

*"**Service Design** is a profession where the Service Designer sees an entire service, channel independent, from the end customers point of view. This is done to find areas where the service needs to be improved, even in areas where the customer is not directly interacting with the service. This is done through qualitative data collection directly from the end customers [users] to identify the problems causing dissatisfaction, and then developing concept solutions together with the end customers through an iterative design process. Service Designers don't ask the end customers [users] what they want, they **find the true needs** of the end customer [user] and operate based on those needs. This way, Service Design doesn't just treat a symptom of a problem, but creates recommendations **for how to cure the actual problem.**"*

– @ERIKWESTERDAHL



A collage of service design process elements. It features a corkboard covered in numerous colorful sticky notes (yellow, pink, blue, green) with handwritten text. To the left, there are several hand-drawn diagrams on white paper, including a circular flowchart, a pie chart, and a diagram with four silhouettes of people. The text 'SERVICE DESIGN' is written in a sans-serif font, and 'THE DESIGN PROCESS' is written in a large, bold, white sans-serif font on a black background. The overall aesthetic is creative and collaborative.

# THE DESIGN PROCESS

EVERY DESIGNER HAS A SLIGHTLY  
DIFFERENT APPROACH & DIFFERENT  
DESIGN SPECIALISMS ALSO HAVE  
THEIR OWN WAYS OF WORKING



# THERE ARE MANY APPROACHES, BUT THERE ARE COMMONALITIES...

extracted worked out of many years of studying cases of innovation projects and successfully applying the four core principles discussed earlier—building innovations around experiences, thinking in systems, cultivating an innovation culture, and adopting a disciplined process.

## The Design Innovation Process

The design innovation process starts with the real— we observe and learn from the tangible factors from real-world situations. Then we try to get a full understanding of the real world by creating abstractions and

models. A map illustrates the design innovation process. The lower left quadrant represents “research,” about knowing reality. The upper left quadrant stands for “analysis,” since this is where we process the information about reality in abstract terms and try to come up with good mental models to drive innovation. The top right quadrant is about “synthesis,” during which the abstract models developed during analysis are taken as a basis for generating new concepts. And lastly, the lower right quadrant defines the “realization” of our concepts into implementable offerings. All these four quadrants—



## The double diamond in more detail

### 1. Discover



The start of a project is a period of discovery, gathering inspiration and insights, identifying user needs and developing initial ideas.

The first quarter of the double diamond model covers the start of the project. Designers try to look at the world in a fresh way, noticing new things and seeking inspiration. They gather insights, developing an opinion about what they see, deciding what is new and

### 2. Define



The second quarter represents the definition phase, in which designers try to make sense of all the possibilities identified in the Discover phase.

Which matters most? Which should we act on first? The goal here is to develop a clear creative brief that frames the fundamental design challenge to the organisation. Key methods during the Define phase are: project development, project management and project sign-off.

### 3. Develop



The third quarter marks a period of development where solutions are created, prototyped, tested and iterated. This process of trial and error helps designers to improve and refine their ideas.

Key activities and objectives during the Develop phase are: brainstorming, prototyping, multi-disciplinary working, visual management, development methods and testing.

### 4. Deliver



The final quarter of the double diamond model is the Deliver phase, where the resulting product or service is finalised and launched. The key activities and objectives during this stage are: final testing, approval and launch, targets, evaluation and feedback loops.

