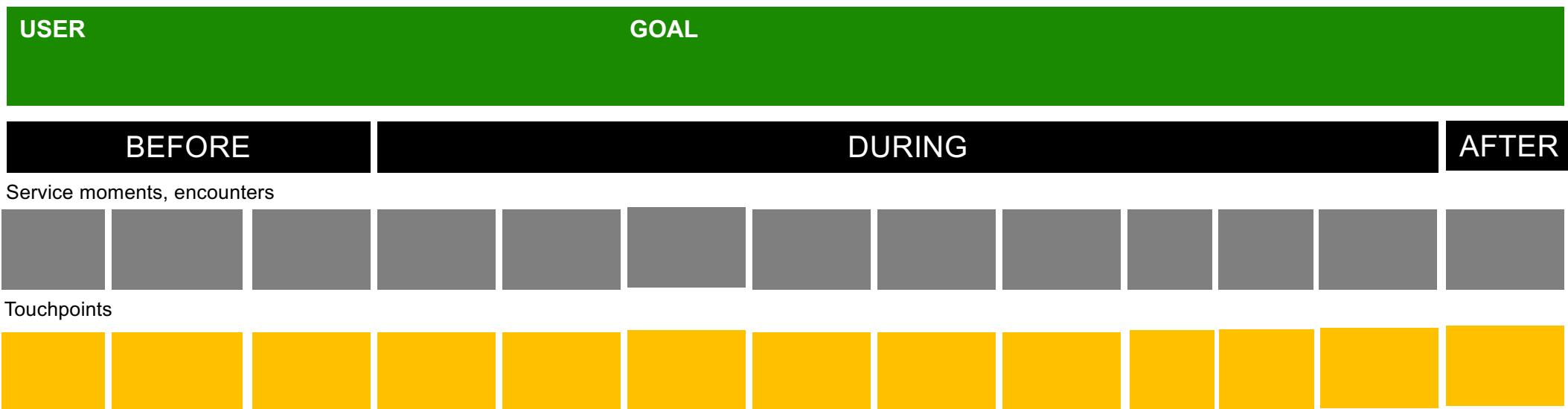
- » Social, Physical, Digital or mix
- » Tangible or intangible



INDIVIDUAL EXERCISE (10 MINS)

- » Choose a service that you use very often and are familiar with
- » Quickly draw a sketch journey map with you as the user
- » You can choose either of these 2 strategies:
 - 1) Start by identifying all possible touchpoints, then create the user journey (service encounters/moments)
 - 2) Start with the chronological user journey with services encounters then identify the related touchpoints for each step
- » Show your map to your neighbor and explain it

SIMPLE JOURNEY MAP



CREATING A USER JOURNEY MAP

- » Select service in question
- » Use your collected data, if needed generate and/or collect more
- » Use a timeline to indicate interactions before, during, or after the service encounters
- » 1) Identify all possible touchpoints and note them down chronologically from left to right
- » 2) Create the journey by having a specific user go through the service touchpoints, based on your data. Proceed stepwise, and note the users' actions and emotions in the touchpoints they encounter
- » You can also start with 2) then 1)

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ADDING DATA: WHAT USERS THINK

