Service-Systems Design Master Thesis

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Enhancing the Internal Insights Tool as a Service

Service Design in Business Innovation Strategies

Enhancing the Internal Insights Tool as a Service:
Increasing service adaptation rate through design

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Date: February - May 2024
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Master Program: Service-Systems Design
Project: Master Thesis (30 ECTS)
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Abstract

This thesis project, conducted in collaboration with A.P. Moller – Maersk, explores the transformation of *InsightsHub* from a basic SUS scoring tool into a modular internal service. Applying a service design methodology, the work focused on aligning the platform with organizational workflows and user needs. The project unfolded in three phases: user research, prototyping expanded value streams, and delivering a validated service blueprint. The outcome aims to increase adoption, improve usability, and reposition InsightsHub as a scalable, insight-driven service supporting Maersk's broader digital transformation.

Keywords:
Service Design, Internal Platforms, Digital Transformation, User Research, System Usability Scale (SUS), Value Stream Mapping, UX Strategy, InsightsHub, Maersk, Service Blueprint, Platform Adoption

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RESEARCH CONTEXT

Part 1

Introduction & Methodological Approach

Introduction

In large-scale organizations undergoing digital transformation, internal tools play a critical role in supporting daily operations, user engagement, and product development. As digital ecosystems expand, the importance of designing these tools as integrated services, rather than isolated software components, has become increasingly evident. This thesis explores the transformation of Maersk's internal *InsightsHub* platform from a functional survey tool into a holistic internal service. Originally developed to support System Usability Scale (SUS) scoring and basic user feedback collection, InsightsHub is now poised for a strategic redesign that aligns it more closely with internal workflows, team topologies, and value delivery mechanisms across the enterprise.

The objective of this project is to reframe the platform from a feature-based tool into a modular, service-oriented system that meets the evolving needs of multiple internal user groups. This will be achieved through a service design approach, emphasizing user-centered research, participatory prototyping, and iterative testing. Key areas of investigation include identifying how different teams currently use the SUS scoring function, uncovering opportunities for engagement, and defining value streams that extend beyond initial feedback collection. The goal is to create a service blueprint that not only improves usability and adoption, but also supports internal alignment, cross-functional insights sharing, and advocacy among onboarded users.

The project unfolds in three phases: **(1) Discovery and Research**, where the current usage and user needs are explored; **(2) Feature Expansion and Value Stream Creation**, where new touchpoints and functions are proposed and prototyped; and **(3) Final Delivery**, where findings are synthesized into a validated service blueprint. By reframing the InsightsHub as a service, this research aims to enhance the platform's strategic positioning, enabling it to support Maersk's broader goals of operational excellence and user experience leadership in digital service delivery.

Methodology

Double Diamond

The Double Diamond design methodology from the Design Council in the UK guided the thesis project from the beginning. As said by themselves, this methodology is "a universally accepted depiction of the design process" **(Design Council, 2004),** as it offers "a clear, comprehensive and visual description" of it. **(Design Council, 2023).** The model presents four main stages across two adjacent diamonds: "The two diamonds represent a process of exploring an issue more widely or deeply (divergent thinking) and then taking focused action (convergent thinking)." **(Design Council, 2023) (Figure 1)** This double diamond structure representing the divergence and convergence processes made sense with the main logic were planned to follow for the thesis project. This model "entails emphasis on problem analysis as the basis for creating a solution for an external client" **(University of Copenhagen, 2018),** but it was particularly useful in this case because "the problematisation and understanding of a problem are equally important" in it, as the first diamond illustrates in **Figure 2 (University of Copenhagen, 2018).** Furthermore, it "is particularly suitable for structuring a course with external collaboration and user involvement in the development of solutions" **(University of Copenhagen, 2018),** which was necessary to include in the collaborative design process.
The four stages that take place within this methodology, as described by the Design Council, using their own words, are the next:

1. **Discover:** The process starts by questioning the challenge and quickly leads to research to identify user needs. The first diamond helps people understand, rather than simply assume, what the problem is. It involves speaking to and spending time with people who are affected by the issues. **(Design Council, 2023)**

2. **Define:** The second phase is to make sense of the findings, understanding how user needs and the problem align. The result is to create a design brief which clearly defines the challenge based on these insights. The insight gathered from the discovery phase can help to define the challenge in a different way. **(Design Council, 2023)**

3. **Develop:** The third phase concentrates on developing, testing and refining multiple potential solutions. The second diamond encourages people to give different answers to the clearly defined problem, seeking inspiration from elsewhere and co-designing with a range of different people. **(Design Council, 2023)**

4. **Deliver:** The final phase involves selecting a single solution that works and preparing it for launch. Delivery involves testing out different solutions at small-scale, rejecting those that will not work and improving the ones that will. **(Design Council, 2023)** But of course, taking into consideration as well that: "This is not a linear process as the arrows on the diagram show. Many of the organisations we support learn something more about the underlying problems which can send them back to the beginning. Making and testing very early stage ideas can be part of

discovery. And in an ever-changing and digital world, no idea is ever 'finished'. We are constantly getting feedback on how products and services are working and iteratively improving them." **(Design Council, 2023)** The ideal scenario for the final solution would be this one; in case it gets implemented, it could be iterated and updated by receiving constant feedback from relevant actors in the service system.

Figure 1. The Double Diamond by the Design Council (licensed under a CC BY 4.0 license)

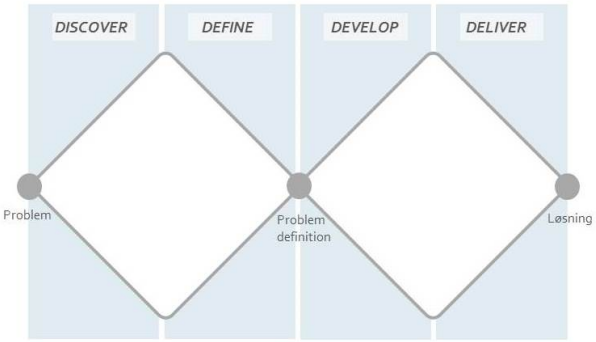


Figure 2. The Double Diamond, source: University of Copenhagen, 2018

Empirical Research Approach

This research uses the approach, which refers to the systematic collection and analysis of data through direct interaction, observation or assessment. **(Keyson and Alonso, 2009)** Empirical methods are typically used to provide evidence that supports, clarifies or challenges assumptions, either through quantitative methods such as surveys ad statistical modelling, or qualitative methods such as interviews, onn-site observations. **(Creswell, 2014, p.4).** This research stresses qualitative methods, in particular user interviews and user testing, as these are the primary methods of data collection and concept validation. These methods serve as the basis for generating insights that inform design decisions and validate the research hypothesis.

The user interviews are exploratory in nature, revealing users' experiences, attitudes and expectations of the InsightsHub platform. This stage is critical in identifying our own assumptions and pitfalls in the current user journey **(Rosala & Pernice, 2023).** Subsequently, User testing is used to assess how effective and user-friendly the proposed design changes are. **(Moran, 2019).** Together, these two qualitative methods form a supplemental empirical strategy that grounds research in evidence-based practice, ensuring that proposed service improvements are meaningfully linked to real-world user needs and behaviours.