## 4 DISTINCT PHASES

**DISCOVER  
DEFINE  
DEVELOP  
DELIVER**



# HOW DO THE 4 PHASES FIT IN?

THE DESIGN PROCESS



problem  
stated

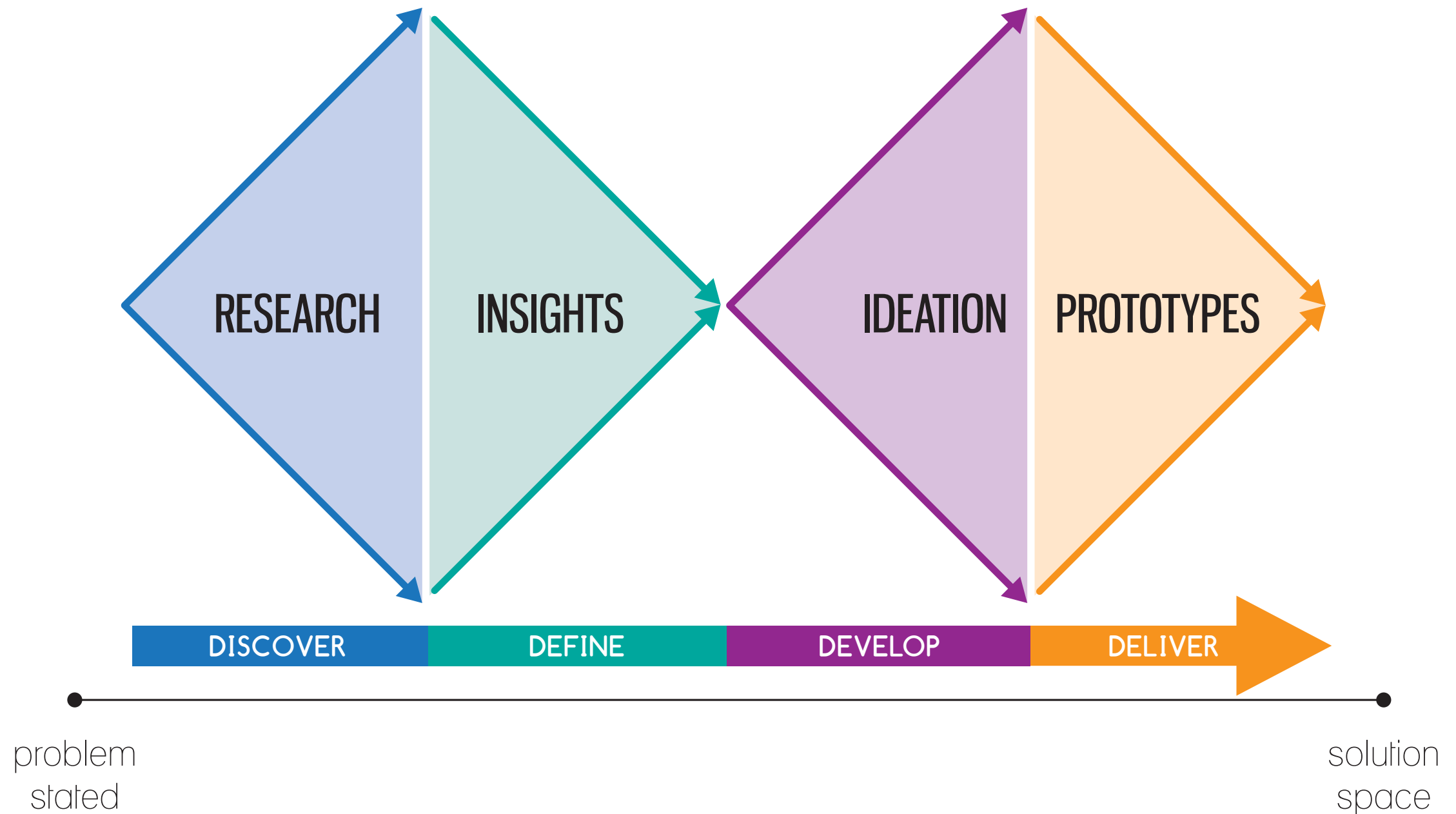
solution  
space

DESIGN PROCESS

THE DOUBLE DIAMOND

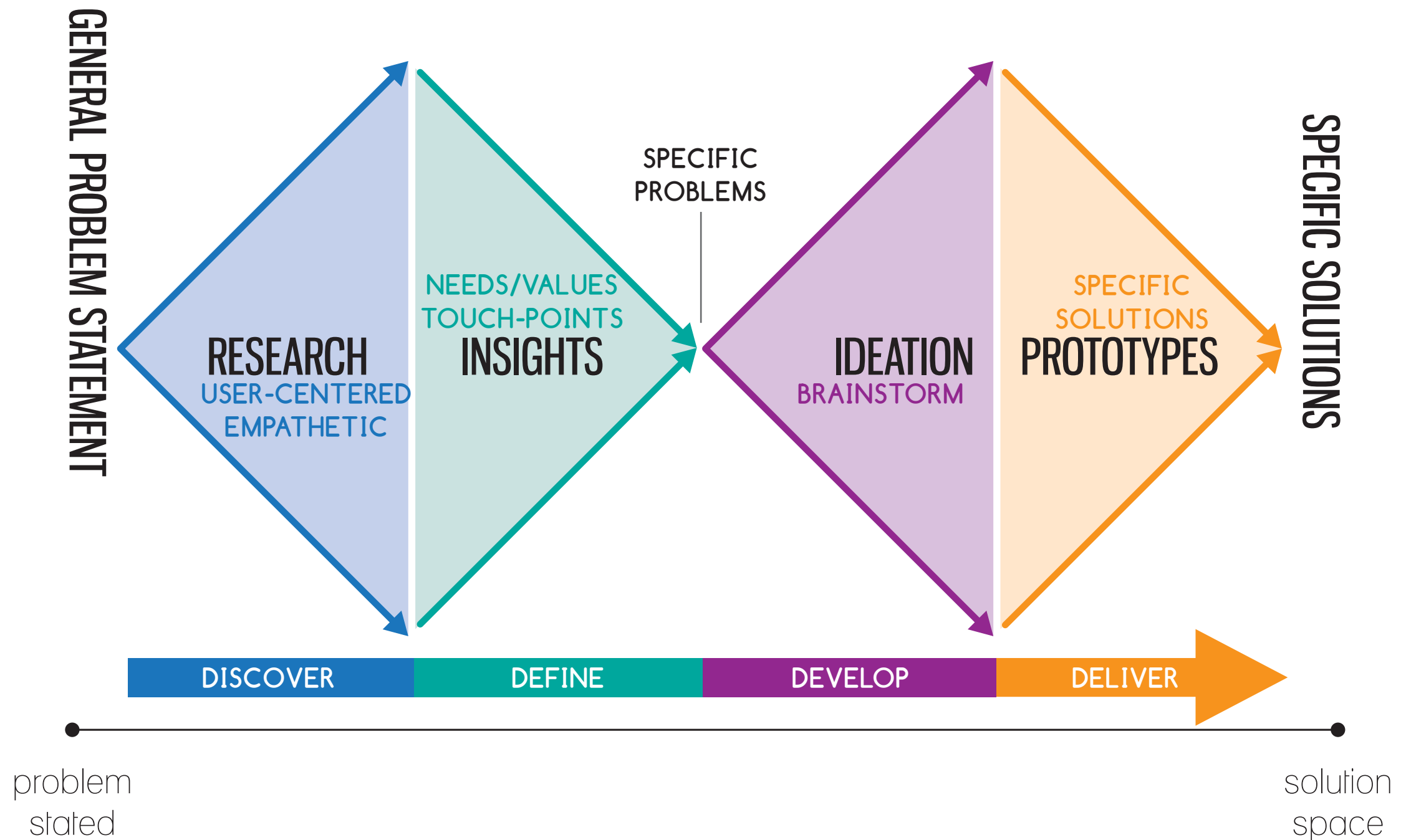


# DOUBLE DIAMOND - SERVICE DESIGN PROCESS





# DOUBLE DIAMOND - SERVICE DESIGN PROCESS



## DISCOVER

A PERIOD OF  
DISCOVERY, GATHERING  
INSPIRATION AND  
INSIGHTS, IDENTIFYING  
USER NEEDS AND  
DEVELOPING INITIAL  
IDEAS.



## CONTEXTUAL INTERVIEWS



# DISCOVER: KEY OBJECTIVES

- Identify the problem, opportunity or needs to be addressed through design
- Define the solution space
- Build a rich knowledge resource with inspiration and insights.



# DISCOVER: KEY TOOLS/METHODS

STAKEHOLDER MAPS

CUSTOMER JOURNEY CANVAS (TOUCH POINTS)

USER SHADOWING

CONTEXTUAL IMMERSION

SERVICE SAFARI

CONTEXTUAL EXPERT & USER INTERVIEWS

FIVE HUMAN FACTORS

USER DIARIES/CULTURAL PROBES

THE FIVE WHYS

CULTURAL PROBES

REMOTE ETHNOGRAPHY

ANALOGOUS MODELS

COMPETITORS-COMPLEMENTORS MAP

## DEFINE

MAKE SENSE OF ALL  
THE POSSIBILITIES  
IDENTIFIED IN THE  
DISCOVER PHASE



## DEFINE: KEY OBJECTIVES

- Analyse the outputs of the Discover phase
- Synthesise the findings into a reduced number of opportunities
- Define a clear brief for sign off by all stakeholders.



