

Service development through Service ecosystems

Master thesis



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Abstract

This thesis will explore the use of a systemic approach to service development using cross-channel ecosystems, with a focus on developing new innovative service concepts. The thesis will research how service innovation is defined in academia and which tools and methods can be used to increase innovation in service development. These tools and methods will be tested in a case study on their usage in identifying new service opportunities within the growing industry of gaming. Gaming is one of the largest entertainment industries in the world and the user and definition of what gaming is varies greatly. By using a systemic approach and mapping various customer value constellations into maps of service ecosystems and other techniques found during the research, this thesis aims to test the notion of a systemic approach being beneficial for service design in new service development.

Learning goals

Study guide learning goals

- Must have knowledge and understanding in one or more subject areas that are representative of the state of the art in the research community of Service Systems Design
- must demonstrate that they can understand and, on a scientific basis, apply an area of service systems design and identify scientific problems.
- Scientific methods and tools and general skills related to service systems design must be synthesized.
- must be able to evaluate and select among scientific theories, methods, tools and general skills and, on a scientific basis, advance new analyzes and solutions in service systems design.
- must demonstrate that they can synthesize research-based knowledge and discuss professional and scientific problems with both peers and non-specialists.
- must be able to synthesize work and development situations that are complex, unpredictable and require new solutions.
- must apply acquired knowledge to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility
- must demonstrate that they can independently synthesize and take responsibility for own professional development and specialization

Personal Goals

- Having been required to work in groups throughout the majority of my educations, a personal goal of mine is to assume full responsibility of the thesis. Not being able to delegate work between group members, will help me identify my own strengths and weaknesses.
- Improve my knowledge about service innovation and better my skills of using service design in new service development.

Table of figures

Figure 1: Innovation matrix
Figure 2: Market-creating innovations
Figure 3: Multilevel service design
Figure 4: Customer value constellation
Figure 5: Customer value experience
Figure 6: Holistic vs systems thinking
Figure 7: Cross-Channel ecosystem
Figure 8: Double diamond
Figure 9: Gamer motivation model
Figure 10: Gamer motivation map
Figure 11: Persona 1
Figure 12: Persona 2
Figure 13: Persona 3
Figure 14: Cross-channel ecosystem, case study 1
Figure 15: Cross-channel ecosystem, case study 2
Figure 16: Innovation Matrix, case study
Figure 17: Platform canvas
Figure 18: User journey icons
Figure 19: User journey 1
Figure 20: User journey 2
Figure 21: User journey 3
Figure 22: Service Blueprint 1
Figure 23: Service Blueprint 2
Figure 24: Service Blueprint 3
Figure 25: Value & vision based methodology
Figure 26: Value & vision based pyramid

Table of contents

Abstract	2
Learning goals	3
Study guide learning goals	3
Personal Goals	4
Table of figures	5
Table of contents	6
Introduction 1.	8
Literature review 1.1	10
Customer value constellations 1.1.2	14
Cross-channel ecosystems 1.1.3	16
Research question 1.2	19
Case study 2.	20
Methodological approach 2.1	21
Double diamond 2.1.1	21
Discover 3.	22
Initial research 3.1	22
Gamers 3.2	22
Why we play video games 3.3	22
Glued to Games: How Videogames Draw Us In and Hold Us Spellbound 3.3.1	22
Gamer motivation model 3.3.2	24
Reality is broken 3.3.3	27
The gaming service market 3.4	28
Digital distribution game platforms 3.4.1	28
Gaming skin trading 3.4.2	28
Streaming and Gaming videos 3.4.3	28
Mobile Gaming 3.4.4	29
Communication 3.4.5	29
Video game gambling 3.4.6	29
eSports 3.4.7	30
Gaming news 3.4.8	30
Interview findings 3.5	31
Preliminary reflections Discover	38
Define 4.	39
Personas 4.1	39
Value mapping 4.2	43
cross-channel ecosystem 4.3	44

Cross channel with personas 4.4	45
Innovation Matrix 4.5	46
Preliminary reflections Define	47
Develop 5.	48
Develop Introduction 5.1	48
The service 5.2	49
How it works 5.2.1	50
Appealing to the motivation factors 5.2.2	50
Main features 5.3	50
Betting 5.3.1	51
The bet 5.3.2	51
Group bets 5.3.3	52
Forums 5.3.4	52
Reliability score 5.3.5	52
Leader boards 5.3.6	53
Platform Canvas 5.4	54
Persona user journey 5.5	56
Blueprint 5.6	60
Value & vision based triangle 5.7	63
Preliminary reflections develop	65
Case study conclusion 6.	66
Reflection on research question 7.	67
References 8.	69
Appendix 9.	73
Interviews 9.1	73
User journey 9.2	84
Service Blueprint 9.3	84

Introduction 1.

Service design is a relatively new practice, first presented in the early 90's. The definition of service design is continuously evolving within the academic field, but a definition which is broadly used is:

“Service design is the activity of planning and organizing people, infrastructure, communication and material components of a service in order to improve its quality and the interaction between the service provider and its customers.”

(Meghan Lazier, "What is Service Design? | Designlab blog", 2017)

Service Design is multidisciplinary using methods from a variety of fields such as:

User Experience, Marketing, Anthropology, project management and more.

However Marc Stickdorn and Jakob Schneider in their book This is Service Design Thinking (Stickdorn, M., Schneider, J., 2011) outlines 5 key principles which typically applies when conducting a Service Design project:

1. **User-Centred:** People are at the center of the service design.
2. **Co-Creative:** Service design should involve other people, especially those who are part of a system or service
3. **Sequencing:** Services should be visualized by sequences, or key moment in a customer's journey.
4. **Evidencing:** Customers need to be aware of elements of a service. Evidencing creates loyalty and helps customers understand the entire service experience.
5. **Holistic:** A holistic design takes into account the entire experience of a service. Context matters

This thesis will focus on how service design methods can be used within the field of service innovation in new service development. Most acclaimed research papers in the field of service innovation focus on developing new service ideas using cases with already existing companies, the aim of this thesis will be to identify factors and tools to further service innovation within new service

development and research how they can be applied to start-up's which no existing service idea or companies who wishes to brand out into new service areas.

During my years at the Masters programme Service Systems Design, it has often been presented how Service Design can help develop and improve services across industries.

And as the field of Service Design is evolving, the amount of literature available is increasing. During projects and reading literature for the Masters i have often thought to myself, with the potential for Service Design to drive innovation in both development and optimization, why are we mostly working with established services and brands.

When looking at this quote from Stefan Moritz "Service design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organizations. It is a new holistic, multi-disciplinary, integrative field." (Moritz, 2005)

He presents the idea of innovating and improving as equals as does many other scholars. With the startup culture growing strong in Denmark, with organizations like www.startupdenmark.info actively trying to attract foreign entrepreneurs to Denmark. It would stand to reason the more research into this area is conducted, as it is obvious area for service designers to work in.

Literature review 1.1

Research in Service innovation within service development is an ongoing process, which historically originates from product innovation. The differences in what defines a product and a service have resulted into scholars being split into two camps for research into service innovation, the Assimilation approach and demarcation approach. Those who believe that services have unique characteristics and therefore require concepts and models specifically designed for services, and those do not. (Nijssen, Hillebrand Vermeulen, Kemp) One explanation of the differences between a product and a service was made by Bitner, Ostrom and Morgan, *“Traditional product innovation tools emphasize the design of tangible, relatively static products with physical properties. Services are fluid, dynamic, and frequently co-produced in real time by customers, employees, and technology, often with few static physical properties”* (Bitner, Ostrom, Morgan, 2008) Using this explanation, one can argue that innovation in products revolves around innovating something which is physical, static and tangible, whereas service innovation revolves around the entire system which produces the value for the user.

However in many cases products and services are interlinked as products more often than not provides value of some sort for the user, and many services requires products in order to provide the service. Therefore it can be argued that both product- and service innovation methods can be useful in service innovation depending on how product- or service dominant the particular service is. (Morelli, 2016) Norman further expands on this point and argues a product is actually a service *“A product is actually a service. Although the designer, manufacturer, distributor, and seller may think it is a product, to the buyer, it offers a valuable service”* (Norman, 2009). He argues that products revolves around the experience and value it provides the user, the discovery of the product, the experience when purchasing, anticipation to receive it and opening the package etc. all working collectively together to provide a value. This does not take away from the fact that the camera is still from a technical standpoint a product, but all of the

individual parts of purchasing, maintaining and using the product provides the user a certain value, connecting these parts together in a system, a service system, wherein the products is only a part of the service experience used to provide the value.

The paper Creating new markets through service innovation have created a matrix of how a service can be innovative. (See figure 1) By dividing services into a combination of the type of benefit is being delivered or how it is being delivered, service developers can become aware of how to better further innovation going forward. Traditionally services were inseparable, requiring employees of the service to be a present and part of the service experience. Over the years due to technological advances it has become possible to develop partly or fully separable services in which the user interacts with a service system instead of an service employee. (Berry, et. al., 2006) The other aspect regard whether your service is delivering a new way of receiving a core benefit, such as spotify and music. Spotify did not invent the concept of listening to music, but were innovative in the way it was delivered. On the other hand the cirque du soleil were innovative in bringing together a mix or performance and athlethetism, creating a new core value, but the delivery is standard in the way you purchase tickets and go to the theater.

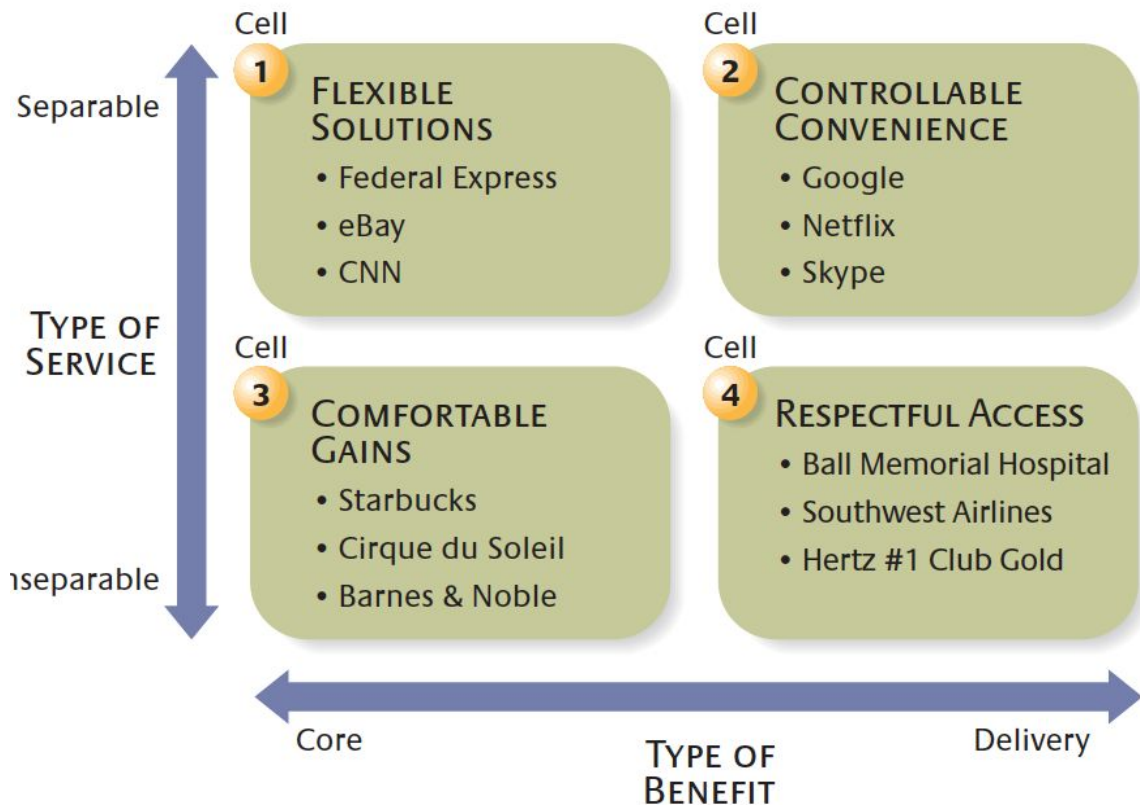


Fig. 1: Innovation matrix

Furthermore the research conducted identified 9 different focus areas which increase the chance of successful innovation (see figure 2) with emphasis on the first 5. **A scalable business model:** by focusing on increasing the separability of the service, it decreases the need to hire new employees as the service scales and empower the users to use the service more freely, *“Companies should look for innovative ways to put customers in control of how they access a desired service. Creative service system design and technology application can enable customers to reach and use a service more easily — and can open up untapped markets”* (Berry, et. al., 2006)

Comprehensive customer-experience management: Services should seek to optimize touch points which can be broken down into three part: functional-mechanical and human clues. Functional clues point to the quality of the service offering. Mechanical clues regards the non-human elements of the service such as a store. Human clues which covers the behavior and appearance of the

employees, last which is mostly important for inseparable services. **Investment in employee performance:** continues investments in employees to increase human experience clues.

Brand differentiation: mostly important for services in cell 1 (see figure 1) which seeks to provide a new core value which is separable. As unlike with buying a product there “is no tire to kick” before purchasing.



figure 2: Market-creating innovations

In summary it can be argued that whether or not product innovation tools can be used in service innovation, and how a service can strive to be innovative depends of how service or product dominant the service is and how it tries to innovate, but designing a product does not preclude the need to design the service system surrounding the product. Using service innovation tools can help identify how the service should attempt to innovate and therefore if the service should move in the direction of being more or less product dominant and thereby determine the needs for product innovation tools in a specific case of service innovation.

Customer value constellations 1.1.2

With the need to look at products and services as a service system in which parts work together to provide a certain value for the user established, it can be argued that designing an innovative service should focus on the value it aims to provide, Normann and Ramirez (Norman & Ramirez, 1993) developed the concept of value constellation “which represents the network of actors and their relationships that jointly create an offering.” (Patricio, et. al., 2011) Patricio argues that using a value constellation framework can be of great benefit when designing a service and but lacks a systematic process, which they developed in form of multilevel service design (See figure 3)

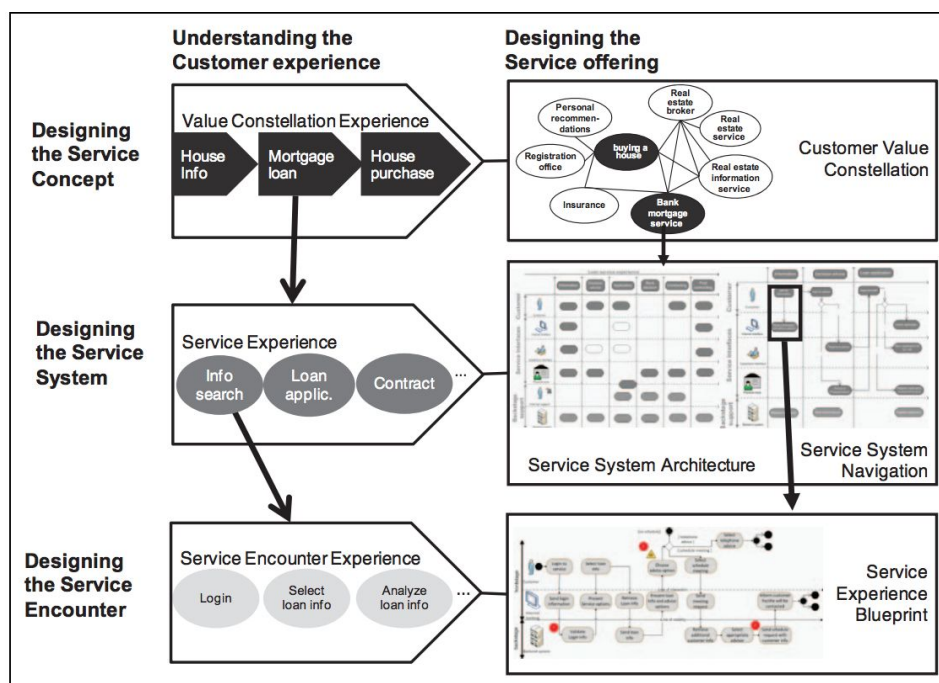


figure 3: Multilevel service design

Where the process starts by identifying the customer value constellations and using value constellation experiences at a higher level in order to identify possibilities before moving down to a lower level service design and designing the service system. For example, when taking the industri of wholesaling and investigating the customer value constellation with managing groceries in the middle (See figure 4) then exploring the value constellation experience of said

(see figure 5) uncovers insights which enable the designer when zooming out into the Customer value constellation to explore service innovation possibilities. (Patricio, et. al, 2011) “Services are increasingly created by value networks, so it is important to adopt systems thinking for service design” (Patricio, et. al, 2011).