Context

A.P. Moller-Maersk is a Danish multinational company with primarly focusing on container logistics. Founded in 1904, the company operated one steamship, called SS Laura and has evolved since into a global leader in the shipping and logistics industry. Headquartered in Copenhagen, Maersk operates in 130 countries and employs approximately 80.000 people worldwide **(Maersk.com, About).** The company has undergone a significant transformation in recent years, where it set the goal to exclusively focus on transportation and logistics by selling its oil and gas operations. To execute the transformation, Maersk has integrated best practices and technologies from several leading logistics companies, including Amazon and DHL. **(Calder et al., 2022)** This change was driven by the need to adapt to changing market dynamics and to take advantage of the growing demand for integrated logistics solutions. Maersk's strategy now focuses on total supply chain management, including sea, land and air transport, warehousing and distribution. To remain competitive, digital transformation has been a major focus over the last 5 years, resulting in the significant growth of internal design teams. **(see Chapter 1.2.)** The ongoing transformation reflects the ability and willingness to adapt to changing market and technological developments. The company's commitment to sustainability, while at the same time being highly efficient, entails an adaptive, evolving mindset using design thinking to develop an "end-to-end approach".

1. Position of the TSE team and its structure

The design case was executed within the **Technology and Services Engineering (TSE)** department at A.P. Moller – Maersk. TSE plays a crucial supporting role in reinforcing the company's internal digital transformation by creating and maintaining tools that support operational efficiency. The department provides the core digital infrastructure not only for internal operations, but also for cross-business areas such as Transported by Maersk, Fulfilled by Maersk. To enable such transformation, the team includes product owners and engineers, besides one full-time designer with a solid UX and service design background. The goal of creating a larger design team, currently hampered by slow internal governance.

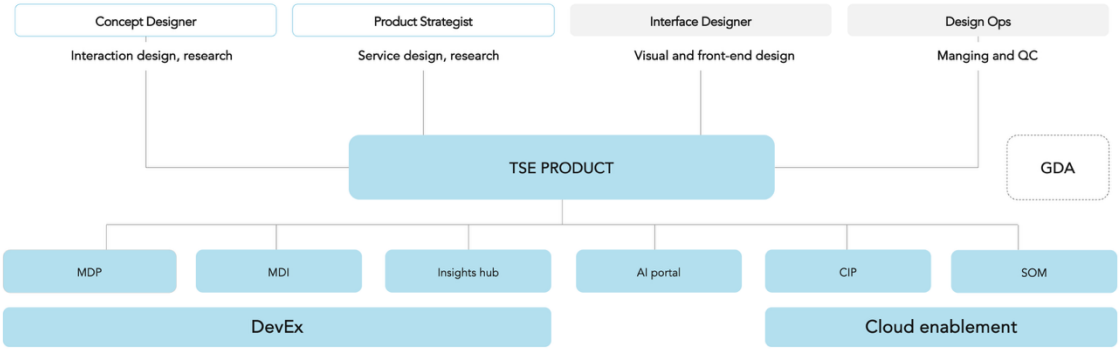


Figure 3. TSE Design Team structure

As illustrated in **Figure 3**, the TSE design team is planned to be structured around four roles: **Concept Designer, Product Strategist, Interface Designer**, and **Design Ops**, which together would support a portfolio of internal products, including InsightsHub, AI Portal

and MDP. The **DevEx (Developer Experience)** represents an industry-standard approach to supporting developers with tools and platforms that streamline their work and reduce cognitive load. All TSE products contribute to this DevOps loop by offering support for feedback-driven iteration, automation and improved internal UX.

Design Case and Research Objective

Within the ecosystem described above, **InsightsHub** is an internal platform (Figure 4) capturing feedback and activating insights. The thesis **design case** is focusing on this particular product. The tool allows teams to collect feedback from system usability scores (SUS), net promoter scores (NPS), customer satisfaction (CSAT) ratings and quality surveys on internal digital products. As part of Maersk's strategic shift towards outsourcing and modularising internal services, InightsHub plays a critical bridging role: it helps product owners, designers, and engineers close the feedback loop by processing and transforming user input into actionable insights. The tool was originally designed to meet these specific reporting needs, especially SUS metric assessment, but has not yet evolved into a mature, scalable internal service. System Usability Scale(SUS) is a post-test instrument, given to a participant after an entire usability testing session is over **(Laubheimer, 2025).** Even though the tool has the potential to serve a strategically valuable purpose, its current state reflects an early and undeveloped. Across Maersk, adoption remains limited and awareness of the tool's capabilities is low, despite the growing demand for standardised usability and performance reporting, particularly through SUS. The tool has not yet evolved into a mature, scalable internal service.

Therefore, the central objective of this thesis is to investigate how to increase the adoption rate of InsightsHub by transforming it into an internal service, applying the Service Design toolset and approach.

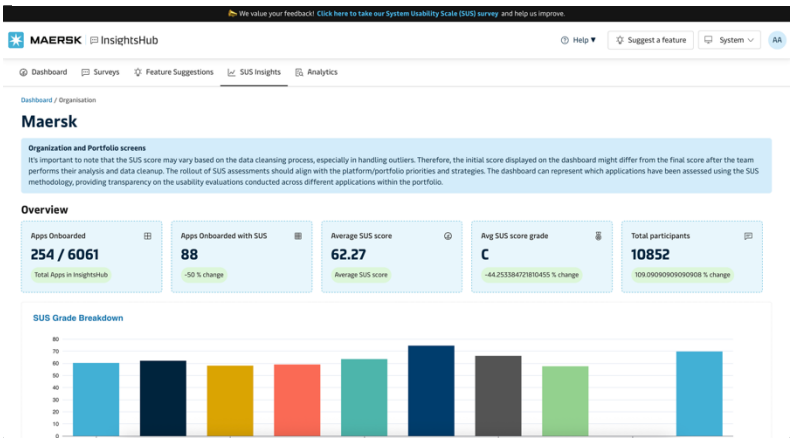


Figure 4: Insights Hub current interface

DESIGN CASE

Part 2

Discover, Define, Develop and Deliver

I. Discover

Chapter 1: AS-IS state assessment

Chapter 2: Strategic approach

Chapter 3: Interview

Chapter 1: AS-IS stage assessment

1.2. TSE Product Strategy & Execution Onsite

A site visit was organised at the beginning of investigating InsightsHub, which helped to gain a comprehensive view of the cultural context and technological state in which the design case is embedded and which it is closely influenced by.

The primary objective: the goal of the onsite was to gain a high-level understanding of the warehouse infrastructure. In addition, the visit covered the warehouse's end-to-end operations, as well as broader topics such as prioritisation of tasks, monitoring of KPIs and optimisation of workflows.

Methodology: The visit was conducted as a one-day Gemba walk at the Fresericia site. The Gemba walk was facilitated through structured observation and direct engagement with the staff. **(Figure 5.)** The team participated in site visits, live demonstrations, and discussions with key stakeholders. The on-site activities were complemented by workshops that shifted the focus towards the System Usability Scale (SUS) and how to operationalise its findings. The workshops were crucial in the subsequent construction of interviews and heuristic evaluation journey mapping, as the presenters were actual users of Insights Hub and had conducted several SUS surveys.

