



MASTER THESIS: INSIDE-OUT CREATURE
Application of service design tools for value proposition communication

Process Report
María Angélica Saavedra Hernández
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Abstract:

No matter how old a Company may be their actual and future position in the market remains in their permanent analysis of their value offer. In the frame of entrepreneurship for a Company this essential practice of value offer definition represents a challenging process of permanent iteration and discovery on what is that the Company does best.

This Master thesis will take as a reference the case of the Company Creature Aps, for understanding how service design tools can help the process of value offer definition. The aim of the thesis is to provide the Company with a tool that will permit them to understand and communicate better their value offer.

The result from this thesis will be a useful tool for the Company's use in training process for new team members and as part of their sales strategy.



Aalborg University Copenhagen
A.C. Meyers Vænge
2450 København SV, Denmark

Semester Coordinator: Amalia de Goetzen
Secretary: Judi Stærk Poulsen

María Angélica Saavedra H.
20142398

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Introduction

The following report will present the process conducted for developing a tool that will guide Creature Aps to communicate better their value offer. It will have as start point their actual issue of defining their value proposition and not having a clear idea of what they should communicate to their clients and team.

The document will be divided into the five design phases defined by IDEO (2012): Discovery, Interpretation, Ideation, Experimentation and Evaluation. The first two parts of the document will depict the research and analysis carried on, presenting the different tools used and their learning for the design process. For the third and fourth part, the document will detail the ideation and experimentation process of the proposal. The last section of the report will contain theoretical analysis of the process, reflecting upon the relation of the value offer and its construction in a service. It will also discuss the benefit of applying service design methods for implementing a value offer analysis inside a Company.

Image 1. Workshop shadowing: Thor & Marie preparing the session.



Thesis program

Methodology

The methodology selected for this master thesis is the IDEO design thinking method which corresponds to the five stages: Discovery, Interpretation, Ideation, Experimentation and Evaluation. The first two stages will depict the research and analysis of the Company's team and clients, also other agencies in the market and the way Creature communicates its value.

The ideation and experimentation phases will show the process of construction and prototype of the tool proposed for the Company. The last phase will be the reflection process upon the master thesis proposal, in regards of the taken decisions and the process result, making emphasis in the uses of service design thinking and methodologies for helping companies to better develop their businesses strategies, from the inside to the outside.

Each one of the stages was developed in collaboration with the Company enabling a co-created solution that would bring value to their organization and their specific needs and interests.

Study and personal goals

The motivation for working with a small company came from the personal interest of exploring the possibilities service design methods and tools have for improving a business in growth, making it significative inside a market that doesn't know about this discipline.

In this case a Company, that is still called a start-up, and that is trying to find its own value inside the market gives service design an interesting challenge to

address its methods and tools. It is also a significative element of reflection the fact of collaborating with a company that works in the creative area, conducting workshops and bringing innovative solutions with a social and sustainable vision, but without a background as design thinkers.

This master thesis aims:

- a) To have as a result a product-system that can be used by the Company for improving their processes with both their team and their clients; and
- b) Making valuable the use of service design tools and methods for solving companies' problems, through the product-system that can be re-applied as a tool for other different business cases.

Learning objectives

According to the Service Systems Design education program the expectations from the master thesis are the abilities of analyzing complex information and synthetizing it into accurate design decisions for defining opportunities both in an innovative scope and taking into account the business perspective, integrating the product-system view in the designed proposal.

This perspective expects from the Master in service systems design to be able to generate solutions that integrate the diverse elements from a product-system, involving the user centered perspective and developing new proposals that lead to efficient processes and coherent solutions to the actor's needs.

Problem Context

Creature Aps, is a small business in permanent growth and has over the last six months grown from 2 to 6 employees (full and part time). Considering both the aspects of future economic sustainability and team culture, engagement and performance, the company partners have prioritized internal alignment and update of the company's value proposition and specific offerings.

The need for a clearer definition of what they sell is evident. Their focus has so far been the model of coming sales and communication strategy, analyzing how they are presenting their services through their webpage and other media (Facebook, Twitter and Linkdln), and if the current strategy is the right one and how is it possible to improve it. During the end of the year the whole organization has been involved in a service hack of the company, both focusing on communication internally and externally. Most changes to have been made, the rest are underway. The company has mainly been making changes from their own perspective and so has yet to fully consider an objective perspective on their activities and communication and how it creates value.

Problem statement

How might the service design master thesis generate a better communication process of Creature Aps's value offer to their clients and team respectively?

Key words

Value offer, service design tool, team training, start-up, strategy, game

Process plan

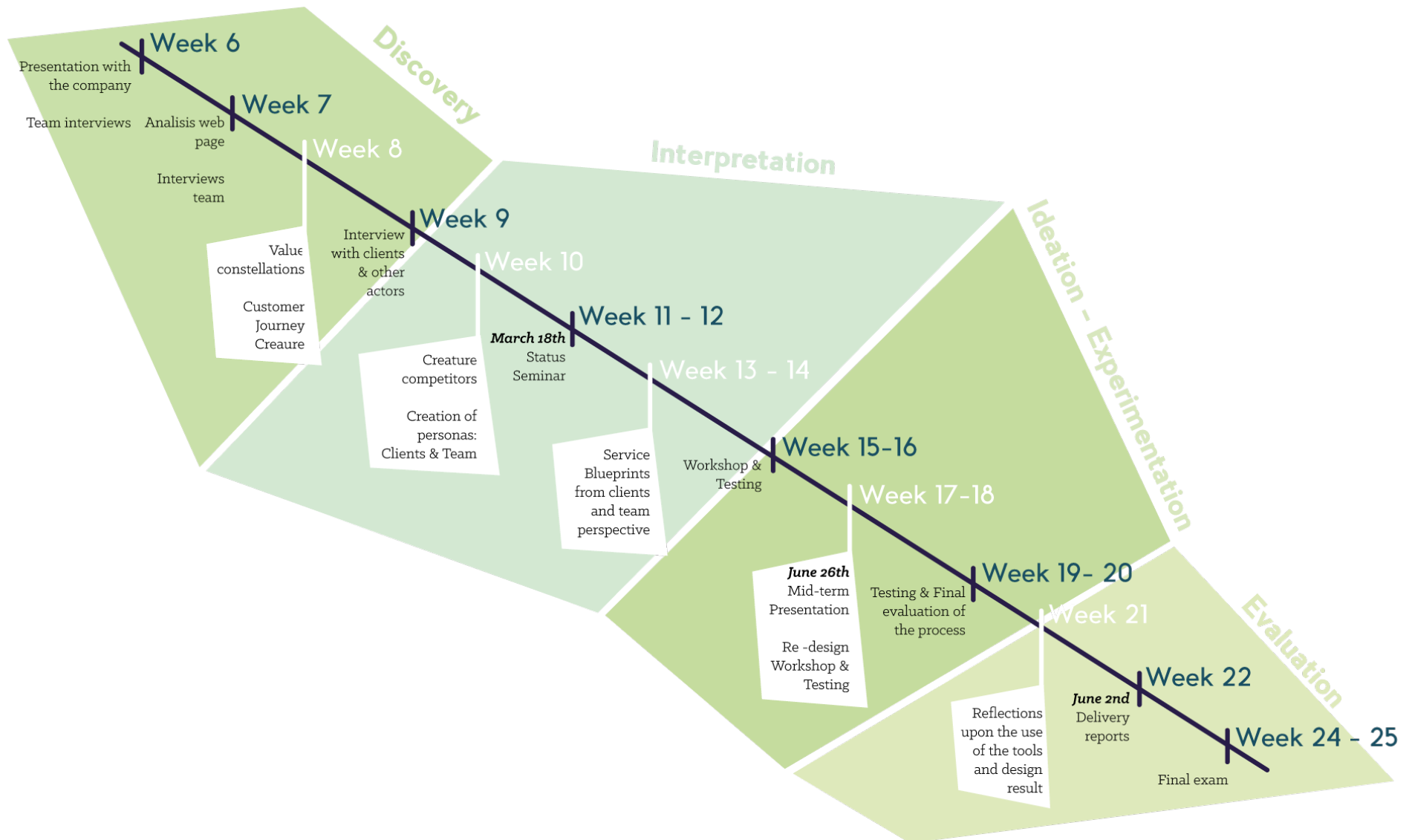
1. Identification of inside-out insights
2. Analysis and selection of relevant insights for the business development
3. Workshops with Creature and possible clients
4. Co-creation of design tools with Creature
5. Propose a possible design solution
6. Prototype with the Creature team and possible clients
7. Implementation process for the tool created
8. Evaluation and future improvements

General Considerations

- Human centered design approach
- Relation between the human centered design approach and the business development approach
- Permanent user participation and co-creation activities during the design process
- Weekly report to the Company
- Communications and analysis has the language barrier of Danish, but the company offered to help if needed
- Contact person: Thor Rigrup Larsen/thor@creature.dk/+45 61423687

Thesis timeline

Figure 1.



DISCOVERY



Image 2. Workshop shadowing: Thor & Marie preparing the session.

Research definition

The research process was conducted through a series of interviews to both Company team members and clients for understanding where the research should be directed to. The following method permitted to list relevant expectations from the process that later on were used for the meetings and discussions with the Company. As well as unknown information about the Company which helped to construct the interview questions for the team and the clients.

What do I know?

Services the company offers: Guidance, consultancy and facilitation
 Creative + business emphasis: Unique combination
 Open minded
 Relevant figure in the start-up environment
 Network creators

Wishes from the process

Appreciation of service design methodologies by the Company and others around it
 Profit from the application of the tool designed: Making evident the value of the usability of service design for the business
 Generating future reflections from the process: Becoming a reflection start point for Creature

What I don't know?

What do they specifically do?
 Who are their main clients?
 What are they good at?
 Which is their favorite activity?
 Who is their ideal customer?
 Which are their weaknesses?
 Do they know their mission and vision?

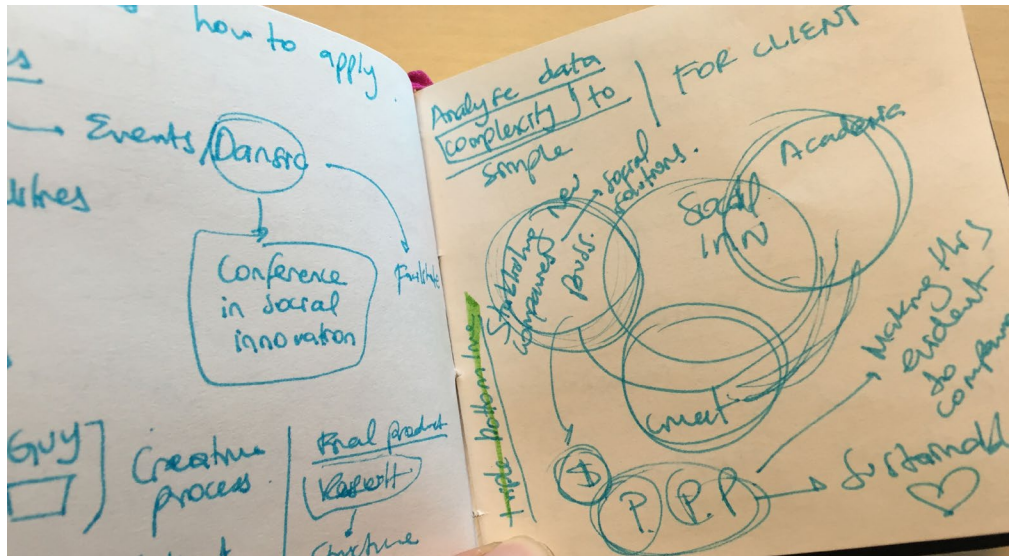
Interview questions

What is social innovation?
 Which is your role in the company? What do you do specifically?
 Which activity from the company do you enjoy the most?
 Who are the Company's main clients?
 Who was your favorite customer?
 Which is, according to your experience, Creature's weaknesses?

Team Interviews

The interviews conducted to the team as presented in the questions before, tried to understand their working process, the way they perceive the company's values and activities, how they felt with their fellow team members and their own role inside the Company. The result from these interviews was gathered through the tool POINTs (IDEO, 2011). All this information gathered from the team was used for the development of the activities for the workshop with the Company.

Image 3. Team interviews personal notes



“I have a clear overview of each ones strengths” Thor

“Creature offers an open and collaborative environment” Ida

“We are not the usual type of people to work with” Peter

“We are Creature... and, and... hm... yeah” Rene

“Let them (Thor & Peter) do what they do best (networking) helping them with the weight lifting (projects development)” Kristian

“All of us need to learn about everything to lead the team” Marie

Learning

Interviews

The individual interviews (IDEO, 2011) helped the team members to express their opinions in a freeway, but it could have been interesting to make them present their perceptions about the company's strengths and weaknesses together.

Unfortunately there was not enough time to develop a second workshop to dig deeper on the organizational aspects found in the interviews, but the insights collected will be delivered as future reflections for the Company.

POINT tool

The POINT tool (IDEO, 2011) used for gathering the information helped to understand which elements of the process were negative and positive for the team. This comparison permitted an evaluation of the relevant insights that should be used for generating the company's workshop.

Gathering the information through this tool also demanded a bigger control from the relevant information to be analyzed. It was necessary to double check to select the most important insights for each one of the categories for creating the final insights to design with.

Workshop shadowing

The field research included a workshop preparation and execution. The objective of observing this service process was to understand the way Creature behaved with its clients and how a service was held, from the preparation meetings, to the execution of the workshop and the final delivery. The follow-up of this service was concluded with a customer journey (p. 16) that permitted the client to tell her experience with Creature and the results it gave to her.

Meeting

During this meeting the final decisions for the workshop execution were taken. This included the furniture disposal (which is possible to see in Image 4), the printed material that was missing and the involvement of new suggestions from the client. It was a co-creative process between the Creature CEO and the clients, who actively proposed solutions and different options.

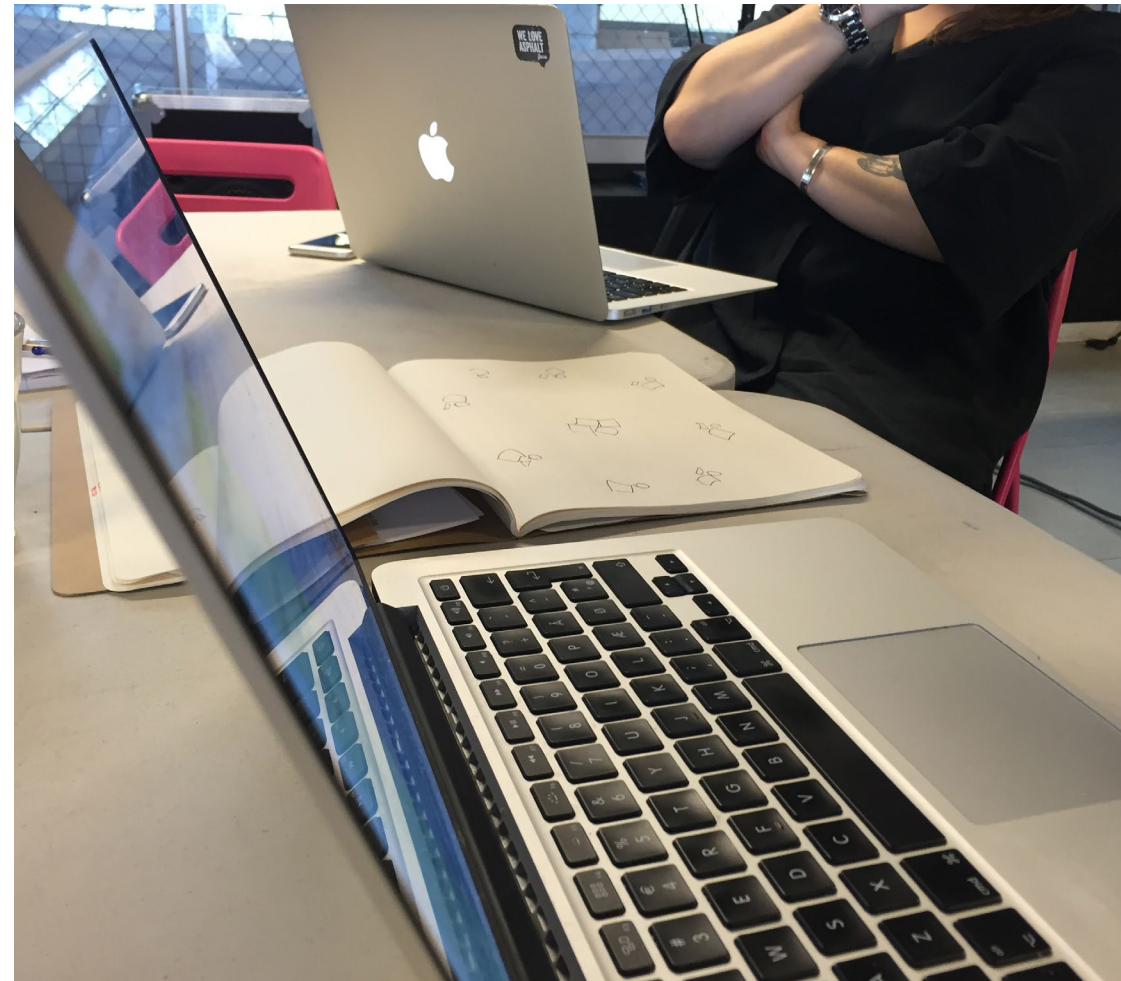
This meeting permitted to understand how the Company prepared the deliverables for the clients. It was decided which should be the expected deliverable after the workshop, gathering the most important information for the client's needs.

The workshop

The idea of the workshop was to facilitate a creative environment for letting the members from the street sports community to collaborate together and envision possible projects according to their interests and knowledge.

Creature had two facilitators, the CEO and one of the oldest members of the team. It was perceived a big level of trust from the client, since the participants arrived late and Creature handle the program modifying it and placing the most

Image 4. Workshop shadowing - Furniture placement discussion



important activities to be executed without any consultation to the clients who were participating as well in the workshop.

Their function in the development of the workshop was to listen to the participants' discussions around the projects they were generating and note the most

important topics they discussed about. The facilitators compiled this information and digitalized the projects for the client. In this way the client managed to have an overview of the points of interest the community had and how they could find new opportunities for facilitating the consolidation of a street sports community in Denmark.

Image 5. Workshop shadowing - Closing activity: Community “feeling”.



Learning

The observation process was difficult due to language limitations: the workshop was held in Danish, but the general idea of the activities was understood as well as the reactions from the clients and the participants.

Even though it was very useful to see how they planned part of the service, it was also possible to learn how Creature enabled the co-creation process with its clients, letting them create different possible solutions for the workshop.

Considering that it was observed only one workshop it was not possible to compare other ways of interacting with clients or executing other type of services, but since this activity is one of Creature's biggest strength analyzing the end of the process was very profitable for the research and the ending result of the thesis.

Having participated in the meeting and in the workshop made the continuing steps with the client much easier to overcome (creating a customer journey for telling her experience with the service), thus she already knew the objective of the process and had a fresh memory on what was done and which was her impression.

Client Interviews

Several interviews with different groups of clients were also conducted to compare their experience with the Creature's services. These interviews were executed with the help of a template that aimed to make evident the way the Company delivered value in each one of the steps of the service provided to each type of client.

This template was used as well for closing the experience with the client used for the workshop shadowing: Gadeidraet. This permitted to see from all the stages the way the service is being developed in a specific case.

Figure 2. Client map.