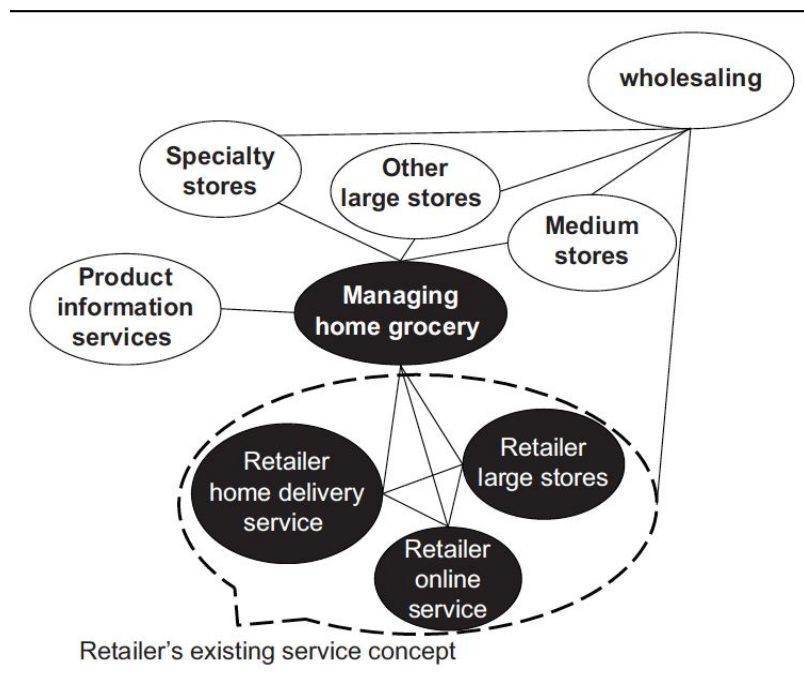


Figure 4. Retailer's service concept positioning in the Customer value constellation

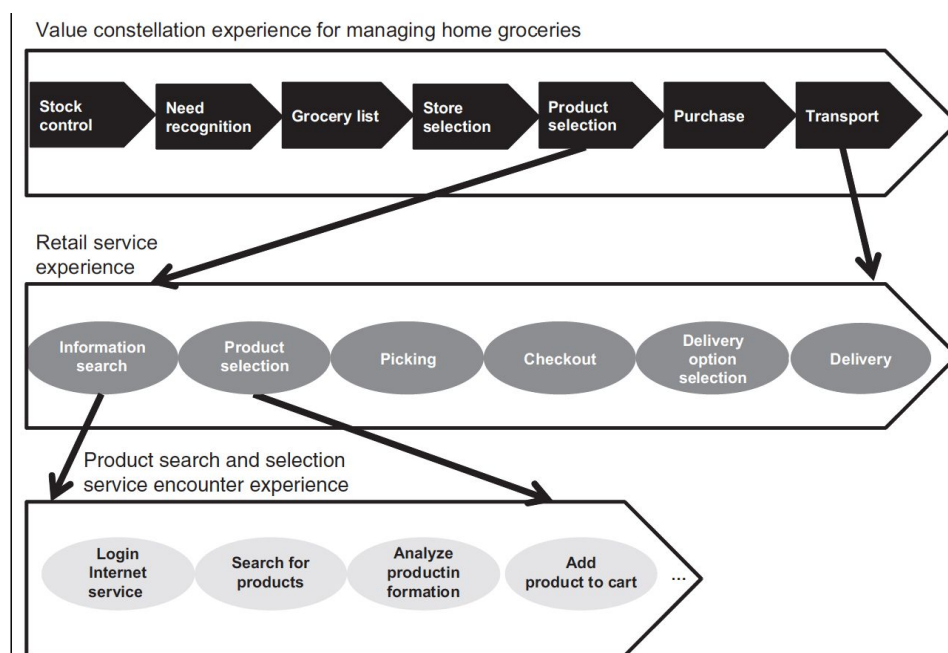


Figure 5: Value constellation experience

Cross-channel ecosystems 1.1.3

The combination of customer value constellations and customer value experiences, can also be called the service ecosystem. An example of a complex ecosystem could be a city, where the user is in contact with a wide variety of service providers throughout their life (Patricio, et. al, 2011)

Vargo and Lusch present a service ecosystem as “...*a spontaneously sensing and responding spatial and temporal structure of largely loosely coupled, value-proposing social and economic actors interacting through institutions, technology, and language to (1) co-produce service offerings, (2) engage in mutual service provision, and (3) co-create value*” (Vargo, Lusch, 2013)

Lindenfalk and Resmini (Lindenfalk and Resmini, 2016) argues the traditional way service designers work with service ecosystems as single entities falls short as it does not capture the complexity of the day-to-day activities surrounding the service. They propose a shift in the approach service designers use from single perspective holistic approach to a multi perspective systems thinking approach(see figure 6), which they refer to as systems thinking. Additionally they present the term cross-channel ecosystem (See figure 7 as an approach for serviced designers when working with ecosystems, which focuses on the ecosystem surrounding the value a service offers instead of touch points within a single service

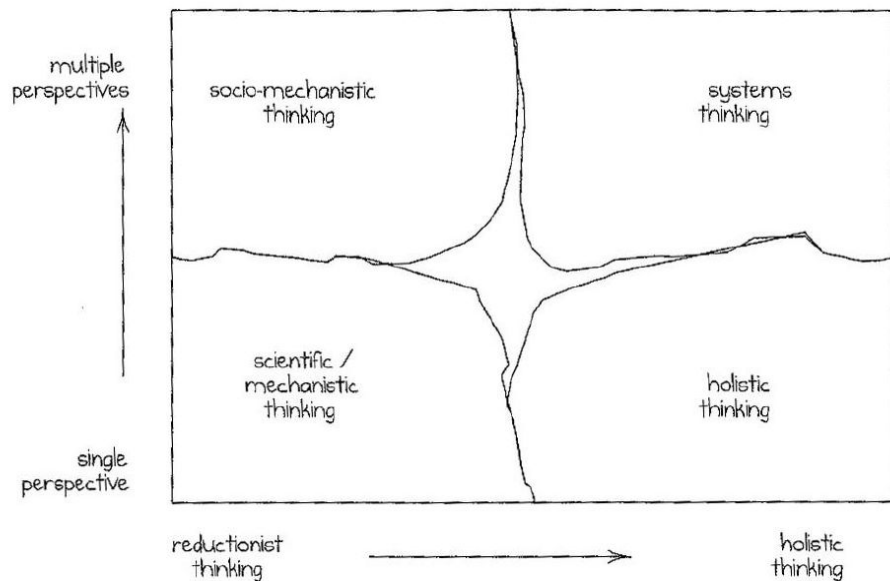


Figure 6: Holistic vs systems thinking

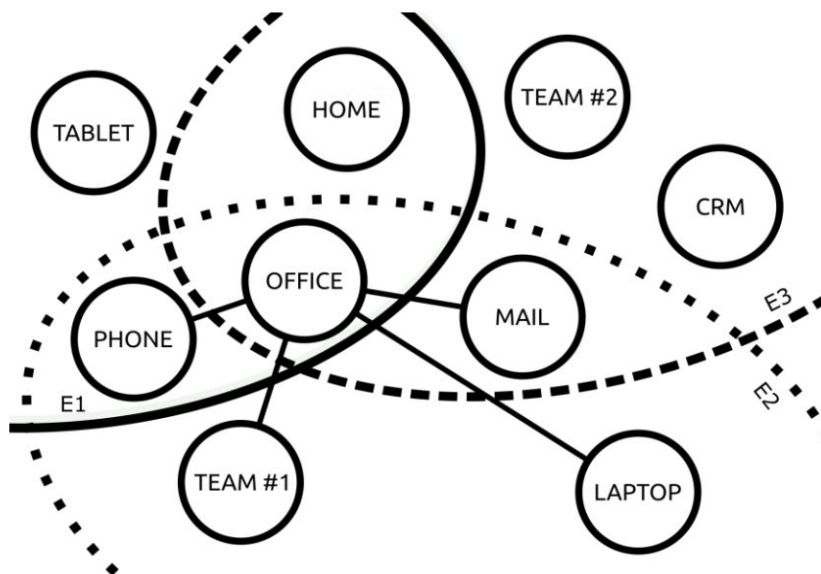


Figure 7: Cross-channel ecosystem

Netflix is used as an example to illustrate this point *“in a cross-channel investigation the Netflix service could be a piece of a larger “watch movies” activity that also involves supporting services such as IMDB, competing services such as a local cinema, and ancillary services such as broadband internet access or a home pizza delivery service. Attention is devoted to the interdependencies of significant existing, available, or unused elements in the*

actor constructed ecosystems, regardless of whatever company-owned service they belong to.”(Lindenfalk, Resmini, 2016).

By exploring the service ecosystems with a systems thinking approach Service Designers can gain a better understanding of the Value Constellations their service attempts to cover. Subsequently it can unveil possibilities for innovation within the Value Constellation. It can be argued that even though Lindenfalk and Resmini argues that the way of working with service ecosystems as single entities falls short, that a combination of the systems thinking approach and looking into the service ecosystem in a more traditional sense could provide the clearest overview of the customer value constellations surrounding the service.

Research question 1.2

With the information gathered from the literature review, it is clear to see the path of development from a single perspective reductionist focus to a holistic thinking approach which enabled service designers to view a service or product as a whole, a service system. Being able to the work with a service as a system rather individual components have been a great course for service innovation. (Berry, et. al., 2006)

Most recently it has been proposed that service designers should shift from the holistic thinking approach to a multi perspective systems thinking approach (Lindenfalk and Resmini, 2016). Although literature of successful projects using cross-channel approach exists, (Resmini, 2013) (Tate, 2011) they focused on cross-channel in blended spaces (Lindenfalk and Resmini, 2016) with a mixture of physical and digital elements within an already existing service. There is no corresponding examples of purely digital services being developed using cross-channel ecosystems, even though technological advances makes it ever more possible to make formerly inseparable services, separable. (Berry, et. al., 2016)

Therefor the research question arise: **how can the method of value constellation be used to map cross-channel ecosystems in order to identify opportunities for service innovation?**

Case study 2.

In order to answer the research question a case study will be conducted. In this section the case will be introduced and the background of the industry chosen will be described. The case will focus on video gaming, which is by far the largest entertainment industry (U.S. Department of Commerce, 2017) and is expected to keep growing in the coming years. (Statista, Global video games market value 2020 | Statistic)

Although game developers and publishers increasingly make games as a service (Muncy, 2017) The main content is still the actual game, which even though treated as a service is predominantly product dominant. Therefore this case study aims to develop a service for the gaming community. The size of the gaming industry means many services already exists for the gaming community, for example: services for streamers, eSport, communication, markets for trading in-game items etc. with the market already flooded with services it will work as a good test of the systemic cross-channel ecosystems approach ability to identify opportunities for service innovation.

The design brief: **to map a cross-channel ecosystems in a service design process in the area of video gaming, in order to identify opportunities for service innovation.**

Methodological approach 2.1

Double diamond 2.1.1

The design process takes inspiration from The Double Diamond model (Design Council UK, n.d.) (see figure 8) The Double Diamond suits the wanted approach of the case study. It is iterative and free, and provide guidelines for when broaden and narrow the process. The nature of the double diamond provides a structured frame, clarifying the workflow of the project. (Design Council UK, n.d.). This can prove to be helpful in the systemic approach the case study will attempt to take.

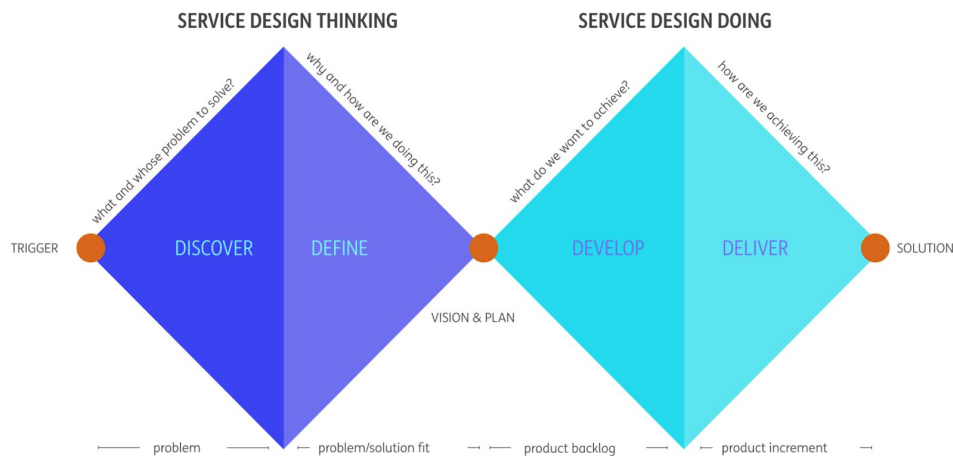


Figure 8: Double Diamond

Discover 3.

Initial research 3.1

This section will gather information available about gamers and the services surrounding the gaming industry, in order to get an initial overview of the gaming service ecosystem using desk research.

Gamers 3.2

A report from 2017 looked into gamers in USA (Entertainment Software Association, 2017) and found that the average gamer is 35 years old, in which 59% are men and 41% are women. 65% of US households contains at least one person using more than 3 hours per week on gaming, with an average of 1.7 gamers in each household. Gaming is pretty dispersed between PC, consoles, mobile and handheld consoles. But common for all seems to be that gaming is for a large part a social experience, 54% of the most frequent gamers say it helps to connect with their friends, spending 6 hours online with their friends per week and 5 hours in person. Most parents believe gaming has a positive effect on their children and 67% play video games with their children once per week.

Why we play video games 3.3

Glued to Games: How Videogames Draw Us In and Hold Us Spellbound 3.3.1

Scott Rigby a Ph.D. in clinical and social psychology and co-founder of a research company which investigate the basic human needs that makes video games seem so appealing to people, which he explains in his book: Glued to Games: How Videogames Draw Us In and Hold Us Spellbound (Rigby, Ryan, 2011)

Gamers often use the term "Escapeism" to explain why they play, which he argues is an hollow explanation, as it contains negative cognitions. The term

suggests that people attempt to flee from an mundane existence and that we play games to escape something rather than choosing to due to other factors.

He argues that we all have basic psychological needs which overlaps in all of the activities in our lives. *“These needs operate all the time – when we’re at work, or when we’re engaging in a softball league, or on weekends while we are -playing a video game. These needs are always operating. Games perfectly target several of these needs.”*

These needs are narrowed down to three specific categories: Competence, Autonomy and Relatedness.

Competence - People seeks to master aspects of their life, progressing in skill and knowledge. People like to feel successful and obtain accomplishments. Whether it being leveling up in a video game or advancing in their career.

Autonomy - Desire to feel in control over our actions and be independent. Which gaming provides plenty of.

Relatedness - Feeling like you matter to others. This can be obtained through gaming by playing with friends or engaging in online communities, but the studies conducted shows that even interacting with characters in a game controlled by a computer can fulfill these needs if done properly.

Even though these needs can be fulfilled in other parts of people’s lives, many are still drawn to gaming. This can be explained by the fact that games are more consistent in fulfilling these needs, there is a direct correlation between your effort and reward, it’s easy to connect with other people surrounding the community and feel in control of your actions.

Where as in one's work life, a person does not always control their type of work and workload. They might not always get the recognition that matches the commitment they put into the work. And they might not always feel relatedness

with the company or the co-workers around them, with very little to do about it.
 ("Why People Play Video Games", 2017)

Gamer motivation model 3.3.2

The company Quantic foundry have spend years collecting data from gamers across the world, by making them fill out surveys choosing the importance of different factors to their gaming habits. With over 300.000 participants primarily from the US and western Europe, they used statistical factor analysis to determine which factors clusters together. (Quantic foundry, 2018) They identified 18 unique motivations which clusters into 6 pairs, (see figure 9) with each column existing of motivations which are highly correlated and motivation in different columns being less correlated.



Figure 9: Gamer motivation model

However the degree to which these columns correlated varies. Looking at the data on a higher level, by implementing the motivations onto a map of gaming motivations, (see figure 10) which shows how correlated different motivations are is determined by their distance to one another, 3 motivations clusters emerge.
 (Quantic foundry, 2016)

Action-social cluster primary motivations - Action, Social, Destruction, Competition, Excitement, Community.

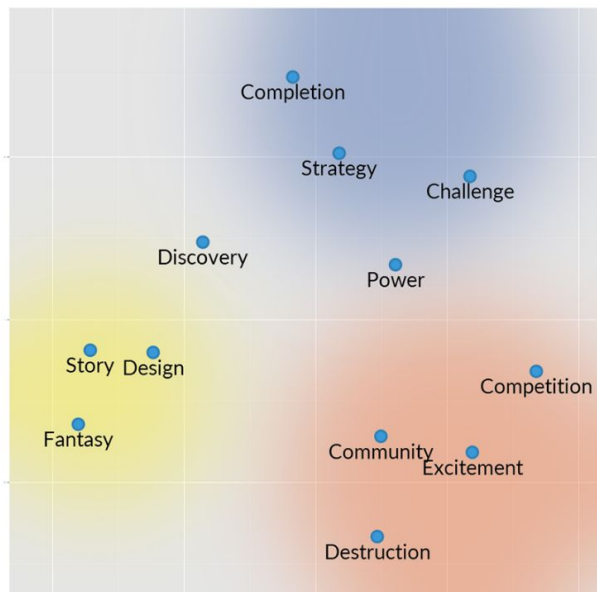
Mastery-Achievement cluster primary motivations - Master, Achievement, Challenge, Completion, Strategy, Power

Immersion-Creativity cluster primary motivations - Immersion, Creativity, Fantasy, Design, Story, Discovery

These 3 clusters represent the typical archetypes of gamers. This however doesn't mean that gamers can't have characteristics from more than one cluster, but that the majority of gamers favors one cluster more than the others.