Main takeaways: The presentations of a warehouse manager about his shipment tracking workflow highlighted that despite the scale and complexity of operations, the process remained entirely manual: Data is entered one by one into an Excel spreadsheet, and even simple status checks required a physical visit to the warehouse area. This empirical insight highlighted the extent of digital gaps in Maersk's operations. From a service design perspective, this encounter has provided a compelling illustration of the need for digital transformation. The experience underlined how in-house tools, when strategically designed, can ease operational burdens and significantly enhance the employee experience. They also reinforced the importance of viewing internal users as equally valuable stakeholders in the service delivery process as external customers.

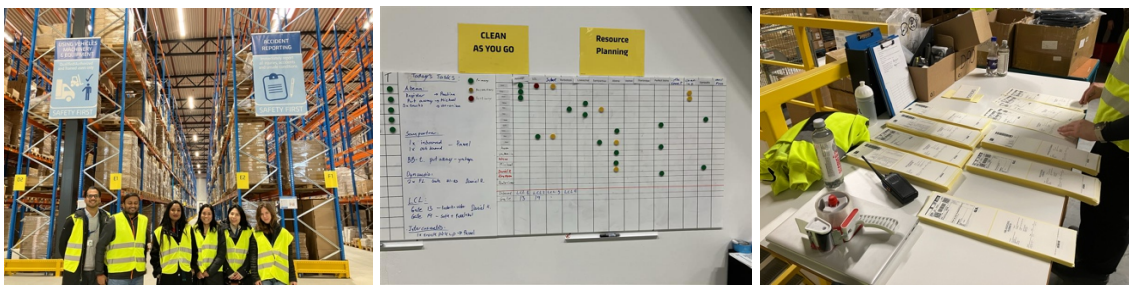


Figure 5: Gemba walk at the Fresericia warehouse

1.3 Heuristic Evaulation

The primary objective: To get a better overwiev on how InsightsHub curenntly operates, a heurstic evaulation were conducted, by mapping the journey of the user. This section presents a Heuristic evaulation of Insights Hub. The primarly purpose of the evaulation was to get a deateiled overwiev about the platform as a first time user , to identify strenghts, gaps, and user pain points in the current design. According to Jakob Nielsen, a pioneer in usability design, heuristic evaluation is useful because it allows evaluators to identify usability problems effectively. He states Heuristic evaluation involves having a small set of evaluators examine the interface and judge its compliance with recognised usability principles (the 'heuristics')." **(Nielsen, 2023)** The aim was to identify critical limitations of the system and areas for improving the value exchange, usability and long-term adaptability of the platform by assessing the stakeholder journey.

Methodology: The heuristic evaluation was structured using a framework **(Figure 6)** that captures seven different dimensions of user interaction and system performance. These qualitative observations were added at each step to complement the structural mapping with insights on visual and interactive effectiveness. These pathways are built up chronologically, from the initial interaction with the platform to the interpretation of the insight or the delivery. Each step of the pathway was assessed, annotated according to the dimensions mentioned above, paying particular attention to the relationship between motivation (why) and the enabler. **(Figure 7)**

Main takeaways: By analysing and mapping the steps of the user process, five different use cases were identified, namely the **creator, the respondent, the active collaborator, the passive collaborator and the manager.** These roles represent different roles within the platform and involve different levels and amounts of interaction **(Figure 7)** The evaluation revealed an inequality in task ownership, particularly in that creators are expected to perform all the subsequent actions (e.g. collecting, interpreting and activating feedback), while collaborators and managers remain peripheral. The manager doesn't appear in the user journey, highlighting a service gap and opportunity. This linear and centralised model hinders scalability and sustainable use.

Use Case		Main Phases in user journey
	where _ Touchpoint	The interface or component with which the user directly interacts.
	UX UI	UX/UI annotations were used to document particularly well-designed elements, evident bugs, or usability weaknesses.
	What_ Steps	The sequence of actions performed by the user to complete a task.
	How_Actions	**T**he method or mode of interaction (e.g., click, scroll, share).
	I want to...	The user's intention, typically expressed as a higher-level goal or Job to Be Done.
	So that I can...	The sub-goal or benefit that enables the user to complete their main task efficiently.
	Ouch_Barriers or challenges	Points of friction, frustration, or unmet expectations in the system.
	Experiences, thoughts, feelings	assess feeling generated in the user (This dimension was initially included but excluded from final analysis due to a lack of relevant data across use cases)

Figure 6: Heuristic Evaluation Framework

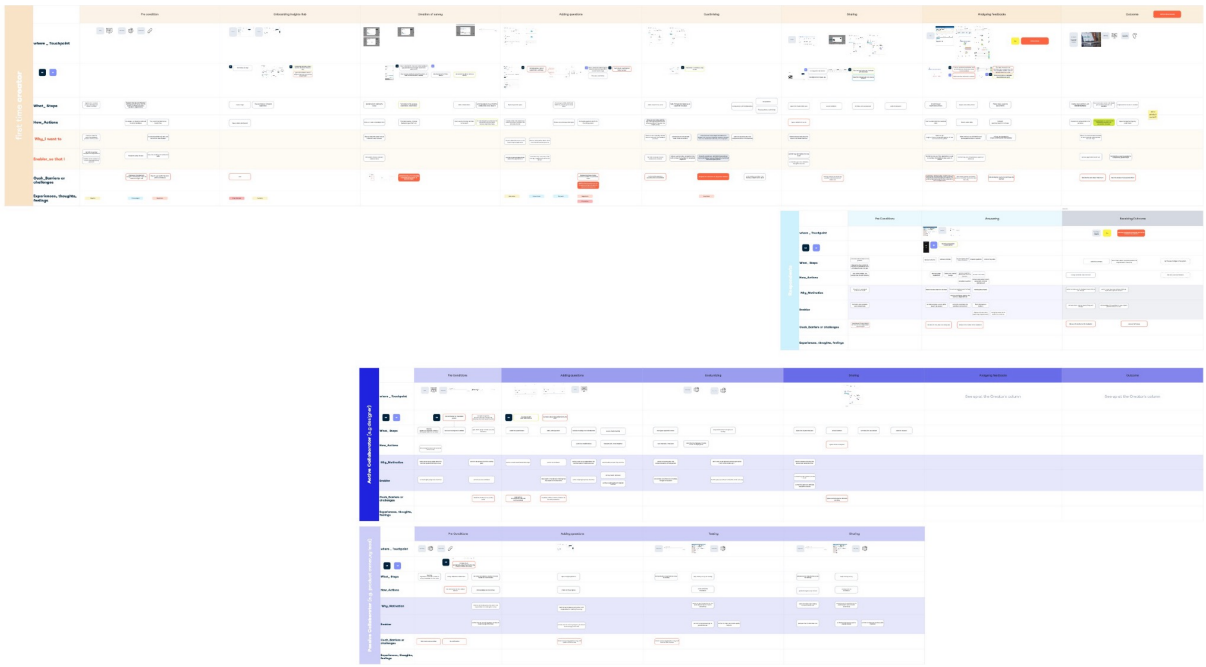


Figure 7: Low-quality overview of multiple journeys of Heuristic Evaluation

1.4 Job to Be Done

The primary objective: The **Jobs to Be Done (JTBD)** theory offers a strategic lens for understanding user motivations beyond surface-level functionality. Originally developed within innovation and product development literature, JTBD posits that users "hire" a product or service to accomplish a specific outcome or to make progress in a given circumstance **(Christensen et al., 2016, p. 23).** JTBD uncovers **the underlying intent behind usage behaviors**, providing insight into how and why people engage with a service.