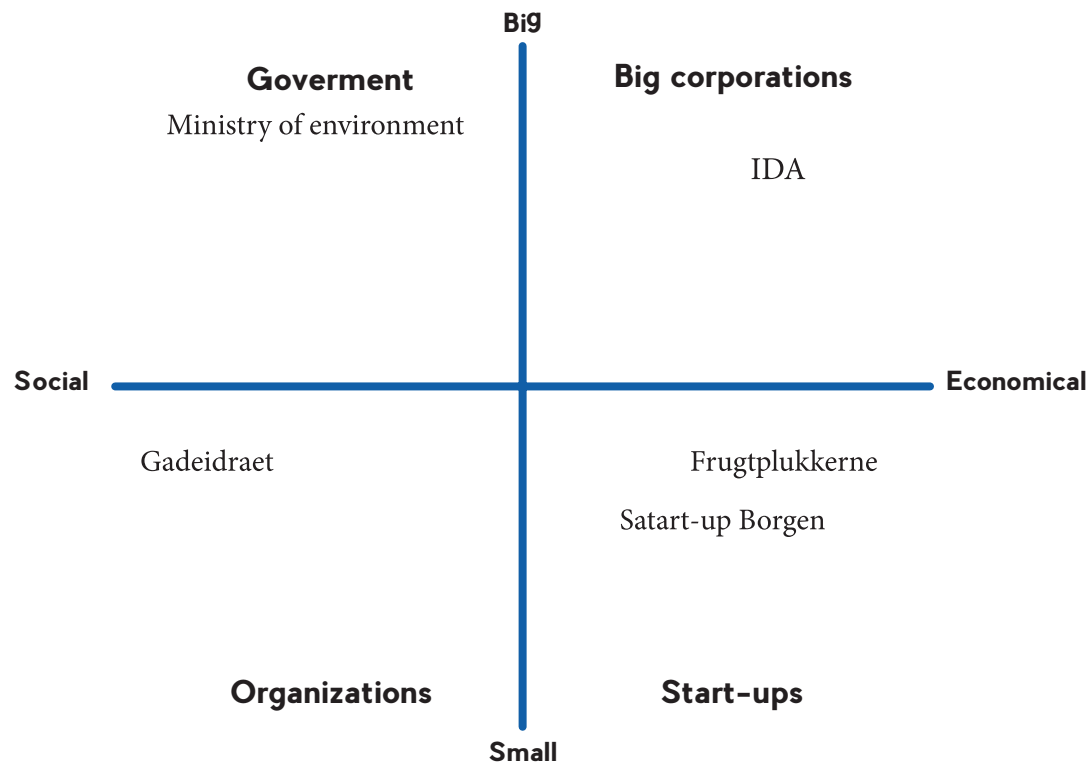
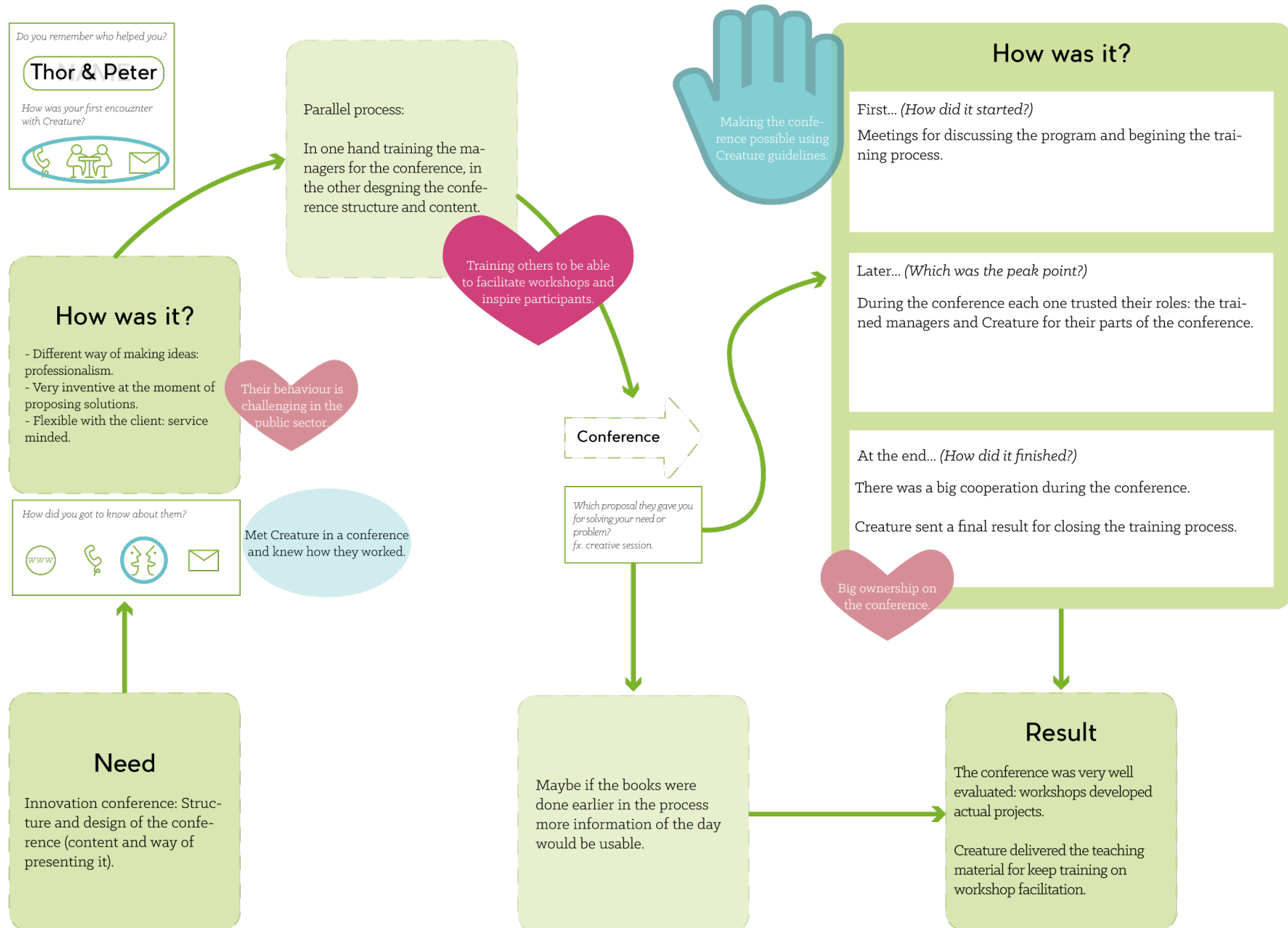


Image 6. Workshop shadowing - Final meeting before the workshop execution.





How was it?

First... (How did it started?)

Even though participants where late Creature handle pretty well the start of the activity, improvising according to time availability.

Later... (Which was the peak point?)

Adapting constantly to the participants vibe, fitting the creative atmosphere. The material created for the activity was difficult to use.

At the end... (How did it finished?)

The objective of the activity was accomplished: The participants wanted to share a lot of project ideas.

The workshop had a good closure, the participants went home interested and with new contacts.

Need

Workshop for the street sports Danish community: Create a network around the country starting new possible projects and collaborations.

Workshop

Which proposal they gave you for solving your need or problem?
fx. creative session.

Result

Digital handbooks, made by the apticipants, digitilized by Creature.

Board with important ideas for future discussions: The plan is to create a platform for permiting this dicussions.

High value on the presential meetings, instead of reading an email proposal.

The creative process can be too much for shy people.

Open brainstorming.

Active participants in the workshop.

Flexible and open mindset (open workshop).
Too long: needed for gathering the community.

Ownership of the process.

Handbooks summarizing the activities.

Flexible proposal: time and price according to their needs.

They worked before with Creature, so they had a good reference from their work.

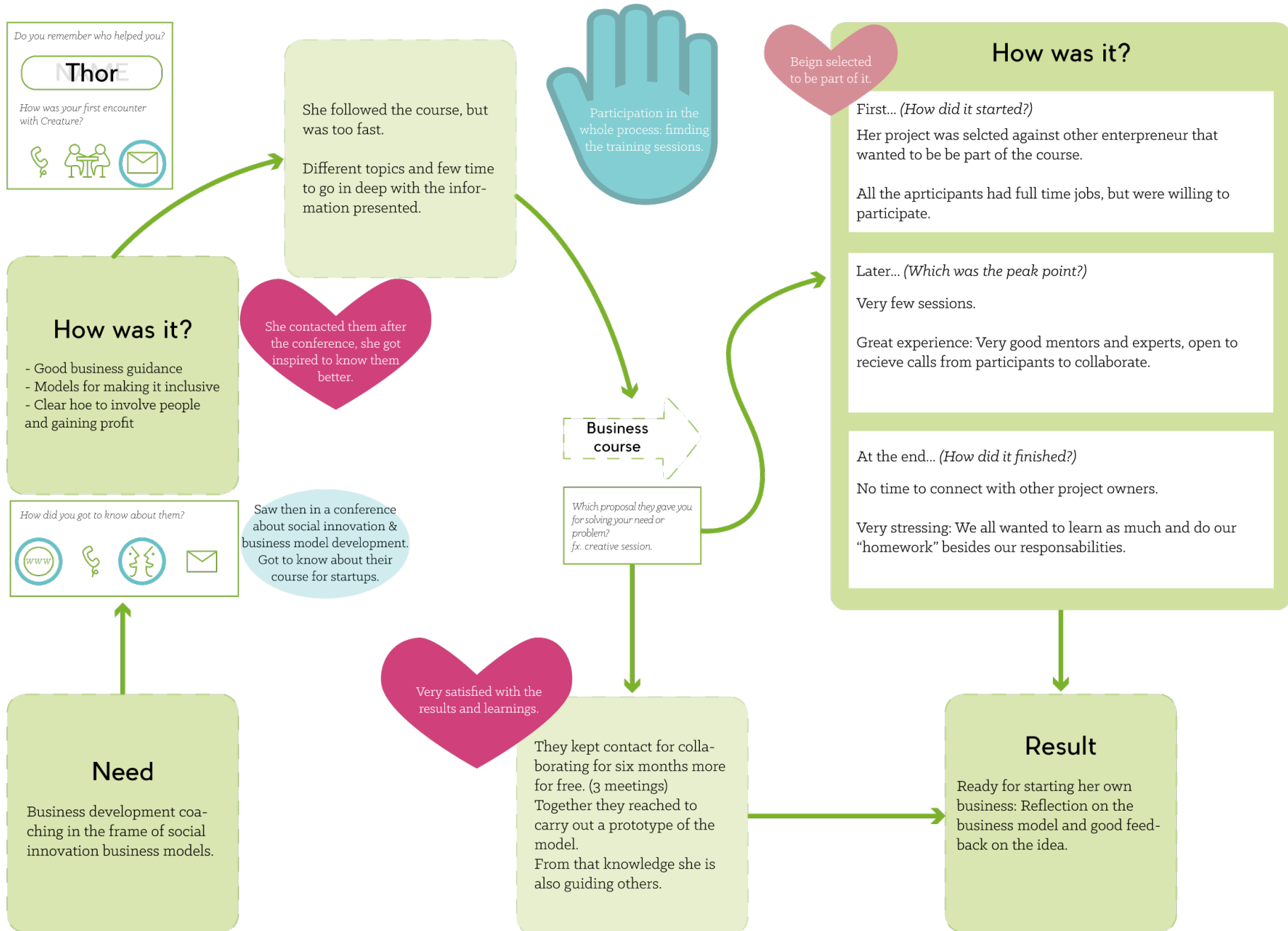
- Fit on their situation: Service/price
- Open to discuss any part of the service
- Co-created outcome: passionate about their topic

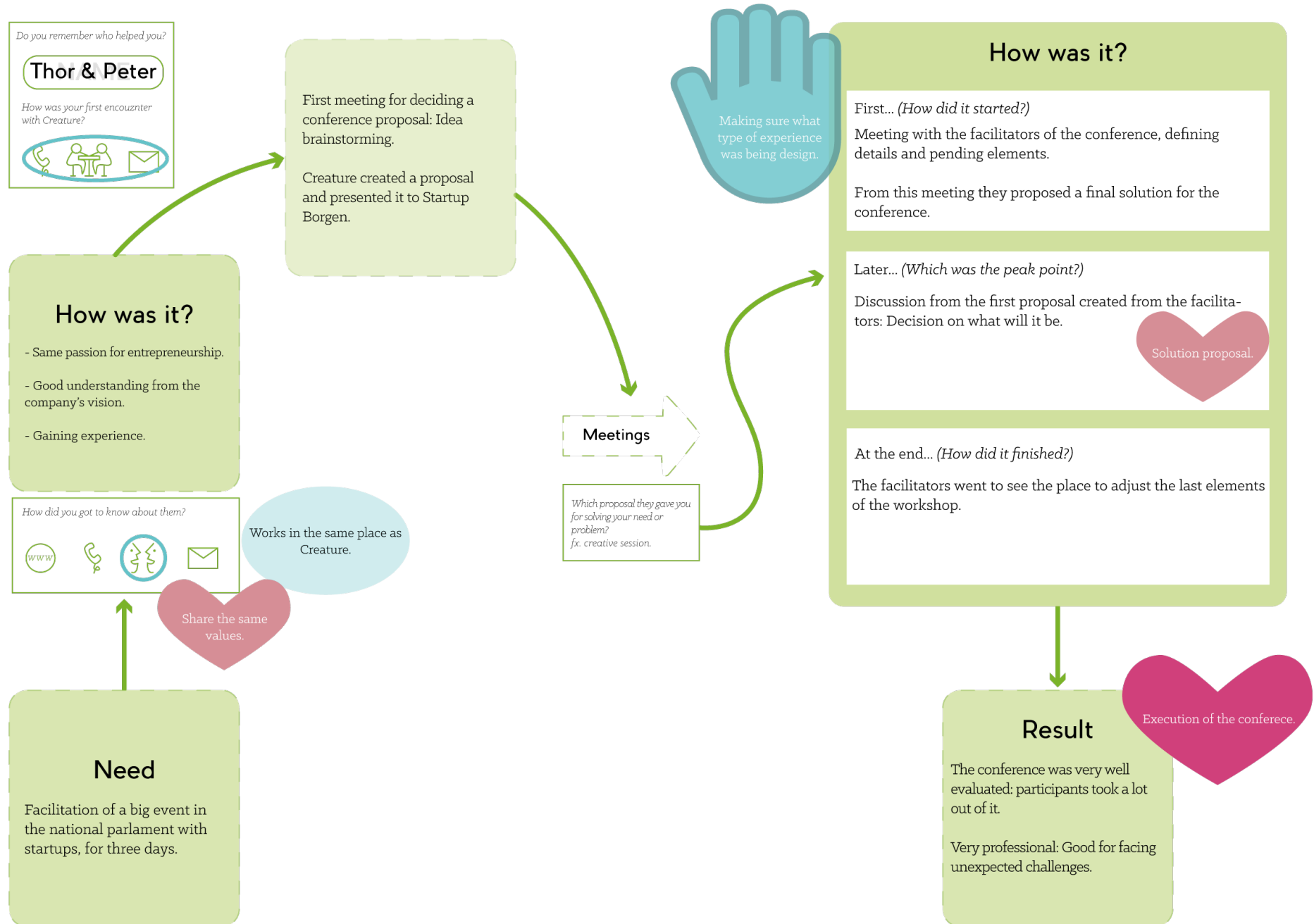
Do you remember who helped you?
Thor & Peter
How was your first encounter with Creature?

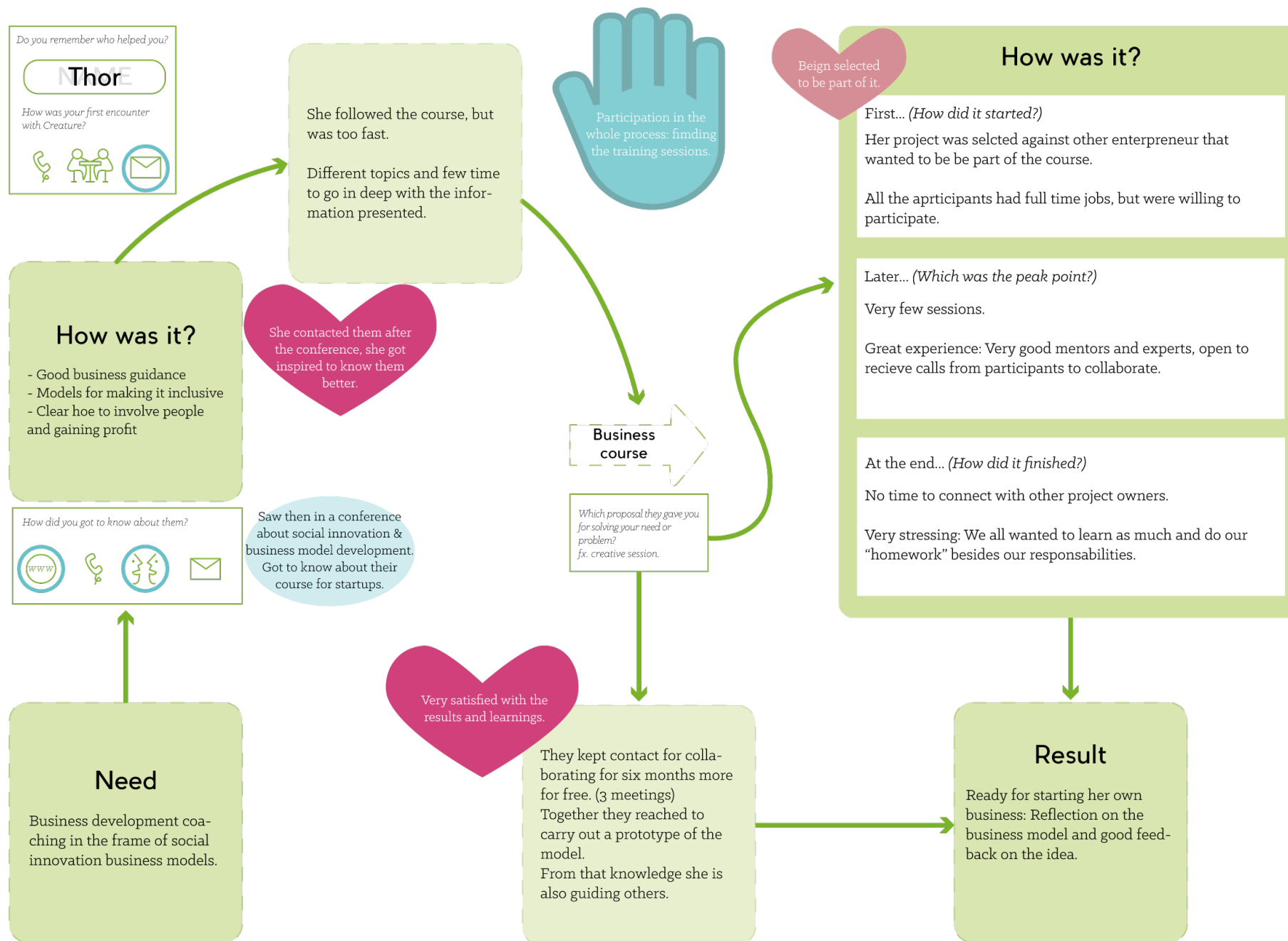
Giving inputs in the meetings and constructing the solution.

How did you got to know about them?

There was room for changes and unexpected things.







Learning

Templates

The template permitted to draw the client's experience during time, specifying the way they remembered the service encounter, but its construction had to be guided by the interviewer, generating in this way a space for conversation and storytelling about the experience more than an individual reflection.

Icons

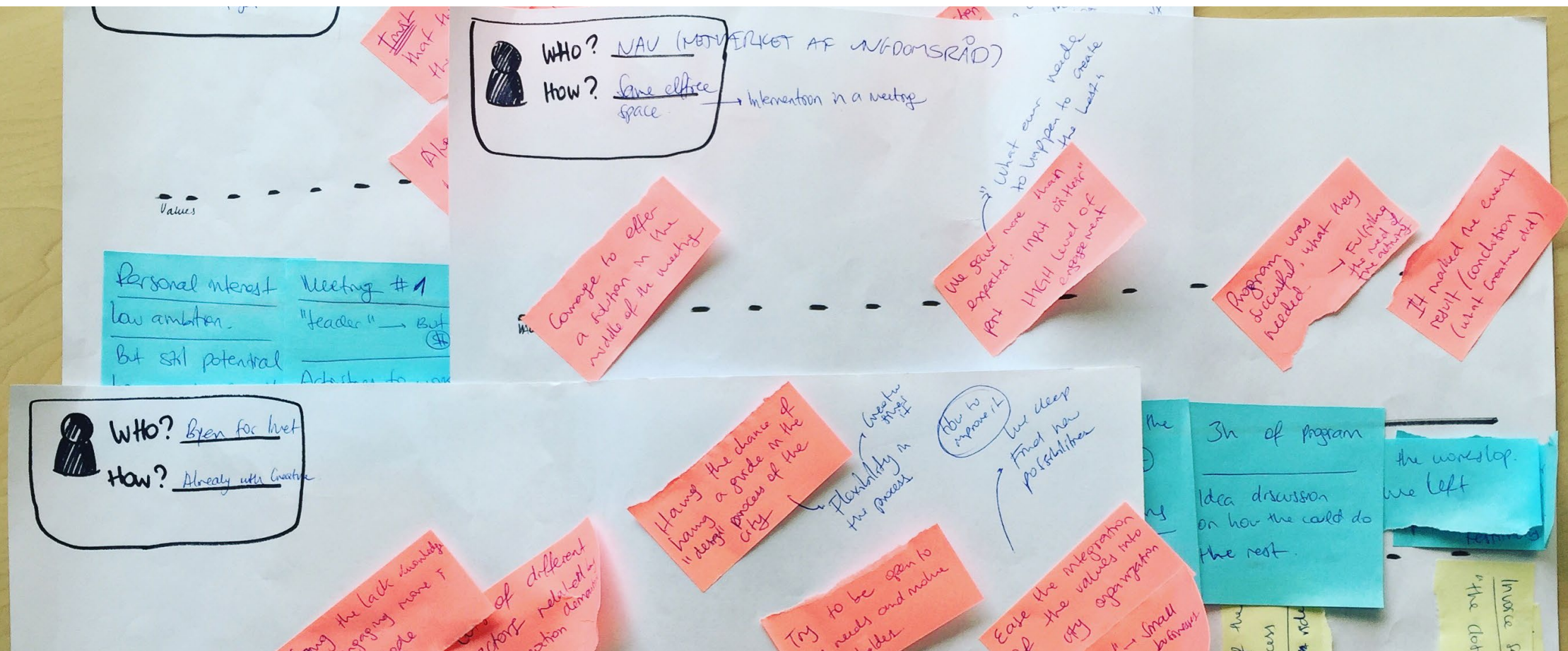
From these templates it was possible to summarize Creature's client perspective towards the value they delivered during a service experience. The big and the small hearts represent the higher and lower level of value this moments of the service had for them.

The hand icon represents the moments in the service where the clients were most active for the development of the process. In all the cases the fact of being able to participate actively in the construction of a solution is the most valued offer for the clients, especially for the most active ones, which is the reason why it is possible to find a heart close to a hand icon.