The motivations of discovery and powers is a bridging factor respectively between the Immersion-creative and Mastery-Social cluster, and the Action-Social and Mastery-Achievement cluster. No bridging motivations exists between the Immersion-Creativity and Action-Social cluster, suggesting that developing a service for aimed at these two clusters could prove be more successfully achieved than combining the other clusters or focusing on a single one.

MAP OF GAMING MOTIVATIONS



The 3 High-Level Clusters

1. Action-Social
2. Mastery-Achievement
3. Immersion-Creativity

Bridges

- Discovery is a bridge between Immersion-Creativity and Mastery-Achievement.
- Power is a bridge between Action-Social and Mastery-Achievement.

Figure 10: Map of gaming motivations

It can be argued that 3 psychological needs presented by Rigsby, each predominantly fits one of the 3 motivation clusters.

The Action-Social cluster values community and competition, which through competitive multiplayer games are optimal for playing with friends and engaging with online communities surrounding the games, thereby fulfilling the relatedness need.

The Mastery-Achievement cluster values challenge and completion which suggest they are primarily pursuing the need for competence, they want to improve their skills and obtain accomplishments. The bridging motivation of Power suggest that many in these clusters wish to feel powerful, either in form of having a big voice within a community or feeling superior to the competition or mastering a challenging game.

The Immersion-Creativity cluster values design and story, immerses themselves into the universe and feeling their action matters, being in control of their actions and being feeling independent by expressing their creativity and through that fulfill the need for autonomy.

Bridging the Immersion-Creativity and Mastery-Achievement clusters is the discovery motivation, which suggest that people from both clusters likes to explore the games, tinker with it and experiment.

Reality is broken 3.3.3

Jane McGonigal a PhD in performance studies at Berkeley university and director of Games Research & Development at the Institute for the Future, wrote the New York Times best selling book Reality is broken: Why Games Make Us Better and How They Can Change the World. (McGonigal, 2011)

She agrees with the before mentioned points regarding gamers motivations, but argues slightly more in favor of escapism, that gamers are regular people who feel underutilized at work and comes home and apply all their smarts and talents into a world which is better a rewarding it, than the one they live in. However she does not attempt to neglect the positive effect gaming can have on our lives.

Research show that playing up to 3 hours a day, or 21 hours per week benefits us mentally and emotionally, after which the benefits decline greatly and can slip into negative impacts.

She argues that we as society utilize the way that games fulfill these needs to create games and companies that can help change the world for the better.

Whether or not gamers are escaping from reality or simply choose to game to fulfill their psychological needs in a way the deem more entertaining is not clear cut, however there seem to be consensus about why gamers choose to play. And therefore it can be argued that developing a service for gamers with focus on providing one or more of these rewards can be beneficial.

The gaming service market 3.4

To get an overview of how services surrounding gaming appeal to certain motivation clusters, this section will look into what areas of services is already existing, and value map the industries to help with further development of the a new service.

Digital distribution game platforms 3.4.1

The traditional way of buying games and a physical format in a store is dying as the industry is moving towards separability, with gamers increasingly using digital distribution game platforms to purchase their games.(Lodge, 2017)

The largest of these platforms is Steam, which is estimated to have an income of \$3 Billion annually. The top 5 largest platform consists of a mixture of game developers who sell their own games using their own platform, and platforms who sell other developers games for a cut of the money earned (The Abyss team, 2017)

Gaming skin trading 3.4.2

One service industry surrounding gaming is skin trading, which is an industry valued at \$50 billion dollars. (WAX io, 2017) which exploded as in industry in 2012 when the gaming platform steam (<http://store.steampowered.com/>) introduced the trading aspect into game skins. Since then many sub services have appeared letting people trade their in-game items on steam for real money such as OP skins (www.opskins.com)

Streaming and Gaming videos 3.4.3

Gamers don't settle to only playing games themselves a yearly increasing number of people watch other people play video games. In 2017 alone 666 million people around the world tuned in to watch other people play. (Gordon, n.d) The live streaming of games is dominated by the website Twitch.tv followed by youtube. In the last quarter of 2017, twitch reached 27.000 concurrent

streamers with 788.000 concurrent viewers(Perez, 2018) But when it comes to gaming videos youtube stands apart as many content creators upload edited videos, where as twitch focus on live streaming.

Mobile Gaming 3.4.4

In 2016 it was found that the average american gamer played 3.6 games on their mobile per month with an average of 1.3 games on a daily basis. The amount of time used on internet related activities on the phone is expected to increase to 189 minutes per day, with 83,3% of that time being used in Apps (Fuller, n.d.). User typically use the services App store for apple product and android store for android product to acquire the games.

Communication 3.4.5

With the large amount of gamers playing multiplayer games online, with their friends and others, the number of Voice chat programs users are exploding. Many multiplayer games offers a built in voice chat function to their game which many opt to use. But as seen in the increase of the numbers of user on the most popular voice chat program for gaming, discord, which increase from 25 million users in 2016 (Perez, 2016) to 86 million users in 2017(Alexander, 2017) the market is exponentially growing.

Video game gambling 3.4.6

With the emergence of free to play games (F2P) gambling has become an integral part of many video games (Cross, 2017) allowing game developers to sell their games at a lower cost or give it away for free, with the idea that players will purchase in-game items or loot boxes. Players will pay a certain amount of money for a loot box containing an unknown item of various rarity, as the drop rate is low on rare items players will buy more loot boxes to increase their chances of getting them. In some cases the game developers create a marketplace where players can buy and sell in-game items from others players, for a cut of the profit.

Other free games sell in-game resources which help players give an competitive edge in the game, making them able to pay to be better. These games target the between 1 and 20 percent of the users who use money to buy items in the game, (Lovell, 2013) these players will be competing against other players who also use money in the game, reinforcing the need to keep spending money to stay on top. With eSports increasing in popularity to a point where main stream media shows it on TV, (Dunn, 2017) gambling on eSports have even become available on state regulated gambling sites such as Danske spil.

eSports 3.4.7

eSports is growing, and growing fast. eSports revenue is expected to rise 37% in 2018 from 2017, growing from \$655 million to \$905 million this year. (Perez, 2018) The viewership numbers have increased from 134 million in 2012 to 335 million in 2017. (Statista, n.d) Matches can be watched on twitch.tv and youtube with the largest esports events being broadcasted on television. The biggest game developers such as Blizzard (www.blizzard.com) and Valve (<https://store.steampowered.com/>) continue to support and create eSports leagues and tournaments for their games, to increase popularity and maintain interest among players. Other companies such as Face it (www.faceit.com) have created a way for regular players to play in leagues and tournaments, which can function as a gateway to becoming an eSports pro.

Gaming news 3.4.8

When gamers aren't playing games or watching streams, some like to read news about the gaming industry or read reviews on new games. Websites like IGN (www.ign.com) and Gamespot (www.gamespot.com) provide with news from the industry regarding anticipated games. Other sites such as HLTV (www.hltv.org) provides news surrounding the eSports scene such as we know sports journalism in mainstream media.

Interview findings 3.5

Interviews were conducted with 13 gamers via email to be able to:

1. Primarily: Contribute to the development of personas later in the design process
2. Secondly: Validate the information previously gathered through literature and other collected data.

although the time used on gaming varies a great deal, the points made by most of the participants seems to be consistent. Backing up the report presented previously (Entertainment Software Association, 2017)

The social aspect seems to be a main component in why the participants play video games, additionally it helps them relax and disconnect from everyday life for a few hours and being competitive seems to be a important part for some PC gamers. The interviews can be found in Appendix 9.1

Why do you play video games?

To relax after work, and have fun with my friends. Can be hard to find time to see each other, so it's an easy way to stay in touch. - Peter 2

It's fun and i prefer it to watching series on the couch cause i feel like i am doing something active instead of passive. - Kasper

It's fun and exciting and i like the competitive aspect to it, and see your own improvement over time. And i get to talk to my friends. - Mikkel

I play on playstation with friends when hanging out or before going out to drink and sometimes PC if i go to a netcafe with friends as well. - Carl emil

There seems to be a distinction between Gaming on PC and console when it comes to the social aspect. Where as PC gaming seems to be social most of the

time it is so in a digital sense, using communication programmes. Consoles on the other hand is mostly split into either very social, hanging out with friends in real life where gaming is just one activity, or just playing by yourself.

Do you ever play with friends?

yes most of the time, i don't know i don't really feel like a gamer. It's just an activity you do with your friends like drinking beer or watching a movie - Carl email

Yes sometimes i play against friends online, and often i have friends over where we play. - Erik

When communicating with friends on PC it seems that Discord is the preferred way of communicating, due to the fact of the quality of ingame communication varies from game to game. Another factor is that using a programme lets you talk uninterrupted with your friends without disturbing other players

Do you communicate with your friends while playing? how?

Sometimes we use the communication in the games, but most of the times we use Discord. The quality of communication in game varies from game to game, but with DIsord you know you always get good quality - Anders

We always use Discord, so we can talk uninterrupted without having to consider other players - Peter

It seems to be the general consensus that playing with people you know improves the overall experience, which both help friends stay in touch and ensures that they don't get bad teammates. Some participants are even reluctant to play alone without their friends.

Do you ever play with friends? why?

a rarely play without friends, if none of my friends have time to play i do something else and wait till they have time. I think it's boring to play alone, half

the fun is hanging out with your friends - Mikkel

Yes all the time. it makes the experience more fun and it is a good way to keep in touch - Anders

Yes whenever i can, it's a good way to stay connected and it ensures me i have teammates i can trust when playing - Peter

yes most of the time, i don't know i don't really feel like a gamer. It's just an activity you do with your friends like drinking beer or watching a movie - Carl emil

most of the time, it's always nice to hang out with your friends, and then you don't get random toxic teammates. - Johannes

Most of the participants watch videos or live streaming about gaming in some shape or form. Ranging from funny clips on facebook to well edited videos on youtube and live streams on twitch or eSports.

do you ever watch videos about gaming or live streaming? why? where?

I watch Counter strike videos on youtube both for fun but also tutorials to get better. I also watch eSports as i find it more interesting to watch than regular sport, usually on Twitch.tv - Anders

Yes i watch videos on youtube for entertainment and eSports on twitch - Patrick

not really, i mean watch funny videos when they pop up on facebook of the games i play. But they are usually short. - Peter 2

I watch both videos and live streaming on youtube and twitch, when i don't feel like playing it's more fun to watch than TV shows - Søren

I watch eSports on Twitch and youtubers. I think it is just as fun to watch streams

as playing myself - Johannes

Whilst some of the console gamers seems to have no interest in following the industry, most of the PC gamers do. Some are interested in seeing changes being made to game they are playing and eSports, while others look for news in general and upcoming games.

Do you ever read news about the gaming industry? Why? where?

Yes. Mostly about Counter strike eSports, on Hltv.com. Because i follow the eSports scene and watch the games. - Anders

on the games websites, and sometimes i read news about what new games might be coming up. - Patrick

I read counter strike related news, so i can stay competitive and follow the pro scene. It varies where. - Peter

Not really. It doesn't interest me. Sometimes if i am waiting for a new game i will go read about it. - Erik

When something pop ups when i am browsing the internet that interests me i will read it. But i wouldn't really know where to go to read stuff like that - kasper

Sometimes mostly about the games i am playing to see how the changes will affect the game, and i look information about games i am interested in. - Mikkel

Yea i follow both the gaming industry in general and CS eSports. It interests me. Eurogamer IGN HLTV etc. - Johannes

Some of the participants have never spent money on in-game items and some do it from time to time, and there seem to be certain people who are especially dedicated to spending money in games. The reasons to why they spend money

varies, some want to get a leg up on the competition, others want to look cool or just support the game developers

Yea i have spend a few hundred bucks on skins. I spend a lot of time playing so it's nice to have some cool stuff to look at. - Peter

Yes i have spend maybe a few hundred euros over the last couple of years. Well you spend a lot of time in a game and you want to spice it up a bit, and there is some prestige in having the good items. - Anders

A few times, but not often. I mean it's fun but i don't really like the idea of paying for stuff in games when you already played for the game - Patrick

No i don't really need all those things, the game is fun enough for me- Mikkel

When i was younger i did, not at the moment but i won't rule out doing it again. I mean when everybody else have cool skins you feel boring when you just have the standard gear. - Peter 2

I did back in high school when i had a good computer at home, it was just cool to get something unique - Morten

Yes. If there is a game i have played a lot i want to support the developers, so they continue to improve the game. And it's nice to get some cool cosmetics. - Søren

I buy some player packs once in a while so my team gets better. - Oliver

Yes. Once you get a couple of skins it is like you can go back to the starting point, and then you just want better and better skins the more you play. - Johannes

However only a few of the participants trade items after buying them.

Have you ever traded some of these skins? how?

when i play fifa they have a market where you can buy and sell players, but not for real money but like an in-game currency. You can buy some of that currency though - Oliver

Yes often. When i get tired of some items i can sell them and buy the ones i want, instead of gambling when buying cases. Either using the steam trade market or sites like Opskins.com - Anders

It can be hard to find a decent trade where other people don't try to rip you off. So i mostly sell and buy new on the steam market. But not so often because steam market takes a cut of the selling prices, so you 'lose' money every time you buy and sell - Søren

When buying games it seems that convenience plays a factor alongside with where the game can be bought the cheapest. Console users seems to feel constricted to only using the playstation store, as physical video game stores are disappearing.

How do you buy your video games? which platforms?

Primarily on steam. They have most of the games i need, sometimes i use websites selling keys to active games on steam but cheaper. - Anders

I used to buy my games in gaming stores, but most of them have closed. So now i use the playstation store. - Erik

It really depends on which game i want and where i can get it the cheapest, but i think most people use steam - Mikkel

where ever i can get the game i want, some games i only sold on certain

platforms, cause game developers want people to use theirs and not the competitions. - Peter 2

It's hard to buy physical games anymore so now i mostly just use the playstation store and get my games digital. - Oliver

For my playstation i kind of have to use the playstation store now, since other options are limited. For PC i usually used game key markets like allkeyshop to get a better deal. - Søren

Interestingly none of the participants mentioned gaming on mobile, it seems unlikely that none of them ever played a game on the phone, so perhaps the reason could be that the interviewed segment does not view mobile gaming as gaming.

The answers given correspond with Rigby's(Ryan, Rigby, 2011) statement surrounding why we play video games. It is more an active choice to fulfill our psychological needs rather than an escape from a mundane existence.

Preliminary reflections Discover

Attempting to develop a new service for such a massive industry as gaming industry, with a systemic approach using cross-channel ecosystems, seemed like a daunting task for one single person. Especially considering the fact that the scope was broadened by including and focusing on all the sub industries. With the information that became available which allowed me to focus on the sub industries via key motivational factors, helped set natural boundaries which was needed with the manpower available.

Even though the search for information was intended to fit the customer value constellations as suggested by Patricio (Patricio, et. al., 2011) the fitted approach still serve to approach service development starting from a higher level, before digging into the more practical aspects of the design process.

Define 4.

Personas 4.1

As established during the earlier research in the case study gamers comes in all shapes and sizes, the demographics varies greatly. To narrow down the scope of the design process to a feasible size reflecting the man power available, i will make use of personas for further development. Based on the information gathered until this point, personas will be developed and used to both help identify potential market needs and developing a service concept. Personas are fictive users based in reality. (Cooper, 1999) They are developed from the insights and patterns gathered during the insight phase of the case study. The Personas will be used to develop a service for gamers, illustrating the needs of typical gamers.