Methodology: The JTBDs presented in this section were derived by combining notes from the **heuristic evaluation (see Figure 6).** The content of the two rows the **"Why I want to" as the** user motivation and **"So that I can"** as the enabler were merged. Resulting a list of sub-jobs the user wants to achieve at each stage of the journey. **(see Figure 8).** (These Jtbd-s were later developed at the synthesis phase)

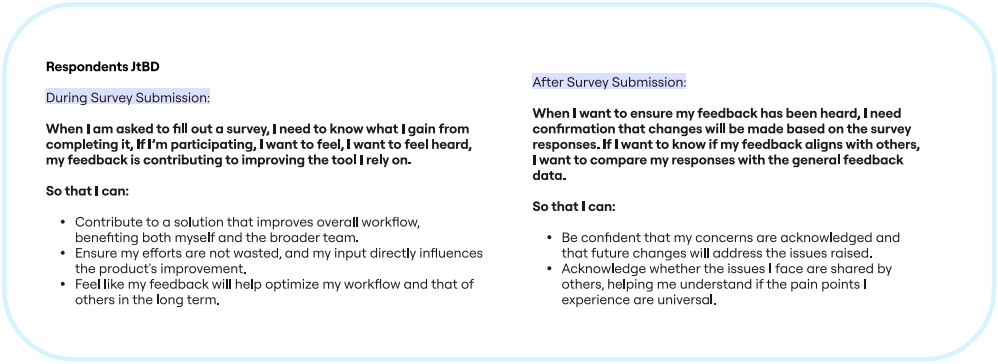


Figure 8: example for use case JTBD with Sub-jobs

Main takeaways: The analysis revealed several correlating opportunities as solutions for all four use cases. Firstly create feedback loops between respondents and product owners to improve perceived value. Seconly make it easier for collaborators by simplifying access and approval processes. Lastly support contributors by automating and delegating to reduce their cognitive and administrative workload.

1.5 Conclusion

By following the detailed journey from the perspective of different user groups, namely the manager, creator, active and passive collaborators, the respondents, and the late joiner collaborator, the analysis clearly outlined crucial pain points and UX pitfalls which hinder Insights Hub adaptation and scalability into a service within Maersk. The summarised finding revealed that while the platform is capable and fulfilling its purpose of creating surveys and collecting qualitative data. However, it doesn't help, even slows down the process of analysing them, due to its incoherent presentation of collected data and responses. Its current design and limited functionality undermine its potential to expand as a widely used internal service across multiple departments.

Chapter 2: Strategic approach

2.1. Introduction:

In the previous chapter, the Heuristic evaluation was performed to assess why Insights Hub can not fulfil its intended purpose and increase its adaptation rate. This chapter aims to explore best practices to inspire how Insights Hub could be transformed from a specialised tool to a scalable internal service, ultimately increasing its adoption rate across departments. Scalability is an essential cornerstone of meeting the brief; therefore, in this chapter, the concept of scaling will be introduced. To expand our reach by replicating the platform across more departments, scaling out is identified as a primary direction needed.

The chapter's main part is the best practice analysis of five platforms that successfully transitioned from internal tools to widely adopted services. This part will examine how their main value proposition evolved to adopt a broader audience. How identifying their potential broadened their value exchange landscape. By understanding their approach a better strategic path can be can be laid out, which helps reach the ultimate goal, the growth of Insights Hub's adaptation rate.

2.2. Defining Scaling

a. The Concept of Scaling

To critically assess the potential path of InsightsHub as a scaled service within Maersk, it is crucial to begin with a clear conceptual definition of scaling. At its core, scaling refers to an organisation's or any entity's capacity to increase its impact and operational reach without a proportional increase in resource allocation. **Coviello et al. (2024, p.5)** define scaling as "the process by which an organisation increases its capacity to deliver overall value (products or services) by expanding its operations", usually through digitalisation, internal restructuring and process optimisation. A more nuanced distinction emerges when considering the three optional directions of scaling, namely up, out and deep. Scaling up refers to influencing systemic change, often through policy or institutional adoption, to embed innovations more widely (**Westley et al, 2014)** Scaling deep refers to changing cultural values, relationships and mindsets to achieve lasting change, recognising that deep change often requires more than structural replication **(Moore et al., 2015).** In contrast, scaling out focuses on expanding reach by replicating or diffusing an innovation in new geographical, organisational or user contexts - without necessarily changing its underlying structure **(Moore et al., 2015, p. 77).** Better put, scaling out stands for horizontal replication of units or service components to meet or to generate growing demand. The paper clarifies that scaling is not simply about increasing quantity, but rather about replicating capacity while maintaining quality and coherence. The strategy of scaling alone often falls short when impact and sustainability are not adequately prioritized. Hence, the article outlines two strategic dimensions of scaling in the context of social innovation that are highly relevant when evaluating the trajectory of internal tools such as InsightsHub:

Deliberate replication is a more structured approach, initially based on geographical or class distribution. While it focuses on fidelity to the original model, the challenge is balancing scale and integrity of results. Organisations using this model often define 'non-negotiable' elements to maintain the core value throughout implementations.

Spreading principles, often referred to as "open scaling", emphasise the dissemination of core values and operational logics over strict replication. In this model, communities and departments are empowered to adapt the initiative to local circumstances, provided that the guiding principles are maintained. As Moore et al. note, this approach "requires considerable effort to translate principles into different contexts," which encourages the development of learning communities across organisations.

From this perspective, the scaling of InsightsHub should not be limited to technical developments and resolved technical UX bugs and tasks. **Instead, it provides an opportunity to apply the spreading principles approach and strategy to extend and embed user-centered design principles into Maersk's digital landscape,** specifically within the tech-dominant department of TSE. The goal is not simply to increase adoption, but to shape mindsets and operational culture by extending the tool.

b. Systemic challenges and barriers of scaling within Maersk

Maersk's journey towards digital maturity has been both necessary and complex. Despite it global reach and competitive position int the industry, the company's early resistance to digitalisation stemmed from the complications of its paper-based workflows, where documentation was handled manually at several points. The shift has required deep structural adjustments, but ultimately demonstrated its value. As **Dagar et al. (2024)** explain "Digitalisation re-engineers processes, moving them to a digital platform, and introduces automation," a change that promises improvement at the operational level. Today, mainly customer-facing digital products are seen not just as utilities, but as enablers of competitive service delivery. The organisation recognises that improving the user experience will significantly improve retention rates and increase revenue. However, many internal processes remain largely manual. This observation is borne out by the insights gained during the TSE team's fieldwork **(see Chapter 1.1),** which confirms the validity of this assertion.

This recognition led to a broader change in strategic orientation and resulted in the establishment of new working groups. Where once efficiency and throughput dominated, the focus is now on customer experience (CX) and user experience (UX). Maersk started designing its digital assets not only to streamline internal operations but also to create end-to-end value for customers. The company has begun designing its digital tools not only to streamline operations but to deliver end-to-end value for customers.

