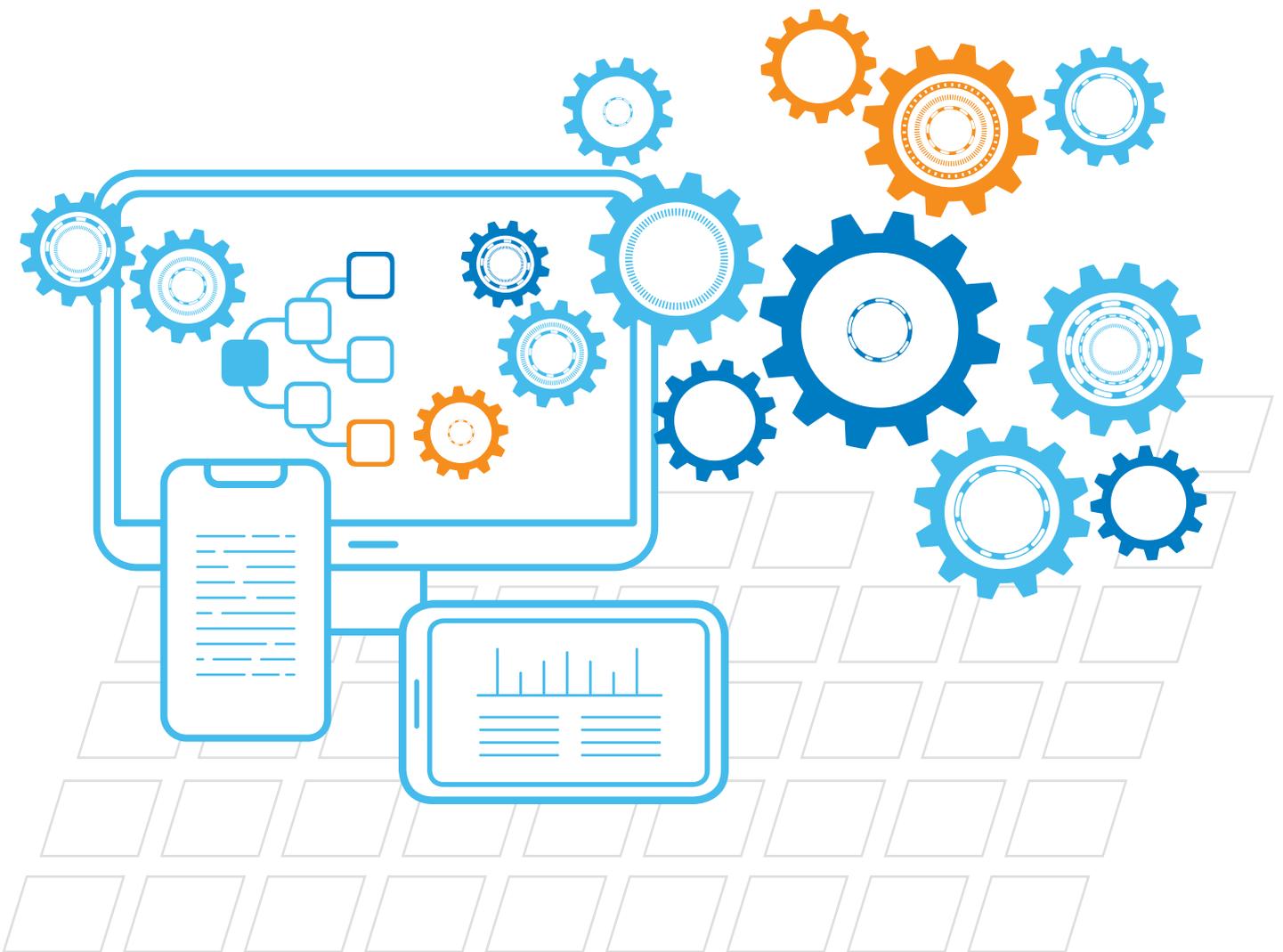


Service Blueprinting: The 'Rosetta Stone' of Digital Transformation

How service design can enable transformation teams to speak the language of customer experience effectively



With many new value propositions provided 'as a service', the world of commerce is increasingly moving away from being transactional and towards the more experiential – but it seems that transformation is no less challenging today than it was five years ago.