THE JOINING OF INFORMATION  
PRIORTIZES THE HOLISTIC, **REAL STORY**.

THE RESULTS HIGHLIGHTS AREAS OF  
IMPACT FOR ALL USERS, BUSINESS OR  
CUSTOMERS.

# DEFINE: KEY TOOLS/METHODS

INSIGHTS SORTING

INSIGHTS CLUSTERING

USER RESPONSE ANALYSIS

ERAF SYSTEMS DIAGRAM

VENN DIAGRAMMING

TREE DIAGRAMMING

ACTIVITY NETWORK

USER GROUPS DEFINITION

COMPELLING EXPERIENCE MAP

USER JOURNEY MAP

SUMMARY FRAMEWORK

DESIGN PRINCIPLE GENERATION

## DEVELOP

SOLUTIONS ARE  
CREATED, PROTOTYPED,  
TESTED AND ITERATED.

THIS PROCESS OF TRIAL  
AND ERROR HELPS  
DESIGNERS TO IMPROVE  
AND REFINE THEIR  
IDEAS.

## STORYBOARD



## PAPER PROTOTYPE





# DEVELOP: KEY OBJECTIVES

- Develop the initial brief into a product or service for implementation
- Design service components in detail and as part of a holistic experience. Alignment across all channels
- Iteratively test concepts with all user groups.

*“It turns out that whilst design agencies are very good at providing advice on how to re-invent the customer journey, they are not so good at actually implementing the customer journey. Worse, the re-invented customer journey may not actually be implementable at all if the service providers internal operations cannot cope with the change.”*