As **Dagar et al. (2024)** observe, "A major benefit of digitalization is the opportunity to develop new, customer-centric business models." **(Figure 8)**

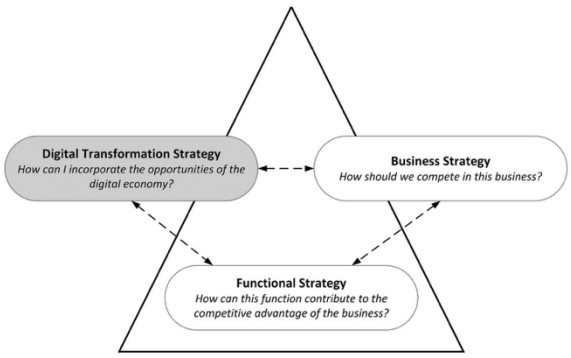


Figure 9: Opportunities need to be integrated with the business strategy.
Source: Dagar et al. (2024)

Indeed, the shipping giant's digital platforms are intended to serve as enablers of a reliable supply chain by simplifying processes, reducing friction, and creating coherence across the world. As **Aiello et al. (2020)** suggested, "An integrated digital platform should offer immediate advantages of data integration and quality, reduced handling of documentation, and improved flow of goods and information." Generating value throughout the ecosystem- even if the platform owner, Maersk- even if the platform owner, Maersk, maintains disproportionate control.

c. Rising emphasis on the employee experience

The external focus is paralleled internally by a growing attention on employee experience (EX). As **Groysberg and Abbott** note in their case study of Maersk, talent management and a focus on employee engagement are integral to wider organisational transformation. The dual emphasis on CX and EX recognises that service excellence is achieved through aligned and motivated internal systems. The digital transformation is supposed to support this shift by enabling smoother workflows and more coherent communication across currently quite siloed departments. Just like customer-facing interfaces, internal platforms such as InsightsHub must also provide clarity, integration and usability to support employees in their tasks.

2.3. Design Challenge

a. Transformation from tool to service by scaling out

Within this context, InsightsHub is positioned as a testbed for embedding design principles into Maersk's internal digital and operational strategy. Originally built to collect feedback on products, such as user satisfaction data (SUS metrics), the tool is holds the potential as a **scalable internal service** that models how thoughtful UX can improve both adoption rate and performance. However, significant challenges remain - in particular communicating the importance of UX to technical stakeholders. Current internal software development efforts often lack the user insight and interaction logic needed to create intuitive tools. Conversations with stakeholders show that there are still gaps in understanding the return on design.

Therefore, TSE design team has established five core principles, intended to guide internal design practices. These principles should be spread by scaling InsightsHub:

1. **Simplify the Complex**: Make workflows accessible by breaking them into intuitive steps.
2. **Create Seamless Connections**: Integrate tools and systems into one coherent ecosystem.
3. **Design for Trust and Transparency**: Ensure users understand system behavior and consequences.
4. **Delight Through Effortless Efficiency**: Automate repetitive tasks and reduce user fatigue.
5. **Be Predictable Yet Innovative**: Offer familiar structures while introducing meaningful change.

To activate these principles, a pilot or "proof use case" is required; InsightsHub serves this role. By transforming it from a simple survey collector to a service-oriented, design-driven platform, the team can demonstrate how human-centric development can increase adoption, streamline work and reduce time on task across departments.

b. Design Challenge: Scaling out with strategic intention

In summary, the purpose of scaling InsightsHub is not purely functional. **It's strategic: the tool acts as a seed to spread design thinking across Maersk. By expanding its reach, the platform can set an example that internal tools need to pay as much attention to usability, coherence and adaptability as services for clients.** InsightsHub is thus more than a system - it is a tool for cultural transformation, demonstrating that design is fundamental to Maersk's internal digital future.

2.4. Best Practice Analysis

a. Purpose of the Best Practice Analysis

The purpose of the Best Practice analysis was to understand how digital platforms, aiming at survey creation or feedback collection, evolved from internal tools to external, scalable services. By studying the difference in their value proposition, engagement model and positioning before and after scaling, we aim to highlight the key factors that enabled their expansion. The goal of the in-depth analysis is to collect concrete insights to form Insights Hub's strategic direction within Maersk.

The fundamental challenge in scaling is that while the internal tool often serves a specific group or business function on a narrow scope, external services should have a wide spectrum of offerings, fulfilling all potential user groups' needs. At Maersk, the complex organisation and digital ecosystems are siloed, and there is an increasing need for adaptable internal services that can support multiple departments and business units to facilitate seamless information exchange. This requires not only technical scalability but also a redefinition of the purpose of the platform and the exchange of value within the

organisation. By analysing other companies' successes, we can identify patterns and strategies that contribute to higher adoption rates, better usability and a more integrated role within the corporate ecosystem.

b. Methodology

In order to get an overall picture of how the different survey tools have been successful in engaging the wider public, a systematic methodology was used to analyse each best practice. **(Table 1.)**This analysis consisted of three steps aimed at deconstructing and extracting best practices from established survey tools such as Google Forms, Qualtrics and SurveyMonkey

Core value proposition	To understand the strategic intent and the market position of the service, the first step is to capture the value proposition that it communicates about itself. Additionally, identifies the primary problem the tool is intended to solve. By reviewing product descriptions, and marketing materials and highlighting the common phrases, frequently emphasized enablers. Key questions: · What unique problem does the service solve that its competitors don't? · What tone of voice and phrases does it use to communicate its value?
Key offering before and after scaling	comparing offerings is crucial to identify the shift in the platform target. In many cases, the platforms focused on its strenght and identified which target group could adopt those capabilities smoothly. Key questions: · What was the primary purpose of the platform? · Which feature sets were retained and what additional features were introduced after scaling? · How the pricing model developed concerning the identified target group
Ecosystem and Business Model	A comprehensive summary and list of stakeholders and their financial engagement support the subsequent value exchange map. Key questions: · Who are the stakeholders, and what value do they receive or add to the system? · Identify engagement and monetisation strategies. · How are third-party partnerships integrated into the model?

Table 1. Best Practice Methodology

The following selection of five cases, namely Google Forms, Survey Monkey, Typeform, Medallia, Qualtrics and Dovetail, outlines the analytical methodology described in section 4.2 applied to examine the scaling evolution, from scoped internal tools to widely adopted external. The framework consists of six sequential analytical steps designed to uncover both strategic intent and the change within the structure of value exchange. A synthesised overview of the comparative analysis is collected in **Table 1.**