Creature's customer journey

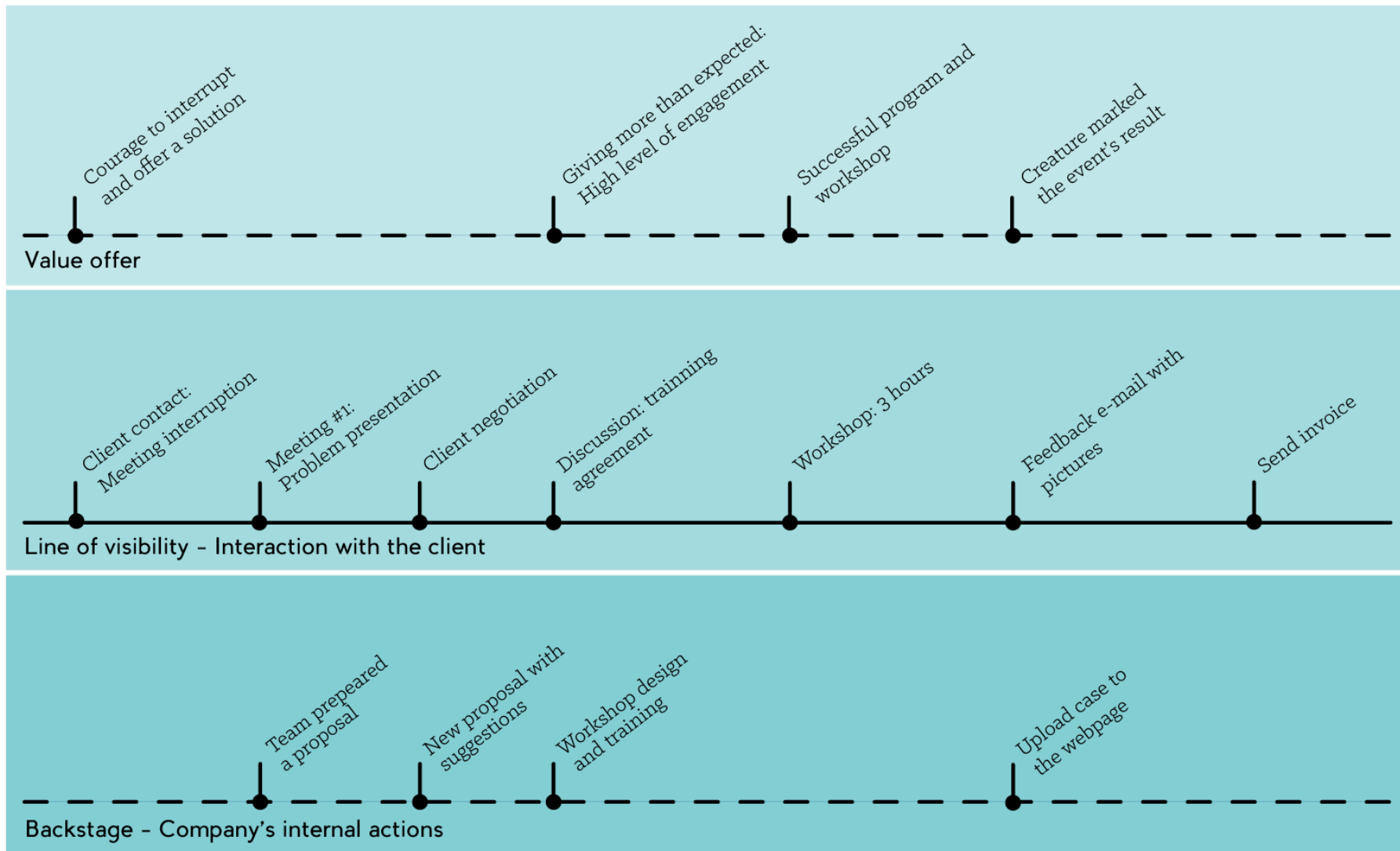
Through three interviews with Thor, Peter and Marie separately, three customer journeys were created for reflecting on how the process of the company is being developed for delivering a service to a client. The objective of this process was to find out where in the process of delivering and developing a solution the company gives value to its clients. The outcome from the three customer journeys was used for constructing a consolidated customer journey of a service delivered by Creature.

Image 7. Customer journeys depicting: Backstage - Line of visibility - Value offer



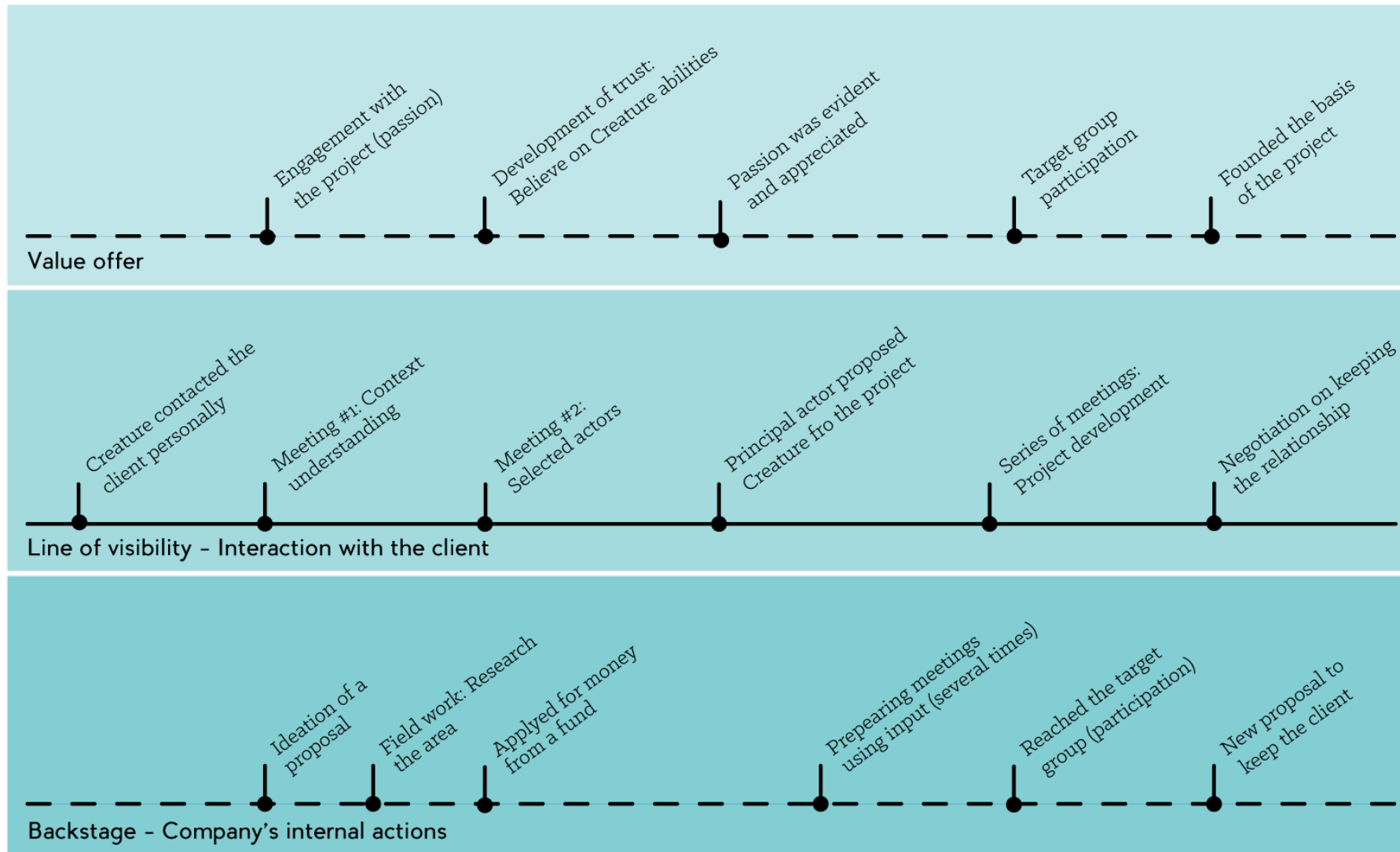
Consultant: Thor

Client: NAV (Netverket af ungdomsråd)



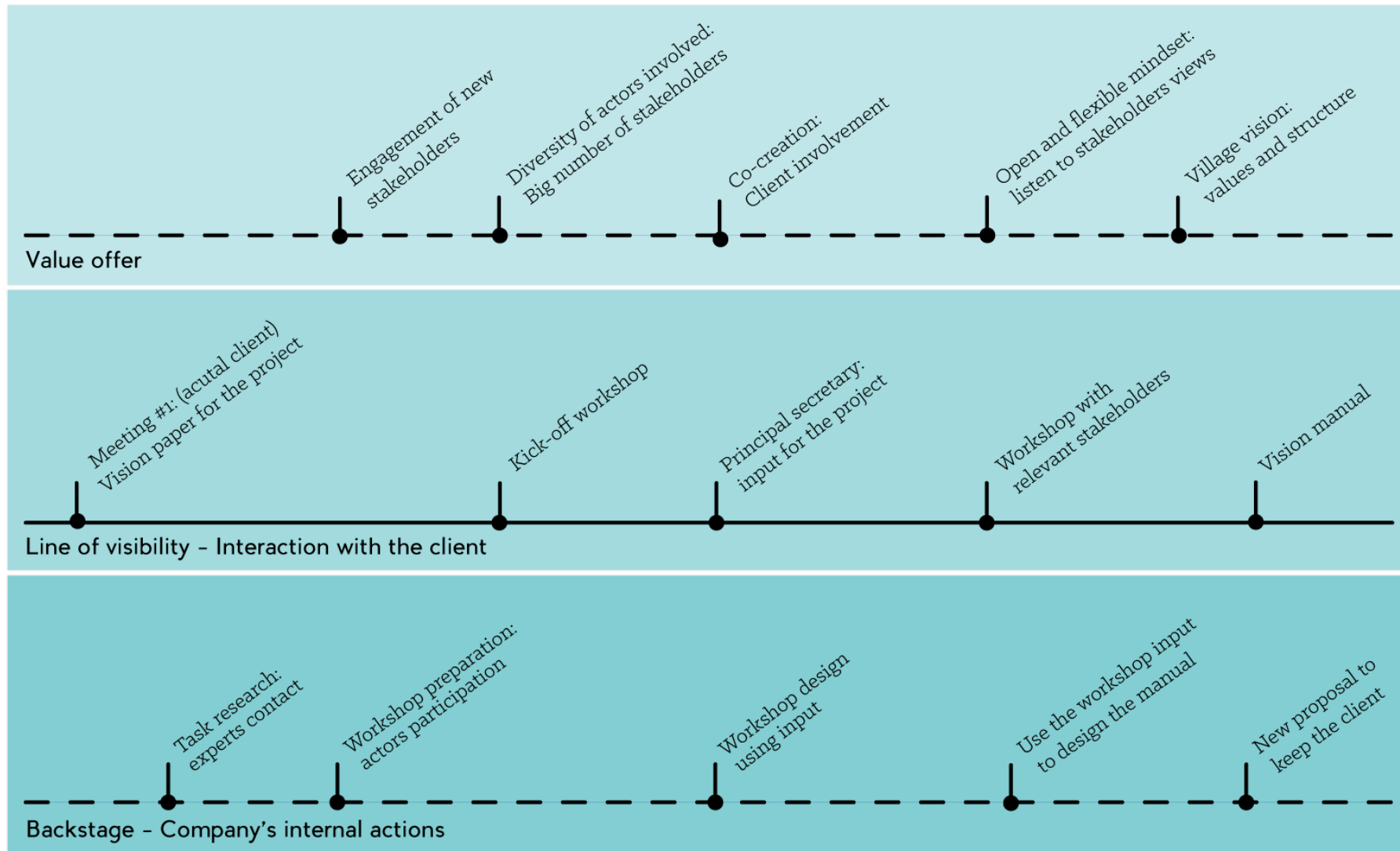
Consultant: Peter

Client: Byen for livet



Consultant: Marie

Client: Copenhagen Municipality



Learning

Interviews

This technique permitted the interviewees to construct their own idea of what the value offer was for the services they offered for each specific case. Making evident the way the value is present in each action they executed.

This tool permitted them to evaluate their success engaging their clients in the process, by making clear in which moments the participation of the client was valuable during the service and how that co-creation process was giving value to the client.

Even though the customer journeys address different types of services the Company's procedure for developing a solution is very similar, defining some steps previous to the execution of it, such as meetings, proposal delivery and co-designing of it.

This templates permitted to have an idea on a standard customer journey of the services Creature offers to their clients, regardless of the type of outcome (e.g. conference, workshop) it present the general steps necessary for generating value for the client.

Creature's Workshop

This workshop was focused for the Creature team, aiming to understand the way the team perceives the Company's values and how their past experiences have determined the actual way the Company works. For this workshop a pre-workshop with master students was carried out with the objective of gathering ideas for constructing the activities.

Pre-Workshop

This pre-workshop was an activity of one hour in which other master students had the chance to give ideas on the better ways the activities could be addressed to the Company for giving the best input to the design process.

Form the first proposal of activities in the board below the group discussed better ways of directing the information and engaging better the Company in the process, making evident the value of each activity for them.

Image 8. First proposal for the workshop with the Company

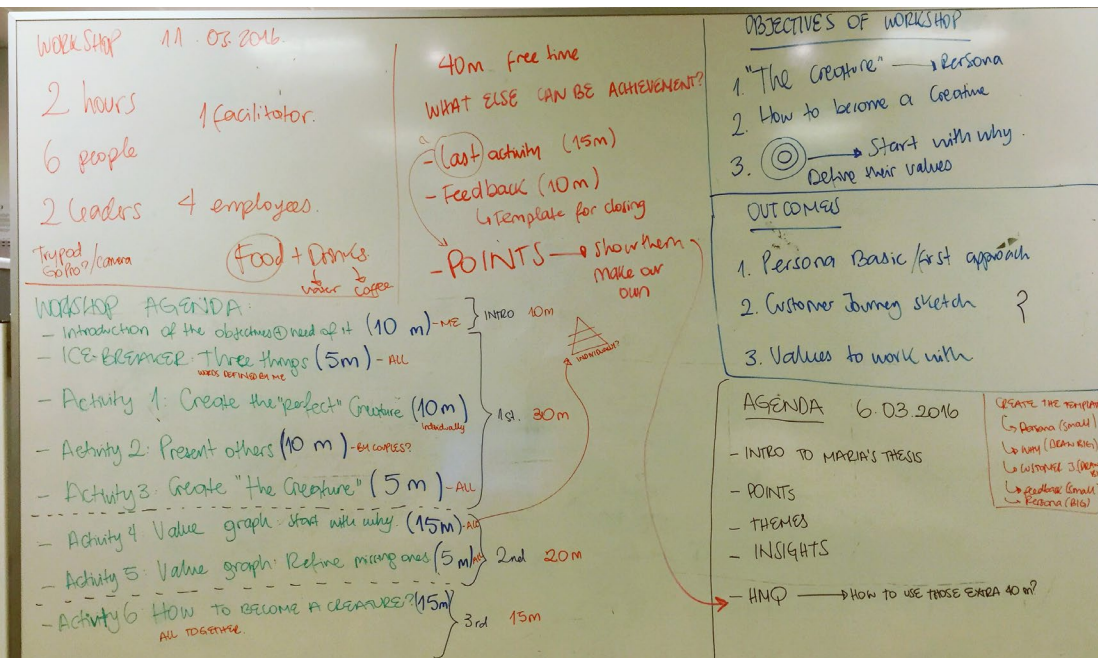


Image 9. Pre-workshop with master students



Workshop

This workshop had as objectives:

1. Developing some ideas for the creation of a company's persona, that will define their internal values, by constructing a journey for becoming a Creature.
2. Reflect upon their past experiences with clients and gather insights from the process.

Activity 1: Icebreaker. Who is the Creature?

This was a story telling activity of what “the Creature” is, referring to the Company as a living being. The participants had to fill up individually the cards given to describe characteristics about the Company as the image presents, what it likes, dislikes and is interested on doing.

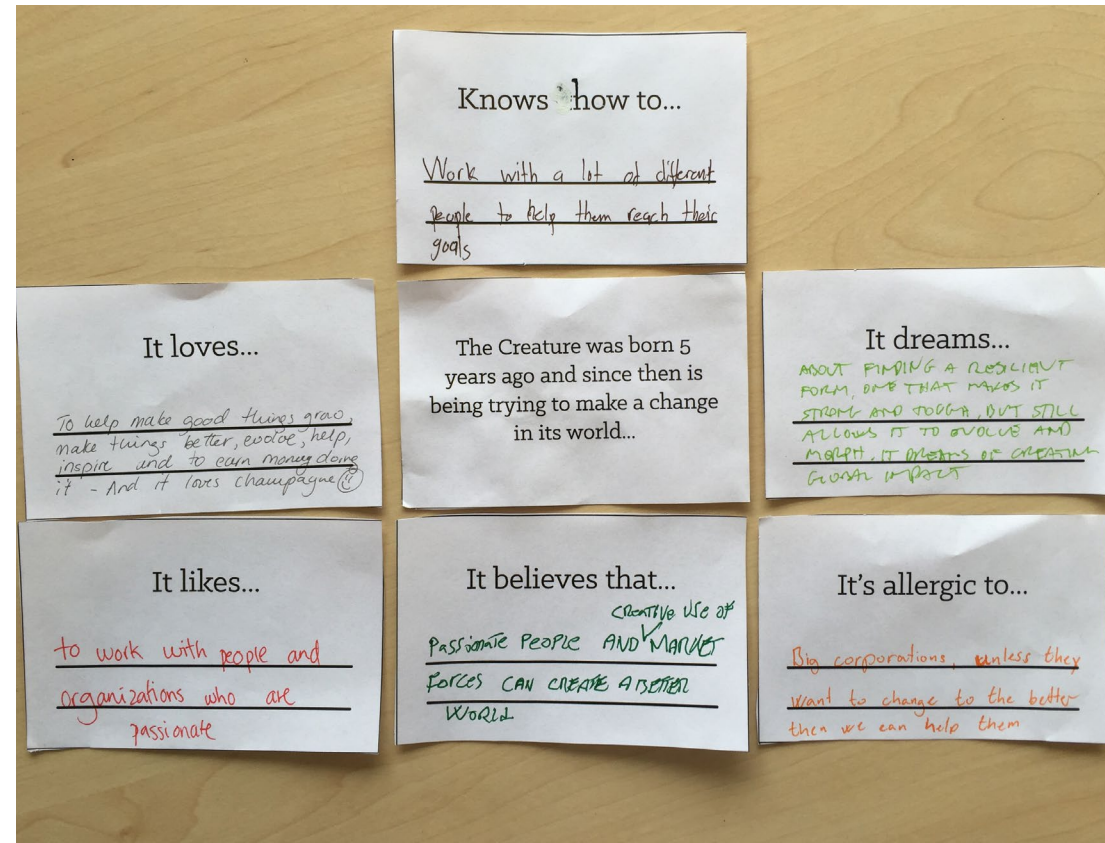
This activity was inspired by the metaphors of Gareth Morgan in his book “Images of Organization” (1998), in which one of the metaphors makes reference to imagine the Organization as a living being, not only with biological needs, but with personality and with its own point of view.

This activity permitted the Company to share from an individual point of view what they thought the company should be doing, according to the values they thought the company stands for.

The workshop was divided in four activities, making the first and the last one about the Company's values, opening the discussion about Creature's vision and mission, and closing with their values as a team.

The two activities in the middle had as objective making a reflection on their past experiences with client evaluating their positive and negative aspects, and how these different experiences had an effect in the way they work today and the way they should work in the future.

Image 10. Activity 1: Who is the Creature? - Results.



Activity 2: What does the Creature eat?

This activity aimed to list some of the clients the Company had worked with in the past and list down the positive and negative experiences they got with them. This permitted the team to comment and discuss how this experiences had helped in the way they are working today. It also permitted to reflect upon some elements that should be better handled for future cases for instance, the benefits they are getting from clients that are not paying them but could pay them by promoting the brand in a more evident way during the events.



Image 12. Activity 2: What does the Creature eat?

Image 11. Activity 2: What does the Creature eat?



Activity 3: What does the Creature want to keep eating?

From the Companies used for the discussion in the previous activity, the team placed them in a chart as shown. This helped the participants to analyze what type of project was giving them the most interesting outcome and process, related as well to the amount of income this was generating for them. This chart also allowed them to see which type of clients they are spending the biggest amount of time with, compared to the amount of income they are getting, how this affects the result in each project and the way the team feels about them.

Image 14. Activity 3: What does the Creature want to keep eating?

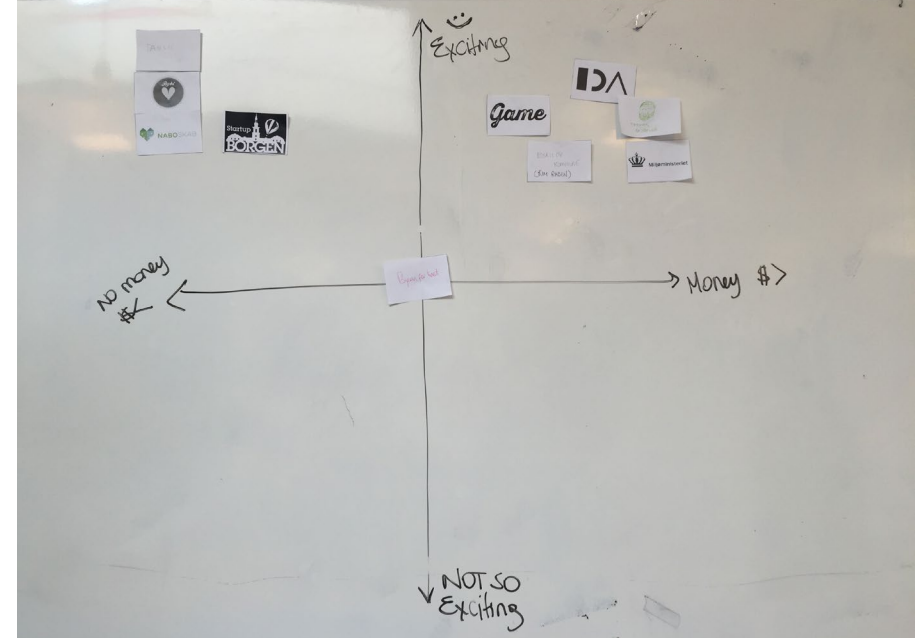


Image 13. Activity 3: What does the Creature want to keep eating? - Result



Activity 4: How to become a Creature?