The information about the personas is visually represented on figures 11-13

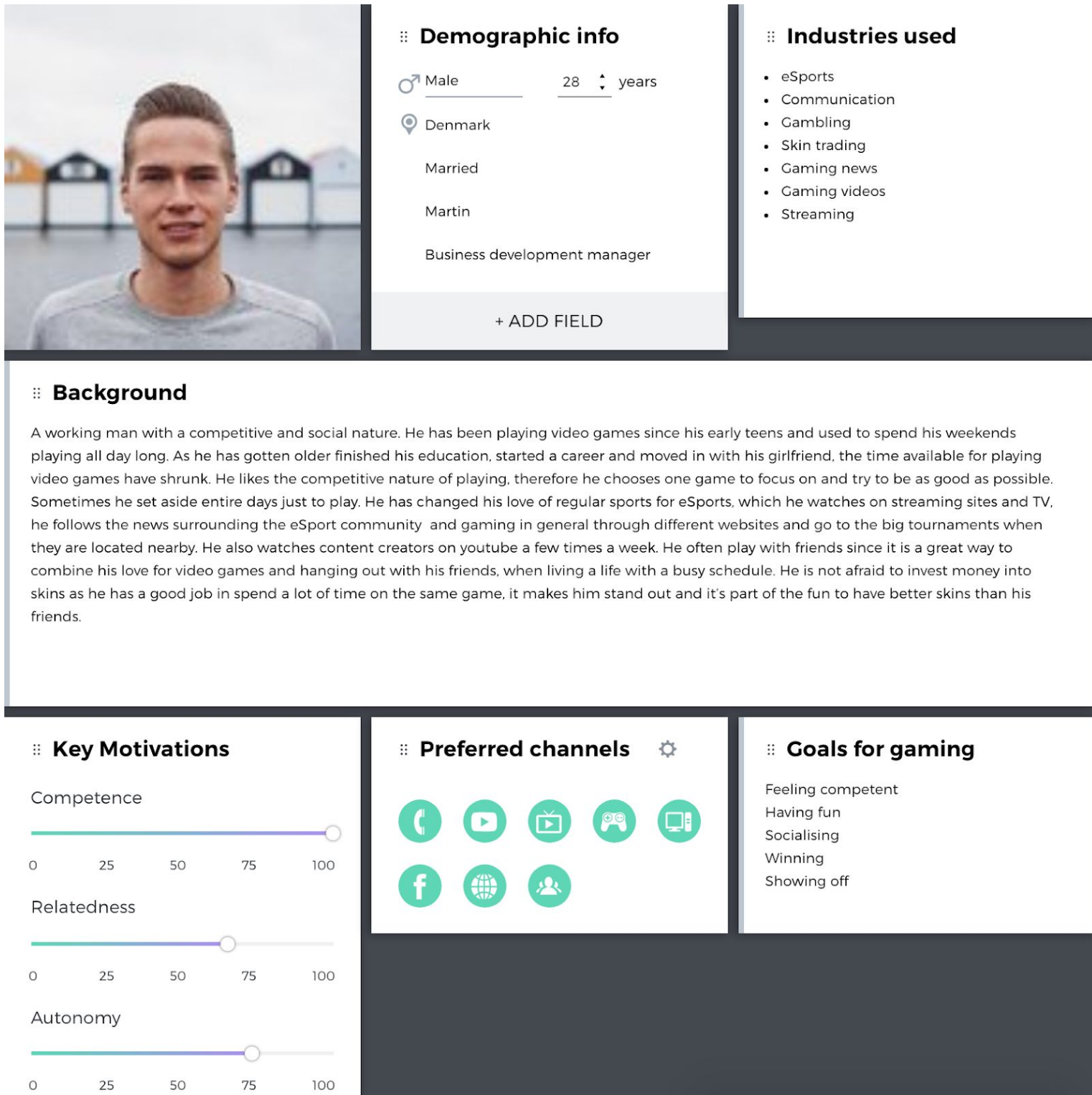


Figure 11: Persona 1

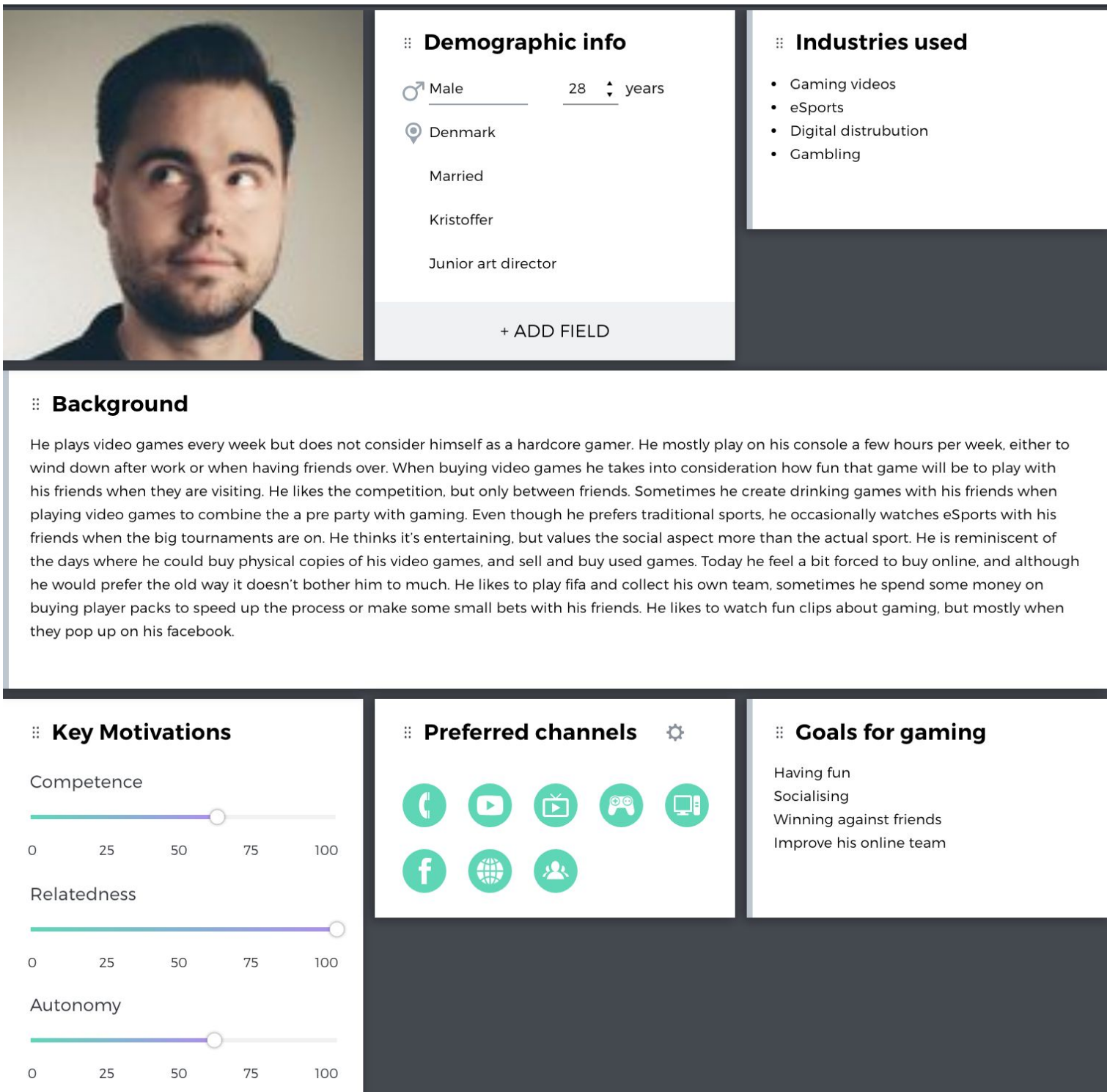


Figure 12: Persona 2

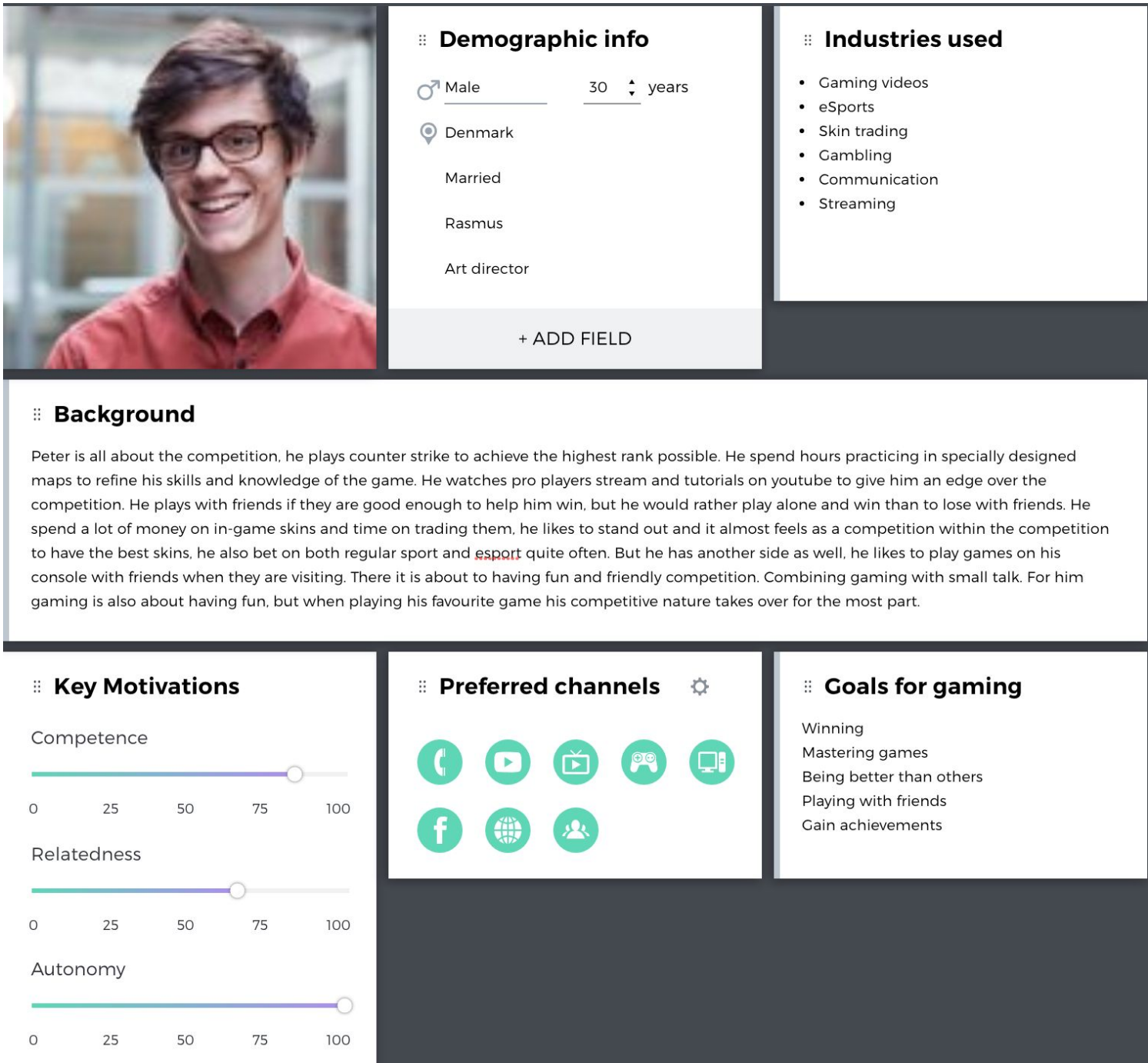


Figure 13: Persona 3

Value mapping 4.2

In order to determine the place of the video gaming sub markets in the Cross-channel ecosystem, they will be benchmarked in a model displaying which of the three main motivations they appeal most strongly to. The appeal assessment is done by the designer with the information available. One can argue there is no correct rating when creating a value map similar to this one, however the information gathered thus far points to this being the most likely result.

	Digital distribution	Game skin trading	Streaming	Gaming videos	eSports	Communication	Gambling	Gaming news
Competence	2	3	3	5	3	3	3	4
Autonomy	5	5	2	2	1	2	5	3
Relatedness	2	4	5	4	4	5	4	4

cross-channel ecosystem 4.3

With inspiration from the paper published by Lindenfalk and Resmini, (Lindenfalk ,Resmini, 2016) and using the knowledge gained about Gamers motivations and the sub-industries surrounding gaming, a cross-channel ecosystem is made (see figure 14). The key motivations functions as Customer value experiences in this model and the surrounding affiliated gaming sub-industries ties together with the Customer value experience to form the customer value constellation. Within these motivation factors lies the subsequent motivational cluster (see figure 9)

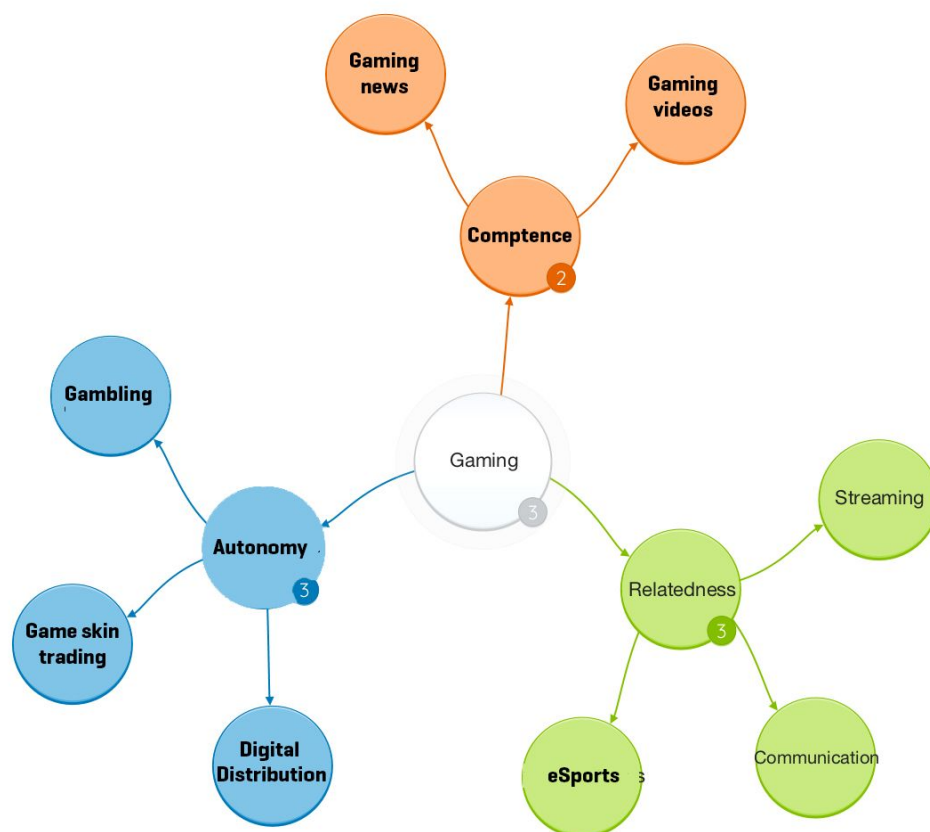


Figure 14: Cross-channel ecosystem, case study

Cross channel with personas 4.4

When looking at the cross-channel ecosystem with personas plugged in, certain conclusions can be drawn. (see figure 15) Although the personas in some shape or form share the same motivation factors, it also differs how they achieve the satisfaction of these. One industry from each of the motivations factors is used by all three personas, where as the rest have either one or two of the personas using it. If a future service wants to appeal to all of the personas, it stands to reason that at least one the three industries with all of the personas using it, should be targeted.

The fact that the personas use industries within all of the motivation factors, shows how all of these motivations are important to the personas and should if possible be incorporated into a future service. Within the motivations factors lies the motivations clusters, which can be seen in section 3.3 of the case study. These can help designing the service in such a that the service appeal more efficiently to the personas needs.

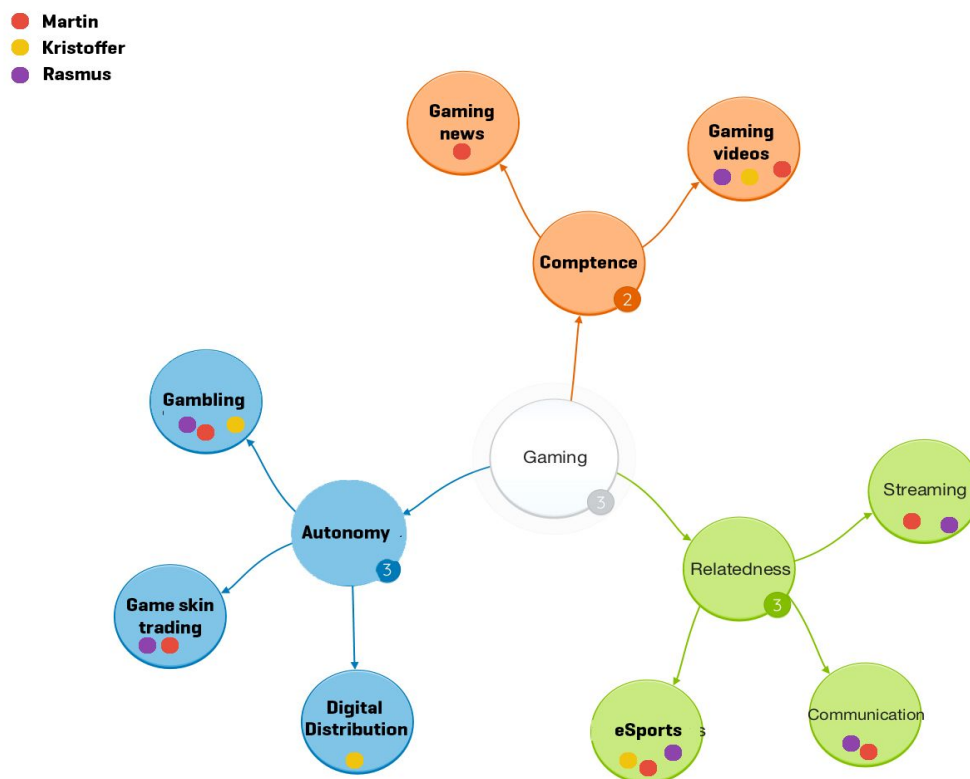


Figure 15: Cross-channel ecosystem, case study 2

Innovation Matrix 4.5

Research into literature about service innovation suggested four ways for a company to be innovative in their service offering. A matrix was suggested as a tool to help the development of a service idea in being innovative. (Berry, et. al., 2016) The sub-industries used in this case study have been plugged in to the matrix, this will serve to help in the development of a service idea. Whatever industry chosen for the final service idea must offer something new compared to where the industry is currently placed, either in form of separability or core/delivery.