	Analytical aspects	Google Forms	SurveyMonkey	Typeform	Medallia	Qualtrics	Dovetail.
Step 1.	**Primary problem**	• expensive, subscription based survey platforms • publicly published surveys	• hard to reach reach more people • creation of quality surveys is time consuming	• filling out surveys is boring and monotone	• get deeper motivations from dry survey answers • is takes manual effort	• getting the focused outcome from huge amount of data • and prioritze huge amount of date	• siloed insight drops • lack of collaboration on insight analysis
	Value Proposition	**"Free.Safe. Easily create forms and surveys...keep your data safe and protected."**	**"Go from insight to action in record time" don"t steal the creators time, but assist them**	**"forms worth filling out" the exchange is an esthetic satisfying experience**	**"Listen deeply, act distinctively make it personal." Automated ture qualitative data**	**Act when it counts.Qualtrics: Heavy consulting & enterprise-level training for adoption.**	**Stop siloed work and guesswork! Turn calls, docs, and user feedback into insights, like magic. Create a single source of truth for customer knowledge.**
	Enabelers	• add logic to show relevant questions based on previous answers to help boost completion rates • create quizzes to test knowledge • Freemium model • Google Workspace subscriptions	• expert templates • embedded AI	• refreshingly different format of surveys	• embedded AI • capture and connect customer signals across the organization and every interaction	• Wide scale, high amount of data • Embeds survey data into enterprise workflows • using specialized AI • uncovers insights from mountains of data • prioritizes actions	• summarizing • transcripts • instant access to every colleague • connect dedicated teams with relevant quotes • recruiting respondents
Step 2.	**Key Offerings & Differentiators** before scaling	• internal productivity suite for data collection • employee feedback • internal process improvements • HR, marketers, researchers, designers	• collect feedback and conduct market research.	• improve user experience (UX) • collect customer feedback	• customer experience feedback at a few large enterprises	• internal research toolBrigham Young University • collect and analyze data for academic research.	-
	Key Offerings & Differentiators after scaling	• free tool for everyone integrated into Google Drive • HR, marketers, researchers, designers, • educators, individuals, government employees	• easy-to-use online surveys • focused on conversational and interactive forms	• visually appealing, user-friendly survey platform • focused on conversational and interactive forms	• full-fledged SaaS platform • experience management • collect and analyze feedback	• full-fledged experience management platform	• robust qualitative data analysis tools + strategic integrations + subscription-based revenue model
	Market Positioning before scaling	internal HR, employee feedback, management	Internal Marketing, HR	Design	Internal Management, HR	Students, teachers, acdemics	-
	Market Positioning after scaling	Casual & EducatorsSMBs & MarketersEnterprise & Research	SMBs & Marketers	marketing, HR, and customer engagement.	marketing, HR, management	MarketersEnterprise & Research	Sales, Design, Research
Step 3.	**Ecosystem and Business Model**	1. **Users** (teachers, students, casual users, small businesses) → create surveys 2. **Respondents** (anyone with a link) → give data 3. **Businesses & Educators** → use for internal feedback & research 4. **Partners** (Google Drive, Sheets, Gmail, third-party add-ons) → provide integrations	1. **Users** (HR, marketers, researchers) → create surveys 2. **Respondents** (employees, customers) → give data 3. **Businesses** → pay for analytics 4. **Partners** (Zoom, Salesforce, HubSpot) → provide integrations	1. **Users** (UX designers, marketers, entrepreneurs, customer success teams) → create engaging surveys & forms 2. **Respondents** (customers, employees, website visitors) → give data via conversational forms 3. **Businesses** → pay for premium branding, logic jumps, and advanced analytics 4. **Partners** (Zapier, Slack, Notion, HubSpot, Google Sheets) → enable automation & data flow 5. **Developers** (API users) → build custom workflows & embed forms in products	1. **Users** (customer experience teams, HR leaders, product teams) → collect feedback 2. **Respondents** (customers, employees, partners) → provide experience data 3. **Enterprises & Governments** → pay for AI-driven insights & predictive analytics 4. **Partners** (Salesforce, Microsoft, ServiceNow) → provide experience management integrations 5. **Consulting Firms** (CX & HR consultants) → use Medallia as a tool for enterprise projects	1. **Users** (researchers, HR leaders, CX teams, product managers) → create advanced surveys 2. **Respondents** (employees, customers, market research panels) → provide feedback 3. **Enterprises & Universities** → pay for data analysis, AI insights, and experience management tools 4. **Partners** (SAP, Microsoft, Salesforce) → provide integrations for operational & employee experience management 5. **Market Research Firms** (third-party data providers) → sell respondent panels & industry benchmarks	1. **Users** (user researchers, designers, product managers, customer experience (CX) teams) → collect, analyze, and collaborate on qualitative data 2. **Respondents** (customers, employees, end-users) → provide feedback and insights 3. **Organizations** (businesses, research institutions, non-profits) → subscribe to Dovetail's platform for data analysis and collaboration tools 4. **Partners** (software integrations with tools like Slack, Jira, Zoom) → enhance workflow and data synchronization
	Sources:	Google. (n.d.). *Google Forms Help*. Retrieved April 13, 2025, link Alphabet Inc. (n.d.). *Google Forms: About* link	Momentive Global Inc. (n.d.). *Investor relations* link Momentive Inc. (n.d.). *SurveyMonkey: Solutions* link The ecosystem structure was reconstructed based on publicly available company documentation and product descriptions (Alphabet Inc., Dovetail Research Pty Ltd., n.d.).	Typeform. (n.d.). *Inside story blog* link Typeform S.L. (n.d.). *Typeform: About us* link	Medallia, Inc. (n.d.). Solutions overview link Medallia, Inc. (n.d.). *Medallia Experience Cloud Overview* link	U.S. Securities and Exchange Commission. (2020) *Qualtrics International Inc. S-1 Registration Statement* link Qualtrics International Inc. (n.d.). *Qualtrics XM Platform* link	Dovetail Research Pty Ltd. (n.d.). *Dovetail: Features and Integrations* link

Table 2. Best Practice comparison

c. Mapping the Value Exchange Model

The final step is translating the core value proposition, key offerings and business model into a value exchange map, which compares the structure of interactions before and after scaling. **Figure 10.** illustrates how the service provider expands and multiples value flows by reaching additional users, partners and service loops. All the use cases are shown on the same map to show the differences, helping to compare different approaches.

To better understand the evolution of service structures among the selected survey platforms, two value maps exchange models were developed. These models illustrate the interactions before and after scaling among the primary stakeholders, namely, Users, Organisation (which the platform originally served), Respondents, Partners and the Platform. Furthermore, it is important to mention that after scaling, by monetizing the platform and selling it to external consumers, Organization transform into an external Customer.

