Digital Service Design: Combining the user motivation and business requirements in practical design

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Tieto, Service Design
Objective of the presentation

In my presentation I will present the digital Service design as a design process to match the user motivation and business goals

- Creating the value of your service by understanding the your user
- Situation based design as design approach
- Agile multidisciplinary design
- Examples of the live projects and cases
The major megatrends in business development

Technological innovation: how will technology developments continue to drive change for businesses and consumers and how will the next wave of digital technology take this even further.

Ernst & Young – Global megatrends 2009
The major social trends

Conscious consumers vote with their **pocketbooks**. They also look for spiritual values and they want more than just a product-experience that confirm their value driven actions.
The social mediums are changing the existing structures

Social networks consist of people who are connected by a shared object (=interest).

Jyri Engeström, Google / Jaiku
DIGITAL NATIVES VS. DIGITAL IMMIGRANTS

Change from 1\textsuperscript{st} to 2\textsuperscript{nd} generation

Driving force =
Digital Immigrants

1\textsuperscript{st}
Generation
Digital Services.

- Self-service
- Transactions
- Automation
- Channel silos
- Access to information & services

Driving force =
Digital Natives

2\textsuperscript{nd}
Generation
Digital Services.

- Business & Social service mix
- Superior service experience
- Industrial service production
- Digital consumption
- Real-time, multichannel
- Collaboration, participation

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DIGITAL NATIVES VS. DIGITAL IMMIGRANTS

Users expectations have changed

EMPLOYEE OF A COMPANY

- Makes an order for new phone herself on intranet
- Sends a ticket for the IT support of her laptops problems
- Search information about the products that her company is purhasing
- Reads CEO’s blog about the new organisation
- Search old RFO’s from company intranet for the basis of

EXPECTATIONS TOWARDS ALL SERVICES ARE THE SAME:

PERSONAL SERVICE

AS A PRIVATE PERSON

- Read blogs about travelling on Google Reader
- Post my Status on Twitter / Facebook microblog
- Search for a new appartment online
- Books airline tickets for the weekend in Paris
- Download an illegal copy of a movie (that is not yet released)
- Log in to a streaming radio station
- Reads colleagues blog who is applying to EU parlament
- Watch a YouTube instruction video of iPhone

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“If you want to make a revolution, you have to raise **lowest common denominator.**”

Steve Jobbs
The quick steps of the Digital Service Design

Goal setting

- Recognize the business objectives
- Gain a understanding of the users motivation towards the service + product + company

Service concept = business concept

- Enhance and create the common nominating factors between user and the business goals
- Find the service situations

Flexible (Agile) design and implementation

- Create design solutions that support these
- Test these in practice (piloting) in small scale
- Implement these

Remember! The service design is a wicked problem solving not ready at hand!
Everything starts with clear, combined and measurable goals

1. **Business goals**
2. **Customer’s goals** (UX goals)
3. **Internal goals** (leadership, learning, governance)
4. **Technical goals** (performance, availability)

- The goal is not enough clear if it cannot be metered from all needed angles
- Focus only few goals that can be influenced (Key Performance Indicators)
- Commit stakeholders possibilities for service metering with business driven governance model

e.g. web focused Balanced Score Card
The understanding of users goals and motivation is not difficult to achieve

• Understanding about UX is often too average and corporate perspective?

• The knowledge of the users cannot be only connected to actual use situations

• In order to fix the “user cant perform this” –problems we need to understand the current problems
Gaining the USER understanding

- **Expectation**
  - What do they expect from your company?

- **Service situations**
  - What situations they encounter your company?
  - What to the need to perform?

- **Motivation**
  - Why would they use your service?

- **Benefits**
  - How your company will benefit from these?
Use a variety of metering tools
The selection of the tools should support the selected KPI´s

- **Hit based web statistics**
  How many drops off from the self service?
  - does not give overall view
  - difficult to understand

- **Technical performance**
  What are our response times?
  - Lacks the user and business point of view

- **Capturing and analyzing the user sessions comprehensively**
  What the unique users did in the service
  - Challenging to monitor

- **Meeting the user**
  What does our users think of our service?
  Contextual studies and participatory interviews
  User touch point analysis
  Expert evaluation (usability and user experience)
  Usability testing
  Rapid iteration loop with user interface prototypes

- **Web questionnaires**
  Quantitative analysis of the user requirements
  - Monumentary and expensive
By engaging the users (customers) as a part of the service concept

1. Create common business interest
2. Engage the users as a part of your service idea
3. Use traditional user research tools in design
4. Survey your service also from User perspective

... at least one of these 😊
Artist Programs

Threadless works with artists around the world to produce amazing tee shirt designs

Get paid like these two...