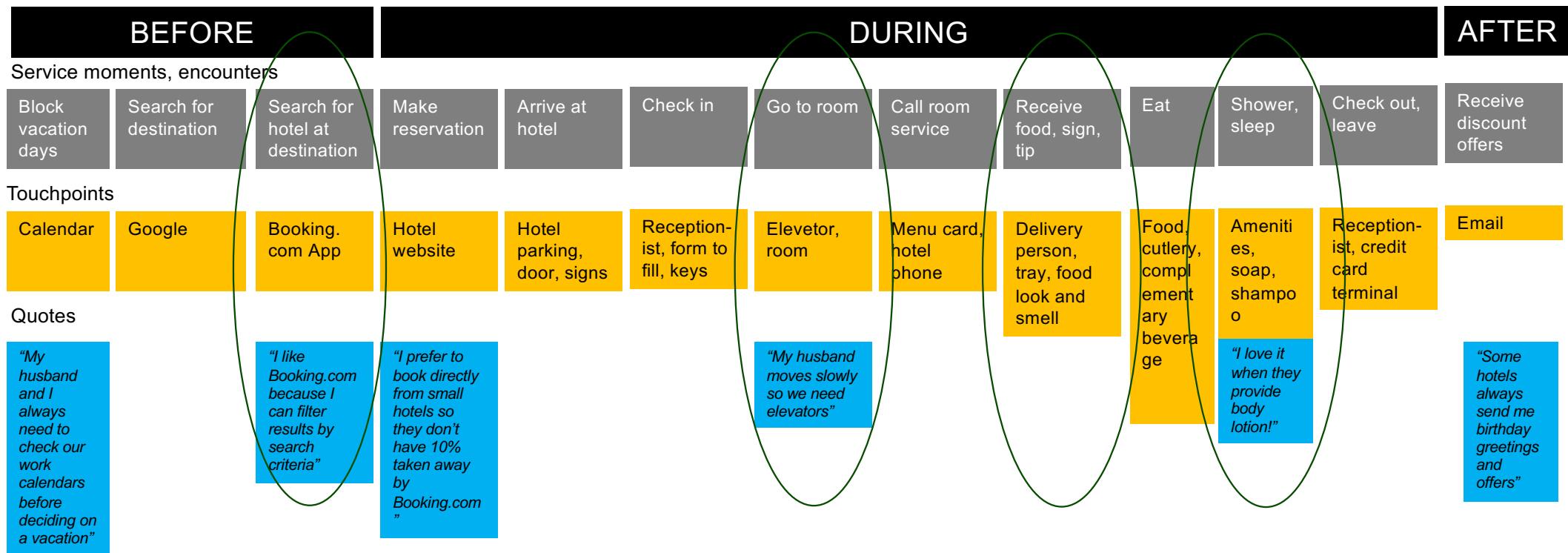
BEFORE				DURING					AFTER		
Service moments, encounters											
Block vacation days	Search for destination	Search for hotel at destination	Make reservation	Arrive at hotel	Check in	Go to room	Call room service	Receive food, sign, tip	Eat	Shower, sleep	Check out, leave
Touchpoints											
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Quotes											
<p>"My husband and I always need to check our work calendars before deciding on a vacation"</p>			<p>"I like Booking.com because I can filter results by search criteria"</p>			<p>"I prefer to book directly from small hotels so they don't have 10% taken away by Booking.com"</p>			<p>"My husband moves slowly so we need elevators"</p>		
<p>"Some hotels always send me birthday greetings and offers"</p>											

MOMENTS OF TRUTH

- » Moments of truths (MoTs) are steps that are decisive to a user: they change the perception of the user about the service
- » For example:
 - » When the user first hears about the service or sees a service touchpoint for the first time (driving expectation)
 - » When the user experiences the service for the first time (comparing expectations with actual quality and user experience)
- » It is an “A-HA” moment related to the service

→ What are MoTs in your journey example? Highlight them and tell about them to your neighbor