The participants created together a journey on how a member of the team gets transformed from an outsider into a “Creature”. This process made the team realize that before being part of the company the employees where already a “Creature”, meaning they were already aligned with the mission of the Company, before knowing about it.

The process of getting inside of the company was described as a synchrony between the “Creatures” personal values and the values that the company stands

for, which in this case are about making impact, by implementing sustainable ideas that can bring positive changes in the world.

Once the employee is part of the Company the practice of collaboration between the team and the delivery of trust receiving big responsibilities to develop projects, generates on the team members a big sense of ownership, for their personal work and the perception of impact they can generate from their individual knowledge and abilities to the situations to be solved in the Company.

Image 15. Activity 4: How to become a Creature? - Team discussion



Image 16. Activity 4: How to become a Creature? - Result.



Barcelona: Design agencies

A trip to Barcelona was carried out for gathering some inspiration on how other companies deliver value with their services. Five service design agencies were interviewed for getting to know their standard customer journeys and the general experience their clients had with them. From these agencies only one is a multinational, three were small local companies and one was a start-up.

For gathering this information there were created customer journeys of their services measuring the value that the clients were receiving in each step of the process. The big hearts represent the offer with biggest value and the small one the least.

Multinational



Claro Partners

Contact person: Mandy Bouchédid

Start-up

HOLON

Claro Partners

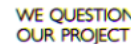
Contact person: Adrià Garcia

Small local companies



Intuitiva

Contact person: Anna Ripoll



We question our project

Contact person: Itziar Pobes



Sodabites

Contact person: Monica Carbonell

Claro Partners

This company was chosen to be the multinational example of standard service delivery. Its clients are big corporations like Disney or Volkswagen and their work style matches these companies' need for a standard and clear process. Their customer journey presents already a first proposal in the first meeting thus their method of client approach, different from the other consultancies, is made by a representative that will get to know the problem before the process with the team gets started.

Usually their methods of approach are similar with their different clients: trying to involve stakeholders that were not taken into account in the company's services through workshop and a participatory research process.

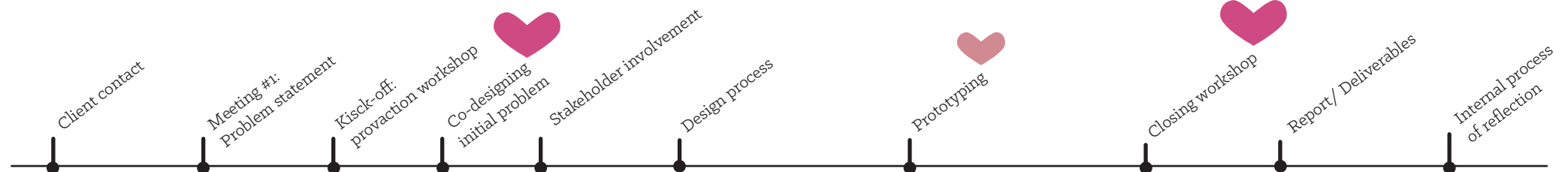


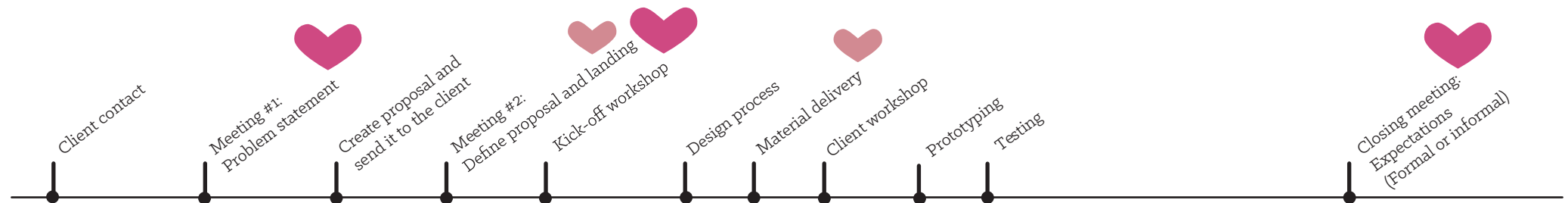
Figure 11.

Intuitiva

This local company is founded by a single service design professional, Anna, who hires free-lances for developing the different phases of the design process: Research, ideation, implementation and delivery. These free-lances are actual or old employees from companies like Fjord or Designit, in that way she ensures the quality of her results. Her method of client approach is much more personalized; she creates personal bounds with her clients creating a unique

business experience with each one of them.

For her process is very important to launch the beginning of the service by using a kick-off workshop, in this way making from the start a clear emphasis on what the client expects and how the process will accomplish those goals.



We Question Our Project

This company is integrated by a couple that has a lot of experience with the public sector, being invited to Gigapp conference, and are well known in the local market for their knowledge on this sector. Their working strategy is starting with a first launch of the service and after this launch applying an analysis phase of the pain points and structure problems in the system.

They have a big emphasis on user involvement, trying to make all the stakeholders, especially the ones that had never had a chance to have a say in the decisions that are taken, to participate and leave their perception for feeding the project.

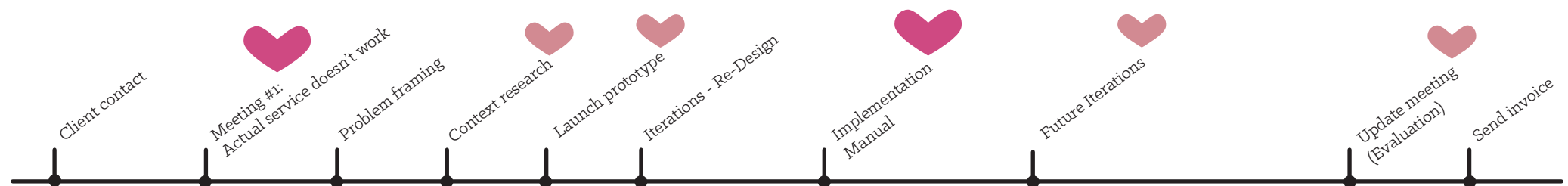
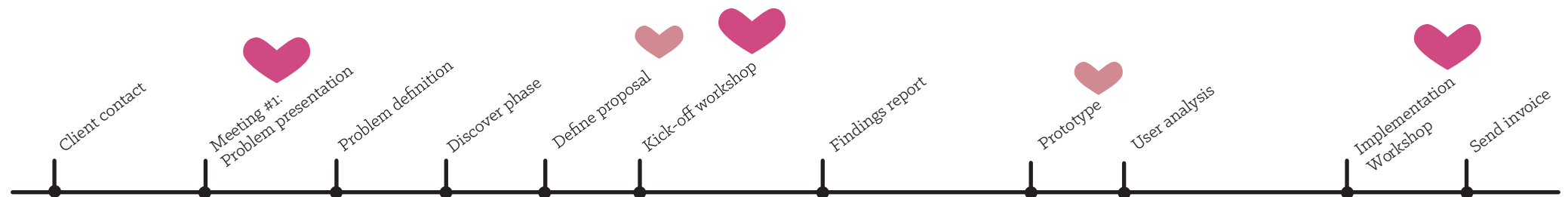


Figure 13.

Sodabites

Even though this company has a bigger emphasis in marketing strategies and branding, their services are migrating nowadays into service design. The approach they have corresponds to an initial identification of the problem from the brand and company identity, for later involving the users in the process, generating prototypes and implementation.

Her strongest methodology is the use of workshops during the different design phases, for not only presenting the results to the client, but also to make them feel involved in the process of decision making.

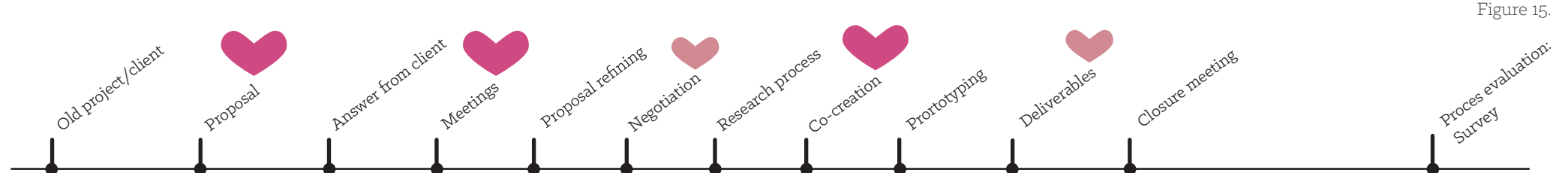


Holon

This last company is a local start-up with a sustainable framework, proposing a vision of balance between the actors in the service, the profit and the environment involved in the project. Their method is approaching clients through unrequested proposals, from actual needs/problems they might have.

His design process is not much different from the other agencies, but the re-

levant value of their process is the closing activities of the service through an experience survey that makes the client tell the story of its experience highlighting the most interesting points of the process and some future interests, giving Holon the chance of retaking the project from this information from the client.



Learning

From this methodology it was possible to identify multiple examples of companies that could give useful input to the way Creature develops its service.

It was possible to differentiate what a multinational, a small business and a start-up had to offer in their different ways of approaching their groups of clients, since their position in the market varies, their business strategy gets affected by it.

Even though for each type of client segment the value offer should contain different approaches, in essence what these companies offer to their clients are a possibility to participate in the design process, owning the projects proposed and obtaining the expected results through this participatory experience.

Gathering this customer journeys enabled a comparison that will be presented in the following chapter. This comparison between Creature's customer journey and these companies' was executed taking into consideration the ones that had the most similarity to the way Creature works, in this case: Claro Partners, Intuitiva and Holon.

Sodabites and We question our project, were not part of the comparison, but gave elements to take into consideration at the moment of designing a customer journey proposal for Creature.

General Learning

From the information gathered in this phase it was established a clear overview of the context Creature's team and clients where interacting with the Company. It was defined an initial idea of the value offer that the Company wants to sell and the experience their clients were having with the service.

Interviews: Human centered design

The individual interviews made with the team permitted to understand their individual experience with the Company and their role. Through this human centered tool (IDEO, 2011) it was possible to recognize how the members of the team perceived the values that the Company wants to construct and how their individual actions contribute to it.

The workshop permitted a group approach to the Company's values, this emphasized the co-construction of a common idea of what Creature stands for and permitted an space for a team reflection on how their values and personal interests are related to the Company's performance with its clients.

Customer Journeys

This tool permit an overview of the service involving the elements that are needed to be taken into account, such as time, actions, value delivered and the level of visibility in which those activities are taking place.

According to the consultancy Smith&co (2013) the use of customer journeys permits an evaluation of a general framework of what is that the Company wants to offer to their clients during time. The advantage this model brings is

the possibility to analyze the components of the service and understand where in the process it's possible to find the touch points that determine the success or failure of the actual experience.

Doing the exercise of drawing the service in a customer journey permits as well to "focus on the high points of their experience and overlook the low points" (Smith&co, 2013) in that way giving weight to the points to be cared of because of their relevance for the client experience or re-designed for making it better.

Bench marketing

The relevance of using a competitor comparison relies on the possibility of implementing good practices form the market and evaluate own values (2016). This process can help the Company to understand their position in the international market and how other agencies are offering their value by the use of different ways to approach their clients.

The bench marketing will be applied further more with a competitor matrix, for evaluating Creature's strengths and weaknesses in the Danish context. This matrix will be relevant for ensuring a useful design of a proposal for the Company.

INT

- 15

WHO ARE THEY?

CREATURE

WHAT DO THEY

INTERPRETATION

The image shows a wall covered in numerous colorful sticky notes and diagrams, illustrating various aspects of user research and product development. The word "INTERPRETATION" is written in large white letters across the top. The sticky notes contain handwritten text, diagrams, and lists, organized into columns and clusters. Key themes include team coordination, user needs, product development, and user research methods.

Team Coordination:

- Team coordination
- Local media (Facebook, Twitter, LinkedIn)
- Local not very clear what who is who
- What is that we want say?
- NOT so much implementation as the narrative
- Building of support or diagnosis (Crisis)

User Needs:

- What does the user "want"?
- Needs to be clear to what they are
- What do we know each other (Crisis) that will
- What do we know each other (Crisis) that will
- What do we know each other (Crisis) that will

Product Development:

- New product line that an dynamics for collaboration
- Challenged (Crisis) (Crisis) (Crisis)
- Need to learn about everything to lead the team
- Change of dog (the design model)
- What does the user "want"?
- Needs to be clear to what they are
- What do we know each other (Crisis) that will

User Research Methods:

- Flipping out (Crisis) (Crisis) (Crisis)
- Team coordination
- Local media (Facebook, Twitter, LinkedIn)
- Local not very clear what who is who
- What is that we want say?
- NOT so much implementation as the narrative
- Building of support or diagnosis (Crisis)

Other Notes:

- Business Development
- New/old
- Big
- What do we know each other (Crisis) that will
- What do we know each other (Crisis) that will
- What do we know each other (Crisis) that will

Image 17. User research POINTs.

Brief meeting

A meeting with the founders of the company permitted to iterate on the customer journey created by the fusion of the three customer journeys in page 21. As a side exercise the founders were asked to write on post-its which were the values that the Company delivers to their clients. After the list was done and the customer journey iteration was corrected to what they thought was the right steps of their service, they were asked to place those values in the customer journey, relating actions in the service with the values the customer receives in the process.

Image 18. Brief meeting: Peter and Thor definig values in their customer journey.



Value offer and Customer journey

The following customer journey is the result from the meeting. The first couple of values are present before the client even experiences their service; those are the reason why the clients choose to work with them.

The second group of values describes a change of mindset, evident through the meetings they make with the clients making clear they do things in a different way, compared to other type of consultancies.

The third and fourth line of values are experienced during the co-working between Creature and the clients, making clear that during the meetings and the co-creation activities for designing the solution they get more than expected.

For the fifth and sixth group, the values describe the core of the designed solution (workshop/conference/etc.) making emphasis on the level of engagement and ownership it has for the client, making it meaningful and relevant as something the client was also part of.

The last value: meaningful solutions, is the one that closes the service and makes it valuable for the client, enabling a memory of a result that can be useful in time and will leave for the client a good closing experience with the Company.

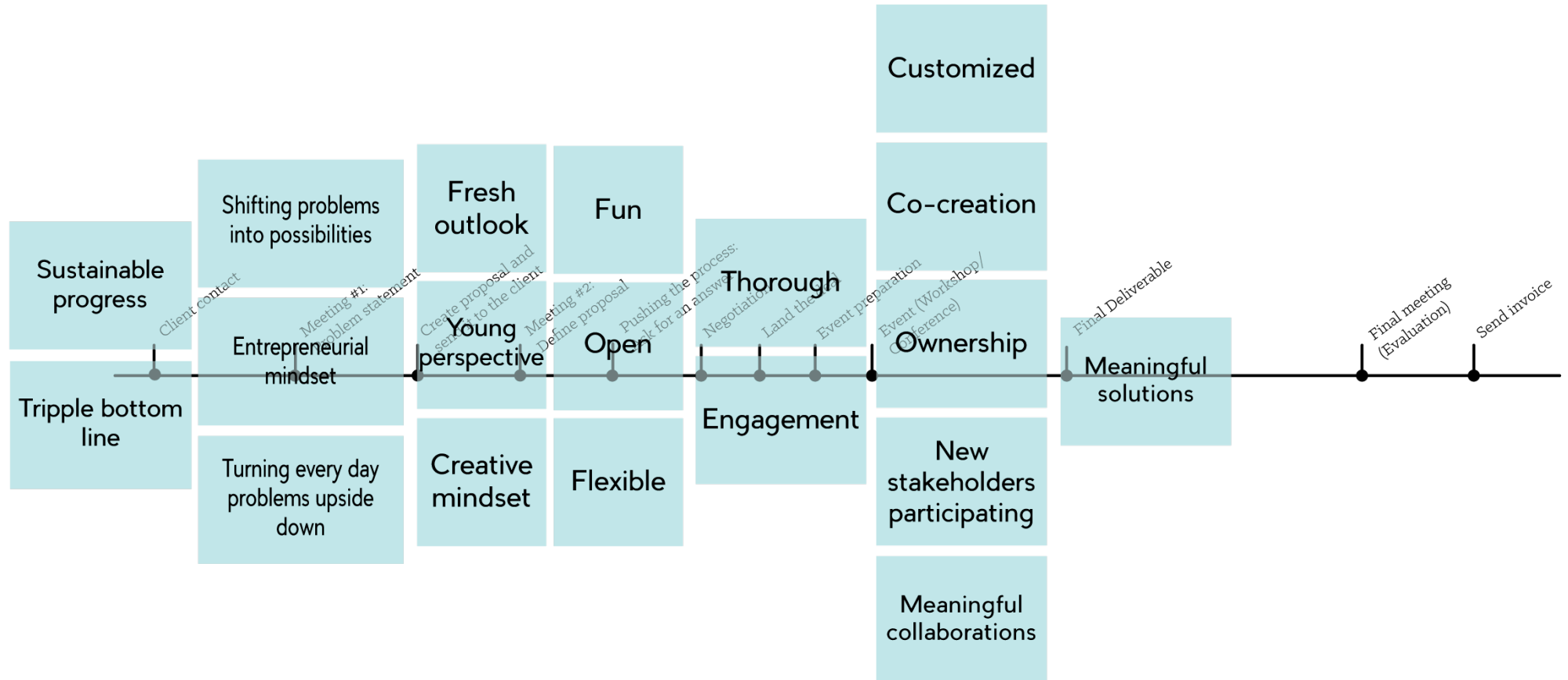
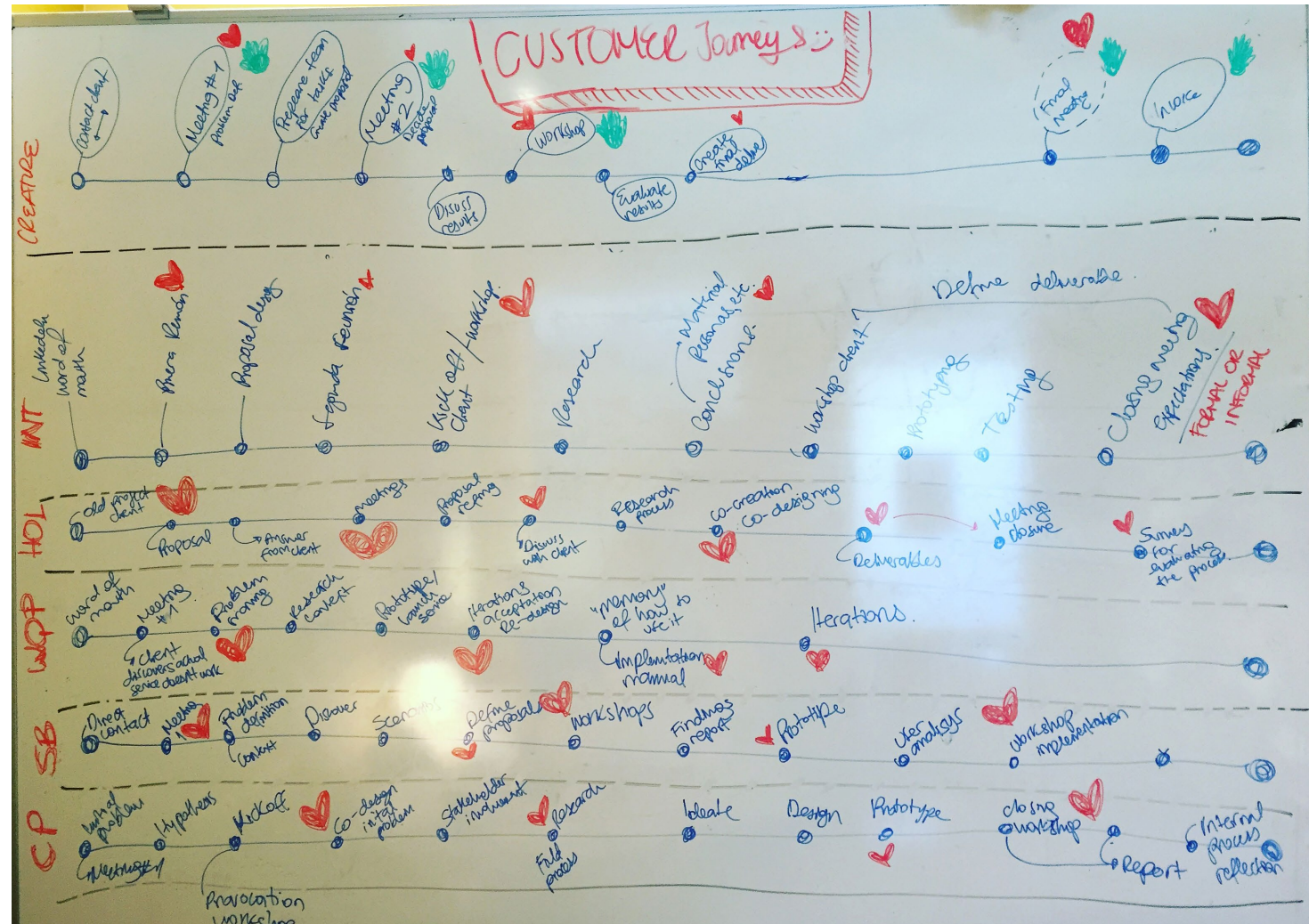


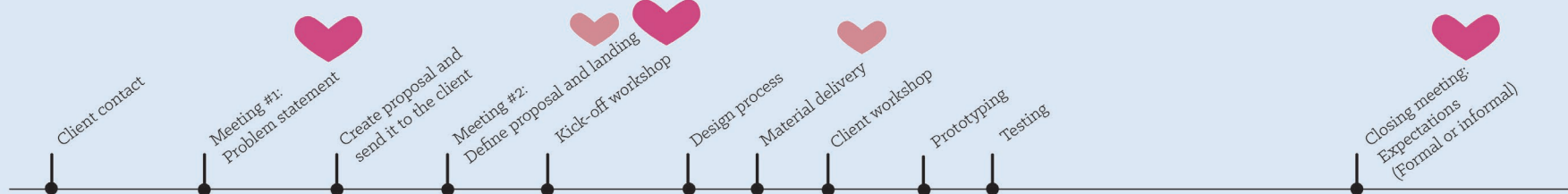
Figure 16.