Aled's been paid $56,200 from Threadless for his designs since he started submitting in 2006. He has had 20 designs printed and has won 3 Bestees!

"Threadless made me an Internet celebrity!"

Kneil started submitting in August '07 and has already been paid $41,700 from Threadless for his 11 printed designs and 2008 People's Choice Bestee Award!!

"I may have a dual personality - artist and designer on most occasions"

Click here to submit a tee shirt design for a chance at getting paid $25,000+

Learning the ropes...

Threadless 101
Design, critique and vote on t-shirts in the

Once you’ve been printed...

Earn another $22,500 during our monthly and yearly Bestee Awards!!

The Alumni Club honors & supports artists whose designs go to print

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<table>
<thead>
<tr>
<th>Company</th>
<th>Phone Number</th>
<th>Steps to Get a Live Person</th>
<th>Avg Wait</th>
<th>User Rating</th>
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<td>AT&amp;T</td>
<td>800-288-2747</td>
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<td>20.8 min</td>
<td>Average</td>
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<td>Bank of America</td>
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<td>DirecTV</td>
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<td>Average</td>
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<td>Press # at prompt, then press 0 more »</td>
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<td>Good</td>
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<td>Poor</td>
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<td>Metro PCS</td>
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<td>Facebook</td>
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<td>Email only tech support. O gets to cor... more »</td>
<td>tell us</td>
<td>Horrible</td>
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<tr>
<td>T-Mobile</td>
<td>800-937-8997</td>
<td>say representative more »</td>
<td>1.0 min</td>
<td>Average</td>
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<tr>
<td>Alltel Wireless</td>
<td>800-255-8351</td>
<td>Press 0 once after each prompt. There... more »</td>
<td>33.1 min</td>
<td>Horrible</td>
</tr>
<tr>
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<td>At prompt, press 1; then press 5, then... more »</td>
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<td>Verizon FIOS</td>
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<td>Press 0 at each prompt, ignoring messages... more »</td>
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<td>Poor</td>
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<td>Dell Tech Support</td>
<td>800-624-9896</td>
<td>Press 3; say agent at each additional... more »</td>
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<td>Average</td>
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<td>Amazon.com</td>
<td>800-201-7575</td>
<td>Don’t press or say anything. more »</td>
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<td>Excellent</td>
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Customer challenge

- New MNVO for under 24 year customers
- Blyk offers free texts and minutes in exchange for targeted brand advertisements
- To use Blyk’s website as the main channel for end users to ‘join’ the service and become members
- To keep self service ratio very high during the member’s lifecycle

SOLUTION AND RESULTS

- Building customer experience from invite to SIM to use
- Situation responsive and customer data intensive customer and community services
- Creating a dynamic customer experience using CRM and real time operator information
- Using open and direct community communications (invites, forums, wiki’s and FAQs) for potential customers
- Design the digital brand from very beginning
CUSTOMER CASES

Blyk
new mobile network for 16 – 24s

LAUNCHED VERSION

FIRST LAYOUTS

www.blyk.co.uk
www.blyk.nl

Developing the new digital brand image

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CUSTOMER CASES

Case Varma

Challenges
• Make insurance payments and processes understandable
• Visualize processes and payment relations
• Combine data from multiple sources

Solution
• Several Flash apps
• Visual data interaction with immediate and accurate calculations
• Simplified processes

Results
• Not released yet, first one out 06/2009
• A very happy client
CASES

Case Varma

Laske eräkuukausien vaikutus työeläkemaksuihin

Vuosi-ilmoittajan kalenteri

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Customer challenge

- Increasing the end users’ commitment into the web bank services. i.e. more user-friendly, more innovative, more easy-to-find service.

Solution

- new concept, layout/digital brand and technology platform to support portal development in the future.
- bring the intranet and internet more closely together
- The customer and the bank staff can use the same processes, tools and information
- From the bank’s point of view, electronic transactions are cost-effective.

Results

- The biggest online bank in Finland with multichannel service approach with user-friendly user interface,
CUSTOMER CASES

Classic Live
A concert on your computer

Customer challenge

- Many orchestras are dependent of constantly diminishing public funding and media publicity. Internet offers a channel for independent content production.

SOLUTION

- Increase and expand the audiences and offer listeners a wider selection of classical music by broadcasting live and on demand concerts on internet.

RESULTS

- Web portal for classical music enthusiasts around the world
  
  http://www.classiclive.com/
Situation based service design.