The current placement of the industries is made by the estimation of the designer with the top companies within each industries current service offering.

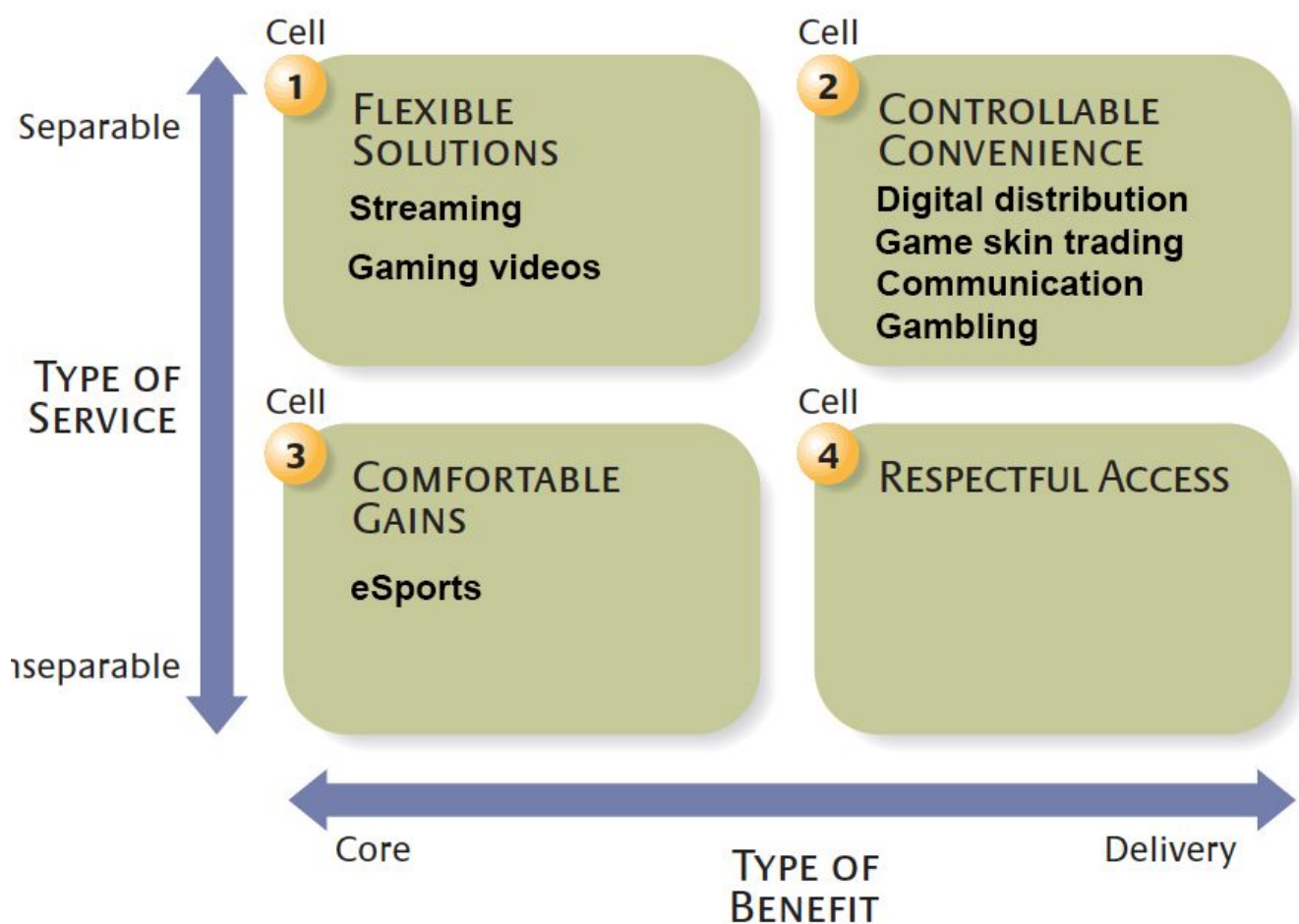


Figure 16: Innovation matrix, case study

Preliminary reflections Define

The step of connecting the sub industries to the key motivational factors was a tricky task. It is hard to argue that there is any one correct answer to this, as it depends on the perspective of which it is looked at and the information available for the person who does so. It is however an important task, as it determines their positions in the cross-channel ecosystem.

I made use of the knowledge i had available and put myself in the positions of the personas to make the placements. The cross-channel ecosystem in itself was not strongly described as method by Vargo and Lusch (Lusch & Vargo, 2013)

in my opinion, but a suggestion that taking a systemic approach is more beneficial when designing a service. The way it was used in this case study however, falls in line with their idea of how to analyse the cross-channel ecosystem of a company like netflix. And it seems to me that when approaching new service development by analysing a new market, looking at the users motivations is a more realistic approach for a smaller team using a systemic approach attempting to penetrate a new market. This might not be the case for a larger team within an already established company, but will require further research to determine. Where as the cross-channel ecosystem helped identify potential markets, the innovation matrix which was covered in the literature review was a great tool in order to identify possibilities for innovation when ideating towards a new service concept.

Develop 5.

Develop Introduction 5.1

Using the personas a service concept is developed. During the gathering of information it is clear that the sense of relatedness is the strongest common denominator between gamers. Playing with friends or people you do not know provides the gamer with a sense of belonging to a community. Engaging in talks with players which share the same interests through forums or activities like video content or similar also provides the gamer with a sense of relatedness. They are also competitive in nature in various forms, and they wish to feel competent. They want to master the games they are playing and obtain accomplishments, by challenging themselves and others in order to fulfil this need. Lastly they want to feel autonomous, in control over their own actions and feel independent.

The service proposed will in different ways speak to the gamers motivations. The cross-channel ecosystem showed that the most obvious industries to focus on would be either Gambling, eSports or gaming videos. Whichever of these industries chosen the service should differentiate itself from the competitors in this industry, either in the form of what value it deliver or how it delivers it.

The eSports industry is inseparable in nature just like other sports, as gamers gain the core value from following their favorite players and teams. The way eSport is delivered is also covered as the eSports leagues have deals in place with companies such as youtube and twitch.tv, even traditional flow TV have started to broadcast these events.

Gaming videos is heavily relied on content creators who are already established with major companies such as youtube and twitch also. A new way to deliver the value would be the obvious step if the thesis was to move in this direction, however since these major platforms are already available on basically all

devices with an internet connection, this would be a big task versus multi billion dollar corporations in a red ocean market.

That leaves gambling, although an crowded industry in regards to the number of companies, an opportunity for potential innovation is spotted, using the methods found in the investigation into service innovation and other service design tools. When looking at the gambling industry the innovations in the industry have evolved around how the core value is delivered. The recipe has remained the same for many years, a company evaluates various sports and events and create odds people can choose to bet if they wish. The odds however always favors the house in the end and gamblers spends loads of time comparing odds between gambling sites to provide them with the best chances for creating the biggest profit. This can be seen by looking at companies like the danish Better Collective (www.bettercollective.dk). Their company amongst other things provide gamblers with an easy overview the odds from different gambling sites, and the companies are projected to bring in around 2 billion danish kroner in their upcoming IPO (Zacho, 2018)

The core value itself remains largely untouched by the gambling industry and this is how the service idea aims to be innovative.

The service 5.2

The service aims to make direct bets between gamers possible in a separable way.

Bets between friends have existed for thousand of years, but remains largely untouched by the gambling industry surrounding gaming. The primary function of the service will be to serve as a platform that help gamers setup and execute bets with other gamers. The odds will be set by the users and become active if another user choose to accept it.

How it works 5.2.1

The terms of the bets is set by the users and can be anything gaming related, a match versus two users, a bet on an eSports match etc. but the victory must be able to documented through pictures, a link etc. for the service to guarantee the execution of the bet. Users will transfer money to their account in advance and while a bet is active, the wagered amount will be reserved and unable to be paid out. Once a winner is determined the money won will be transferred to the winners account, minus a set percentage of the bet which is the earnings of the service

Appealing to the motivation factors 5.2.2

The following sections will explain how the different features of the service is designed to appeal to the three main motivational factors for gamers, by using the unique motivations seen in the gamer motivation model (see figure 9) in its core gambling itself speaks to some of the motivations.

Gamers appreciate a **challenge** and are **competitive** in nature. By winning bets against friends and strangers users will feel empowered and that their skills and knowledge helped them **master** the situation. The service provide gamers with a new way of **competing** against other gamers and add another layers of **excitement** to their gaming experience. They are able to **discover** how other gamers structure their bets and use that information to **tinker** and **strategise** how they will approach their own betting. A score system will show the users how much they have earned/lost and rank them on how well they are doing compared to other users, providing them with an **achievement** goal. A reliability score will also add to the sense of **achievement**, by rewarding good behaviour. Users will be able **socialise** and feel part of the **community** by interacting with other users by messages either in active bets or on the forums.

Main features 5.3

The following section will explain the main features of the service

Betting 5.3.1

The path to a bet occurs in one of two ways, creating a bet or accepting one.

When creating a bet the user will be face with a few decisions:

- What are the conditions of victory: the terms of the bet can be everything gaming related such as, a 1vs1 game, who will finish this newly released game the fastest, who can first collect 10 wins in this game, eSport matches etc.
- The odds: the user must decide what the odds of the bet is. If the user feels confident in their abilities it is possible to alter the odds in the opponents favor, to entice users to take the bet. This will be encouraged mostly when setting up bets for eSports matches as it creates a differentiation between the bets the service provides compared to other gambling services. It will still be possible to do so when betting on other things, but straight up odds will be encouraged.
- Who they wish to bet against: using the user ranking system and reliability score, users will be able to have an impact on who can take their bet. This can be done in two ways, users can choose whether everyone can take their bet or only users up to their own ranking. The same option is available with the reliability score.

The bet 5.3.2

Arguably the most important feature of the service is the bet itself. When a user finds a bet within their search parameters that matches the terms of the bet creator, they can choose to accept the bet. Once accepted the bet becomes active and the money reserved on the users accounts, until a the bet ends. The bet can end in two ways, either by one user claiming the victory with the other user accepting defeat or by documenting the victory. The user will be able to

interact with each other by writing messages within the bet, to provide the sense of relatedness and increase the feeling of competition.

Group bets 5.3.3

This feature is made to cater to streamers and companies. Using this feature will allow them to set up competition with their viewers or customers, the aim of this feature is to increase awareness about the service within the gaming community. To increase automatisation within the service system, users will only be able to join such a competition given they accept that the creator decides the winner of the bet.

Forums 5.3.4

To increase the sense of relatedness and have create an engaged community, users will be able to interact with each other using the forums. Here they will be able to talk strategy, experiences or whatever else the desire. Their ranks will be visible on their avatars, providing users with a way to show off.

Reliability score 5.3.5

on the surface the score system aims to encourage good behaviour within the community, but it also serves an important task of increasing automatisation. By being a positive member of the community by for example, accepting that you lost a bet within a certain time limit or writing messages on the forum which the other users upvote, users can improve their reliability score. On the other hand, not accepting a lost bet which results in the staff of the service to decide the winner or being toxic in interaction with other users will lower the users score.

The service provides a clear incentive for the user to want to improve this score, as the users with the highest reliability score is shown higher in the search overview, and users might even lose the ability to take certain bets.

It also provide the added benefit of incentivise users to make reasonable bets as if a bet is not accepted it decrease the creators score by a small amount, to help stop the service from being flooded with bets that is unlikely to be accepted by others.

Leader boards 5.3.6

Winning or losing a bet will increase or decrease a users score, the amount money they win on a bet determines by how much. Users will be able to see their ranking on the leaderboards compared to other users. This also opens the opportunity for the service to make collaborations with other companies that wish to sponsor monthly winnings, opening another revenue stream.

Platform Canvas 5.4

Using the Platform Canvas (Choudary, Parker, & Alystne, 2015) allows the designer to map the value creating functions of service and like the business model canvas it helps provide an overview of key elements of the business. However when creating an open system the platform canvas is arguably a better option as it is focus on the value creation and the platform which allows this to occur.

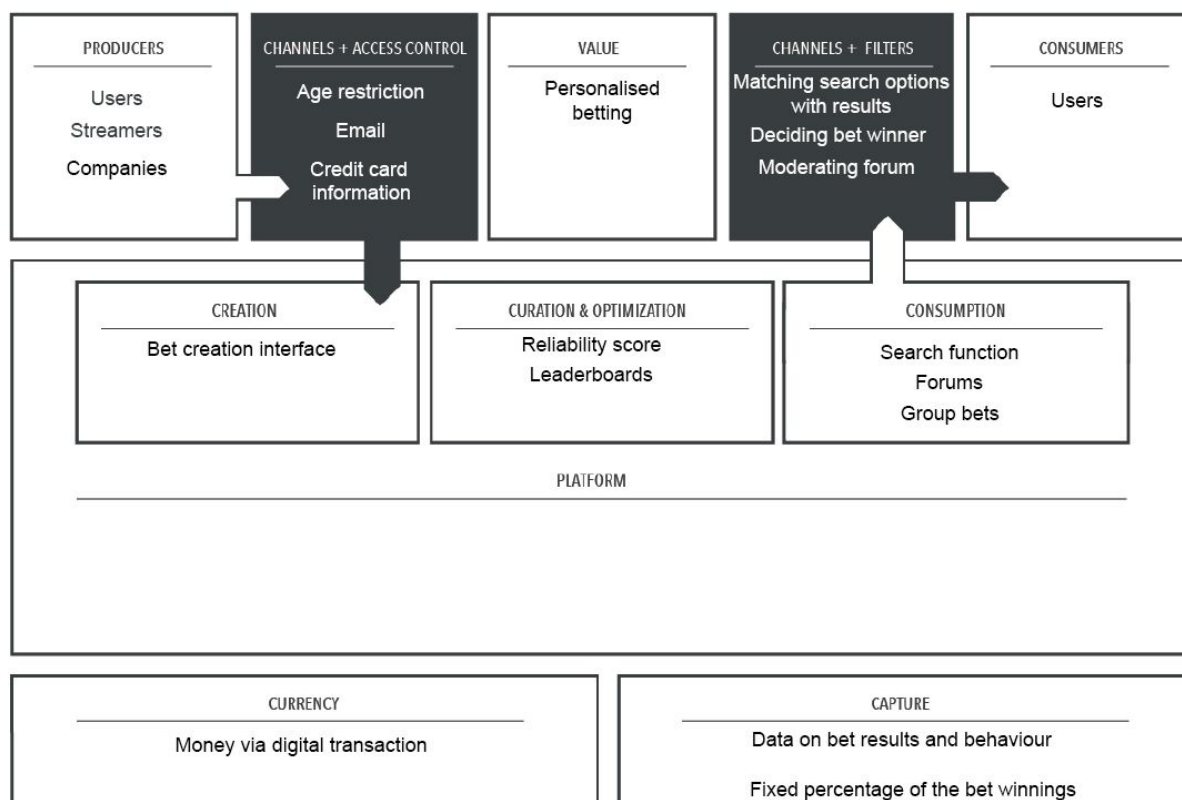


Figure 17: Platform Canvas

As most of information plotted into the platform canvas (see figure 17) is described in the previous chapter, the new additions will be explained in the following section.

Channels + Access control: to avoid potential spamming of profiles certain criterias need to met in order to create a profile. Email and credit card information must be linked to the profile, if another profile is attempted to be created with the same information it will be denied. As most countries have age restrictions

regarding gambling, security measures will be put in place according to the laws of the specific country or region.

Channels + Filters: To ensure the quality of the content created by the users is enjoyable for the users, filters and actions are made. The search system list bets in order of the highest reliability scores to automatically weed out users with bad behavior. In case of a disagreement between users over deciding a winner, the service will make a decision, given one of the users can provide evidence. Forum will be moderated by employees and slowly integrating dedicated users into this role as well.

Persona user journey 5.5

To help visualise how some they ways users could become aware, join and use the service. A user journey have been made (see figure 19-21). It uses the personas and their background stories to make plausible scenarios. The way each persona become aware and use the service can be helpful in future development of the service when creating UI and UX on the site, and for marketing purposes. The complete image is available in the Appendix 9.2

As seen on the user journey the only path within the service which is streamlined for all users in the creation of the profile, the rest of the features and how they are used will vary from

user to user, depending on how their motivational factor combinations are comprised.