We now live in a new type of service economy where the boundaries of existing business models are being disrupted by new intermediaries powered by always-on cloud-based technologies. When it comes to providing services, raising the standard of the experience requires us to think more emotionally than rationally – how do things feel; how do they look; how can I meet my customer's expectations?

Of course, words like 'look', 'feel', and 'experience' come across as misty and ill-defined. We know these aspects are important, but isn't this what the UX, UI, business process designers, and call center script writers do? Well, in part, but only in part. As the late Steve Jobs once said, design isn't how it looks, it's how it works.

The seamless, frictionless, edgeless, great experience that technology promises us will take some designing. And in a transformational context, design is not skin (or screen) deep; it is profound, fundamental, strategic and challenging. If great experience is a differentiator, then to have great design competence is a strategic advantage. To achieve that advantage we have to think and act differently.

Deconstructing Service Design: What 'Good' Looks Like

The best service experiences seem so simple when done right. But the challenge is that getting to simple is often complicated. How do you design an experience; how do you design a service?

Making a success of a customer-centric digital transformation presents many further challenges. One key challenge laid squarely at the program leadership is how to align multiple workstreams and stakeholders at all levels, in terms of dependencies, direction of travel and, critically, in terms of outcomes. What does good actually look like?

A human-centered approach underpins the digital business case. Within a transformation, a directional business case is central to articulating outcomes in terms of the value. The business case is also really the culmination of any serious digital transformation strategy. And for some time, it has been good practice to use a customer-centered, outside-in approach to drive that business case.

We map the '**as-is**' journeys that our customers experience end-to-end, across channels. We conduct research with the business and customers, and mine existing data to capture and surface insights, pain points and identify trends – for example; why customers are not converting, repeat business is down, churn is higher than expected or why the product or service is being trolled on social media? We benchmark the best practice within and outside the industry. Then we identify opportunities for how we improve processes, people's competencies, use data better, and deploy a range of technologies to deliver new or upgraded tools for the people who make the customer experience happen.

Combined, these people, process, data and technology capabilities are the value levers that have the potential to improve the effectiveness of the customer experience and its efficiency – so we can both reduce the cost of servicing and increase the potential value and free cash flow into the business.

The vision for the '**to-be**' state is, in part defined and largely driven by newly-modeled journeys and processes enabled by those capabilities; these will be managed by newly empowered – better trained, equipped and motivated – personnel. Each of these capabilities is assessed for the potential value that it could bring to the business, as a way of prioritizing and sequencing initiatives which are then shown on the transformation roadmap.

This is relatively straightforward, in principle. But, are we all speaking the same language? And how do we see the same picture let alone the big picture?

Getting the Language Right

Transformation can be complex and often nebulous. Specialists will often work in silos. The breakdown of work into specialist packages and the resulting abstraction between different elements, and the process levels between business and customer often make it difficult for everyone involved in planning or delivering the transformation to see the same picture, let alone the whole picture.

Within each transformation work stream, the basic building blocks for framing problems and solutions will vary; as will the vocabulary for the way things are described. For example, the local 'dialect' of an architecture workstream will naturally differ from that for the workstreams for the target process operating model or the workstream for human resources and change.

Seasoned digital transformers will be used to the lingo and should be able to understand to some extent the 'language' spoken by their 'non-native' workstream, even if they don't

speaking that lingo themselves. But as anyone who has worked on large programs knows, this doesn't mean everyone is always naturally aligned and pointing in the same direction. This takes some serious orchestration.

So how do we tell better stories to each other within the program team, share a clarity of vision with sponsors who are called upon to make decisions, and to those who will be impacted or part of the planned transformation?

'Service Blueprinting' in the Digital Age

Service design is a combination of user experience (which includes end user research), design thinking, customer experience, process design, business model design, and enterprise architecture and deals with the orchestration of the different elements of service or business in order to deliver the optimal customer experience.



Customer Experience (CX) Design – The outer wrapper contains service design, UX design, touchpoint design and UI design. 'CX' would be a workstream at the program level.



Service Design – Blueprinting the end-to-end and back-to-front steps, interactions, touchpoints, and capabilities a service provider will need to orchestrate to achieve its goals.