MOTS

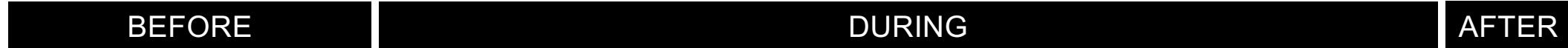


MOMENTS OF TRUTH

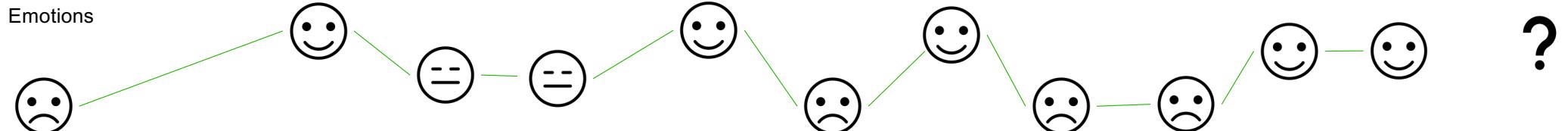
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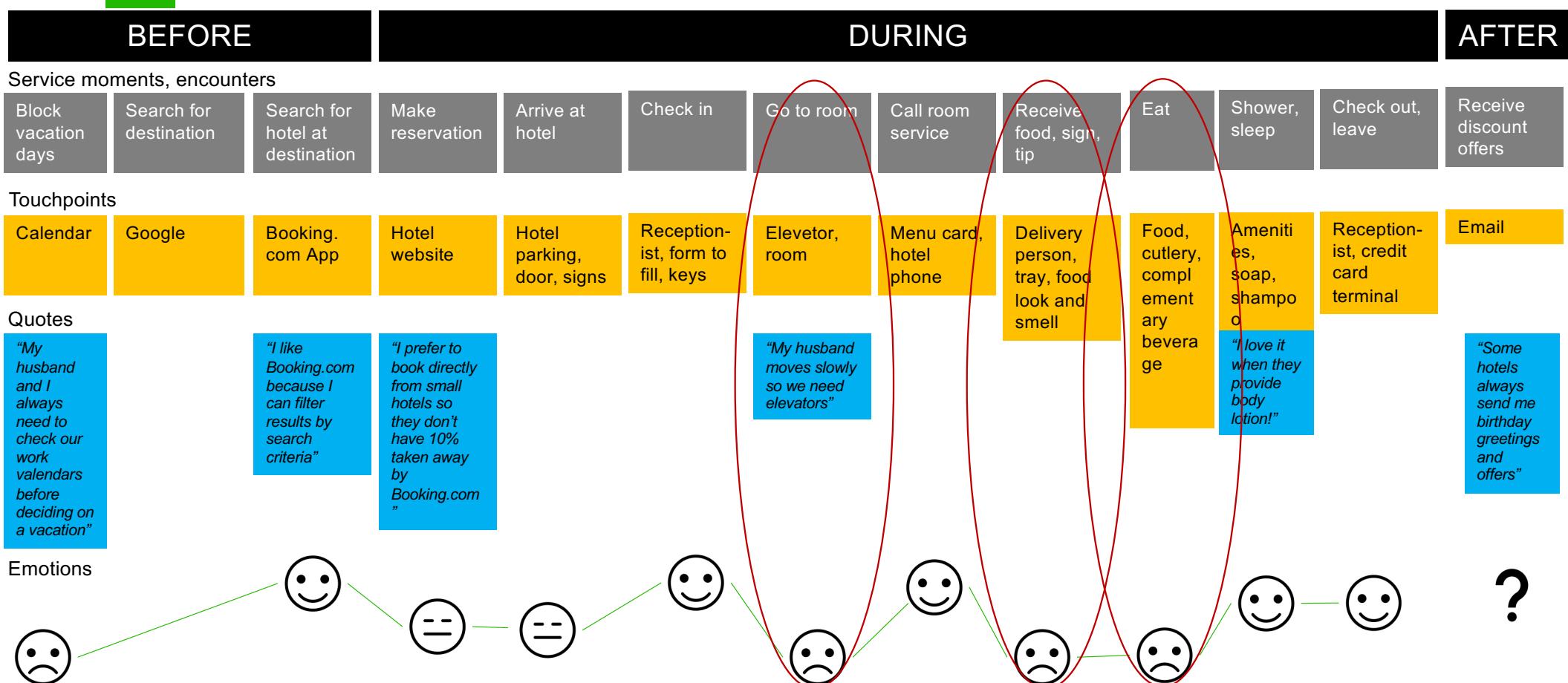
ADDING EMOTIONAL MAPPING

