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- Inicio del wiki
- O Cambios Recientes
- Pages and Files
- Miembros
- Búsqueda

Home Reflections

- Methodologies
- Service blueprints
- Use cases
- Video Prototypes and Scenarios

Definitions

- Technology and services
- Students works
- Privateservices
- Public services
- Interesting services

Design consultants

Service design education

Research Projects

Events, conferences and

seminars

Publications on service design

Links

Service Blueprint (/Service+Blueprint)

Editar

0 (/Service+Blueprint#discussion)

② 13 (/page/history/Service+Blueprint)

... (/page/menu/Service+Blueprint)

Service blueprinting is a process analysis methodology proposed by Shostack (Shostack, 1982, 1984). Shostack's methodical procedure draws upon time/motions method engineering, PERT/project programming and computer system and software design. The proposed blueprint allows for a quantitative description of critical service elements, such as time, logical sequences of actions and processes, also specifying both actions/events that happen in the time and place of the interaction (front office) and actions/events that are out of the *line of visibility* for the users, but are fundamental for the service. (Zeithaml, Bitner et al. 2006) define service blueprinting as a tool for simultaneously depicting the service process, the points of customer contact, and the evidence of the service from the customer's point of

as a tool for simultaneously depicting the service process, the points of customer contact, and the evidence of the service from the customer's point of view. With this description, the authors emphasise the different systemic layers overlapping in a service, from the layer of customer interaction and physical evidence to the layer of internal interaction within the service production process.

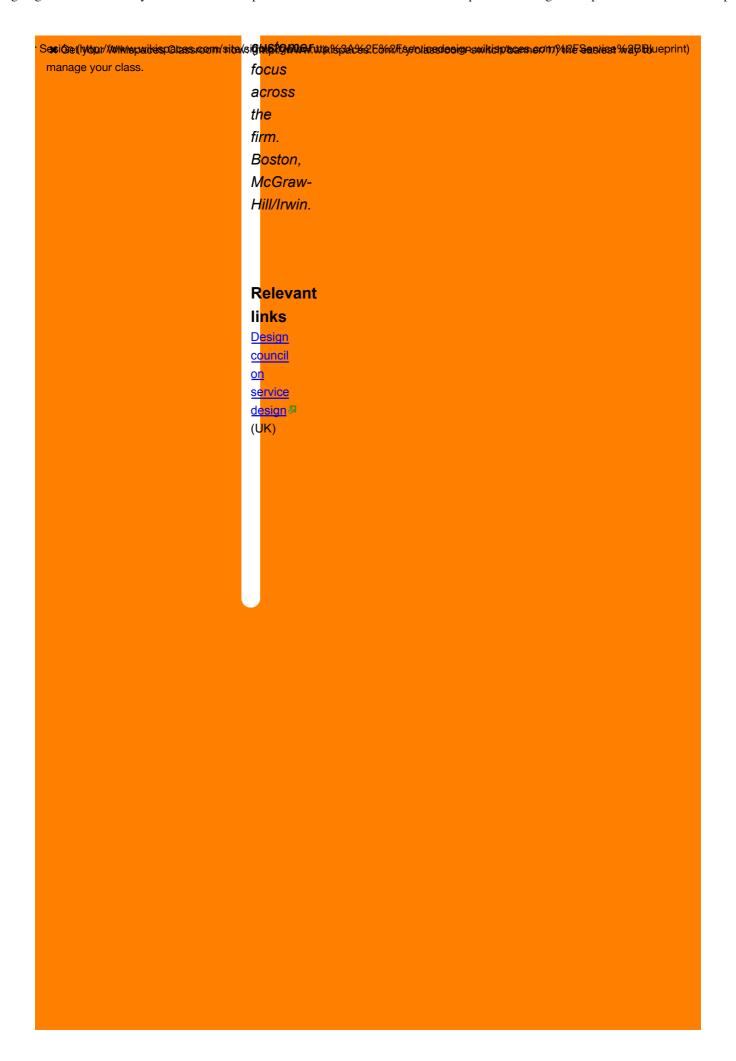
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	Customer Action
	Line of interaction
	Onstage Contact Contac
	Employee Actions
	Line of visibility
	Backstage Contact Employee Actions
	Line of internal interaction
	Support Processes
	Layers of interaction in service blueprint (source Zeithaml, Bitner et al 2006)
	Layers of interaction in
	service blueprint (source
	Zeithaml, Bitner et al 2006)
	Service blueprinting
	involves the description of
	all the activities for
	designing and managing
	services, including
	schedule, project plans,
	detailed representations
	(such as <u>Use cases</u>) and
	design plans, or service
	platforms.
	Blueprinting is often
	supported by methodologies that elicit functional
	elements of services, as
	well as their
	qualitative/implicit
	characteristics, including
	TQM techniques, such as
	Quality Function
	Deployment (Ramaswamy,
	1996), Just in Time, and
	capacity planning (Hollins,
	2006), or IDEF0 (N. Morelli,

Secide (hytop://www.epaitespalass.com/site/sighto@enorm/site/sightow/sight manage your class. Some examples of service blueprinting Engine 4 (UK) used service blueprinting with the **National Endowment** <u>for</u> Science, **Technology** <u>and</u> <u>the</u> **Arts** (NESTA) Nokia and other companies Sources Hollins, B. (2006).Why don't We Design

3 de 6



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6 de 6