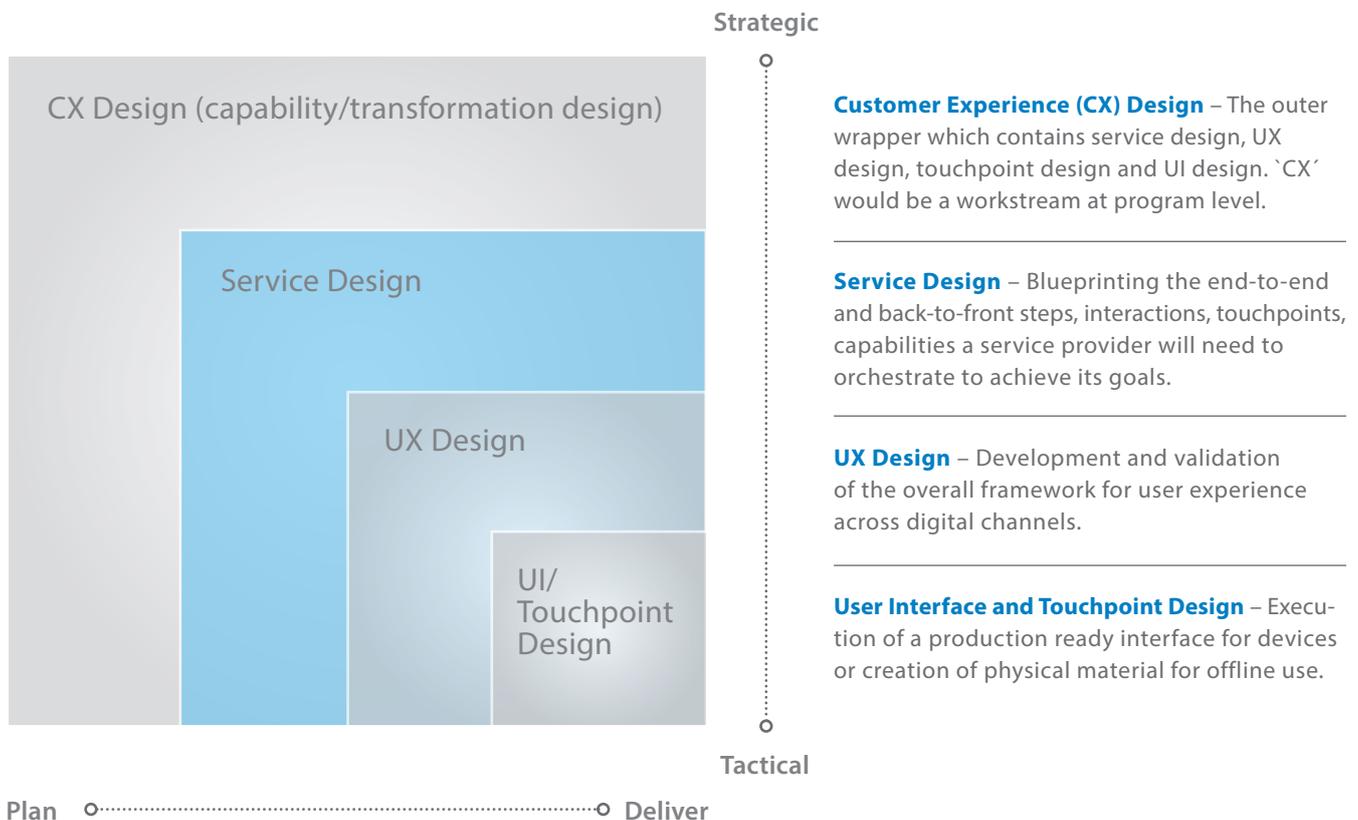
UX Design – Development and validation of the overall framework for user experience across digital channels.



User Interface & Touchpoint Design – Execution of a production ready interface for devices or creation of physical material for offline use.

As we can see from the figure above, a service designer has a broader and deeper focus than UX and applies the principles of product and industrial design to services, rather than those principles to digital screen-based products, which is the focus for a UX designer. Service design has a broad toolbox that not only includes UX methods such as research techniques and rapid iterative prototyping, but also strategic artefacts such as value proposition and business model canvas, experience principles, customer journey maps, and storyboards.

Service Design Context with CX, UX and UI



There's one artefact in particular, the **service blueprint**, which really is the key output of the service design approach. This is not just the fulcrum around which all workstreams should orient themselves, but alongside the business case and transformation

roadmap one of the handful of first level deliverables which bring to life what the digital transformation will deliver and help decipher the complexity for those managing it. The added bonus is that it keeps the customer experience front and center stage.

Front Stage – Where all events and interactions that involve the service user are represented. This can be a bit like the 'tip of the iceberg'. Actors represented here will by definition always be in close proximity to the customer.