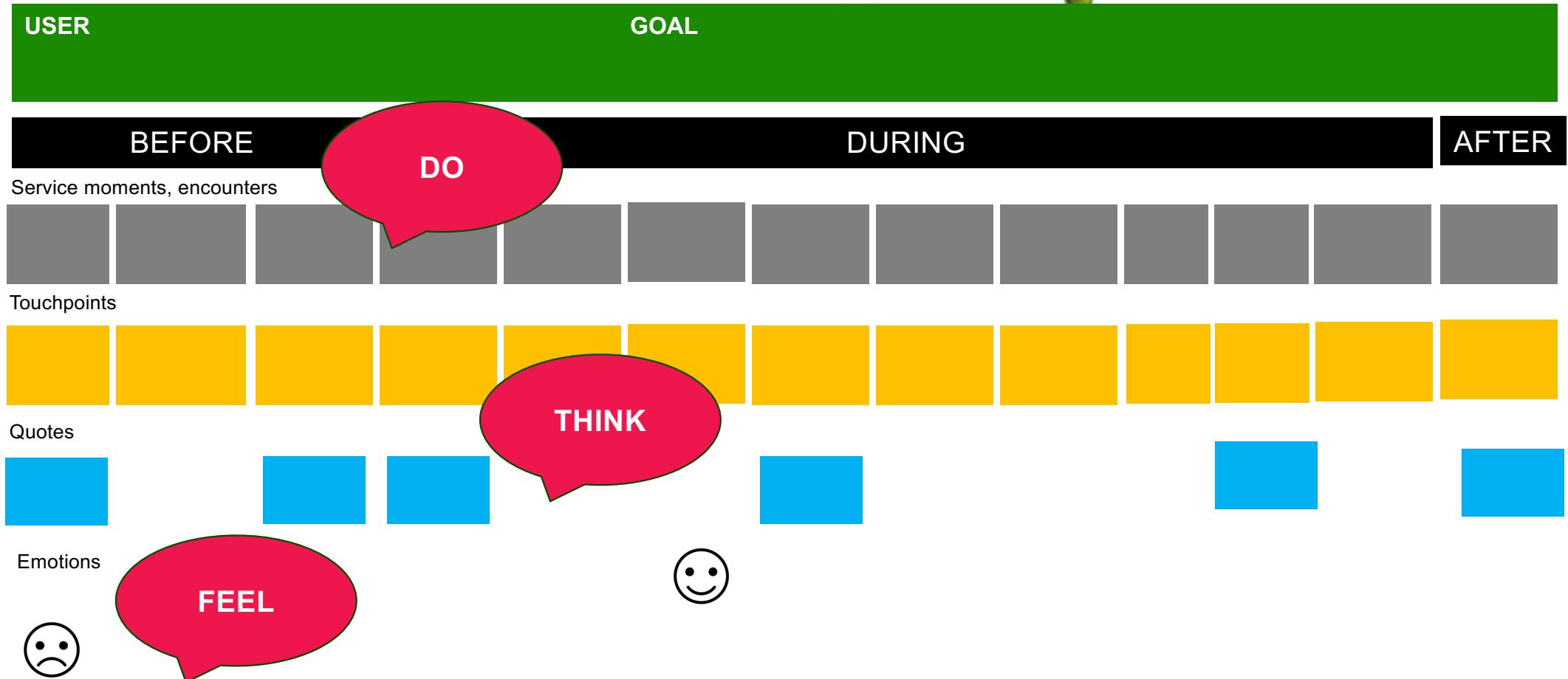


Service moments, encounters													
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Touchpoints													
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Quotes													
"My husband and I always need to check our work calendars before deciding on a vacation"	"I like Booking.com because I can filter results by search criteria"	"I prefer to book directly from small hotels so they don't have 10% taken away by Booking.com"			"My husband moves slowly so we need elevators"				"I love it when they provide body lotion!"				"Some hotels always send me birthday greetings and offers"