*excerpt from: [fivewhys.wordpress.com](http://fivewhys.wordpress.com)*

# IMPORTANT CONSIDERATIONS:

TOUCHPOINT ALIGNMENT

CROSS CHANNEL ALIGNMENT

IMPLEMENTABLE SOLUTIONS

# DEVELOP: KEY TOOLS/METHODS

## *EXPLORE CONCEPTS:*

PRINCIPLES TO OPPORTUNITIES

OPPORTUNITY MIND MAP

VALUE HYPOTHESIS

PERSONA DEFINITION

IDEATION/BRAINSTORM

CONCEPT METAPHORS & ANALOGIES

ROLE-PLAY/ACTING

## *CONCEPT DELIVERABLES:*

PROTOTYPES (PHYSICAL AND MAPPING), SKETCHES,

SCENARIOS, SORTING, CLUSTERING, CATALOGUE,

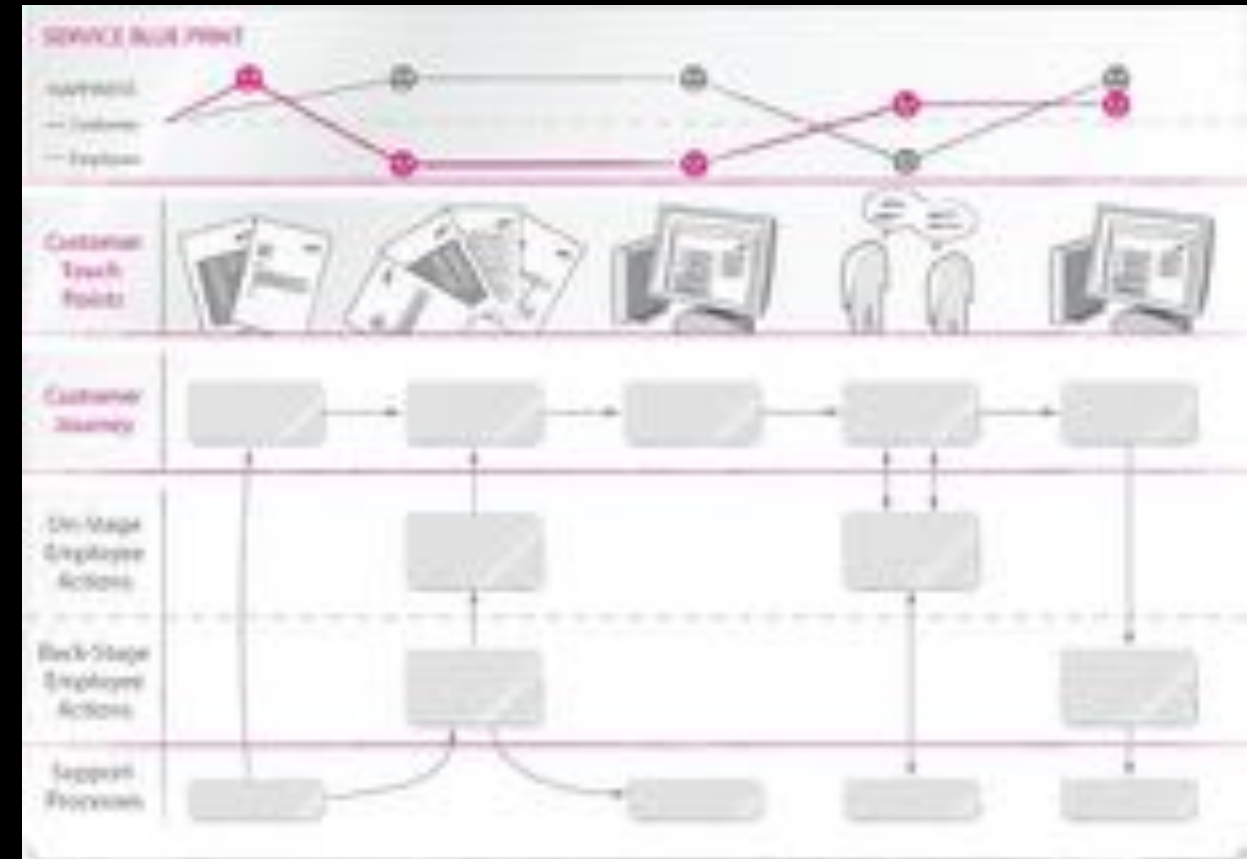


# DELIVER

FINAL TESTING,  
RECOMMENDATIONS,  
AND APPROVALS.

IMPLEMENT LAUNCH,  
TARGETS, EVALUATION  
AND FEEDBACK LOOPS.

## DIAGRAMMING



## SCENARIOS



# DELIVER: KEY OBJECTIVES

- Taking product or service to launch
- Ensure customer feedback mechanisms are in place
- Share lessons from development process back into the organisation.