Customer journey comparison

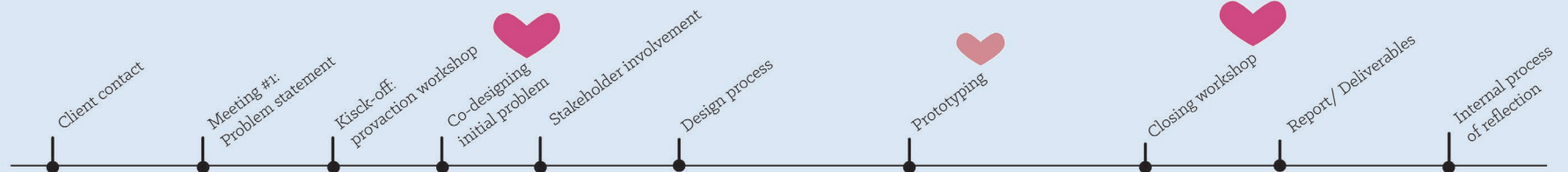
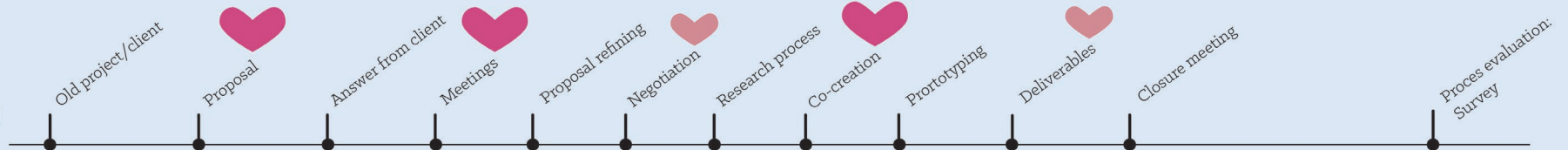
This comparison was made using the companies visited in Barcelona. The aim was to find the best practices that could be useful as inspiration for Creature, as well as having a clear overview on where the value was being delivered in the different moments of the service and how each company is approaching each moment of the experience.

Image 18. Comparison sketch.





HOLON



Learning

From this customer journey comparison it was possible to find some relevant practices that Creature could apply for improving their services. Also were evident the values that differentiate the company from the other consultancies, such as the permanent client participation in the decision making and not just through punctual activities.

From this comparison it was evident for the design process that the focus of the proposal should rely on a better closing process that will ensure the loop of the clients experience with the company, making them come back for a new service.

Practices

All the consultancies compared have a closure meeting for presenting the final results from the process and how the clients expectations where fulfilled through the process. It can be a formal or informal activity in which the clients have the chance to give feedback and discuss possible inquiries or future approaches to the project.

Creature lacks from this meetings that are not always held, they most of the times make the closing through a phone call losing the opportunity of strengthening their relation with their clients.

This closing process goes together with a survey that in Holon's particular case is a story telling tool that with no more than 6 questions inspires the client to tell his experience with the company, giving data about the good and the bad moments of the experience and a final question of possible interests or missing questions about the actual or new projects the company could work with.

Other relevant element to take into account is the presentation of a final deliverable, that in some cases are just the material used for the workshops or conferences, that in the case of Claro partners is the principal deliverable they give to their clients.

This permits the client to see how much value the whole process had with a physical element, enabling future uses and a memory of the experience with the Company.

Values

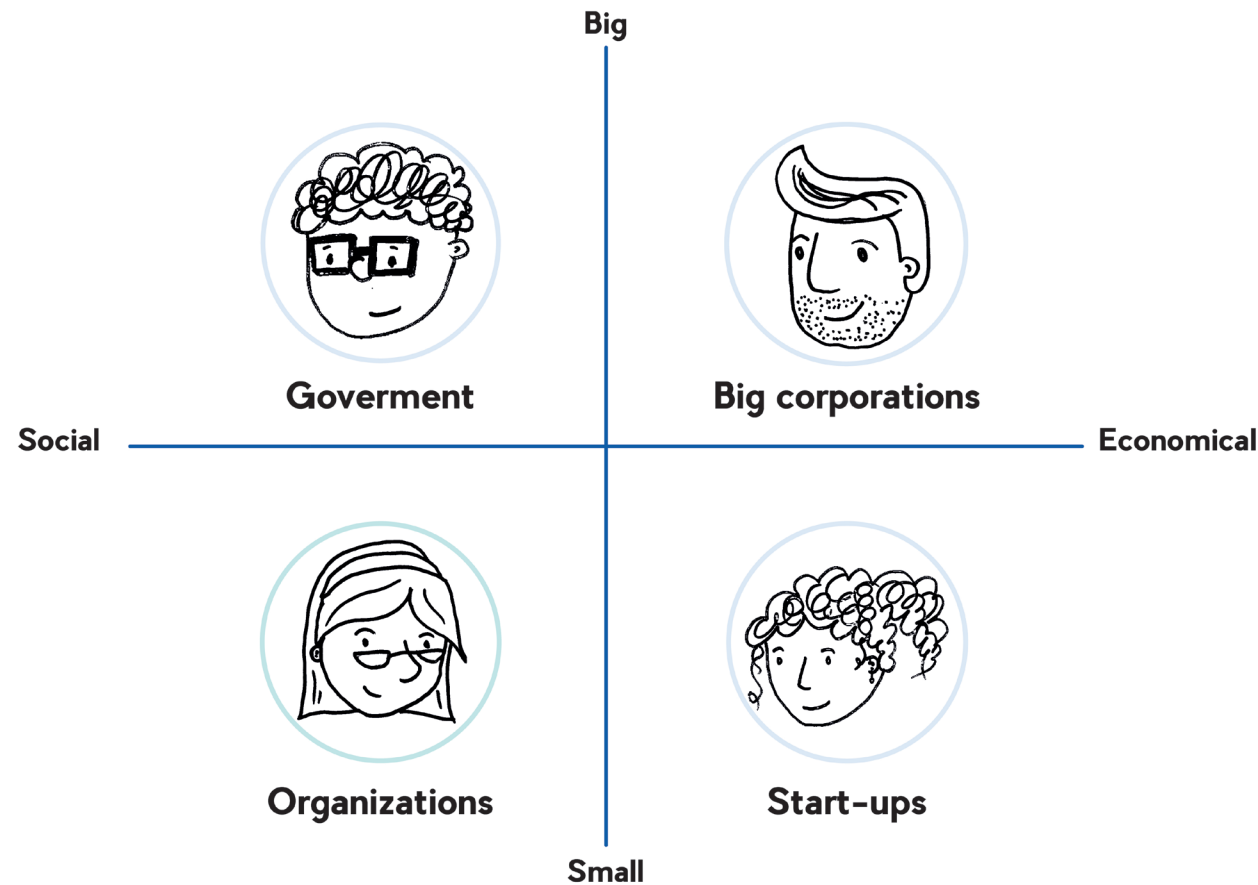
Related to this last element, the final deliverable, after discussing with Creature the different findings from this companies, it was identified a practice that adds special value to what they do, something they call "the Creature thoughts". This was a document that compiled the most relevant ideas from the process and gave the client an extra input for implementing or developing the solution designed: the workshop, conference or business model.

What makes their value offer so interesting is their co-creational focus for designing new solutions. All the consultancies have that element as part of their process, but which makes it special for Creature is the level of engagement they generate in their clients, making the solution owned by them and not only designed for them.

Client personas

For a better understanding of Creature's clients, four personas were created taking into account the four relevant client groups the Company has. These four groups are: Big corporations, start-ups, Organizations (non-profit) and the Government. Each one of these clients has different interests and needs that the Company needs to address with its particular consultancy style.

Figure 18.



GOALS

Involving new ways of thinking without making it a problem with the bureaucratic requirements.

He wants to do the best from his job for the country and its citizens.

ATTITUDE

He expects the service to be flexible with the government's requirements and at the same time bringing value.

Wants to learn new ways of thinking, but is afraid of being too risky.

WHO IS IT?

Not all decisions taken in the ministry are his, but he tries to push new ways of doing things, balancing the bureaucratic requirements and the new things.

Needs to control each step, because he will be accountable for the results of the process.

**Government****QUOTES**

"Trust needs to be built through a clear and serious relationship"

"Making decisions takes time, but we try our best!"

QUOTES

"Always expect from others to do better than 'expected'"

"I like to learn and actively participate in the services I pay for"

GOALS

Aims to fulfill his clients' needs through any type of improvement, retrieving his investment back.

Time is money, but if money demands time, he will make an effort.

ATTITUDE

He is open to try new things improving the way the company works.

He likes new strategies, tools and methodologies for solving problems at work.

WHO IS IT?

For him is important the capacity of leadership and control the service provides, including the chance to regulate how things are done.

He likes to participate actively in the services he is paying for, finding potential value on them, this understood as the utility the service can have for the company.

**Big corporations**

GOALS

Her community should be the center of what ever is created in the organization.

Generating positive impact inside the community.

ATTITUDE

Interested in new ways on doing things, that answer to their own passion and values for the community she represents.

Resources are limited, thus she is very cautious when investing.

WHO IS IT?

Since resources are a priority she is very picky on the type of service that she will pay for: active decision maker and participation in the process.

For her the needs from the community are the ones driving the projects inside the organization: determining their size.

Expects a flexible and customized service: in budget and process.

**Organizations****QUOTES**

"We like to collaborate with passionate people, that follow a cause"

"Our community requires attention on what they want and need"

QUOTES

"I appreciate any expert that can support my idea!"

"I follow people that share my values and business mindset"

**Start-ups****GOALS**

She needs to learn how to make her idea a profitable and sustainable business model.

She wants to meet interesting people that can bring any input to help her develop her business.

ATTITUDE

She is very active with her learning process: highly motivated by the impact her idea can make in society.

She likes to decide independently which path she wants to take.

WHO IS IT?

She is an active network creator, trying to connect with the people that is aligned to her vision and personal values.

Her decisions are determined by how much impact they will have in her business, constantly finding improvements to her idea.

Learning

From the creation of these personas it was clear for the Company which is the need of their group of clients and how their business strategy should be design for each one of them.

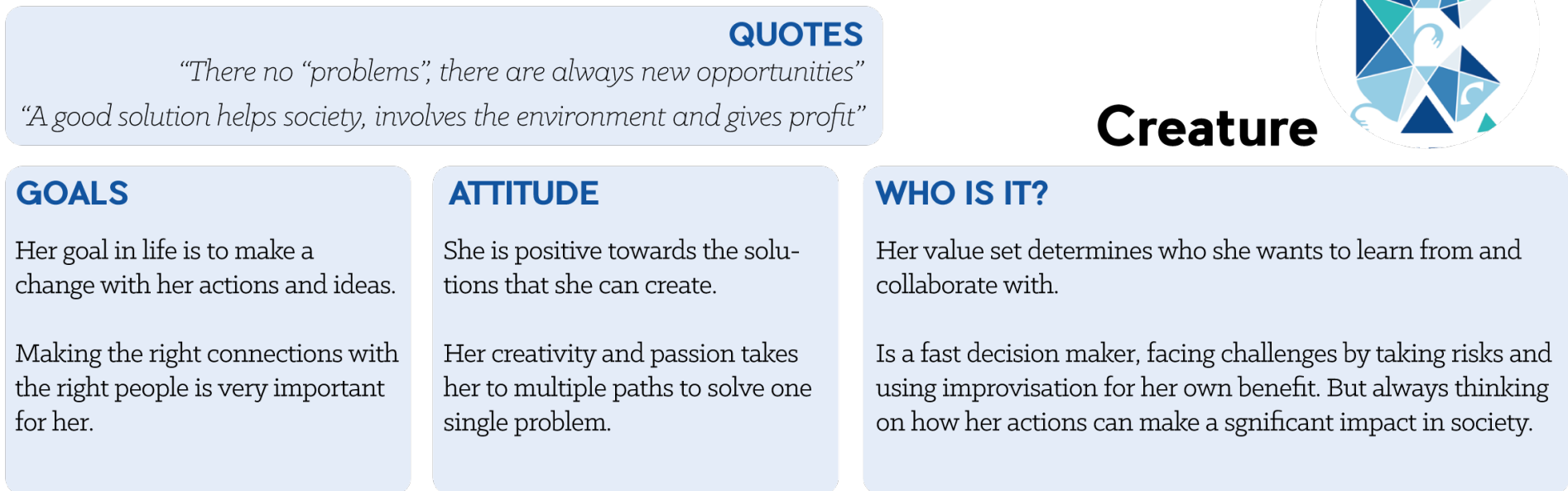
Their diverse interests make the process challenging for Creature, but once their motivations are defined the Company will be able to reach out through clear elements that respond to client's needs.

This tool also aims to be part of the training process for the new members of the team, thus it presents a clear image of what does each client expect from their work, and how the sales process should be address to each specific case.

Creature persona

This persona was partly a result from the activities done with the Company during the “creature workshop”. This persona will be useful for the company team to better understand the values that the company stands for and how their role is relevant for following these values.

Figure 21.



Learning

This last depiction is the result from the workshop held with the Company team and presents the way the team perceived their process of becoming a part of Creature. This journey describes the different steps for learning about the organizational culture, the labor skills, the persona's mindset and the importance of a value alignment between the new member's personal values and the ones the Company stands for.

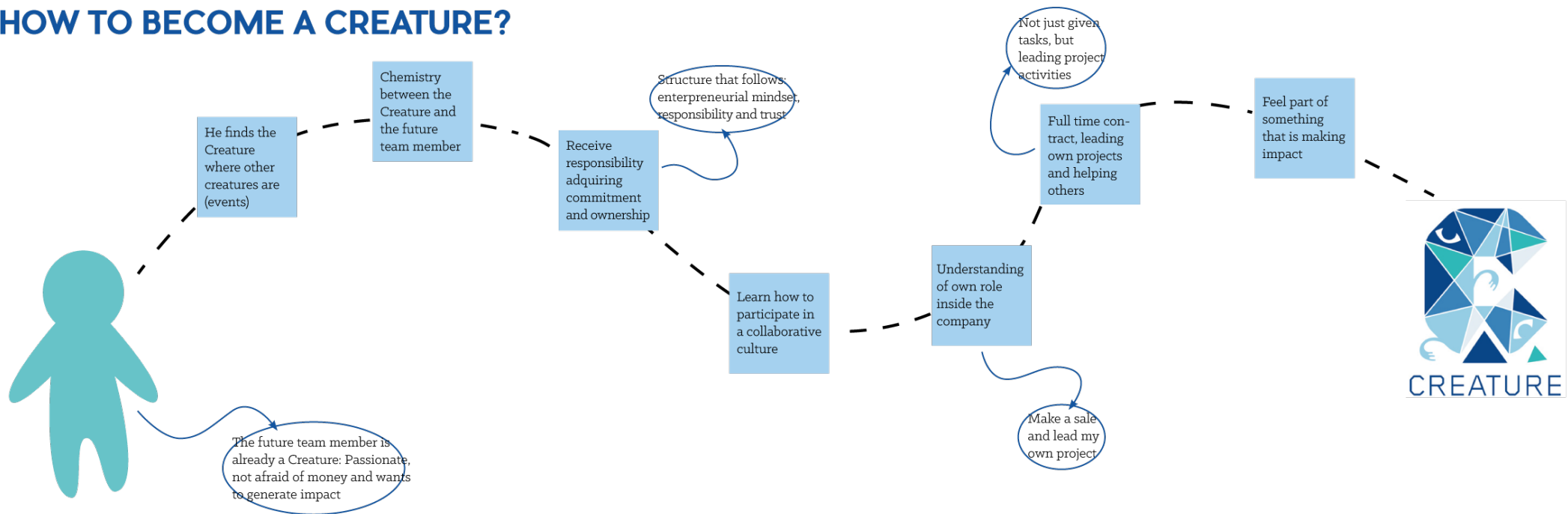
In combination with the persona tool this depiction is useful to present the internal values of the organization, as well as its needs and interests, giving the

employee the possibility to align his/her own vision with the Company's.

This representation of the Company's identity is a starting point for the construction of a tangible mission and vision. For Creature the weight of their values is considerable, making it relevant at the moment of deciding who they would work with and how the project or solution will be developed.

Figure 22.

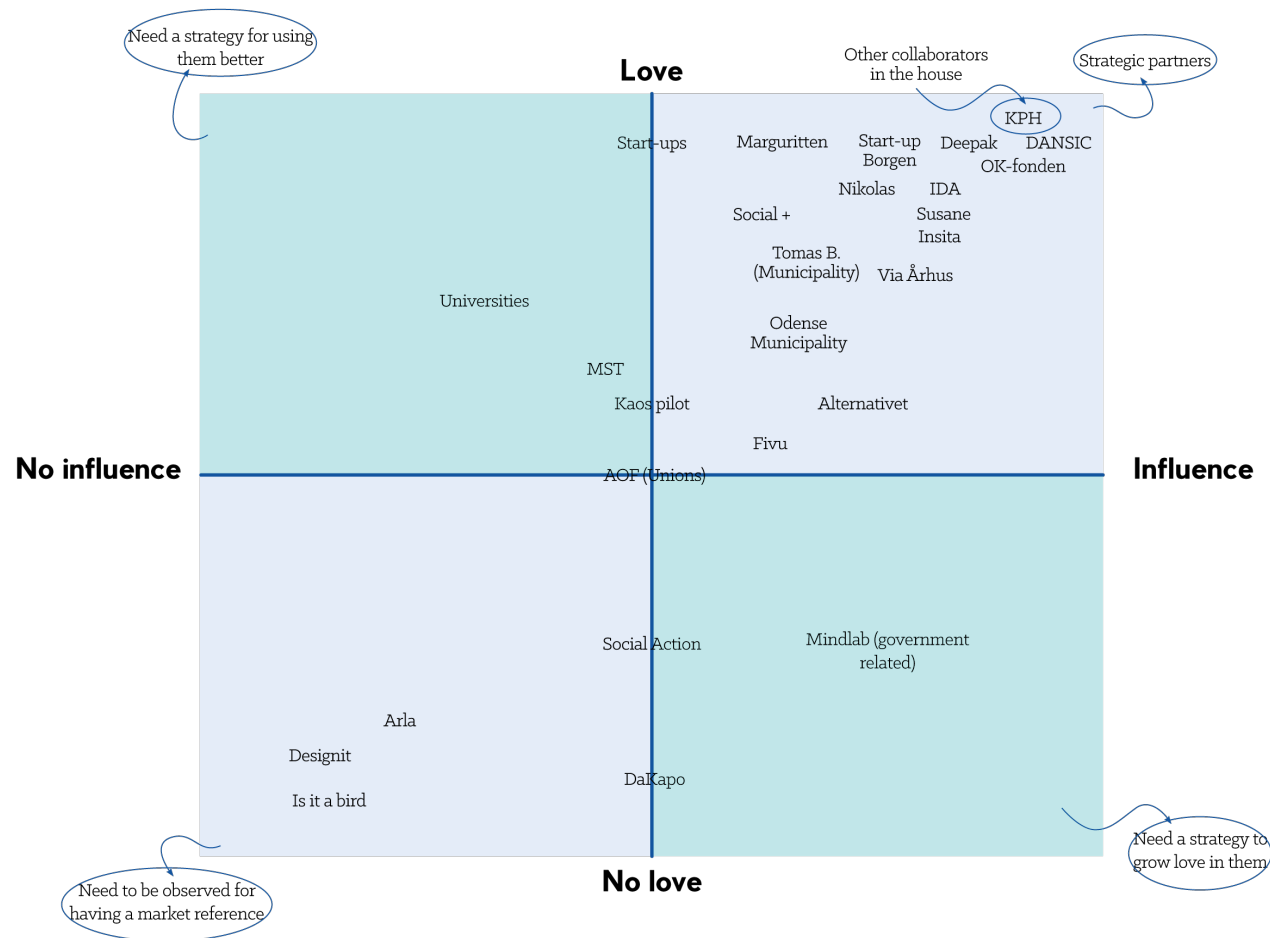
HOW TO BECOME A CREATURE?



Stakeholder map

The stakeholder map was constructed together with the Company leaders. They placed the clients, collaborators and competitors according to the level of influence and love they had towards Creature. This permits an overview of the power some actors have and which ones are relevant for Creature's growth and how the level of power affects its role with the Company.

Figure 23.