Customer Actions – This is the typical 'customer journey' – related generally as behaviors or 'what a customer is doing' at a particular and discrete step on that journey, often elaborated with what they are thinking and feeling.

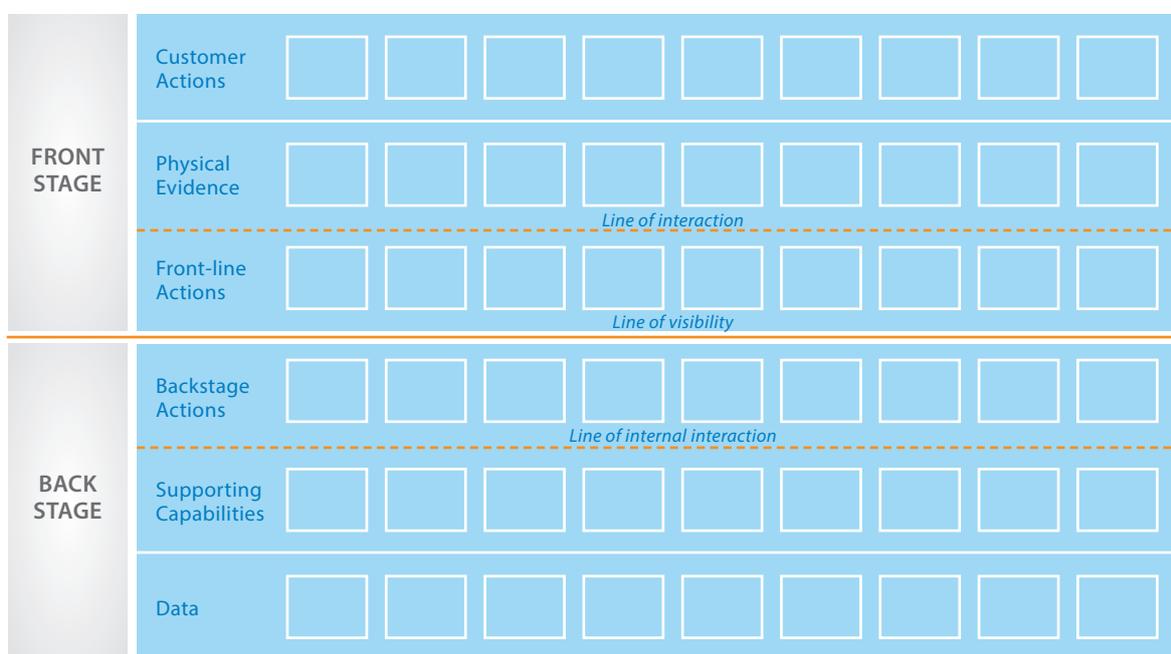
Physical evidence – A representation of something tangible in physical world for example a tablet, on which an app is running used by a sales representative.

Line of interaction – This is the dividing line for interactions between the customer and service provider.

Front-line actions – The actions of the service provider's employees. What are they doing? What are they using?

Line of visibility – The dividing line between front stage and back stage.

Anatomy of a Service Blueprint



Backstage – This is everything quite simply, in the back office. Anything which is behind here, the customer generally will not see, but will be impacted by, whether positively or negatively.

Backstage actions – This is all the moving parts that the customer doesn't see, but in fact, is the 'engine' of the experience – the technical mechanisms, support processes which power the service experience and make it possible.

Line of internal interaction – The dividing line between the backstage staff and processes to the next level within the business.

Supporting capabilities – Capabilities that enable something to happen which has an impact on the customer experience

– the 'levers'. Can be broken down into people, process and technology. For example, a social media management capability involves well trained and experienced people using tools for monitoring sentiment and managing channels, with processes to support a number of use cases – both proactive (e.g. campaign-based) and reactive (e.g. how to respond to trolls).

Data – Accurate and joined up information about the service user – especially around their previous (inter)actions, preferences, or position in the journey are key to delivering high-quality services. If both consumers and the businesses don't have the right information at the right time at the right step of the journey, the service will not have the desired impact.

Applying Service Blueprinting: Our 5-Point Roadmap for Success



1. Position service design competency at the core

Good service design draws from multiple lenses. While a service designer is a relatively recent job title, there are many experienced service designers who have been business analysts, creatives, UX designers, and enterprise architects – sometimes a combination of these roles. Breadth of experience plus enquiring minds make for good service designers.