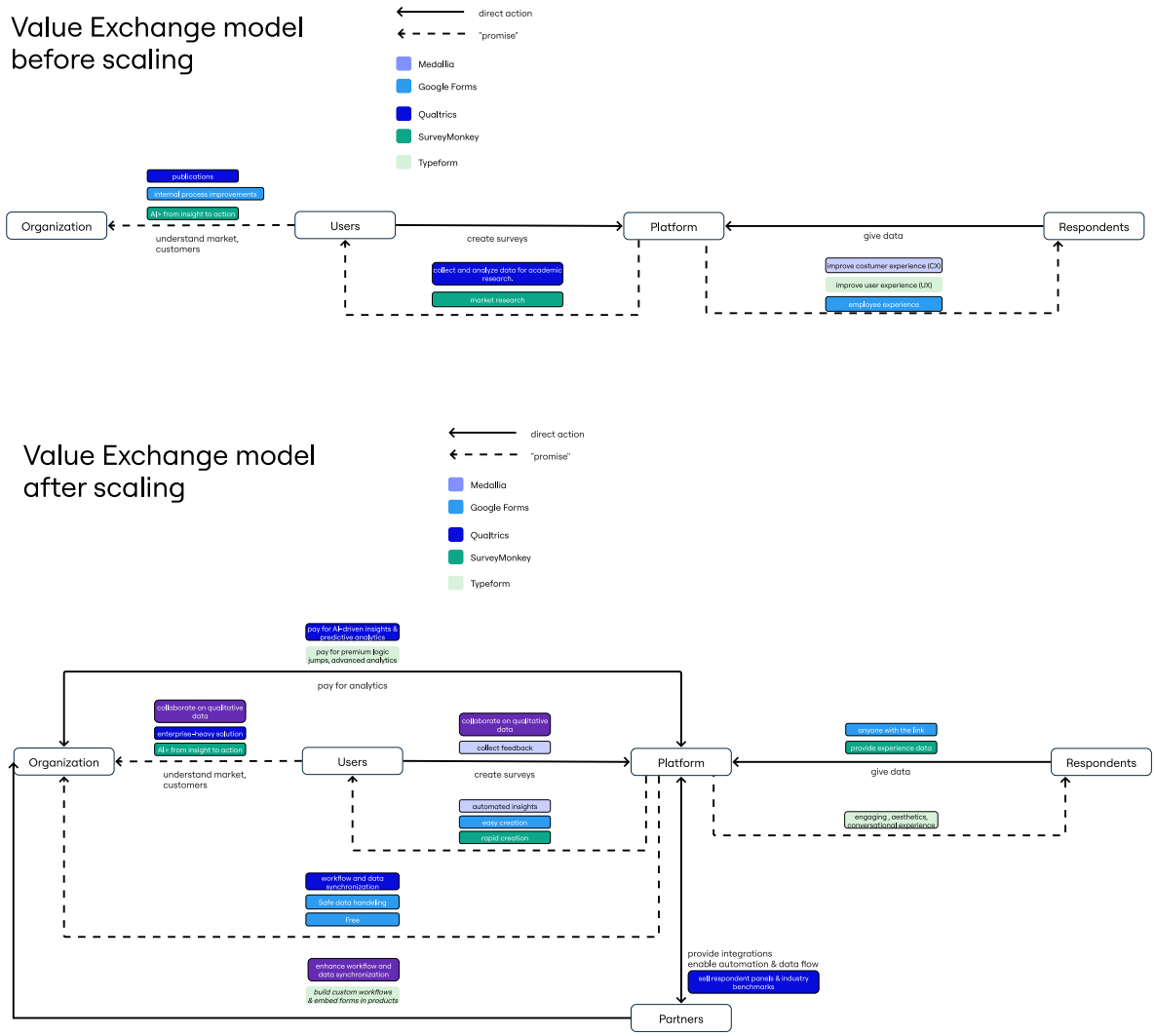


Figure 10: Value Exchange map

The value exchange model before scaling represents a relatively simple and linear ecosystem. The data exchange was mainly one-sided, with information flowing from respondents to users, leading to decisions based on basic interpretations. The potential for tangible impact was limited, as survey results were generally static and manual follow-up was required to create value. Key pre-scaling characteristics included a narrow value loop, minimal automation and real-time feedback, limited integration with third-party systems, and a focus on data collection rather than generating actionable insights.

The value exchange model after scaling illustrates a much more complex, multidirectional ecosystem with significant expansion of roles and layers of value exchanges. As the platform now monetized to external Costumers, they are paying for premium features, such as AI-driven insights, predictive analytics, and advanced survey logic (e.g., Typeform's logic jumps, Medallia's AI prediction models. In summary, once scaled, the platform will exhibit key features such as a multi-faceted and dynamic value stream that will enhance

monetisation through subscriptions, premium analytics, integrations and responder panels. Personalisation of the service will be achieved using artificial intelligence, conversational user experiences and predictive models. In addition, platform orchestration has been improved, seamlessly connecting internal teams and external systems, leading to stronger engagement for direct action based on real-time insights.

a. Key takeaways from value exchange evolution

One of the most prominent insights from the two value exchange models (before and after scaling) is the increasing complexity of stakeholder relationships. Initially, value is exchanged in a relatively linear format. Users create surveys for internal purposes, improving their organisation, respondents contribute to this improvement by providing data, and platforms take a passive role, acting as a tool where information and data flow through. However, after scaling, platforms evolve into independent orchestrators of multi-actor value networks, by generating their own revenue. Involving not only users and respondents but also integration partners, corporate customers and data providers. This shift underlines the need for multi-directional value flows supported by automation and insight generation. The data flow has shifted from a one-way transmission, where respondents simply sent data to users for manual interpretation, to a multi-directional system. In the scaled model, platforms facilitate real-time feedback loops between users, respondents and integrated third-party systems, often enriched by artificial intelligence-driven insights and automated analytics.

Furthermore, comparative analysis also shows that effective ecosystem coordination is essential for success. Well-scaled tools have been integrated into broader ecosystems, not only expanding their reach but also increasing users' reliance on them. The value proposition has shifted from simply enabling "answers and data collection" to delivering strategic outcomes that move "insight to action". Scaled platforms now promise not only data but also actionable intelligence, translating feedback into measurable improvements within organisations.

b. Common scaling strategies observed

1. Automation and integrations: platforms such as Typeform and SurveyMonkey have increased their value through plug-and-play integrations with CRM, collaboration and automation tools. In contrast, enterprise platforms such as Qualtrics and Medallia have sought deep, native integration with complex organisational workflows.

2. AI-driven insights: Medallia and Qualtrics have leveraged artificial intelligence and predictive analytics to differentiate their offerings and provide strategic decision support to enterprise customers, moving beyond data collection to real-time, actionable intelligence.

3. User experience-centric: Typeform focused on form design and interaction aesthetics to increase engagement, while SurveyMonkey simplified survey creation and analysis for small businesses. In both cases, ease of use and user satisfaction were key drivers for adoption and retention.

2.5. Conclusion: Implications for Insights Hub

Based on the comparative analysis and the translation, optimisation of the common strategies, three key strategies need to be adapted for InsightsHub;.

1. **Design for Multi-Sided Value Exchange:** As the Heuristic Evaluation's findings underscore, currently the platform serves a linear user flow, which follows the steps of the User. However, five potential use cases are existing in different timelines in the same process, which the platform has to be flexibly adjusted to (Figure 11.) InsightsHub should move beyond the single user-respondent interaction to facilitate collaboration, insights sharing, and operative actions with a broader circle of stakeholders.

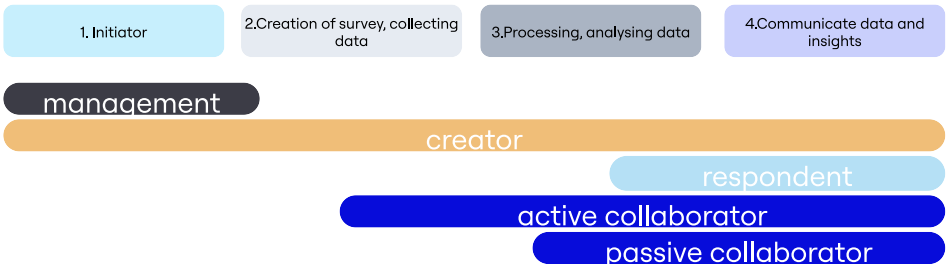


Figure 11: Different timelines of use case journeys

2. **Build integration-ready architecture**: Ensure that InsightsHub can plug into internal tools, the spread of the platform within Maersk's operational systems, and ease onboarding to the platform.