Learning

The first square (up right) of this grid represents the actors that are relevant for the Company yet loving what they are and offer, and supporting with their actions new possibilities for the Creature. These ones are the most relevant at the moment of generating more clients, working as ambassadors of Creature's value offer, making public what they do and its benefits.

The second square (down right) shows the actors that Creature need to grow love in, due to their level of influence in the market. This could be done by strategies of collaborations or events that combine the interests of both Companies developing an alliance instead of a competitor.

For the third (down left) the actors that have no interest to work with Creature, or Creature with them are depicted. For this case it is relevant to find a research strategy that permits them to know what are they doing better, or gather some inspiration for finding opportunities in the market.

In the fourth (up left) there are the actors that don't generate major influence in Creature, and even though they don't serve as ambassadors as the ones in the first square this ones have the name of the Company in a high position and involve them in events or public spaces where the Company has the chance of expand its network.

This tool has the potential to be part of a training tool for the new members of the Company, making clear for the new employees where their abilities can be applied and how they can approach the different types of stakeholders for landing new projects.

Competitor matrix

The competitor matrix was created with the objective of analyzing the best practices that other companies have, as a reference for creating a proposal of a customer journey for Creature. It is also relevant for having an overview on which are the strengths and weaknesses the company towards other consultancies and agencies inside the Danish market.

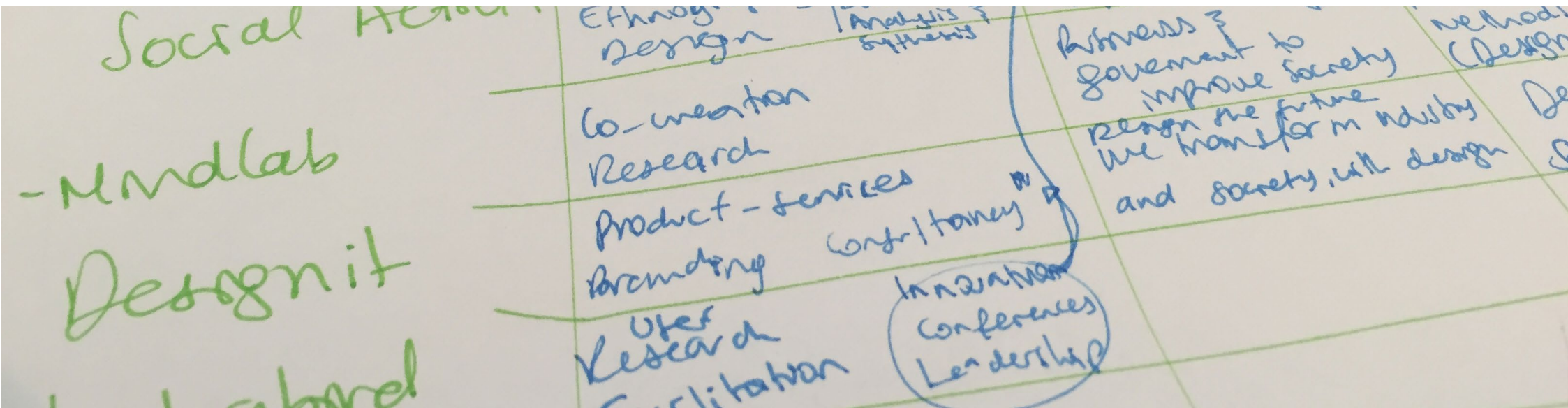
The matrix

This model depicts what this agencies present in their webpages (including Creature). The compared factors are the relevant information for the proposal design. Creature's information displayed in the graphic is the one that appears in the webpage, some of the elements are known by the interviews or exercises done with the Company, but are not present in the web page.

and Isitabird; and one in the middle, applying both design thinking methods and having social innovation as a focus for their work: Mindlab.

The chosen competitors are three from the social innovation sector: Dacapo, Social Action and Spark Cph; two are design/innovation agencies: Designit and Isitabird; and one in the middle, applying both design thinking methods and having social innovation as a focus for their work: Mindlab.

Image 19. Competitor matrix. Sketch.



Companies	Services	Values	Model/ Method	Toolkit or extras	Cases and clients
Creature	Start-up training, Conferences, Business consultancy, Innovation, Workshops, Training	“Improving society through business” Evident through client testimonies and slogan	No methods or service process present in the webpage	Social solutions game download (game and instructions) Other interesting material about social innovation (Books or articles)	Is organized by tags Information only in Danish Different client sectors
Spark Cph	Business development, Training, Project management, Democratic involvement of citizens, HR Strategies	“Changing change – less mandate, more pirate”	Not a clear model or method, but direction of their work through values	Promote B-Corp movement: Certify corporation in environmental performance, accountability, social standards and transparency	All their information is in English Clear learning and impact in each case
Dacapo	Innovation, Conferences leadership training	“The art of change”	Serious role playing (hiring real actors to sketch ideas)	Papers and books of research in areas of social innovation	English webpage, list of sector and projects, but no reflection on results or impact of their work
Social Action	User research, Imagineering, Pilot test, Evaluation (qualitative and quantitative data)	“We don’t create graphics and visuals for aesthetics, we create them for impact”	Design thinking tools and business methods	Awards obtained Networks: TEDx and Massive change Relevant books for social innovation	English webpage List of projects, with reflection on impact, no classification of projects: too many at once
Mindlab	Co-creation, Research, Government involvement	“Connect business and government to improve society”	Depict tools and methods per case Reflection on their role and results	Inspiration cases for future projects and events of interest	Information in English and Danish, different areas, categorized
Isitabird	User research, Facilitation, Innovation	“...deep human insights into new business concepts”	Social sciences methods and design thinking		All their webpage is in English, cases explain method and result
Designit	Product-services, Branding, Design consultancy	“We transform industry and society, with design” Design the future	Strategic design 5 step process, through an explanatory video	News about designing events and innovation for the future	Web page is in English Cases are front page

Learning

Language

All the agencies manage their webpage in English and some have the option for Danish, this with the aim of reaching a broader market, selling their services to big corporations and get their brand known in an international market.

Client cases

The presentation of client cases is more efficient if they are classified by topics of interest, or tags, making the search easier for the reader. Their diversity is also relevant to show how the Company can deliver value in different sectors of the industry.

Companies like Spark Cph and Social Action make reflections around the results in their cases giving the reader an insight on their impact and value offer. Mindlab uses headlines for separate and describe methods, results and role during the process. This makes the reading more efficient tackling the specific points that will be translated as value for the clients.

Methods and extras

The presentation of the methods that the Company uses permits the reader to evaluate the way the value the Company offers is delivered. This value offer can be understood as user research, analysis methods or in the specific case of Dacapo: a serious role play idea sketching method.

Own material and interesting information

Sharing own documents such as books, papers or articles gives the Company credibility on their methods, having a proof that they have tested them, reflecting their experience about their own process.

The Companies that share information of interest through news or events give themselves a voice in the social networks. The relevance of the use of communication tools is the possibility the Company has to create relations with other relevant partners in the area they work and transmit a clear message of their mission of their work in the market.

Training possibilities

The training service that Creature offer, can be explored to specific areas of the company as Spark Cph does with human resources training or management facilitation training, giving a clear example to the reader on the different uses of what they do and the possibilities this services have.

Creature workshop sum-up

From the Creature workshop a sum-up document was created to present to the Company the value from each one of the activities of the workshop. The results were digitalized and analyzed for giving Creature a starting point for future reflections. The following are the conclusions from the document most of them are graphics that summarize the information visually and conclusions that open reflections around the topic.

Activity 1: Icebreaker. Who is the Creature?

The icebreaker aspired to give a starting point to the reflection on what the company is standing for and how each one of the members of the team perceived it. This opened their minds for the next activity, which was directed to point out how this values that they already recognized played a role in the delivery of their services.

This visual reminder is valuable for the Company for having a clear image on how Creature looks from the inside and what is it standing for, how the image they project makes sense for their employees and clients. It is useful as a training document for new members of the team and as an identity graphic piece for future development of the Company's vision and mission.

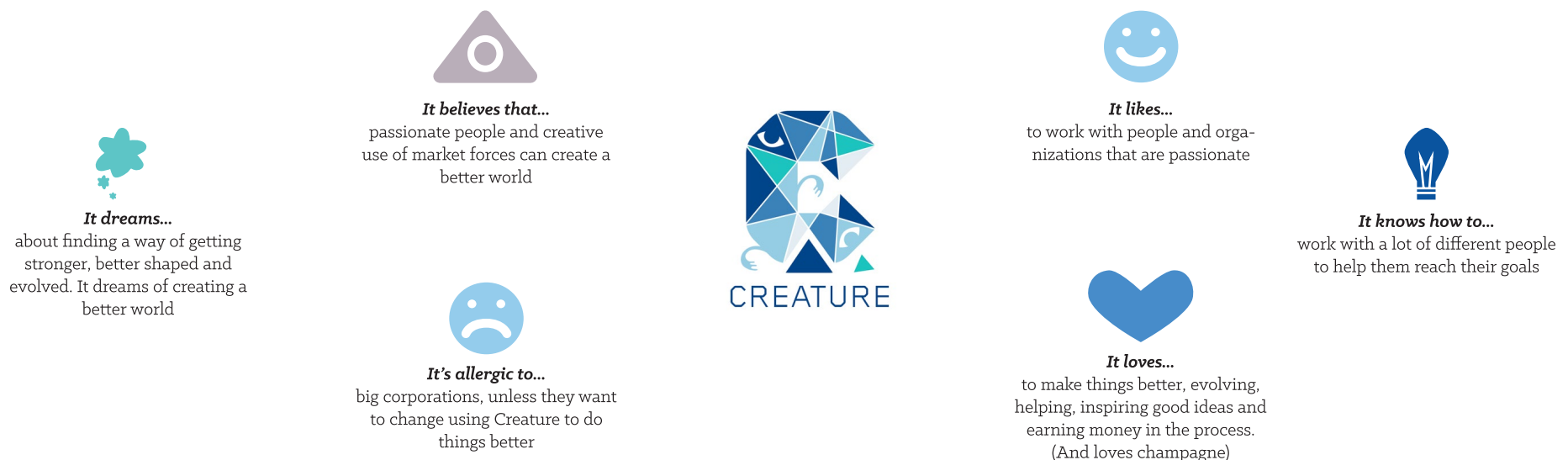


Figure 25.

Activity 2: What does the Creature eat?

In the second activity the participants discussed and reflected upon their different clients and how much impact they had generated so far in each one of them. It was also discussed how this impact process should continue happening, by developing a process of sales, approaching old clients and taking advantage of old spaces for meeting new ones.

There was also a reflection in regards to the benefits each type of relationship with their clients was providing, economically or promoting the brand. They discussed

how they could take better advantage of the positive aspects and established the need to work on better solutions for the negative experiences.

Through this exercise it was also possible to classify their clients in different groups that represented specific types of needs and interests. These categories were the basis for the formation of the personas groups in page 45.

Figure 26.

Social Innovation			Start-ups			Government			Organizations / Associations		
Client	Positive	Negative	Client	Positive	Negative	Client	Positive	Negative	Client	Positive	Negative
DANSIC	Passionate people Valuable outcome for Creature: New partnerships, recruitment, new clients Share the same values Playground for trying new ideas	Too little mentions of Creature There is no way of measuring Creature's impact Limited type of people (mostly students) No payment	Nabo Skab	Brave team Success story		Københavns Kommune Thomas Bisballe	Big freedom Trust in Creature's work and creativity Easy tasks	Disturbing: Interaction and communication is difficult	IDA	Exciting prospects: Using engineers to create change Fun crowd	Has no money Lacks of vision Not a significant influence in the organization Not very concrete tasks
Bybi	Big learning process Passionate founder Important impact opportunity		Borgen Start-up	Is fun to help and participate Great potential for exposure Great potential for a bigger partnership Chance of working with different stakeholders A lot of responsibility	Confusing job assignment Unorganized: Is not clear who does what and which are the frames to work with There was a lack of promotion for Creature No payment	Ministry of environment	Fun to work with Interesting new way of interacting with clients Interesting opportunities Exciting big projects	Difficult mindset to work with Very hard to implement innovation Bureaucratic process Assignments with low impact	National Platform for Gadeidræt	Immediate chemistry High level of trust and freedom Appeared to be bull's eye with frames and purposes Interesting project with the street sports community	
						Roskilde kommune	Good progress Very positive experience	Lost contact			

Activity 3: What does the Creature want keep eating?

The third activity helped to organize their thoughts around their clients evidencing that all the weight of clients is placed in the upper sections. There are no clients in the “not exciting” sections, meaning that the company’s level of engagement with the projects they execute display their values as a determining factor on what type of client they like to work with.

It seemed as an important element for the company to increase the amount of clients that are economically beneficial. This marked an important point for the team to reflect upon the need of projects that bring income to the Company but that last for a longer period of time, becoming a loop of permanent service delivery. It also pointed out how important it is that each one of the consultants lands a project that can benefit the team.

Even though the activities that are not being paid are the ones that they enjoy participating on, the team recognized how much time they spent on them and how necessary it is to get benefit by promoting their brand. This opened the discussion on how clear they are with their expectations in a collaboration and the importance of stating their expectations from it, before closing a deal.

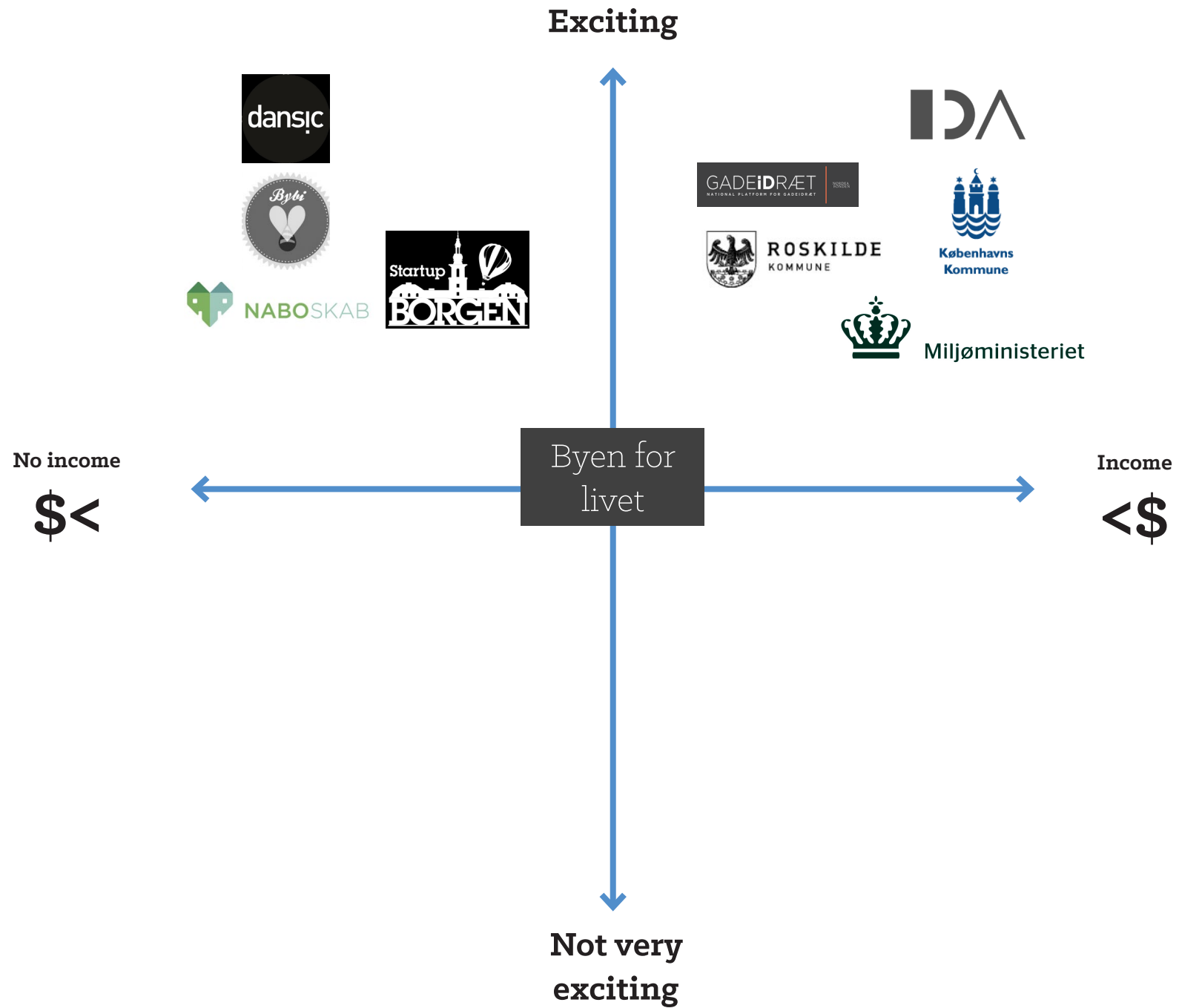
One of the biggest projects: Byen for livet, have required the team to work in different aspects and stakeholders making the experience quite diverse. The fact that it is in the center shows that the project length (in time), had generated both profitable and not profitable outcomes, as well as interesting and not interesting experiences.

Nevertheless as a future activity, it is important to place the overall experience

from this client in a way in which the team can weight which factors are the most relevant from the Company’s experience with it. Measuring the impact they have generated with this client and the good practices during their experience together.

As a future measure it is important for Creature to consider which clients have been the most important ones for the Company and how their experiences with them can improve their future collaborations. This exercise used a random group of clients, that even though mean an experience for Creature, are not necessarily the most important for their history.

The factors that could also be compared through this cross should be defined according to the type of clients and the principal objectives of the company, which could be the level of impact in each project, the amount of resources invested or the chances for promoting the brand.



Activity 4: How to become a Creature?

In the last activity it was discussed that becoming a part of the company requires a mindset already established as a life style of passion for social innovation, a will to generate changes in society and a personal goal for developing sustainable solutions.

Having this in mind, the team felt that working together not only meant defining a hiring process but the possibility that each one of the members had to align their personal objectives and goals with the company's activity.

This customer journey was later used for defining the Creature's persona as seen before in page 49. This permitted a visual reminder from the Company's team point of view, expressing their experience and in a way how to be prepared to be part of the team.

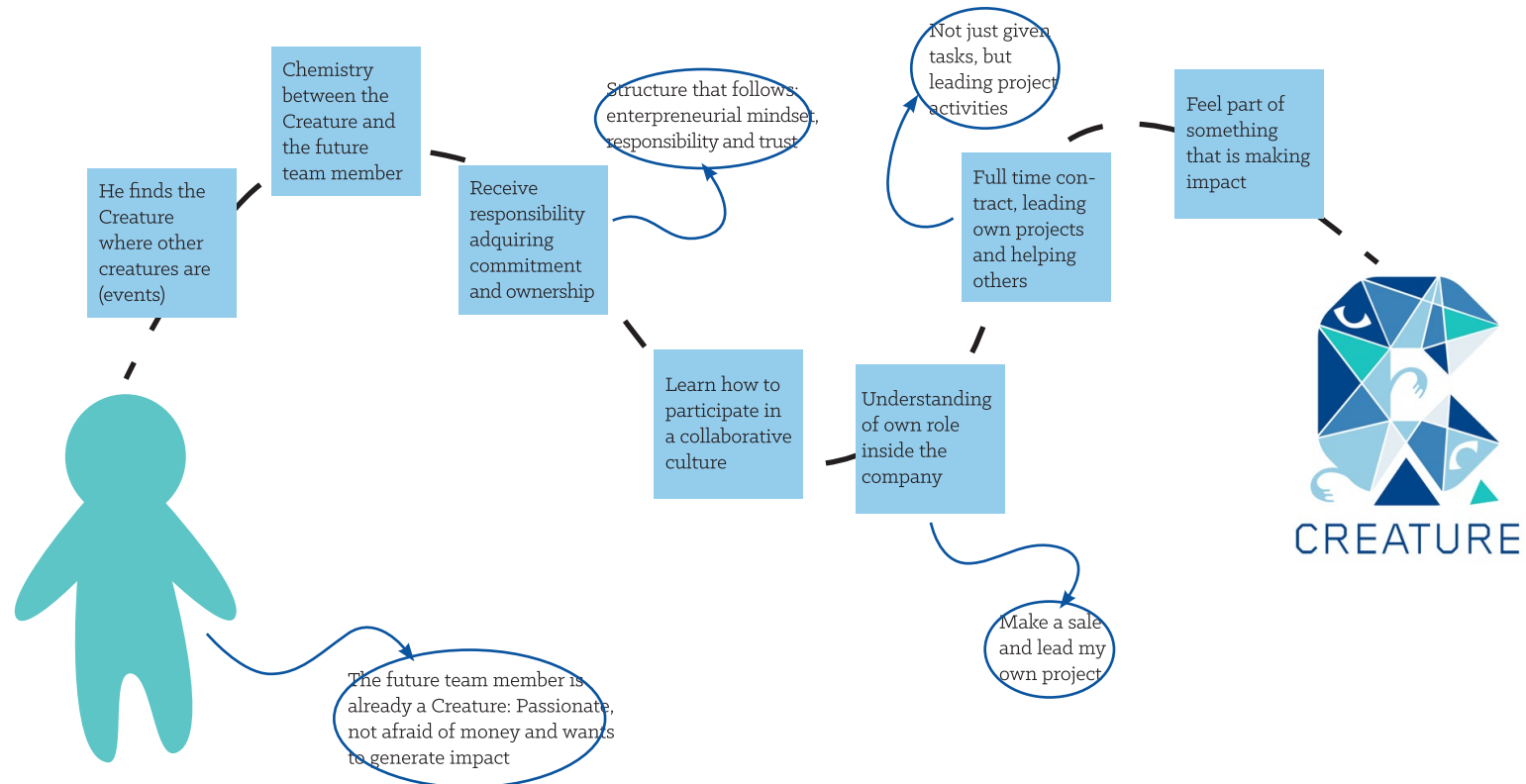


Figure 28.