Icons used in user journey



Figure 18: User journey icons

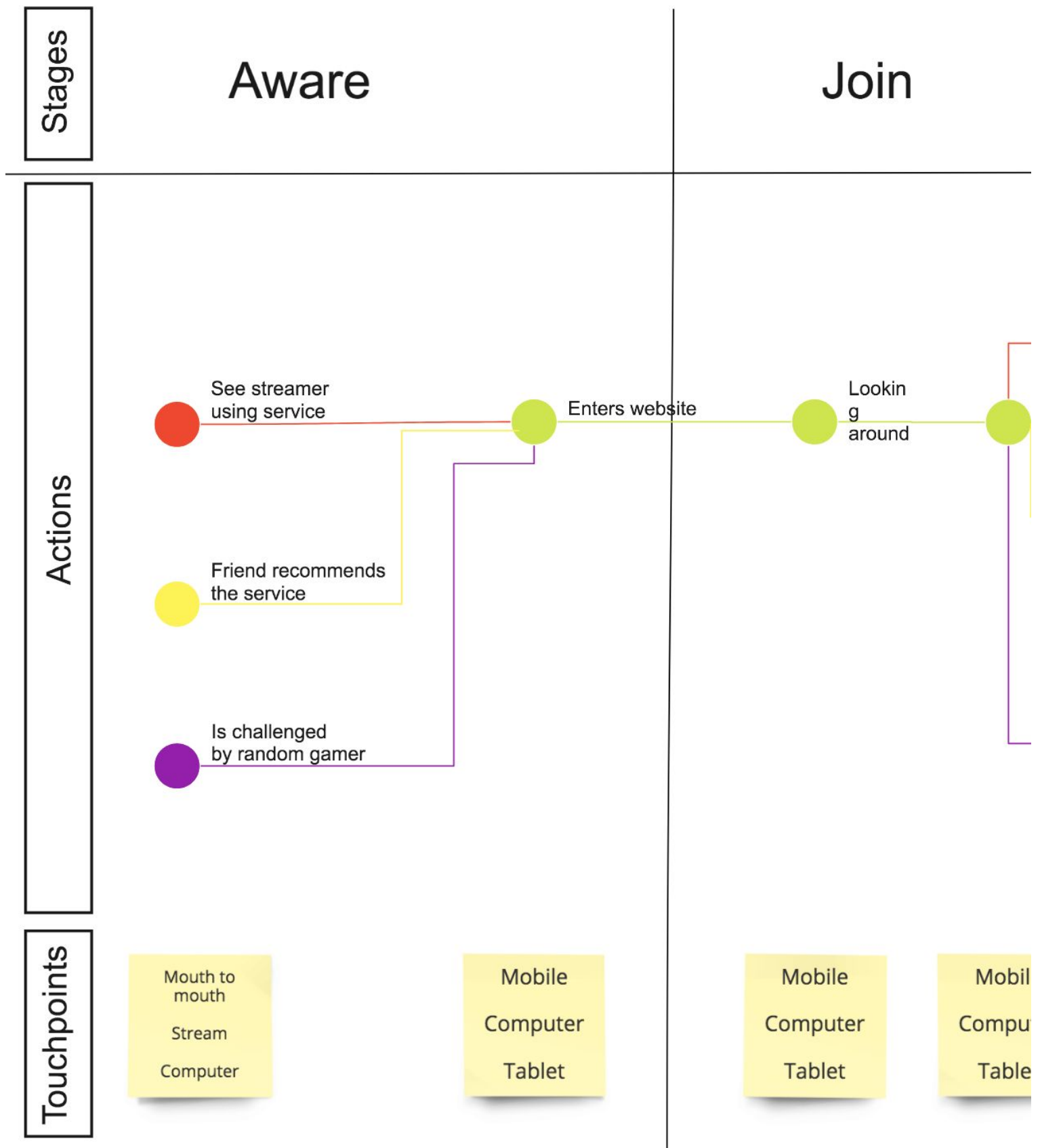


Figure 19: User journey 1

Prepare

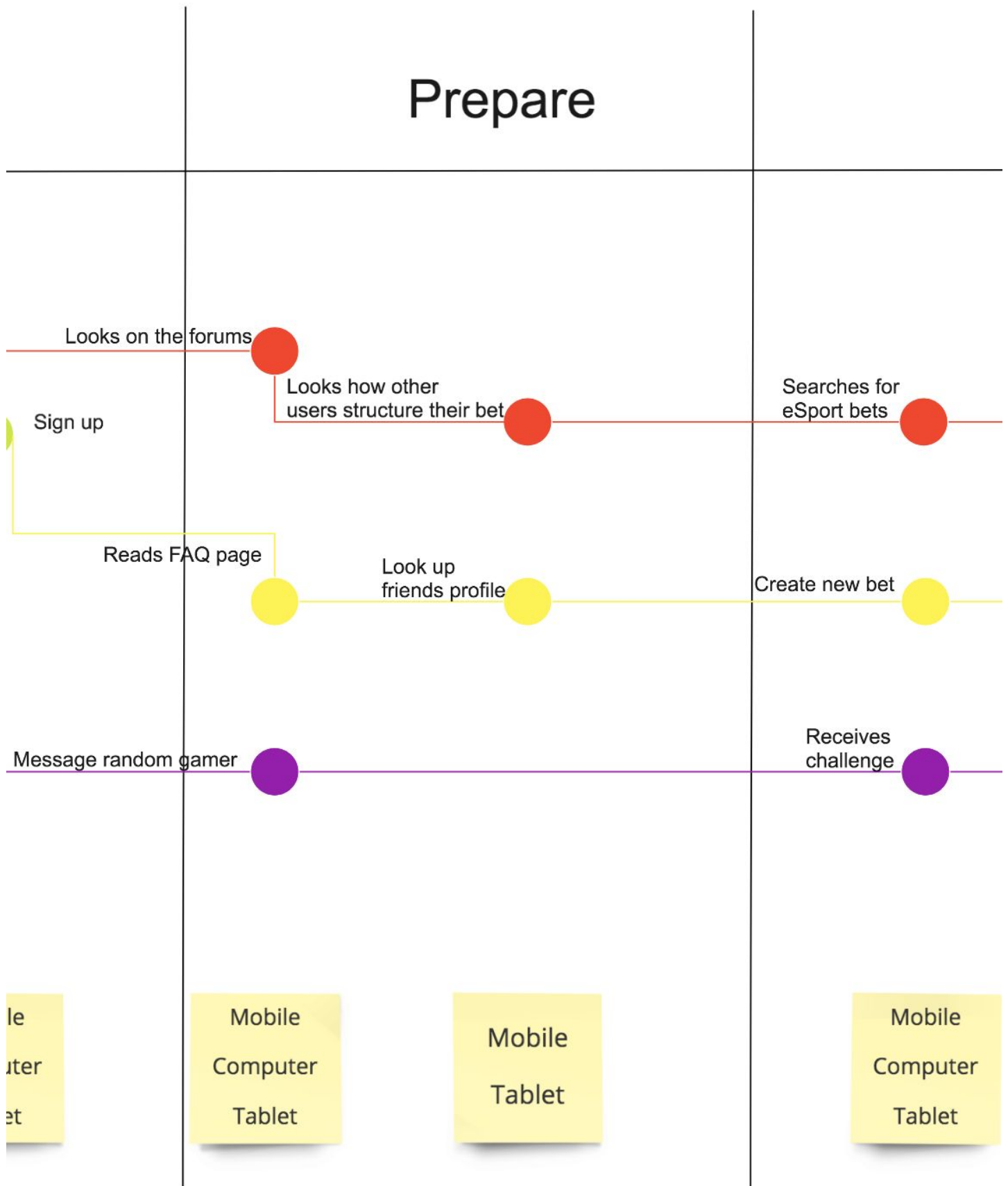


Figure 20: User journey 2

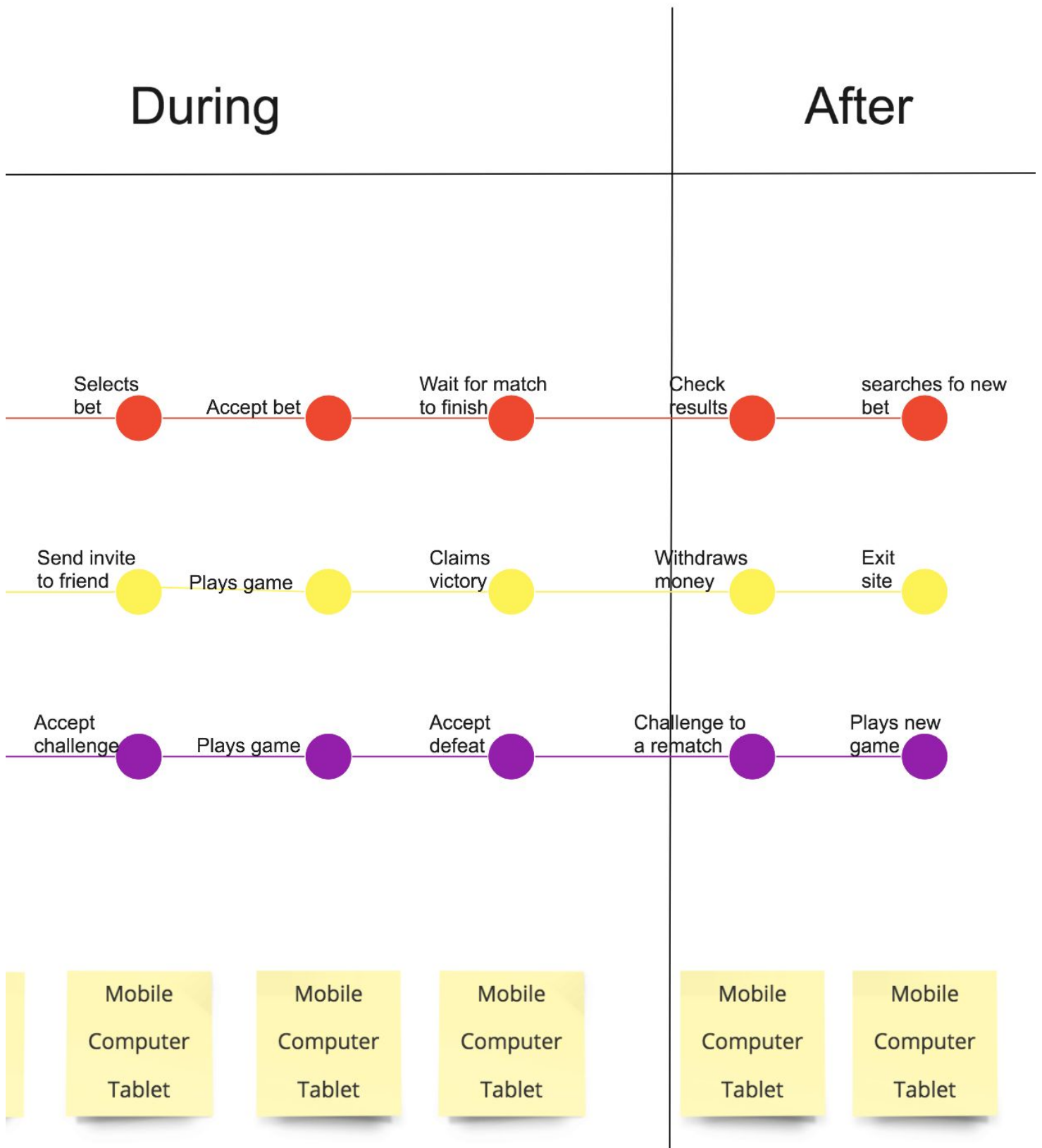


Figure 21: User journey 3

Blueprint 5.6

The service blueprint (Patrício, et. al, 2011) illustrates how a first time user visits the website, signs up and complete a bet. (see figure 21-23) The blueprint shows the interactions between the users, the service and third parties both visible and invisible. Furthermore it provides an overview of what evidence of the service the user will see and receive, and the time it takes to complete the entire task.