PAINPOINTS





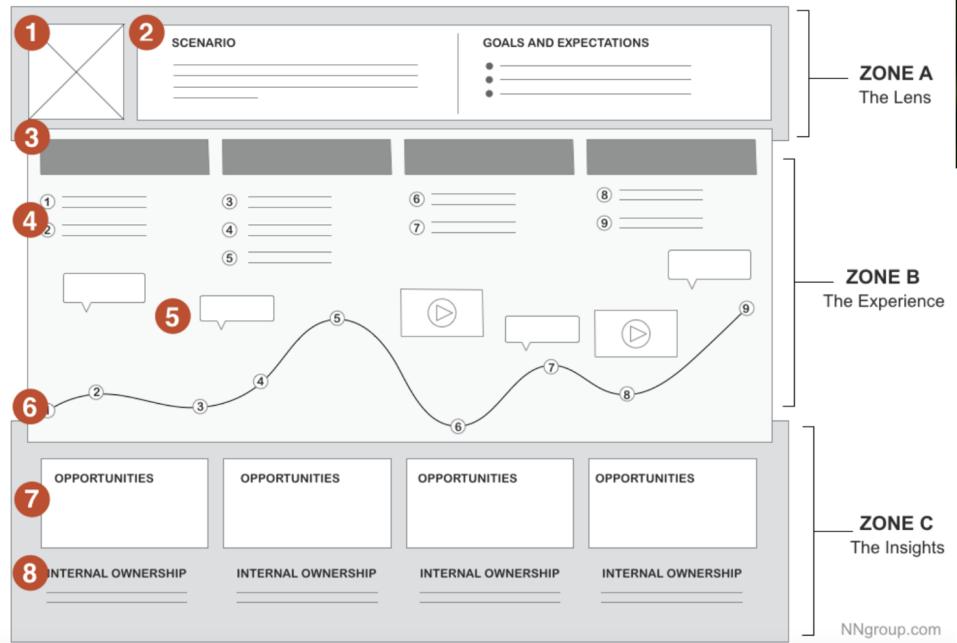


ADD TO YOUR MAP AND DISCUSS

- » Add emotions to your journey map and highlight highpoints and painpoints
- » Show them to your neighbor and discuss painpoints: what are possible “low-hanging fruit” that would be easy improvements to be made by the provider?
- » How would the journey map look if one such easy improvement would be made?

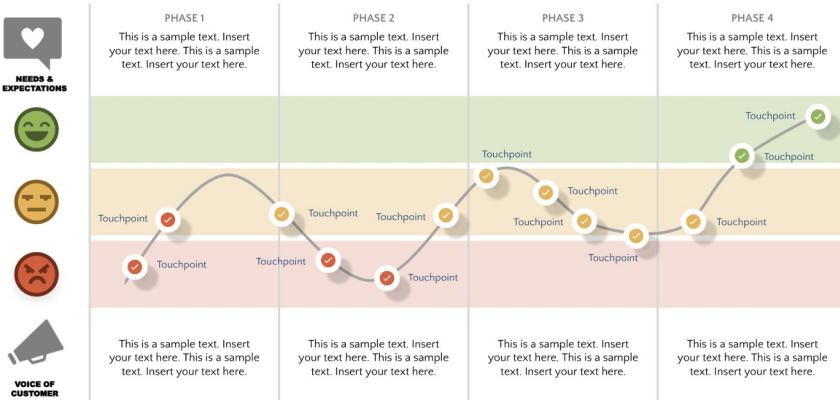
JOURNEY MAPS: AS-IS OR TO-BE

- » As-is journey maps
 - » Are created along data collection and based on it
 - » Allow to analyze existing situations, identify recurring patterns, pain points, and opportunities
 - » Lead to insights on what can be improved (low hanging fruit) + opportunities for service innovation (new propositions)
- » To-be journey maps
 - » Visualize how service experiences could be improved for future offerings