Learning

In the overall process the Company recognized its value as entrepreneurs in this area, generating solutions that respond to their personal values and goals that create positive impact in the market.

It was evident how the discussion about their past experiences in the positive and negative aspects gave the team an idea of the impact their clients have in their future decisions and orientation of the Company's objectives.

The document delivered to the Company intends to be a starting point for future reflections that will support their future strategy design. It was delivered to all the team, so leaders and employees could gather thoughts around the document for future reflections inside Creature.

(The full document delivered to Creature can be found in the appendix)

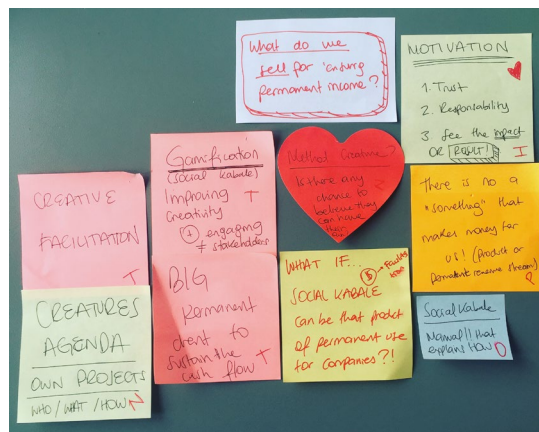
POINTS

This tool (IDEO, 2011) was used for organizing information gathered from the user research and was applied for this case changing the meaning of the letter O from obstacles to opportunities.

After the workshop the research and interpretation process was gathered in the POINT tool, collecting all the relevant insights from the clients, the team and the way the Company is working. The following main groups were the result from the interpretation process and were the start point to work with the Company leaders on the final proposal of the Master thesis.

Product and image for sale

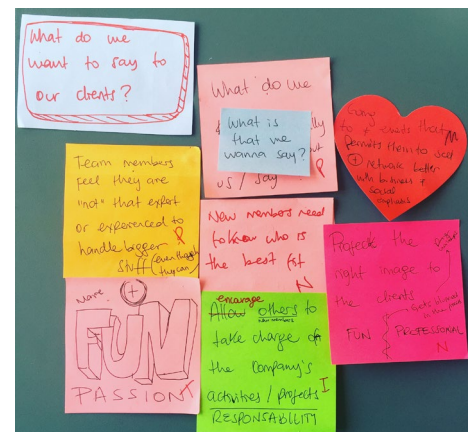
Image 20.



How might we use the company's method/ tools for increasing sales?

Company's message to the market

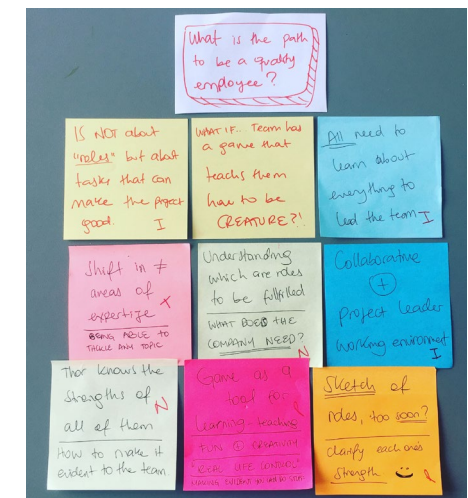
Image 21.



How might we define the right message Creature wants to transmit to the market?

Becoming part of the team

Image 22.



How might we make clear for the new employees what they need to become a Creature team member?

General Learning

The comparison of customer journeys evidenced the strengths and weaknesses the Company does not perceive while delivering a service. Having this market reference from outside Denmark also brings new ideas on how to address clients, and organize the Company's resources in other ways.

The workshop sum-up visual reminders and reflections from each one of the activities permitted the employees to feel part of the results. All their comments and ideas were involved in the process and their perception of involvement gave feedback to the process, finding out which information was more valuable for them and how the workshop helped the Company internally.

By the use of tools like the stakeholder map and the motivation matrix it was possible to analyze the actor's context, their relationship with Creature, their influence and their practices that affect the Company's position in the market.

Using "opportunities" instead of "obstacles" in the POINT tool, allowed the design process to make evident the possibilities inside the user research. This process was possible by connecting opportunities to problems and needs around the specific insights, finding a balance between the lacks or the things to be solved, with possible solutions that are already inside the project context.

The last three questions try to summarize the most important findings from the process to work with the Company leaders and to ideate around these possibilities. Its formulation will permit to explore the opportunities the Company has to sell better their services and organize better from the inside with their team to offer a better service experience.

IDEATION



Image 23. Ideation workshop.

Ideation workshop

Before the discussion with Creature leaders an ideation workshop was held for gathering ideas around these three possibilities. The objective of this idea gathering was to collect as much possibilities for the Company as possible to have a discussion start point on the final problem the Company would like to solve.

Image 24. Ideation workshop: Idea generation. Second question.

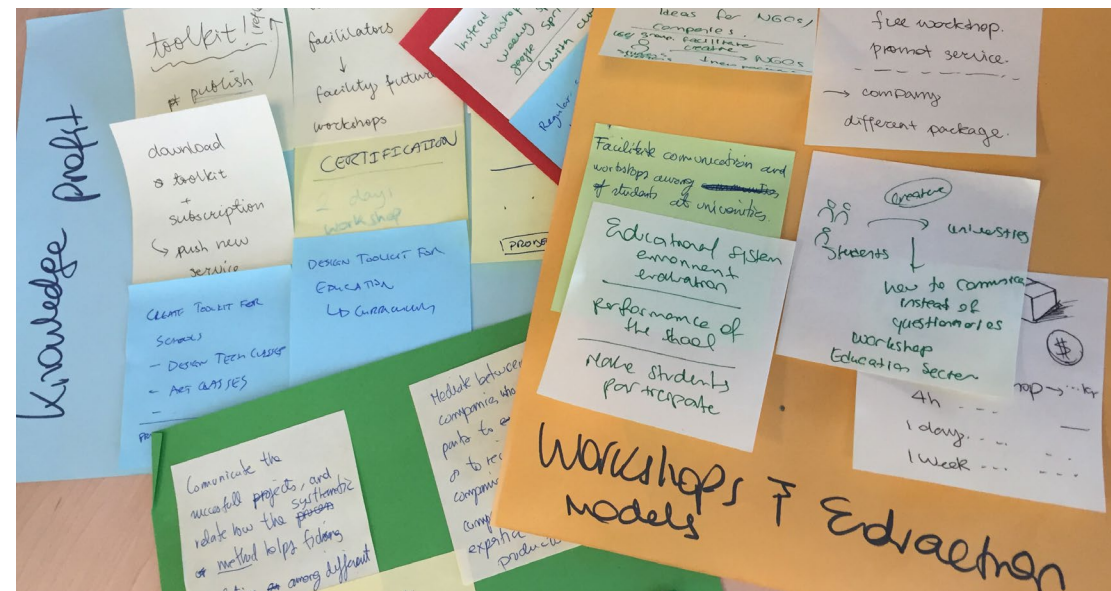


The workshop

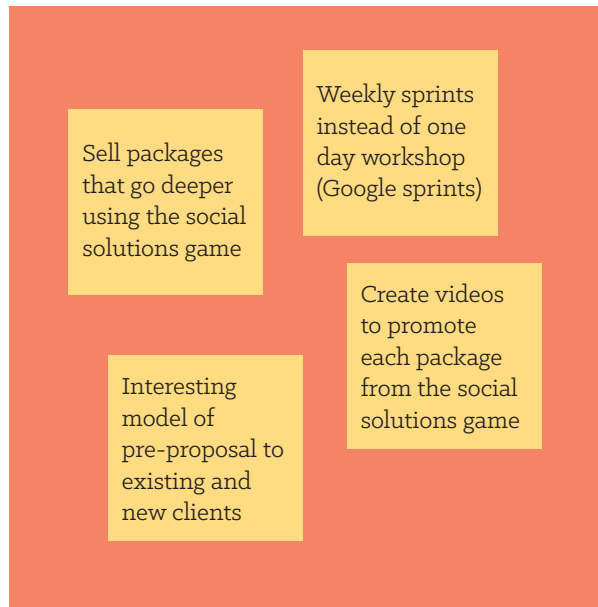
The dynamic for the workshop consisted on watching musical videos, reading the questions and writing down what they thought could solve the problem. For the second and third question the participants had to move positions using others ideas to construct new ones.

After all the questions were discussed and the ideas were presented in the group, the participants grouped the ideas in themes for having a clear overview of the general topics that could have a solution to the questions.

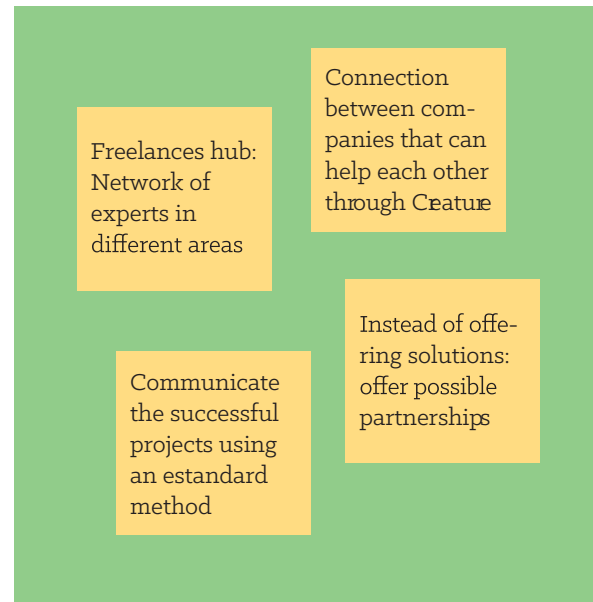
Image 25. Ideation workshop: Idea groups.



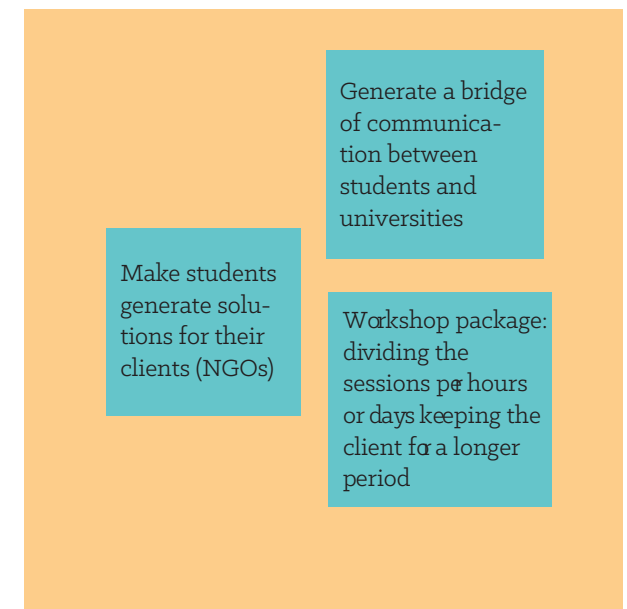
Toolkit model and Business possibilities



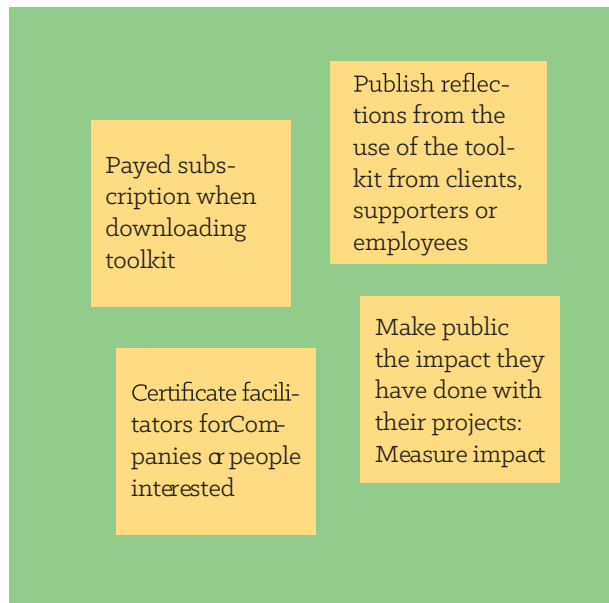
Mediation / Networking



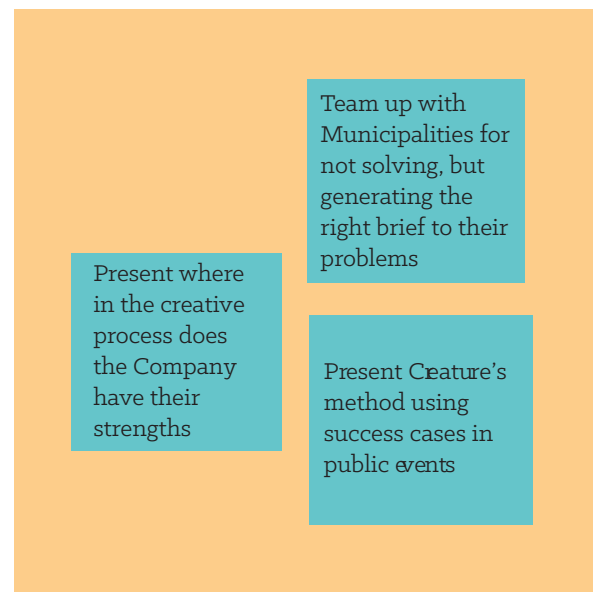
Workshops and education models



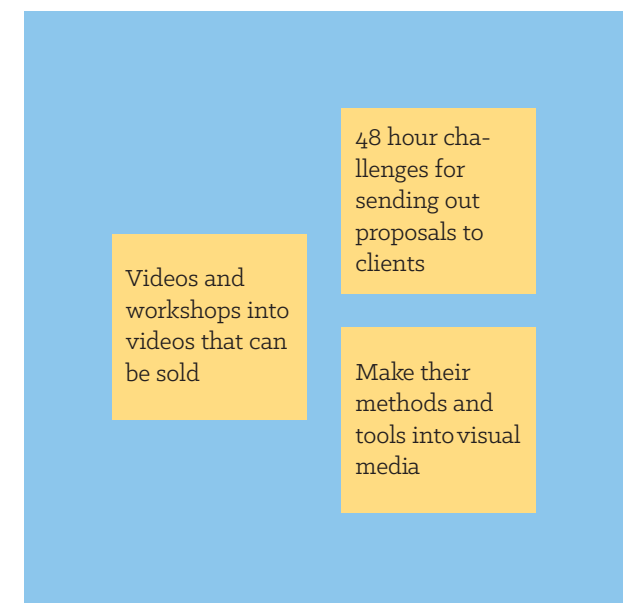
Knowledge profit



Where are we? / What are we good at?



Selling services differently



Learning

The resulting topics proposed other ways of offering Creature's products and open to new possibilities on how the Company could offer its services, not just to clients, but also to supporters of their values.

The ideas were directed specially to two of the questions that talk about the Company's services and message to be sold to the market. The aspect of identity was not as interesting as the other group of ideas, leaving the identity and new employee training as a part to be developed in the selling process.

After this ideation workshop it was evident how much potential does the Company's products and services have, using some models used by other Companies as a starting point to develop an owned method of better promoting their services and tools.

Some ideas about new ways of hiring and using the Company's existing network open a path to transform Creature's business strategy, from a innovation provider, into a mediator between other Companies or connecting experts with Companies for providing specific services.

Brief meeting

During this meeting the different idea groups were discussed with the Company leaders. It were discussed the ones that were more interesting for them and important reflections on future improvements were held, especially in the area of education and the new ways of selling their services.

The model

During this meeting it was also discussed the method the Company uses for developing their different projects. According to the phase the project is, the model will guide the next step in the process.

For Creature it permits an open approach to any type of problem, thus this model doesn't lock the process in specific steps, but permits a customized approach according to the stage the project is on.

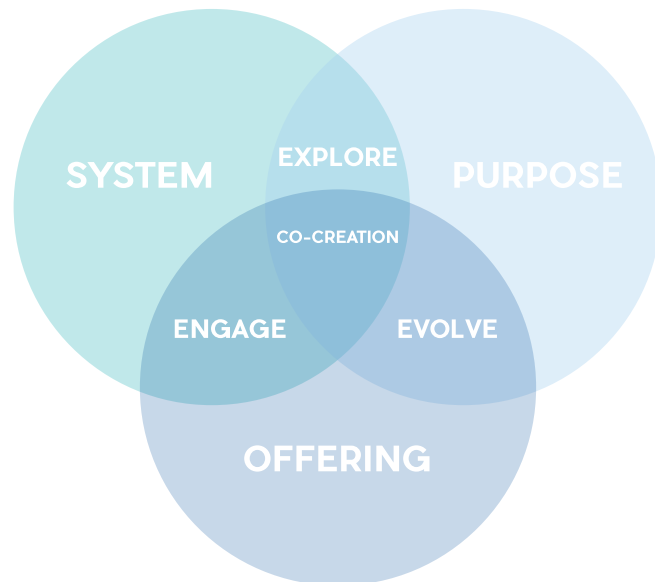


Figure 30.

Image 26. Brief meeting: Peter and Thor discussing and noting new ideas.



Learning

The ideas discussed opened new reflections on the possibilities the Company has. The leaders decided to give time to reflect on the different options and create one that suits Creature's goals and interests.

Their interests were directed specially on education and the new ways of offering their services, due to goal is to generate impact in the way social innovation is perceived and to gather ambassadors for the Company's message of change.

This meeting permitted to know the method the Company uses for approaching their client's problems. Having this model in mind at the time of solving different client problems proves that Creature offers a customized experience to their clients.

Customer journey proposal

This proposal for the company's service shows how they could work for delivering a complete experience to their clients, ensuring a loop at the end of the process. The proposal made by hand was discussed and corrected by the Company leaders and the result is the graphic in page 71.

Inspiration

This proposal intends to include elements found in the customer journey comparison from the agencies Creature was compared to. These relevant elements taken for the proposal can be read in page 42.

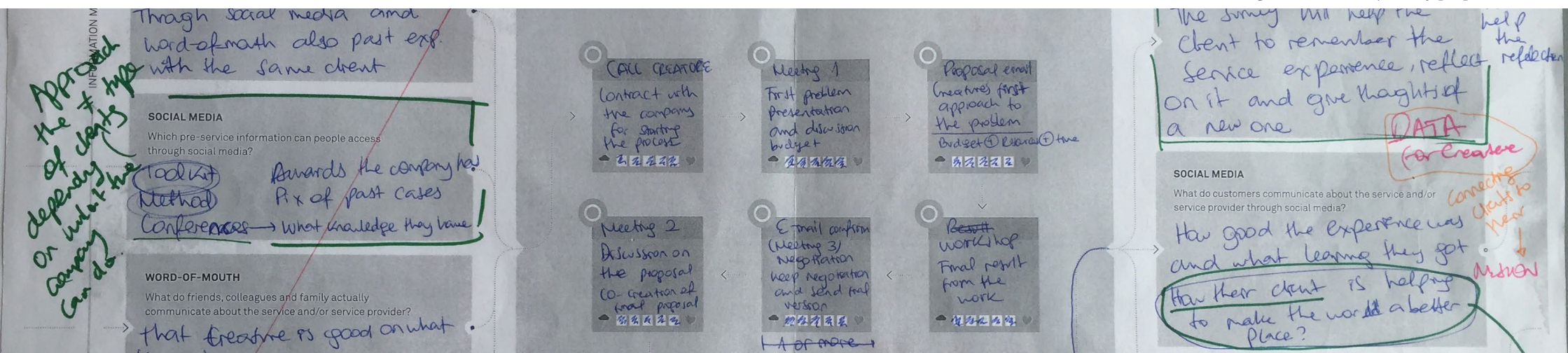
The proposal

This proposal makes emphasis in the connection between the messages the Company delivers in the social media for, in one hand gather followers and in the other make clear for the clients how they are making part of the social impact the Company is aiming to make.

The development of the service aims to specify the particular steps the Company follows for any type of service they are offering, standardizing their work, making more relevant the solution and possibility to collaborate with the client, than the precise tracing of steps.

For closing the service experience it were designed a closing meeting that will be obligatory for gathering the last thoughts around the solution designed, giving the space to the client to receive the "Creature thoughts" document, which will permit future reflections and will be a plus the client will receive for his experience with the Company.

Image 27. Customer journey proposal.



CUSTOMER JOURNEY PROPOSAL

PRE-SERVICE PERIOD

ADVERTISEMENT / PUBLIC RELATIONS

How is the service proposition communicated by the service provider?

Social Media **stories** and web page **cases** (Creature's approach)
Methology presentation in their media

SOCIAL MEDIA

Which pre-service information can people access through social media?

Values and causes the Company stands for
Social solutions game (Toolkit)
Creature's methodology according to each case
Specific learnings from their activities (Conferences/seminars/workshops)

WORD-OF-MOUTH

What do friends, colleagues and family actually communicate about the service and/or service provider?

That working with them is a **fun learning process**.
The **creative process** is filled by **passion and a positive attitude** towards the problem.
The **time spent** is worth it, the **results** are very good.

PAST EXPERIENCES

Which experiences do people have with (similar) services and/or service providers?

Same consultancy style: Analysis on what is wrong, they bring a solution and then are gone.
Typically are financial solutions and are very **expensive services**.