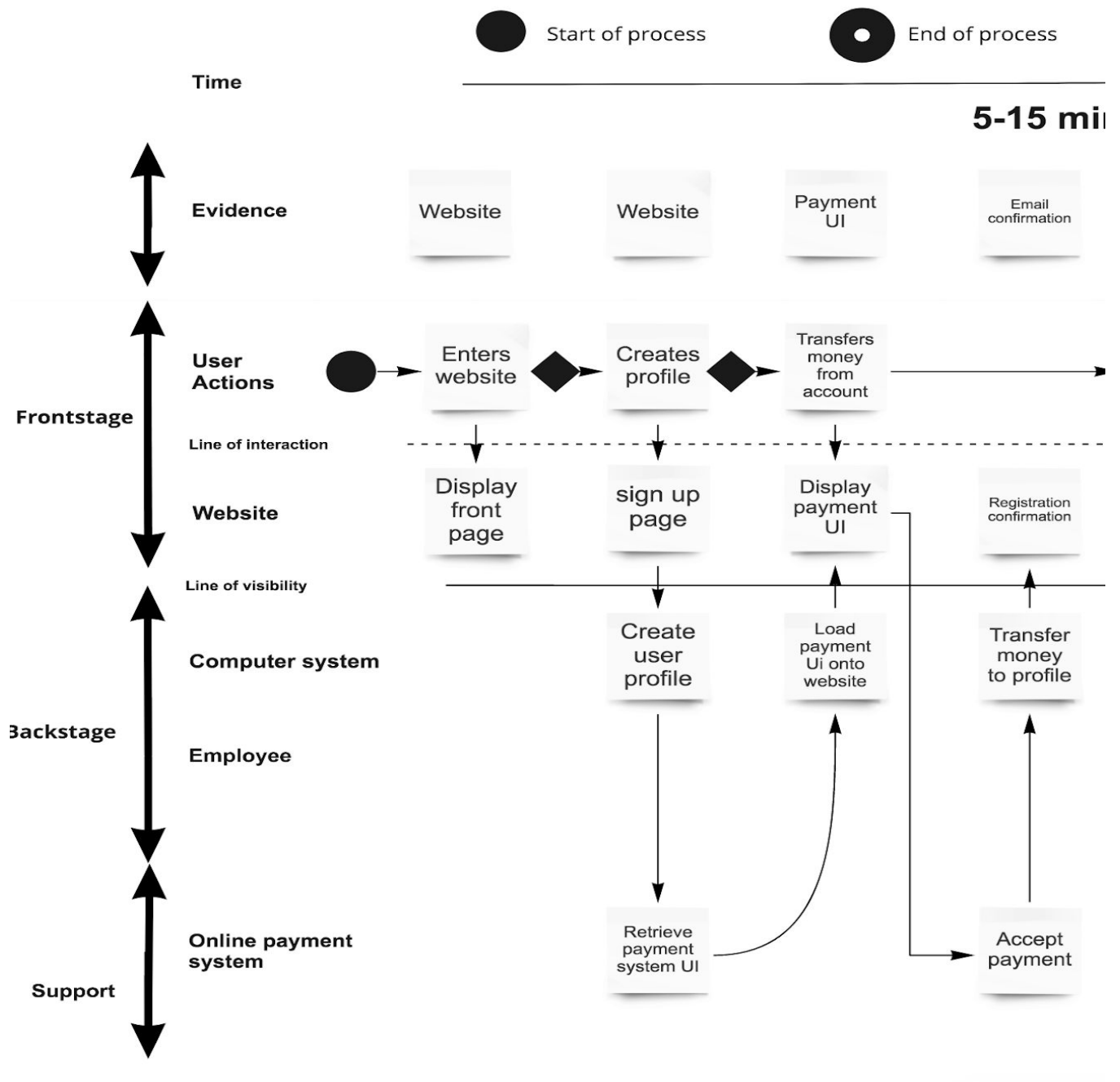


Figure 22: Service Blueprint 1

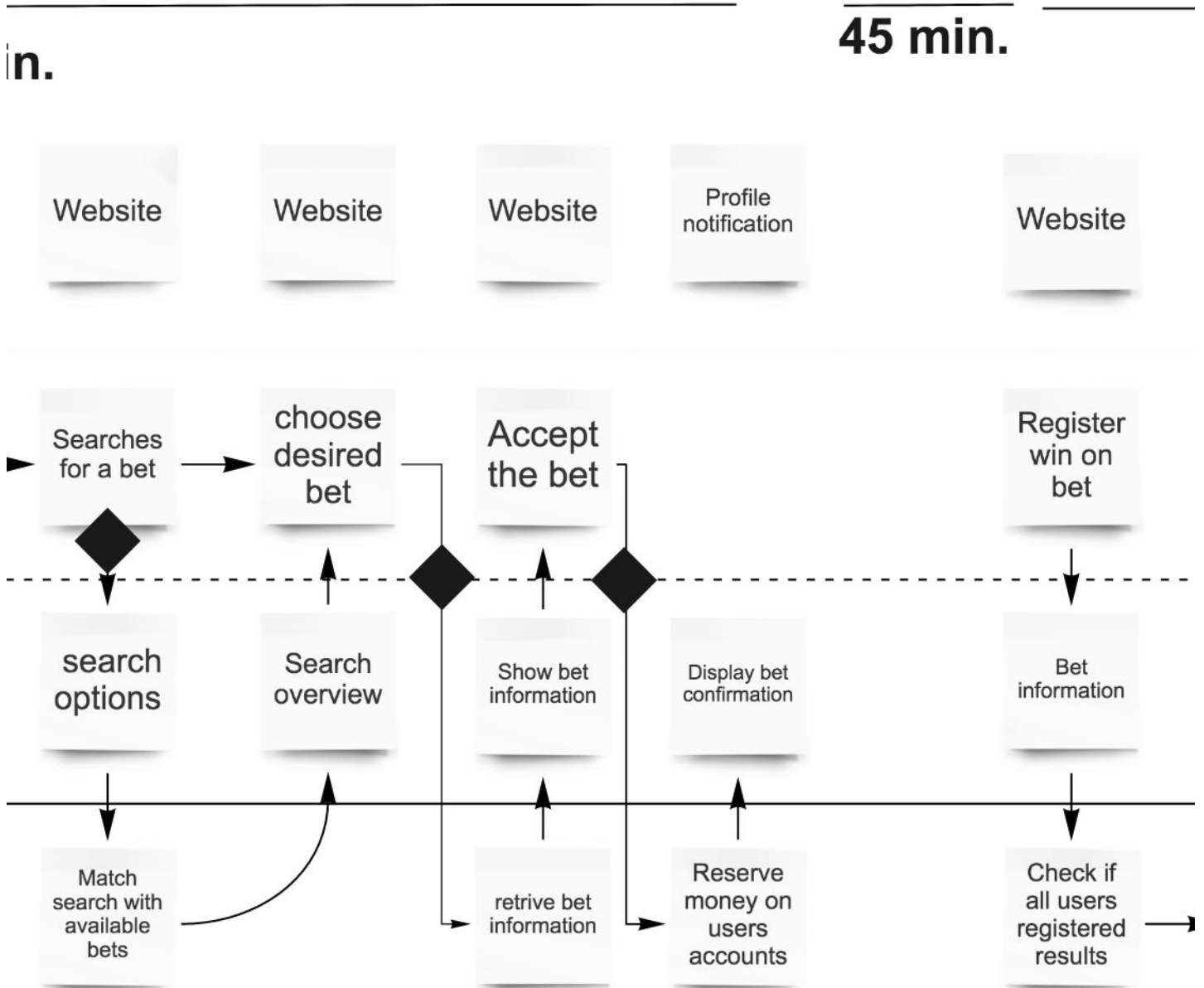


Figure 23: Service Blueprint 2

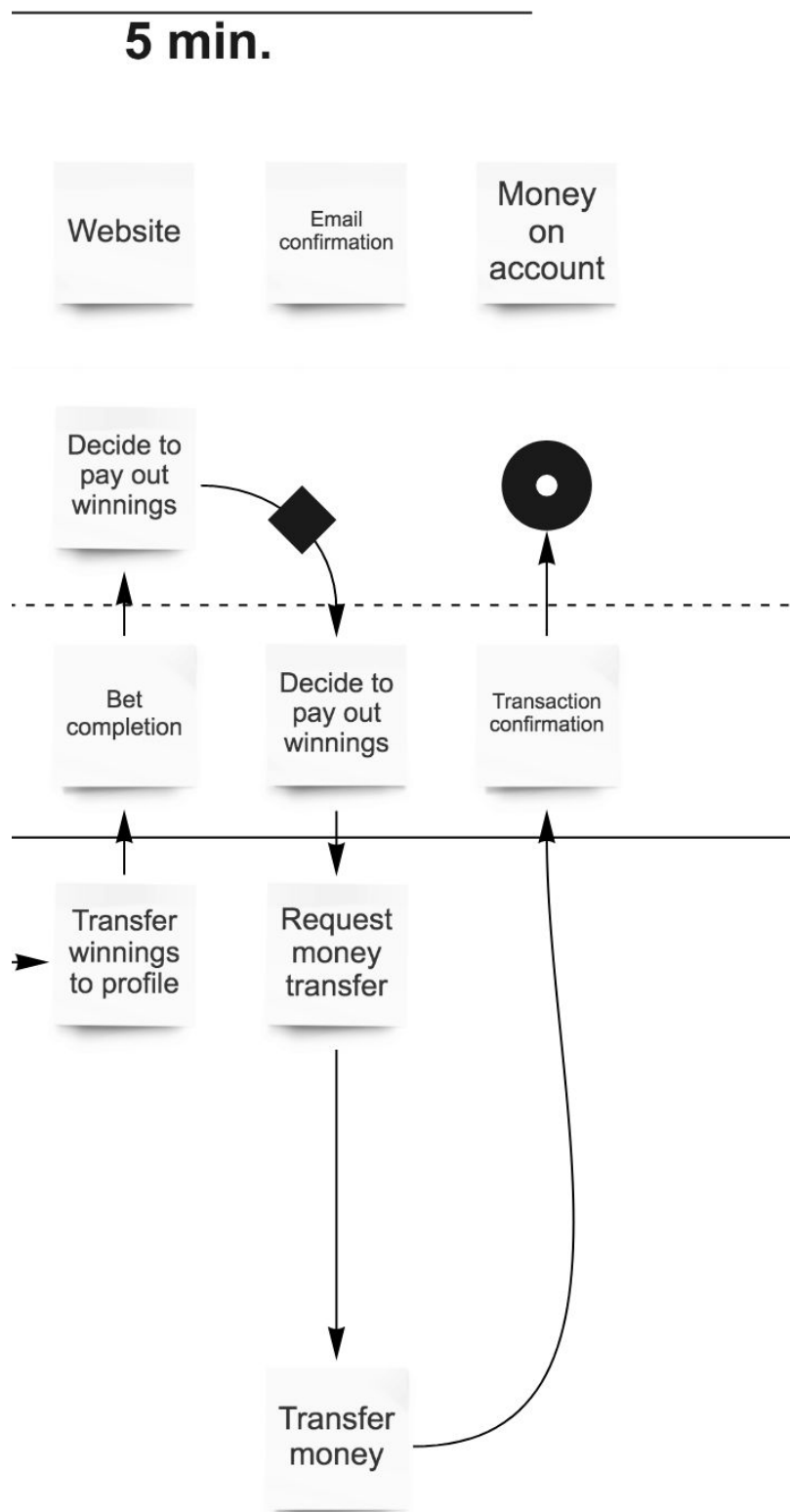


Figure 24: Service Blueprint 3

Value & vision based triangle 5.7

The value & vision based methodology is a great way to ensure that the value a service wish to provide is being delivered and presented, reflecting said value.

Tollestrup's thesis (Tollestrup, 2004) describe the process as such, there is four layers to the pyramid (see figure 24)

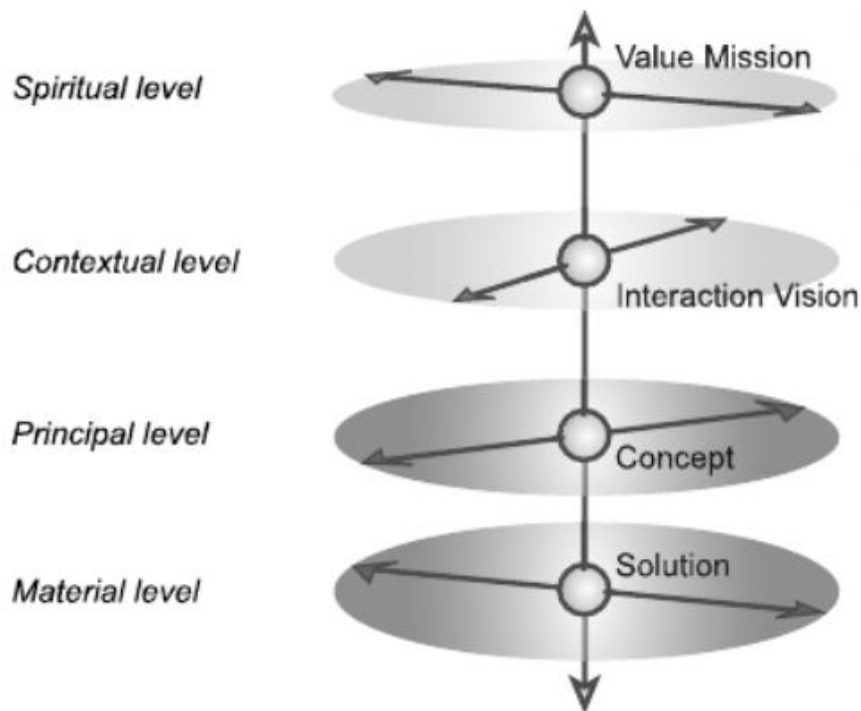


Figure 24: Value & vision base methodology

Value mission (why?): Why would a user use the solution? What value is being provided to them?

Interaction vision (how?): How is the interaction between the solution and user going to provide them with the feeling of said value?

Product concept (what?): What are the practical components and features used to interact with the users?

Solution: What is the combined solution when taking the layers above into account.

The point of working with the pyramid is to be able to see a direct line from top to bottom and vice versa, showing that everything in the solution is being

communicated correctly to the users. As seen on figure 25 the new service have a clear connection from top to bottom. The connectivity between the layers have been discussed and documented earlier in the design process. This will furthermore help in any future development of the service, as every new change should fit with the above and below category.

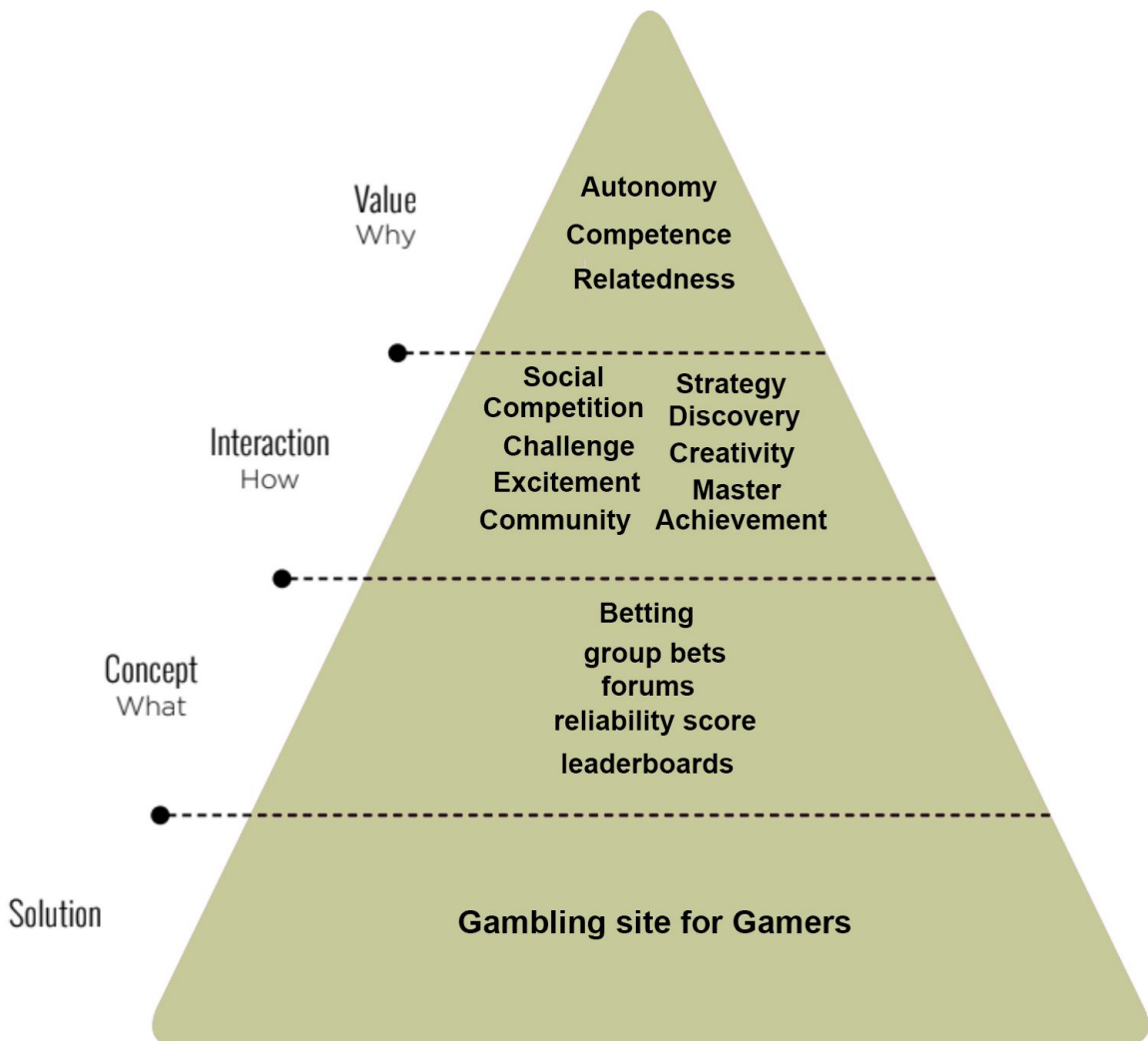


Figure 25: Value and vision based pyramid

Preliminary reflections develop

Using the outcome of the methods gained in the define phase created a very clear path to the sub industries with the widest reach and from those which one was best suited for innovation. This was clearly a result of the use of the use of cross-channel ecosystem combined with the use of personas.

The result of that was an easy process of creating a new innovative service. Every feature was designed with the motivational factors in mind and there was no doubt about what values the service aims to offer. The remaining methods used in the define stage was a result of the use of methods in the define phase, and while the process was clear, i felt no added value in the develop phase of having used the cross-channel ecosystem. However since that was not the point of the research question, i believe that the value of the use lied in the identification of potential markets and understanding of the users wants and needs. This combination helped develop an innovative service.

Case study conclusion 6.

The case study aimed to: map a cross-channel ecosystems in a service design process in the area of video gaming, in order to identify opportunities for service innovation.

This has been successfully achieved in the creation of a new service concept. By using research to discover the key motivational factors of gamers and interviews, it was easy to create realistic representations of gamers in form of personas.

Using the personas i was able to map the sub industries of gaming into the cross-channel ecosystem, which in turn led to the creation of the new service concept.

Gamers are not attempting to escape from reality, they are simply trying to achieve basic human needs which can be done so in any number of ways. The service provides a new core value in the area of gambling for gamers designed to allow them to fulfill some of these basic needs by using the service.

As there is no actual client involved in this thesis there is no deliver phase, as the objective was use the mentioned methods to identify opportunities for service innovation which has been achieved.

Reflection on research question 7.

This thesis have tried to obtain knowledge on *how can the method of value constellation be used to map cross-channel ecosystems in order to identify opportunities for service innovation*. What sounded relatively easy in theory proved to be a bit harder in practice. Approaching new service development with a systemic approach, appears to be a considerably larger task than the typical holistic approach. Depending on the information the designer have available at the beginning of a project, it seems that certain boundaries need to be set in order to narrow the scope down to fit the manpower available. Here the designer expertise comes into play, as they must be able to identify when to set boundaries for the systemic approach.

One such way was to approach the customer value constellations in a slightly different manner than described by Patricio (Patricio, et. al.,2011) in form of the target groups key motivational factors.

This helped set natural boundaries to the systemic approach, whilst still approaching the development of a new service from a higher level, before digging into the more practical aspect of the design process. Another contributor in this regard was the use of personas that helped quantify the information in a way that was helpful in working with a cross-channel ecosystem

The paper suggesting the more systemic approach and use of cross-channel ecosystem by Vargo and Lusch, (Vargo, Lusch, 2013) provides example of projects using this method at physical locations such as the national art gallery, but it vague in its example of investigating an online service such as netflix. It is in my opinion that further research into the use of cross-channel ecosystems with online services, would be beneficial for the method and the field of service design, as it lacks more a more concrete framework.

The benefit of working with a cross-channel ecosystem was clearly most notable in the define phase leading to the ideation, but the result hereof was clear throughout the rest of the design process.

Overall i feel the thesis achieved what it set out to do. It managed to create an innovative service using customer value constellations and cross-channel ecosystem. Identifying markets ripe for innovation and how the service concept aimed to be innovative was easy to document.

And although further research should be done into working with cross-channel ecosystems in new service development, the possibilities looks promising.

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Appendix 9.

Interviews 9.1

Questions	Answers
How much time do you spend playing video games per week?	
On which platforms do you play games? and why those?	
When did you start playing video games? why?	
Why do you play video games?	
How do you buy your video games? which platforms?	
Do you ever read news about the gaming industry? Why? where?	
do you ever watch videos about gaming or live streaming? why? where?	
Do you ever play with friends? why?	
Do you communicate with your friends while playing? how?	
Have you ever bought in-game items or loot boxes? why?	
Have you ever traded some of these skins? how?	