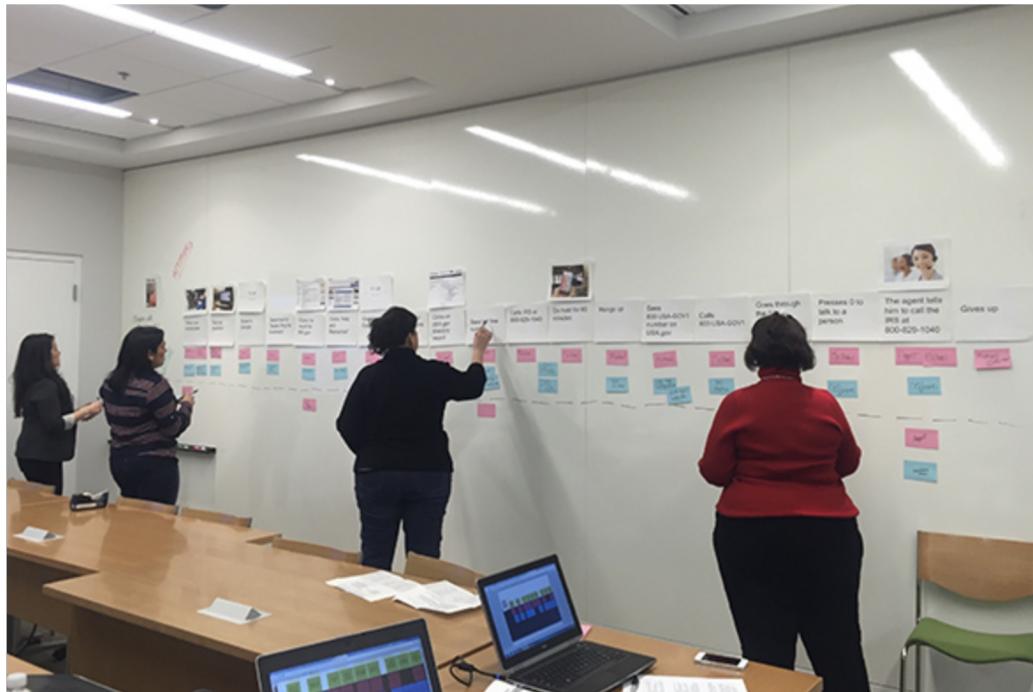
NN/g CUSTOMER JOURNEY MAP TEMPLATE			
PERSONA	SCENARIO	USER EXPECTATIONS	
PHASE 1	PHASE 2	PHASE 3	PHASE 4
DOING			
THINKING			
SAYING			
INSIGHTS	INTERNAL OWNERSHIP		