# DELIVER: KEY TOOLS/METHODS

*FRAME SOLUTIONS*

MORPHOLOGICAL SYNTHESIS

CONCEPT EVALUATION

CONCEPT LINKING MAP

FORESIGHT SCENARIO

*SOLUTION DELIVERABLES:*

DIAGRAMING

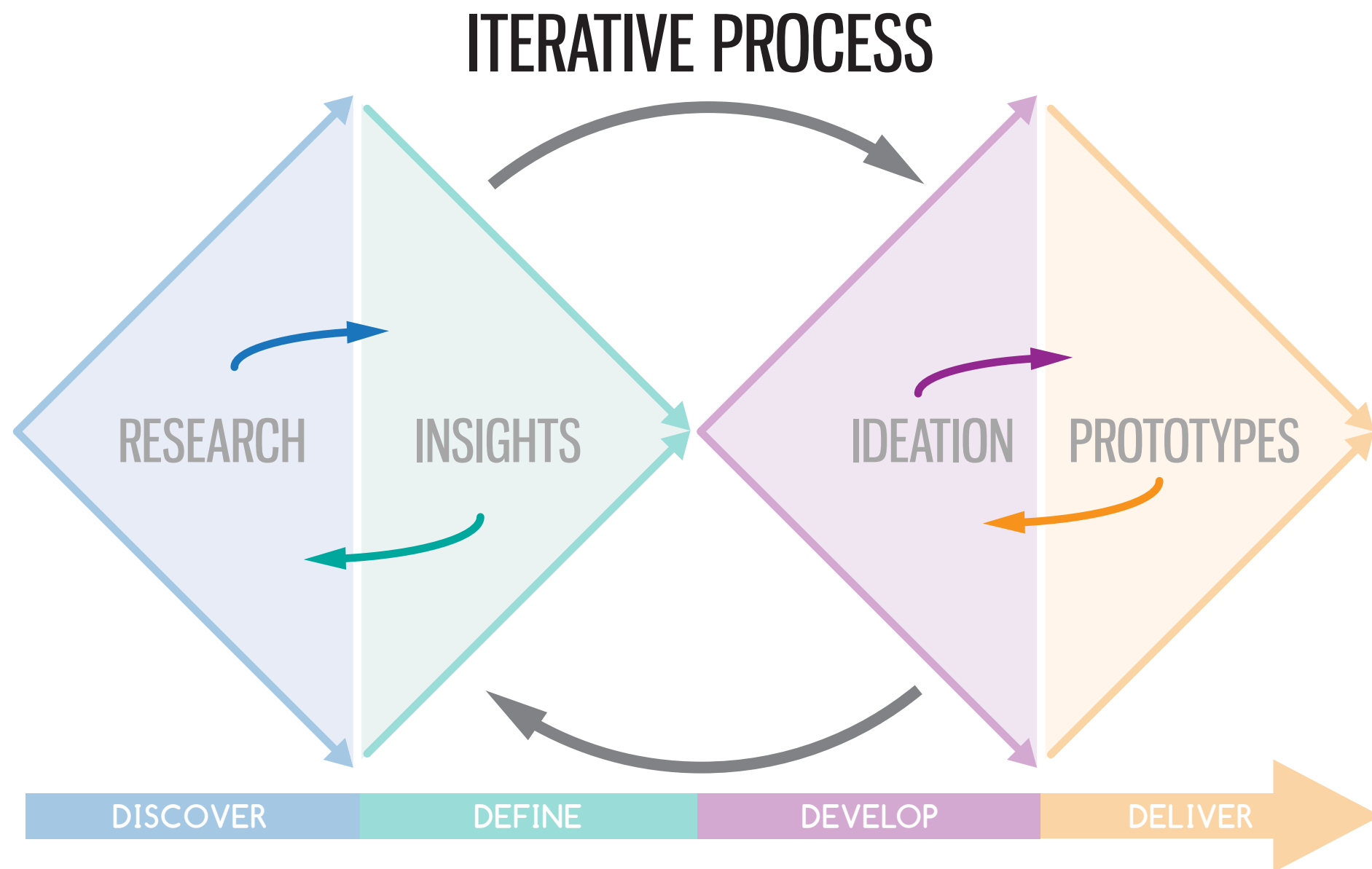
(SERVICE BLUEPRINT, BUSINESS MODEL CANVAS,  
ALIGNMENT MAPPING)