Anders - 27 - Business development manager	
Questions	Answers
How much time do you spend playing video games per week?	About 7 hours per week, maybe more if i have the time. It used to be more before i finished my education, but since i started working full time it is a bit harder to find the time.
On which platforms do you play games? and why those?	Only on PC. I like to play competitive games, and it works much better on PC than consoles as you have a keyboard and mouse, and you can play more games

When did you start playing video games? why?	When i was about 12 years old. i don't know, my friends started doing it so i wanted to try as well and then i got hooked.
Why do you play video games?	It is good way to get a break from everyday life, also a good way to keep in touch with friends when you maybe don't have time to see them.
How do you buy your video games? which platforms?	Primarily on steam. They have most of the games i need, sometimes i use websites selling keys to active games on steam but cheaper.
Do you ever read news about the gaming industry? Why? where?	Yes. Mostly about Counter strike eSports, on Hltv.com. Because i follow the eSports scene and watch the games.
do you ever watch videos about gaming or live streaming? why? where?	I watch Counter strike videos on youtube both for fun but also tutorials to get better. I also watch eSports as i find it more interesting to watch than regular sport, usually on Twitch.tv
Do you ever play with friends? why?	Yes all the time. it makes the experience more fun and it is a good way to keep in touch
Do you communicate with your friends while playing? how?	Sometimes we use the communication in the games, but most of the times we use Discord. The quality of communication in game varies from game to game, but with DIsord you know you always get good quality
Have you ever bought in-game items or loot boxes? why?	Yes i have spend maybe a few hundred euros over the last couple of years. Well you spend a lot of time in a game and you want to spice it up a bit, and there is some prestige in having the good items.
Have you ever traded some of these skins? how?	Yes often. When i get tired of some items i can sell them and buy the ones i want, instead of gambling when buying cases. Either using the steam trade market or sites like Opskins.com

Erik - 28 - Junior art director	
Questions	Answers
How much time do you spend playing video games per week?	about 4-5 hours a week
On which platforms do you play games? and why those?	I play on my playstation, i don't want to spend money on a gaming computer and i can play the games i want.
When did you start playing video games?	When i was a teenager.

Why do you play video games?	It's fun and helps me relax, it's also a good way to hang out when you have friends over.
How do you buy your video games? which platforms?	I used to buy my games in gaming stores, but most of them have closed. So now i use the playstation store.
Do you ever read news about the gaming industry? Why? where?	Not really. It doesn't interest me. Sometimes if i am waiting for a new game i will go read about it.
do you ever watch videos about gaming or live streaming? why? where?	Not really. Sometimes i watch eSports with some friends, it's fun but it's more for the social aspect.
Do you ever play with friends? why?	Yes sometimes i play against friends online, and often i have friends over where we play.
Do you communicate with your friends while playing? how?	Only if they are here in person, then we talk while we play
Have you ever bought in-game items or loot boxes? why?	I have bought a few packs in Fifa, cause otherwise i would have to use too much time before it is fun
Have you ever traded some of these skins? how?	no

Patrick - 26 - Front end developer	
Questions	Answers
How much time do you spend playing video games per week?	It varies, sometimes 3 hours other times 10 hours.
On which platforms do you play games? and why those?	I play on PC and Playstation. I mostly play on PC cause there are more games to play and it's easier to play with friends. And certain games i like to play on my couch with a controller
When did you start playing video games?	When i was about 8. My dad like to play games, so he would let me play with him sometimes.
Why do you play video games?	For fun. But it has also become a habit over the years, so when i don't have any plans i usually start playing.
How do you buy your video games? which platforms?	Depends on what game i want. I will just use the cheapest where i can get the game i want.
Do you ever read news about the gaming industry? Why? where?	Yes i read new about the games i play. Usually on the games websites, and sometimes i read news about what new games might be coming up.
do you ever watch videos about gaming or live	Yes i watch videos on youtube for entertainment

streaming? why? where?	and eSports on twitch
Do you ever play with friends? why?	Yes i mostly text my friends before i start playing cause it's more fun.
Do you communicate with your friends while playing? how?	Yes we mostly use discord, cause then we can talk amongst ourselves without disturbing other people when playing.
Have you ever bought in-game items or loot boxes? why?	A few times, but not often. I mean it's fun but i don't really like the idea of paying for stuff in games when you already played for the game.
Have you ever traded some of these skins? how?	a few times. Just so i don't have to spend more money, then i can just trade to stuff i bought for other stuff.

Peter - 29 - Art director	
Questions	Answers
How much time do you spend playing video games per week?	about 12 hours per week
On which platforms do you play games? and why those?	On PC and playstation. I mostly play one game (counter strike), which is one PC. and sometimes FIFA on playstation with friends.
When did you start playing video games? why?	I have played on console for a long time, but starting playing PC a few years back because i got hooked on a game for PC.
Why do you play video games?	It's fun and competitive
How do you buy your video games? which platforms?	I don't really buy that many new games. But mostly on steam when i do.
Do you ever read news about the gaming industry? Why? where?	I read counter strike related news, so i can stay competitive and follow the pro scene. It varies where.
do you ever watch videos about gaming or live streaming? why? where?	Yes i watch the big counter strike tournaments mostly on Twitch but they have also started showing it on TV once in a while
Do you ever play with friends? why?	Yes whenever i can, it's a good way to stay connected and it ensures me i have teammates i can trust when playing
Do you communicate with your friends while playing? how?	We always use Discord, so we can talk uninterrupted without having to consider other players
Have you ever bought in-game items or loot	Yea i have spend a few hundred bucks on skins.

boxes? why?	I spend a lot of time playing so it's nice to have some cool stuff to look at.
Have you ever traded some of these skins? how?	i do it sometimes so i'm sure i get the item i want.

Mikkel - 28 - student	
Questions	Answers
How much time do you spend playing video games per week?	about 8-12 hours per week
On which platforms do you play games? and why those?	I mostly play on PC, you can get better games there and it is easier to connect with your friends while playing.
When did you start playing video games? why?	When i was a teenager. Started playing playstation when i was hanging out with friends and then pc when we all got laptops for high school.
Why do you play video games?	It's fun and exciting and i like the competitive aspect to it, and see your own improvement over time. And i get to talk to my friends.
How do you buy your video games? which platforms?	It really depends on which game i want and where i can get it the cheapest, but i think most people use steam
Do you ever read news about the gaming industry? Why? where?	Sometimes mostly about the games i am playing to see how the changes will affect the game, and i look information about games i am interested in.
do you ever watch videos about gaming or live streaming? why? where?	Yes sometimes i just wanna play a few games, it can be stressful to play due to the competitiveness. But then it is fun to watch some of the streamers play, they are very skilled and entertaining.
Do you ever play with friends? why?	a rarely play without friends, if none of my friends have time to play i do something else and wait till they have time. I think it's boring to play alone, half the fun is hanging out with your friends
Do you communicate with your friends while playing? how?	Yes all the time, a lot of different ways we often go to internet cafe's and play together. Otherwise we usually use discord
Have you ever bought in-game items or loot boxes? why?	No i don't really need all those things, the game is fun enough for me-
Have you ever traded some of these skins? how?	no

Morten - 27 - Student	
Questions	Answers
How much time do you spend playing video games per week?	Some weeks and don't play at all and other weeks a few hours
On which platforms do you play games? and why those?	On PC. I don't own a gaming pc, so i mostly go with my friends to net cafe's and play like 1-2 times per month.
When did you start playing video games? why?	All of my friends did it, and it is fun. but I never got hooked in the same way my friends did.
Why do you play video games?	To hang out with friends, and it's a good way to spend your time, especially if you are hungover
How do you buy your video games? which platforms?	i don't
Do you ever read news about the gaming industry? Why? where?	Well i watch counter strike eSports when there are major tournaments, and my brother owns one of the biggest eSports teams in Denmark so i try to stay a bit up to date.
do you ever watch videos about gaming or live streaming? why? where?	eSports. It's fun and refreshing compared to traditional sports
Do you ever play with friends? why?	I only play with friends, for me it is mostly about the social aspect
Do you communicate with your friends while playing? how?	In person, we sit next to each other
Have you ever bought in-game items or loot boxes? why?	I did back in high school when i had a good computer at home, it was just cool to get something unique
Have you ever traded some of these skins? how?	no

Peter - 28 - Project manager	
Questions	Answers
How much time do you spend playing video games per week?	about 5 hours per week.
On which platforms do you play games? and why those?	I play on PC, because it's the best in my opinion and i already have one, so i don't need a console.

When did you start playing video games? why?	in my early teens, because of my friends.
Why do you play video games?	To relax after work, and have fun with my friends. Can be hard to find time to see each other, so it's an easy way to stay in touch.
How do you buy your video games? which platforms?	where ever i can get the game i want, some games i only sold on certain platforms, cause game developers want people to use theirs and not the competitions.
Do you ever read news about the gaming industry? Why? where?	Not really, my friends tell me if something interesting happens.
do you ever watch videos about gaming or live streaming? why? where?	not really, i mean watch funny videos when they pop up on facebook of the games i play. But they are usually short.
Do you ever play with friends? why?	i primarily play with friends, i am not really that great at video games so it's frustrating to play alone. But with friends it's fun
Do you communicate with your friends while playing? how?	Sometimes using the chat system in the games, other times discord and sometimes we go to net cafe's
Have you ever bought in-game items or loot boxes? why?	When i was younger i did, not at the moment but i won't rule out doing it again. I mean when everybody else have cool skins you feel boring when you just have the standard gear.
Have you ever traded some of these skins? how?	no.

Carl emil - 24 - project manager	
Questions	Answers
How much time do you spend playing video games per week?	0-4
On which platforms do you play games? and why those?	I play on playstation with friends when hanging out or before going out to drink and sometimes PC if i go to a netcafe with friends as well.
When did you start playing video games? why?	I started in high school when i was bored in class i used to play a football manager game on my laptop
Why do you play video games?	Well partly because it's hard not to when all your friends do it, and sometimes you just want to disconnect from everyday life for a few hours
How do you buy your video games? which platforms?	i don't

Do you ever read news about the gaming industry? Why? where?	no
do you ever watch videos about gaming or live streaming? why? where?	I have watch eSports a few times cause my friends wanted to, i don't know where since they set it up
Do you ever play with friends? why?	yes most of the time, i don't know i don't really feel like a gamer. It's just an activity you do with your friends like drinking beer or watching a movie
Do you communicate with your friends while playing? how?	i am sitting next to them
Have you ever bought in-game items or loot boxes? why?	no
Have you ever traded some of these skins? how?	no

Oliver - 21 - Restaurant	
Questions	Answers
How much time do you spend playing video games per week?	varies a lot maybe 3-4 hours a week, and some weekends i can play an entire day
On which platforms do you play games? and why those?	On playstation. I like playing sports game and i think it works better on ps.
When did you start playing video games? why?	When i was a kid, my cousins used to play when i visited and i would sit and watch and sometimes play.
Why do you play video games?	It's just fun
How do you buy your video games? which platforms?	It's hard to buy physical games anymore so now i mostly just use the playstation store and get my games digital.
Do you ever read news about the gaming industry? Why? where?	not really
do you ever watch videos about gaming or live streaming? why? where?	Some videos when they pop up on facebook i watch them, they are usually pretty fun.
Do you ever play with friends? why?	Sometimes. it can be fun to challenge your friends and if you win you have bragging rights when you see each other.
Do you communicate with your friends while playing? how?	When we sit together but not online. I don't have a headset for my playstation it just seems like a hassle.

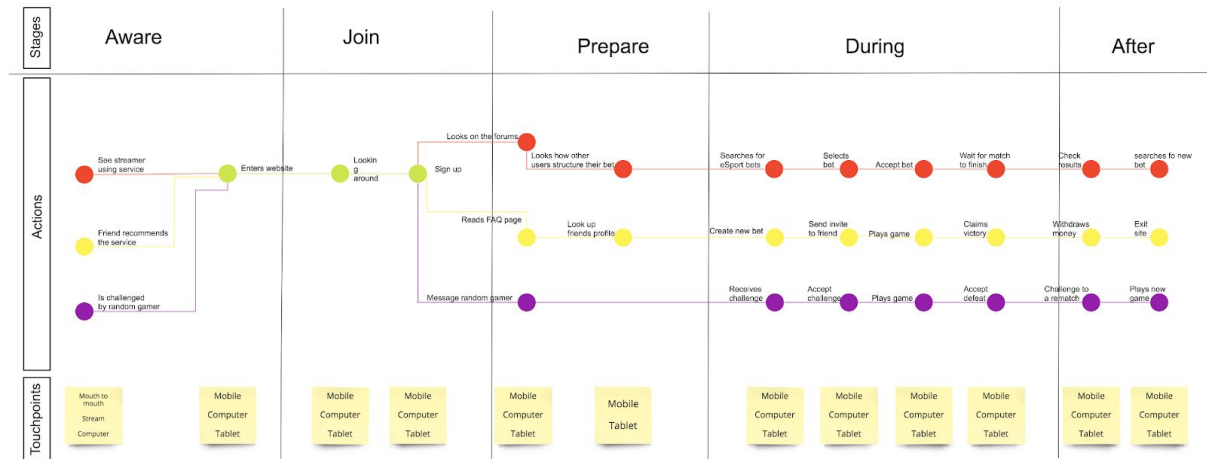
Have you ever bought in-game items or loot boxes? why?	I buy some player packs once in a while so my team gets better.
Have you ever traded some of these skins? how?	when i play fifa they have a market where you can buy and sell players, but not for real money but like an in-game currency. You can buy some of that currency though

Kasper - entrepreneur - 28	
Questions	Answers
How much time do you spend playing video games per week?	Depends on how much time i have
On which platforms do you play games? and why those?	I play on PC because i have the PC i use for work which can also play games, and my friends mostly play PC
When did you start playing video games? why?	I played a bit on console when i was younger and i started playing PC a few years ago. I used to go on Net cafe's and play with friends and then i got my own PC.
Why do you play video games?	It's fun and i prefer it to watching series on the couch cause i feel like i am doing something active instead of passive.
How do you buy your video games? which platforms?	I use steam, they have a lot of games and i have all my friends on my friendlist there.
Do you ever read news about the gaming industry? Why? where?	When something pop ups when i am browsing the internet that interests me i will read it. But i wouldn't really know where to go to read stuff like that
do you ever watch videos about gaming or live streaming? why? where?	Yea if i'm sitting in the train or on a bus and need to spend some time, either on facebook or youtube
Do you ever play with friends? why?	i would say it's 50/50. Sometimes i play in the middle of the day when my friends are at work, but in the evening i do. I mean why not? always more fun with people you know
Do you communicate with your friends while playing? how?	We used to use skype a few years ago, but i doesn't really work that well. Now we use discord
Have you ever bought in-game items or loot boxes? why?	no
Have you ever traded some of these skins? how?	no

Søren - 28 - Security guard	
Questions	Answers
How much time do you spend playing video games per week?	6-8 hours
On which platforms do you play games? and why those?	I play both on PC and playstation, depends on what mood i am in and which games i want to play. Sometimes i just want to relax on the couch with a joystick
When did you start playing video games? why?	When i was about 8 years old. My older brother got a game console for christmas and i used to watch him play, and sometimes he would let me join as well.
Why do you play video games?	It's fun and i don't like reading books or watching TV shows. And it's fun to talk to random people online
How do you buy your video games? which platforms?	For my playstation i kind of have to use the playstation store now, since other options are limited. For PC i usually used game key markets like allkeyshop to get a better deal.
Do you ever read news about the gaming industry? Why? where?	I use sites like gamespot once or twice a week to keep up to date with new games coming out. I like to follow the development of certain games i want
do you ever watch videos about gaming or live streaming? why? where?	I watch both videos and live streaming on youtube and twitch, when i don't feel like playing it's more fun to watch than TV shows
Do you ever play with friends? why?	Sometimes, maybe 10% percent of the time. If i can see some of my friends are playing the same game i'm about the play i might write them, it can be more fun.
Do you communicate with your friends while playing? how?	If i play on playstation i don't communicate with them just play, and on PC we use a talk programme.
Have you ever bought in-game items or loot boxes? why?	Yes. If there is a game i have played a lot i want to support the developers, so they continue to improve the game. And it's nice to get some cool cosmetics.
Have you ever traded some of these skins? how?	It can be hard to find a decent trade where other people don't try to rip you off. So i mostly sell and buy new on the steam market. But not so often because steam market takes a cut of the selling prices, so you 'lose' money every time you buy and sell

Johannes - 30 -	
Questions	Answers
How much time do you spend playing video games per week?	5-10 hours per week.
On which platforms do you play games? and why those?	50/50 on PC and playstation it really depends on my mood and what i want to play.
When did you start playing video games? why?	When i was a teenager, i don't really know why
Why do you play video games?	To have fun and talk to my friends. It also add something to play the game of the eSport you are following.
How do you buy your video games? which platforms?	Mostly on steam. And then i buy new sport games once a year on my playstation
Do you ever read news about the gaming industry? Why? where?	Yea i follow both the gaming industry in general and CS eSports. It interests me. Eurogamer IGN HLTV etc.
do you ever watch videos about gaming or live streaming? why? where?	I watch eSports on Twitch and youtubers. I think it is just as fun to watch streams as playing myself
Do you ever play with friends? why?	most of the time, it's always nice to hang out with your friends, and then you don't get random toxic teammates.
Do you communicate with your friends while playing? how?	Sometimes we sit together and other times we talk over the computer using talk apps
Have you ever bought in-game items or loot boxes? why?	Yes. Once you get a couple of skins it is like you can go back to the starting point, and then you just want better and better skins the more you play.
Have you ever traded some of these skins? how?	No i usually just sell them and buy new ones.

User journey 9.2



Service Blueprint 9.3