2. Prioritize service blueprinting

This type of design is not execution nor is it primarily about delivery. It's a set of tools and artefacts that can help establish initially at a high level, then in increasing detail, how a service can be delivered.



3. Define the right boundaries

The correct frame is important. Start with an outer frame – which focuses on the end-to-end shape of the service, then break it down. You might decide to use standard customer-oriented stages - for example **awareness > consideration > action/buy > use > get support > share > leave** – or you might have something much more specific which is focused on the particular service in question.



4. Set the right customer dimension

Start simple and drill down or expand out as required. Consider whether you will put something generic together for 'all customers', or you will break down specific personas or segments. The more specific the better. You might choose to start with a specific persona to baseline your approach and then expand out from there. Your decision making around which to choose might be based on priority or it could simply be the easiest place to start.



5. Test, learn, iterate – systematically

The service blueprint or set of blueprints should develop over time, as transformation initiatives are shaped, solidified and implemented. It should be used as a living document for systematic, consistent joined-up planning that both represents and guides all workstreams as they track towards the intended future state.

Service Blueprinting at the Core of a Memorable Customer Experience

The benefits of service blueprinting are manifold. It is a tangible artifact that can illuminate key challenges and opportunities for the program team and leverages simple metaphors that stakeholders working in various workstreams can understand. While it is an output of the CX track, it is domain and industry agnostic and yet inclusive of all domains and can be universally applied to any sector where a service is provided and consumed.

In a world where the line between product and service is becoming increasingly blurred, service blueprints are undoubtedly the foundation of a successful customer journey today, the 'back-stage' of the customer experience where the real magic happens.

About the Experts



Jason Till – Associate Partner, Digital Practice (Europe)

Jason joined Infosys Consulting in 2013 and leads our Digital practice in the UK as well as our design thinking competency in Europe. He is specifically focused on how businesses can better use insight and design to innovate improved and disruptive business models, service experiences and propositions through methods centered around rapid prototyping including service design, design thinking, Lean UX and Lean Start-Up. Jason has worked across multiple industries, spending time in market research, market intelligence, telco, digital agencies and innovation consulting.



Jennifer Hiley – Senior Principal, Digital Practice (Europe)

Jennifer has 18 years of industry experience and specializes in leading blended teams to create user centered designed products and services and utilizing emerging technologies to develop proofs of concepts to deliver value. She has been a passionate evangelist of the mobile channel since 2005, setting up and running start-up mobile agencies in both the UK and Australia. Jennifer joined Infosys Consulting 6 years ago and has since held senior strategic roles in managing design thinking, UX teams and digital transformation programs for some of our top clients, and has most recently created the innovation journey map for an energy major.



Guy Faithfull – Principal, Digital Practice (Europe)

Guy is a digital leader with over 25 years of experience in design. He specializes in service design, design thinking, Lean UX, and user interface design, and enables enterprises to transform, adopt, implement, run and continuously improve approaches to innovating products and services and their ecosystems at an industrial scale. He has worked across several sectors including automotive, chemicals, supply chain, banking, telco, fashion and catering.



Darren Abela – Principal, Digital Practice (Europe)

Darren has over 15 years of service design and business consulting experience across most industry verticals. He began his career in the agency world holding many roles from creative director and head of design for marketing and advertising firms, founding partner of a successful design consultancy, through to head of consulting for large global outsourcing providers. Darren specializes in helping clients solve complex problems with a particular focus on user-centered design across systems and services.



Nick Edell – Principal, Digital Practice (Europe)

Nick has over 22 years of experience in digital strategy, creative and design – 7 of which were as head of digital in top-tier corporate and marketing communications agencies. He has in-depth expertise in all aspects of the creative digital process. More recently he has been focusing on service design in a consultancy role and is passionate about the opportunities that this emergent discipline offers and is currently working on ways to introduce behavioral design into his work.

About Infosys Consulting

Infosys Consulting is a global management consulting firm helping some of the world's most recognizable brands transform and innovate. Our consultants are industry experts that lead complex change agendas driven by disruptive technology. With offices in 20 countries and backed by the power of the global Infosys brand, our teams help the C-suite navigate today's digital landscape to win market share and create shareholder value for lasting competitive advantage. To see our ideas in action, or to join a new type of consulting firm, visit us at www.InfosysConsultingInsights.com.

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