STORYBOARD, ENACTMENT, PROTOTYPE, EVALUATION,  
ROADMAP, DATABASE, WORKSHOP

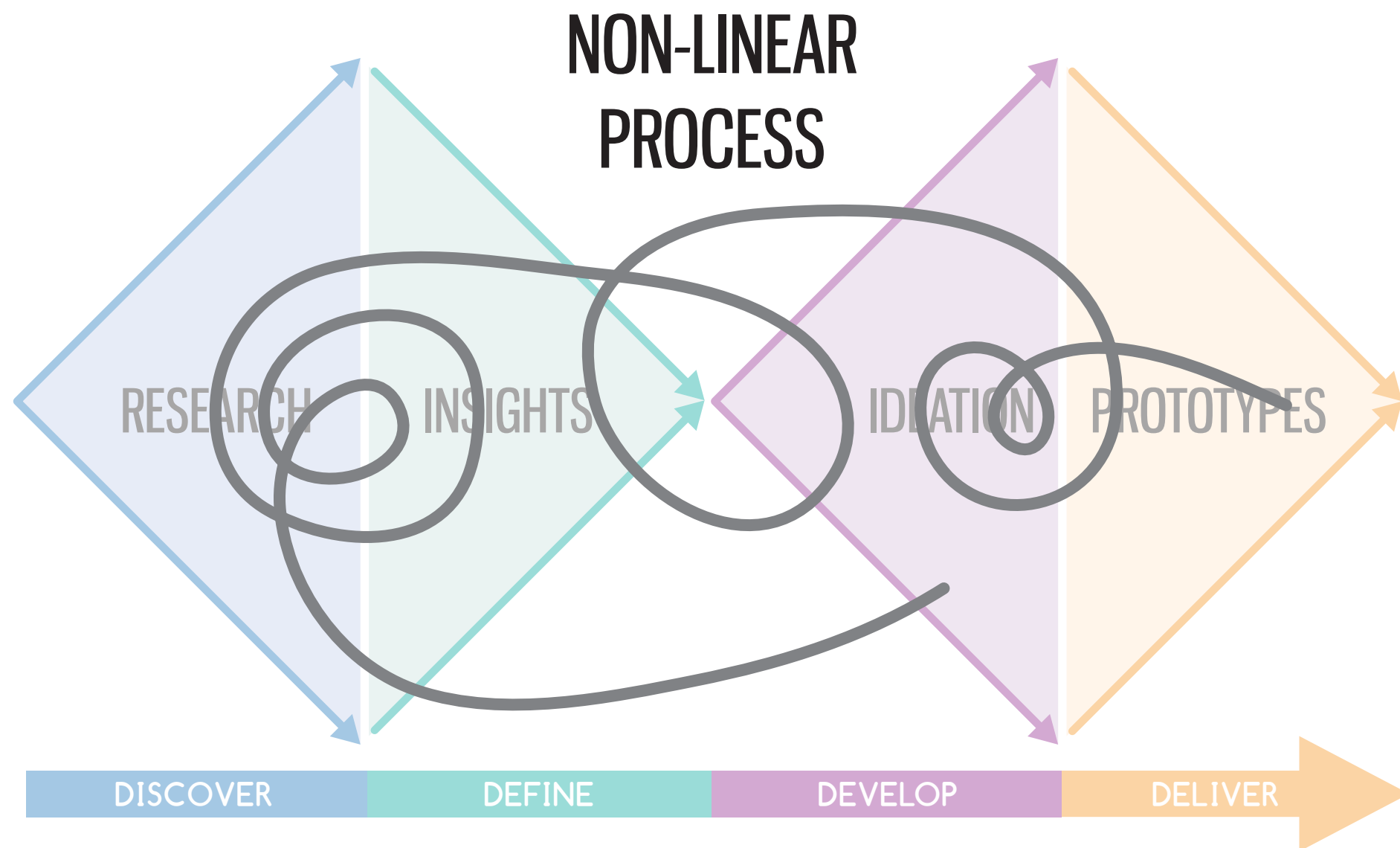
THE PROCESS IS  
**ITERATIVE & ORGANIC**



# THE DESIGN PROCESS IS AN...



# THE DESIGN PROCESS IS ALSO A...



**CHANGE** IS INEVITABLE,  
SERVICES NEED TO ADAPT  
STRATEGICALLY.

"The significant problems we face cannot be solved at the same level of thinking we were at when we created them."

- ALBERT EINSTEIN



A **DESIGN JAM** PROCESS ILLUSTRATES THE  
NON-LINEAR NATURE DUE TO A FEW  
CONSTRAINTS.

LET'S WATCH IT IN ACTION.



# MATERIAL REFERENCES:

*101 DESIGN METHODS*

*BOOK BY: VIJAY KUMAR*

*DESIGN METHODS FOR DEVELOPING SERVICES*

*HAND GUIDE BY: KEEPING CONNECTED - INNOVATEUK.ORG*

*THE DOUBLE DIAMOND DESIGN PROCESS DIAGRAM*

*BY: SERVICE DESIGN VANCOUVER*

*GLOBAL SERVICE JAM*

*GLOBALSERVICEJAM.ORG*

*VANCOUVER GSJAM 2015*

THANK YOU. SEE YOU NEXT TIME!

Service Design Vancouver Meetup  
The Proces Of (Service) Design: An Overview

Facebook Page - Share, Discuss, Peer Q&A  
[Http://Www.Facebook.Com/Innov8Collective](http://Www.Facebook.Com/Innov8Collective)

Twitter: @ServiceDesignCa + @Innov8Collective

**KaiShin Chu**

@Kaishinchu

Kai@Innov8Collective.Com