EXPECTATIONS

What are (potential) expectations towards the service and/or service provider?

That the Company's method can bring **innovative solutions** that can have a **positive impact** in the clients organization.

SERVICE PERIOD

EXPERIENCES / SERVICE JOURNEY



EXPERIENCES

What are the individual experiences customers have with the service and/or service provider during the service period?

A **fun and rich learning process** while creating the solution the client is looking for, in collaboration with the Creature.
The **client feels valued, active and the owner** of the developed solution.
The **feeling of receiving more than expected** makes the solution something that matters.

POST SERVICE PERIOD

CUSTOMER RELATIONSHIP MANAGEMENT

How does the service provider follow-up with customers?

The **survey will provide** specific questions that will determine the **experience the client had** with Creature and **will give new possible opportunities** for working together.

Receiving **quotes from their experience** (also through the survey)

SOCIAL MEDIA

What do customers communicate about the service and/or service provider through social media?

What **learning or good action** the last client permitted for **generating social innovation**. (and how are they making it possible)

WORD-OF-MOUTH

What do customers tell their friends, colleagues and family about the service and/or service provider?

That they felt they received more than expected from the process: **they felt owners of the solution**.

That their way of delivering a **consultancy is unique and fun**, bringing **creative results and unexpected learnings**.

SATISFACTION / DISSATISFACTION

Customers individually assess the service by comparing service expectations with their personal service experiences.

Not just a job done, but the construction of an alliance that can be used for benefit both parts.

Satisfaction with the result, since the participated in the process.

Tool proposal: Pitch Deck

The proposal will be divided in three parts: A presentation for clients that will give them a quick idea on how the Company works, a digital version for publishing in the social media and a training version for new team members.

Fist meeting game

For the first version, the client presentation, it was designed a short activity that will help Creature to show in a fast way to their future client how they work. This activity will create a starting point for a proposal Creature can make for the client, making clear how it is possible to design a solution and which kind of expectations the client should have from the process and the result.

The moment in the customer journey (Figure 32) where the proposal is located is represented in the first meeting with a client, in which the consultants will get to know and discuss about the real need of the client and understand their interests from the solution process.

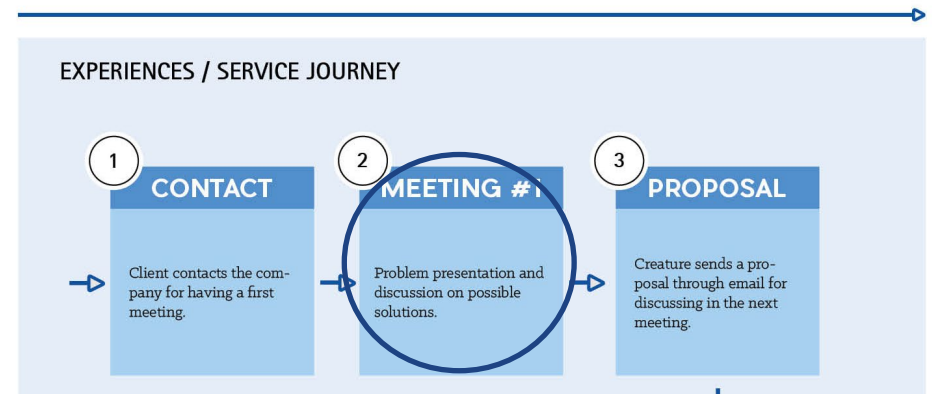
Social media pitch deck

The second part will compile the most relevant visual information that describes the values of the Company and the way it works, this with the aim of gathering more followers and ambassadors.

This document, or group of graphics, will be accessible through Creature's social media or webpage enabling public access to the information. The section where this proposal should be placed is at the beginning of the customer journey, giving content to the advertisement and social media approach to the market (Figure 33).

Figure 32. Section from the customer journey proposal. First meeting game.

SERVICE PERIOD



New member training

The last version will contain important information on how Creature is defined internally, and how their clients, their competitors and context give them their actual position in the market. It will be an essential tool for training the new members of the team and will serve as a reflection point for the Company over time.

This tool will be a group of graphics that will summarize the relevant information about the Company nevertheless this information is only a complement to the experience of the consultant with the Company projects and its own skills and experience.

Figure 33. Section from the customer journey proposal. Social media information.

PRE-SERVICE PERIOD



Product report

The description of the proposal and the considerations for their implementation will be presented in the product report, where it will be also more clear which graphics could be used for each part of the proposal.

General learning

The involvement of fellow service designers through the ideation workshop permitted to see the possibilities Creature has with their services and products, involving as well their resources, as their own network and possible extra services, as facilitation training.

After the brief meeting with the Company leaders the discussion left them different reflections on the possibilities the Company has for offering in new and different ways their services and products, by using as well their method as something evident to their clients. This means that Creature should consider using this prop as a unique value that differentiates them from the rest of the innovation agencies.

This customer journey proposal is an initial exploration of what the Company could improve in their service, by deciding strategic steps that will benefit the experience of the customers, delivering a clear message to the market, stating their values and what is more relevant for fulfilling their emotional and functional needs, in this case making clear the engagement of the clients the values the Company stands for.

The pitch deck proposal will be divided into three versions with the objective of using the information that was defined in the design process to sell the Company's value proposition to clients, find supporters through social media and training new team members.

EXPERIMENTATION

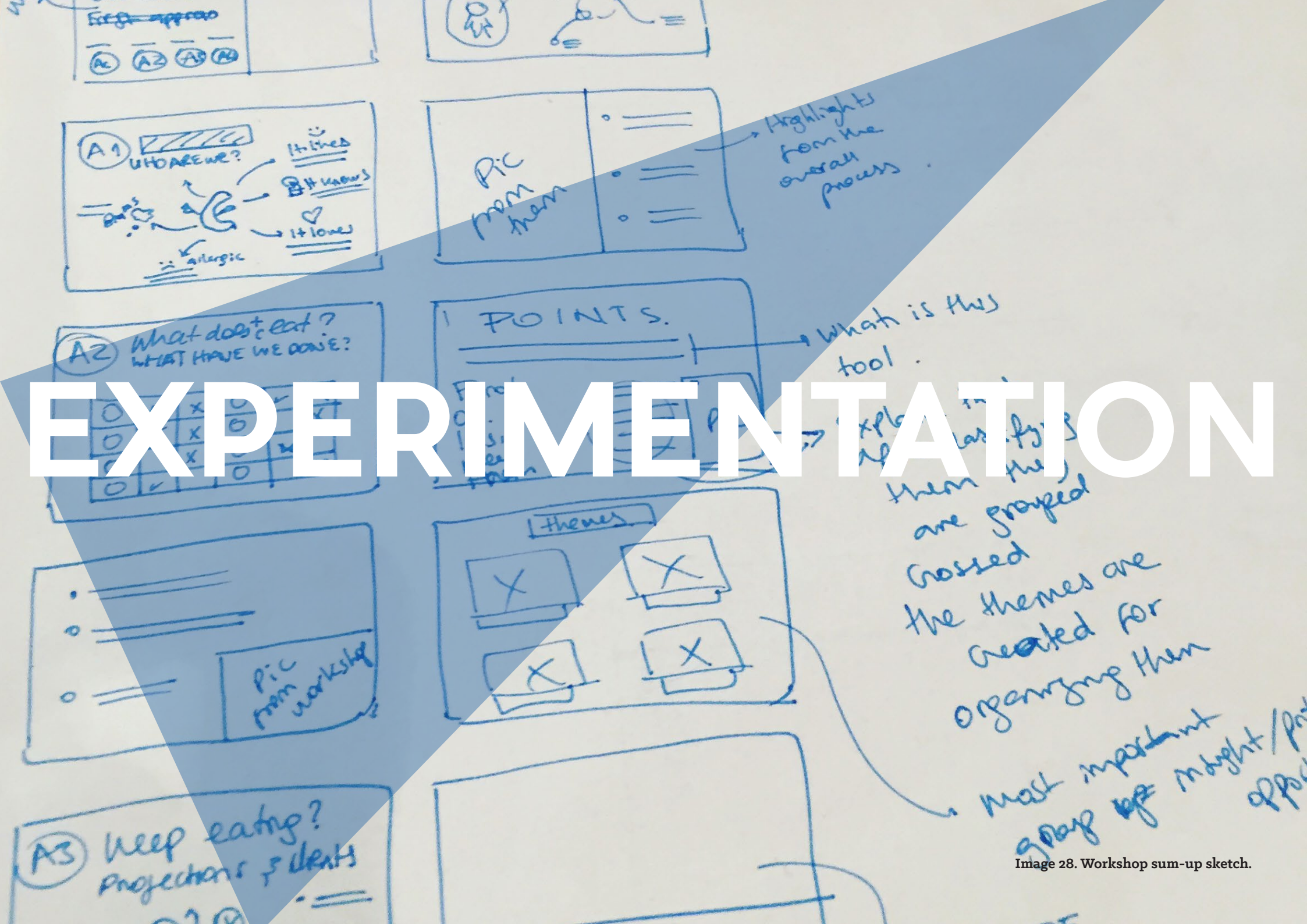


Image 28. Workshop sum-up sketch.

Pitch Deck prototype plan

The prototype will improve the actual design of the proposals for iterating their alignment with Creature's interests and values. This process will involve the Creature team and other stakeholders or collaborators from the Company.

The prototype

For prototyping the pitch deck there will be two prototypes with the Company. The first one will be with the Creature team, with the aim of gathering their perspective in the process and possible suggestions, this especially for the social media and the training version.

The second prototype will be with relevant Creature's stakeholders that can give a perspective on how the game is giving value and the right information to a client. This second prototype will be conducted by Creature leaders, which means they will use the material for landing a first meeting with a client.

Outcomes

The expected outcomes from these prototypes are:

Prototype 1

Through the involvement of the Company team in the design process gather their suggestions for the possible graphics that should be displayed in the social media and the training document.

Prototype 2

Comments from the Company leaders for improving the game, making it a better experience for them and their clients.

Point of view from the experience the stakeholders participating in the prototype had with the game.

Define the potential of the proposal.

EVALUATION

The image shows a bright, open-plan office with a large skylight on the ceiling. In the foreground, a man is seated at a desk, looking towards the left. Behind him, another man is seated, also looking left. In the center, a man is seated at a desk, looking down at a laptop. To his right, a woman is seated, looking at a laptop. On the far right, a woman is standing, looking at her phone. The desks are cluttered with laptops, papers, mugs, and other office supplies. The walls are white, and there are some posters and notices pinned to them. A large teal geometric shape is overlaid on the image, and the word 'EVALUATION' is written in large white letters across it.

General reflections

Process reflections

Individual in depth interviews permitted a reflective space for each member of the team expressing their vision of the company and how they perceived the future of it. This tool of individual interview gave the chance to disinhibit the team members and find their personal point of view valid for the process. This process opened the opportunity to the team to express not only the positive, but the lacks and problems.

The tool POINT (IDEO, 2011) used across the research process permitted to classify the information in a way that it was possible to construct themes easily by crossing the information between categories for creating the principal insight questions.

The shadowing observation was only on one service that the Company offers, making possible to see how Creature works in this specific type of service. But after constructing the customer journeys it was possible to prove that they have the same general process for any type of service. Thus their focus is on the delivery of value in each one of the steps of the service, and not only in the final result.

Creature's case demonstrates the new paradigm that Ramirez (1999) mentions in his paper, as the companies that are constructing their organizational and functional structure on a different basis as the typical industrial model. This is evident in the high level of involvement of their customers in the development of the services, modifying and building up together with the Company their own outcome of the service offered.

Service design tool: Customer Journey and the value creation

As a relevant tool in service design process the customer journey is a useful method for evaluating the service from the user's point of view, making visible which are the values received from the process. "In addition to customer's functional needs that the organization must satisfy, there are also emotional needs that have to be recognized and addressed." (Green, 2012) this is the advantage of mapping out the experience using this tool: involving both emotional and functional needs from the client, depicting it over time.

In the case of Osterwalder's book "Value proposition design" (2014) the proposal for making clear which are the user's needs and mindset are mapped out within a specific template that can be a subjective vision of what the client is expecting from the service, or can be used for placing the user research information. In the case of this thesis, using the customer journey as the principal method the needs, mindset and emotions of the client are evidenced during the delivery of the service, making evident not only who the client is but also where in the service is the value delivered to them.

The initial method developed in the "Value proposition design" (2014) book, tries to create fits between the needs, the pains and the gains of the user and the proposal characteristics, objective and scope. The customer journeys in addition to the understanding of the user experience, presents during time how the characteristics of the value proposition is addressing the client from the functional to the emotional perspective.

The use of the methods together can give a clearer vision from the user centered design and the business perspective of the value proposition. Its application permits the understanding of the service from different angles, one having the business aspects that include the potential of the value proposal and their fit in the market and the other one involving the user's needs and experiences with the service during time.

Taking into consideration the process of making value evident through a customer journey also brings to light the value of applying service design expertise in the business cases. As mentioned by Paula Giles, in her article "The path to value via service design" (January 2016) the way of better deliver value to a Company through the discipline is finding the link between the results of the project with the strategy of the Company.

In this way the value in terms of the analysis from the tools used affirms the relevance of service design inside the business consultancy market. As she mentions: "This will require linking the value of service design with more traditional drivers of company performance (e.g., efficiency) along with those that matter in the service / experience economy (e.g., customer experience and employee engagement)." (p.35, 2016) The proposal here is then to generate clear measurable standards out of the results for giving the Companies the security of the effectiveness of the application of these methods.

The tool designed for the case of Creature, aims to be measured by the amount of sales generated, supporters engaged with social media and projects landed by their team members, evidencing the relationship between the whole design process and the outcome as a convenient process for the Company, delivering a positive experience for future involvement with service design.

Taking into account the whole service customer journey, the proposal will cover the before and the during service experience in a direct way with the client and the team. In an indirect way it will also be supporting the closing process, in the case of the game, leaving memories for the client through the photographs and cards used in the process of solving the problem with Creature.

These physical elements, together with the "Creature thoughts", will permit a better closure of the service for the clients, who will receive diverse elements to remember and value the process with Creature.

Inside-out

The "inside-out" title of the thesis makes reference to the work the project did with the Company bringing to a visible level Creature's values, from the internal perspectives of the team and the Company's clients, to an external perspective through the pitch deck proposal.

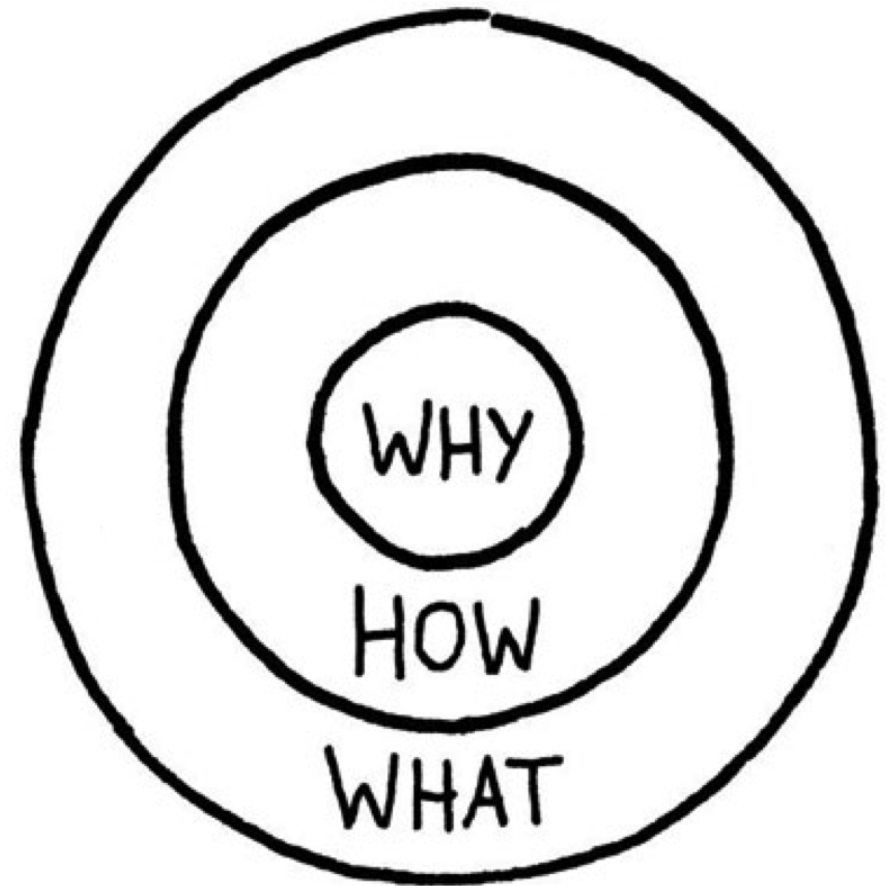
"From the inside-out" also means that the objective of the thesis is the alignment of the values the Company wants to stand for with their clients and the ones they live in their organizational culture. This enables a common understanding of the Company for the market and the Company's team.

Bringing the values from the inside of the Company also reveals and supports the co-creation of value process the Company deals with every time a new member makes part of the team, generating and transforming together what defines Creature as a social innovation agency.

According to Simon Sinek's "Start with why" (2014) customers identify and engage with companies because they share the same values. Creature has a strong set of values but doesn't communicate them openly. Thereby the Company misses the chance to deeply connect with people and hide away their potential unique selling point.

**"People don't buy what you do,
they buy why you do it."**

- Simon Sinek



Future improvements

For a better understanding of the integration of the business and the design tools, it might be interesting to see how both tools have been related together, by applying the templates made by Osterwalder in the “Value proposition design” (2014) book. The perspective explored that had more weight in the customer journey analysis was the emotional factors related to functional ones, but still missing a component on measurable factors in sales, that could bring some financial-business oriented perspective to the analysis process.

The pitch deck aims to be measured by the increment of sales, followers and the project landing by the members of the Company, but the responsibility of its success remains too much in the actors attitude towards the possible outcome of the utilization of the pitch deck. Without a periodical intervention and reflection on the process as well as iterative improvements the pitch deck potential can get diffused on time.

This possible diffusion is the result of the lack of involvement from the Company in the design process. Since the time the Company leaders had for working in collaboration with the thesis project was limited the engagement level of the proposal is not as high as it should be for ensuring a permanent reflection and re-design of the result.

Taking into account the possibility of applying a customer journey analysis also in the Danish market agencies, the opportunity to see how the Danish market handles their service value proposal was wasted. Even though the idea of bringing ideas from the Barcelona market was helpful as an inspiration element, the customer journeys could have given the design process another perspective of value accompanied by the functional analyses of the competitor matrix.

The customer journeys created are also representing superficial actions in the

service the companies offer, avoiding a deep representation on the different levels of complexity a consultancy service has. Due to the difficulty of getting to know the specific service process from each agency, thus confidentiality constraints and the impossibility to get to know their pain points and possible lacks other ideas or advantages from Creature were not taken into account. Also the analysis of possible client experiences from the competitors which could bring other perspectives of the actual value these agencies are delivering to the market.

Even though the stakeholders were mapped for their analysis in the context of the Company, they were not all involved either in the research or in the design process (only on the prototype), inhibiting the chance of a complete view of the possible customer journey.

Considerations for the Company

Depending on the type of clients the Company should apply a different orientation to the proposal, making the pitch deck appealing to their specific needs or motivations, this, with the aim of focusing Creature's abilities and services to each type of client needs, making broader their reach in the market and their capability of customizing their service offer.

For making possible the training process the Company should ensure that the new team members will understand the importance of studying what does the Company does and how their consultancy skills can be improved and bring impact to their clients by using the tool designed.

As a future exercise it could be enriching to create a customer experience per type of client, highlighting specific needs in the process for each one of them. Meaning that the customer journey proposal should get modified for the type of needs and projects the Company can offer to their different client segments, ensuring the best experience for each group and their interest on keep working with Creature.

For developing this process as a general reflection on how to apply the customer journey method some elements should be taken into account, according to a paper written by Smith&co Consultancy (2013) this elements should considered before starting the customer journey design:

“What your target customers expect and how you are performing against these expectations. 1. The customer values that drive retention and advocacy. 2. A clearly articulated brand promise that will deliver this value and differentiate you from your competitors.”

After the work in this thesis this steps were covered and the Company can re-

flect upon the proposal and redesign over it to construct a better value offer, but since the market is constantly evolving as well as the Company's mission, it is suggested a future market research and value offer analysis.

Conclusion

As a conclusion for this report the design process led to a desing proosal (comprising different elements) adressng the problem statemenet presented at the beginning: How might the service design master thesis generate a better communication process of Creature Aps's value offer to their clients and team respectively? The final proposal is a tool that permits Creature to communicate with their clients in a playful way, showing what they can offer.

In regards to the team communication, the design process generated representations of the Company that make clear who they are and how they work, giving the chance as well of selecting certain graphics for sharing in the social media.

The game will also support the process of sales and communication from the team to the possible clients interested in the Company's services. It is a tool for supporting the conversation between consultant and client, facilitating the pitch and the landing of future projects.

The solution expresses the Company team's expertise, values and passion, which is social innovation through gamification, this can be perceived in their game "Social Solutions". It is designed for non-profit projects which aim to generate solutions in the social innovation framework.

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Glossary

Social Innovation: Triple bottom line framework, sustainable solution between people, acquiring profit and helping the planet.

Customer journey: Design tool for client experience representation, taking into account the relevant moment during time in which the service has contact with the client.

Value offer: Principal value that a Company delivers to their client segment through the service or product they produce.

Appendix

Workshop sum-up document: workshop summary.pdf