Anyone can create a hype concept, promote the latest megatrend or preach about portal technology …

WHO CAN SOLVE THESE?

- We need to be ready to market quickly
- Offer full view on design still on short development cycle
- Provide a fully functional service from also from User perspectives
- Concrete measurements that cover business, tech and customer
- Governance from design to implementation
UX design pragmatics
An uncompromised User Experience: more than just Presentation

- Core objects
- Core user tasks and flows
- Multichannel consistency
- Brand consistency
- Navigation design
  - Basic page / work area templates
  - Information architecture
- Dialog styles and flows to support user tasks
- Look: visual design
- Feel: basic UI-controls and behavior
- Content: copy, system data, graphics, data visualizations, etc.
A good service solves customer situations...

...regardless of the channels the customer wants to use, customer environment and skills, or mental model on the service chain...

...and allows variations in customer behavior.

Service chain = Total service derived from multiple service situations
How we design digital services?

• Combine user, business and technical perspectives into innovative service with hands on attitude.

1. **Define and prioritize user situations towards business goals**
   What is the aim of the service and whom it is targeted?
   What are their objectives and when they apply?

2. **Design service concept emphasizing intuitive user operation and feasibility from all perspectives**
   Brainstorm ideas.
   Does the ideas apply to user as well as the organisation?
   What is the technical perspective?

3. **Ascertain consistent brand interaction and smooth channel crossings**
   Ensure the brand incentives in final designs.

4. **Check usability of design iterations early in the process**
   Design in collaboration of end users, measuring the user experience.
Thinking all aspects in the context of the service situation

What are we able to sell in this situation?

Who are the best experts and what tools they need to serve in this situation?

How do we measure success in this situation?

What are the systems and functions needed in this situation?

Who will create and manage the content needed in this situation?

What service channels and options do we offer for this particular customer?

Think about...
- Deciding mortgage rate
- Selecting mobile subscription
- Salary indication...

Taking the development decisions to more detailed level

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Emphasize the major users questions and organization goals in design

Create measurements and possibility adapt for processes

Visualized and agile hands on design practice
Visual presentation is an integrated part of design

- The objective is to translate brand incentives, combine customer service processes, usability and design into a:

consistent, pleasurable and visual user experience

Åker Kvaerner, YIT Koti, Blyk, Classic Live, DNA, Länsförsäkringar, Kesko
When we know the service is good?

Typically the goals in the concept have been too hazy “more users, less costs”.
It is a long way from PowerPoint slides into first 1,000,000 transactions that start to count.

What do we measure?
What tools we need to cover the whole service experience?
What we do once we know that there is something wrong?
Who is responsible of what?
Key measurements for the agile service development

- Agile service design ensures reaching the goals by focusing the metering in business critical matters that can be influenced.

- TO ENHANCE THE DESIGN IN YOUR SERVICE:
  - Clarify concrete prioritized goals and meters (KPI)
  - Real time monitoring (tools)
  - Empowered analyzes (partners or internal)
  - Preparedness for a rapid development

TO FACILITATE THE EVALUATION OF DESIGNED SERVICE, KEY MEASUREMENTS SHOULD:
- Be driven from business, technology and UX objectives that are tangible and measurable.
- Contain quantitative and qualitative approach.
- Be defined and agreed by the business developers, service owners and service designers.
NetAnttila.com and Kodin1

Effective sales tool

Customer challenge

- Improve online stores user experience in whole; usability and experience
- Restrictions of the technical implementation: IBM Websphere by IBM.
- Design and develop the online store that can be used as a base for multiple brands

Solution

- iRoad workshops for new development
- Design and develop the user interaction
- Pragmatic and iterative design approach
- Multiple redesign and development projects based on same modular interface (NetAnttila.com, NetAnttila.ee, Kodin1.com)

Results

- Today NetAnttila is the leading online store in Finland with sales growing rapidly
- NetAnttila has awarded various times as a most Trusted online brand by the Readers Digest
- The NetAnttila concept has been used to
Measuring the success

• Coherent and measurable governance of maintaining and developing the service
• The key measurements are embedded into the service concept, business objectives and management

SERVICE DEVELOPMENT

• Business measurements – sales processes, accounts and concept

MEASURING TOOLS

• User statistics
• Sales
• Service quality
• Governance and management
The objective of quality Digital Service Design is

To recognize and react the on new business challenges more fluently.

Develop the services and business concept in collaboration with users

Offer services quickly ready-to-market - Implement services in agile development manner.
Thank you.
Please turn to me or my colleagues for further questions or ideas.

Reetta Neuvonen

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