Free Customer Journey Map Template



MAP REMOVED – ONLY SHOWN IN CLASS BECAUSE IT IS NOT PUBLIC

JOURNEY MAPS AS COLLABORATIVE TOOLS



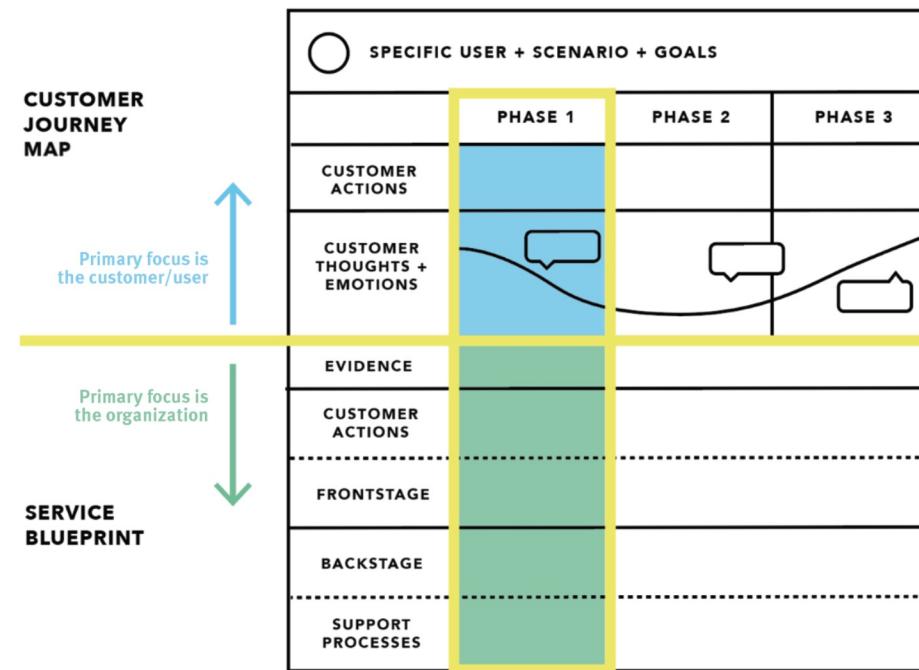
<https://digital.gov/2015/08/12/journey-mapping-the-customer-experience-a-usa-gov-case-study/>

NEXT THURSDAY

- ▶ Clathworthy's At-One Cards as helping tools to create journey maps



NEXT MONDAY



NNGROUP.COM NN/g

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

CRITICAL CARDS

- » I will show you 3 “critical cards” until the end of the semester, with links to related materials that trigger critical thinking on the week’s tools and methods or the double diamond process. You will choose one to expand upon in Individual Report 2 (DL 20.12)
- » Please always check the Critical Card file on Moodle for each week – some weeks have the same card
- » The file contains readings + other materials + Miro board for discussion





NEW CRITICAL CARD!

→ go to Moodle > W46 > Critical card: Erasing complexity

- Agid, S. & Akama, Y. (2018). Dance of designing: Rethinking position, relation and movement in service design → ACADEMIC
- More articles next time!



Independent study:

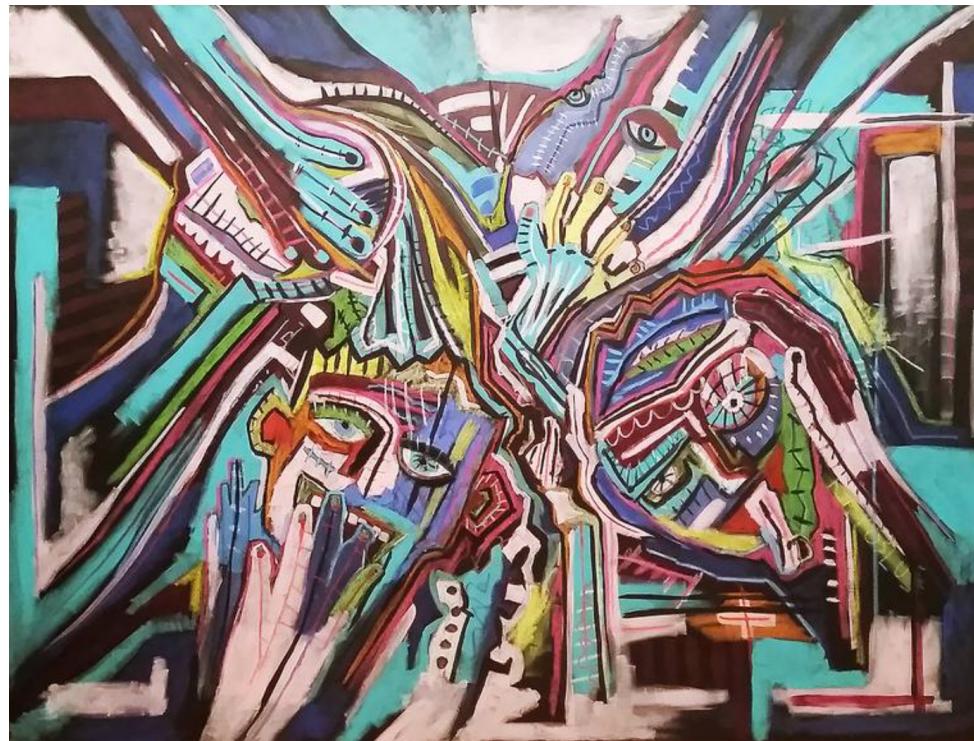
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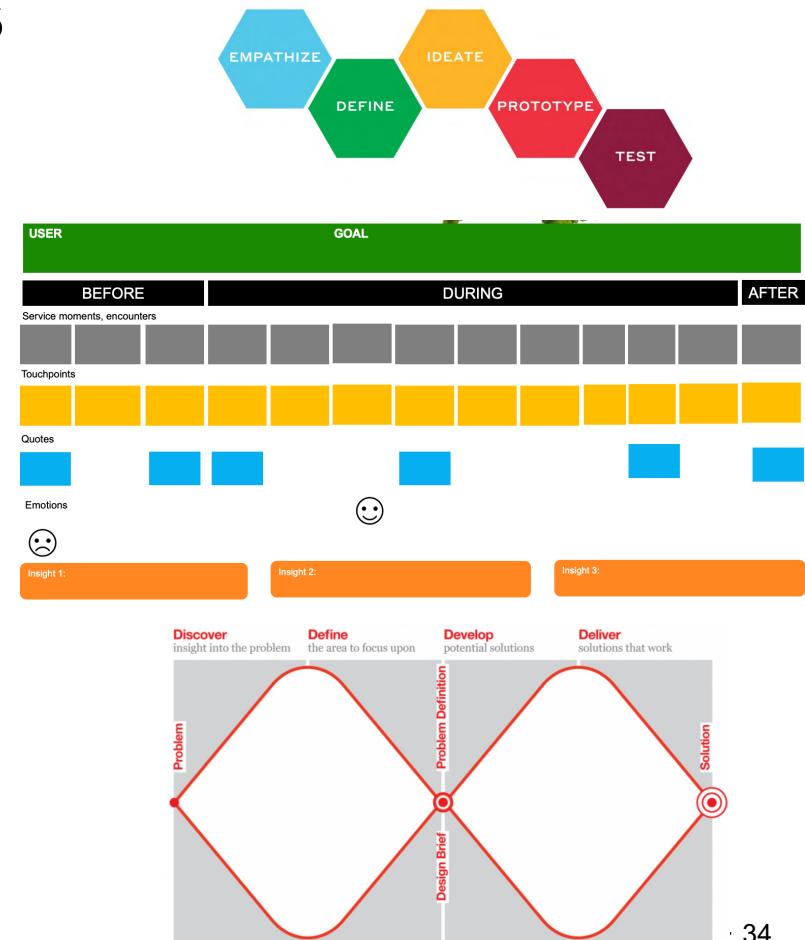
AGID'S AND AKAMA'S ARGUMENT

- » Journey maps fix assumptions and render static what are originally very dynamic, complex, and messy processes and contexts
- » We get used to just filling a template without questioning “Who and what is mapped and accounted for, and on what terms...”
- » Service designers have to recognize what they are bringing to the forefront and what they are ignoring or putting to the side
- » A&A invite us to bring the “person, their relations and positions, ‘back’ into service design”
- » They take inspiration from dance annotations, where movement is “frozen” instead of “fixed”

Messy world vs. clean models



Messy world by Katja Drobez





IS A TOOL LIKE THE JOURNEY MAP ERASING COMPLEXITY (E.G. OF PEOPLE, LIFE CONTEXTS AND SITUATIONS), INSTEAD OF HELPING US TAKE IT INTO ACCOUNT? HOW COULD WE IMPROVE THE TOOLS WE USE, LIKE THE JOURNEY MAPS?

<https://miro.com/app/board/uXjVNU7eWUs=/?moveToWidget=3458764569870132984&cot=10>