3. **Invest in UX and Insights Enablement:** Combine a seamless, intuitive user interface with automated insights delivery (e.g., through AI-powered sentiment analysis) to close the loop between feedback collection and task distirbution for futher operational steps.

In conclusion, the transformation from a transactional utility to an ecosystemic service involves not only scaling functionality but also reimagining the platform as a dynamic enabler of insights, collaboration, and a predictive decision support tool.

2.6. Research Question and Scaling Strategy for Insights Hub

Incorporating all the points discussed above, to build a scaling-out strategy, we should address the research question:

How can we effectively harness the transformation of InsightsHub into a multi-purpose internal service, promoting its core principles to integrate design thinking and foster a cultural shift throughout Maersk's digital ecosystem?

Chapter 3: Interview

3.1 Introduction

This chapter aims to deepen our understanding of the main research question by exploring it in depth through qualitative interviews. A summary of the previous chapters will restate the overall goal, the objective of the thesis: **to increase the adoption of the InsightsHub platform by transforming it into a scalable internal service.** The research questions presented in this chapter originate from this objective and are further refined by analysing the current **(as-is)** state of InsightsHub.

Furthermore, the chapter outlines the objectives of the interview phase, presenting the interview format and participant profiles, and describing the interview structure. It also describes in detail the process by which the collected insights were synthesised. The core of the chapter presents a comprehensive analysis of the findings and concludes with a reflection on the key lessons learned and an outline of how these insights will inform the next prototyping phase.

3.2 Framing the Research Focus

The central objective of this thesis is to investigate how to increase the adoption of InsightsHub by turning it into an internal service, using a service design toolkit and methodology. This objective stems from previous evaluations and is based on the hypothesis that repositioning InsightsHub as a service - and not just a tool – could lead to wider departmental involvement and sustained use across Maersk. Insights drawn from the best practice analysis presented in the previous chapters helped to formulate the main research question. In addition, the conclusions gained from the exploration of scaling-up strategies informed the design proposal on which this research is based. The heuristic evaluation in the previous phase revealed four key stages in the survey design. Namely **initiator**, **survey creation and data collection, data processing and analysis** lastly, **the communication and input.** These stages were used to structure the research and ultimately shaped the formulation of the research questions. Based on these findings, a series of sub-questions was developed, which were aligned to the four main sections of the survey. These sub-questions were designed to explore in more depth the user needs, systemic barriers and opportunities at each stage of the engagement with InsightsHub. Essentially, the sub-questions or interview objectives framed the interview scripts. The hierarchy and description of each step that emerged are shown in **Table 3.**

Thesis objective			
How to increase the adoption rate of InsightsHub by transforming it into an internal service, applying the Service Design toolset and approach			
Research question			
·How can we effectively harness the transformation of InsightsHub into a multi-purpose internal service, promoting its core principles to integrate design thinking and foster a cultural shift throughout Maersk's digital ecosystem? In a simplified way: How might we expand the platform into an internal service that serves multiple use cases?			
Design Challange			
Scaling out with strategic intention of turning Insights Hub to a successful internal insights service, including a platform as main touchpoint utilised and implemented across multiple departments.			
1. Initiator	**2. Creation of survey, collecting data**	**3. Processing, analysing data**	**4. Communicate and input**
The motivation, order, or origin of the decision to conduct a survey or research. It encompasses the reasoning behind the initiative and the channels of communication used between different hierarchical levels.	The actual steps taken to assemble the survey. It includes formulating the title and purpose, collaboratively writing the questions, and ultimately sending the survey to respondents.	The stage involves making sense of the collected feedback and recognizing patterns within the data.	Involves sharing findings and outcomes with development and management teams. It also includes the adoption of outcomes and the impact of the insights generated from the survey.
Interview objectives			
Mapping Decision-Making Loops & Goal Alignment	**Current Usage Patterns**	Identify specific workflow and issues users face when navigating the platform. Gather information on the current workarounds users employ while using InsightsHub.	**Translating outcome** / **Insights adaptation**
To understand how decisions cascade from leadership to operational levels. Identify channels, and pathways to understand how goals are established and aligned across teams.	**Uncover Desired Features**	Explore what additional insights users wish InsightsHub could provide. Identify the tools and data integrations users rely on to complete their tasks.	Identify what additional value exchange, and what differentiator will help the platform become a highly adopted internal service. Determine what actions users typically take based on the data available and any barriers they encounter. / Examine how different departments, individuals, communicate and utilise insights and how isolated insights impact workflows. Analyse trends in the current utilisation of InsightsHub to pinpoint areas with potential for greater adoption.

Table 3: Hierarchy of sub-objectives

3.3 Users and interview structure

The semi-structured interviews took place in March 2025, both in-person and online. Each session lasted 30-60 minutes. Participants were selected based on availability and internal network recommendations, with an emphasis on recruiting individuals from the departments that used Insights Hub as a creator.

> The goal was to ensure a balanced representation of the two main stakeholder groups - managers, UX designers and researchers. To reflect the different perspectives and responsibilities, tailored interview sets were developed for each group **(see Appendix).**
>
> **1. Creator as a Manager, product owner:** The interview guide for product owners focuses on understanding their decision-making processes and interactions with surveys through InsightsHub. It explores current usage patterns, desired features and cross-team collaboration, highlighting needs and challenges related to using survey data. The guide also seeks to identify ways to enhance the platform and make it indispensable to teams.
>
> **2. Creator as a Researcher:** The researcher's project and their use of InsightsHub and SUS analysis. It covers topics such as the decision-making process for surveys, current usage patterns, desired insights, and the translation of survey data into actionable outcomes. The guide also seeks to identify challenges and improvements related to collaboration across teams and the overall effectiveness of InsightsHub.
>
> **3. Creator as a Designer:** The script is an interview guide designed to explore how UX designers integrate InsightsHub into their work and the processes involved in creating and analyzing surveys. It aims to uncover insights related to decision-making, current usage patterns, desired features, collaboration with other teams, and the translation of insights into actionable outcomes. Additionally, it seeks to identify challenges and areas for improvement in order to make InsightsHub a more indispensable internal service.

The structure of the interview guide was influenced by the insights gained during the field workshop held earlier in the research process (see p.14). This workshop, attended by a product owner, a researcher and a UX designer, focused on mapping the existing process for collecting System Usability Scale (SUS) metrics through InsightsHub. Their first-hand accounts were instrumental in shaping the interview script. The session notes were categorised according to the four user journey stages - initiation, survey creation and collection, data processing, and communication and input - which provided a structured framework for conducting the interviews and summarising subsequent insights.

The following list introduces the role of the users interviewed (all interviewees are Maersk employees, since the goal was to create a service applicable for internal users):

Daniela Verisanu
Associate UX Designer
Transportation Experience Design

Viki Olgod Frandsen
Sr. UX Researcher
UX and Customer Experience

Ines Pedro
Senior UX Designer
Order Handling & Post Booking (UX)

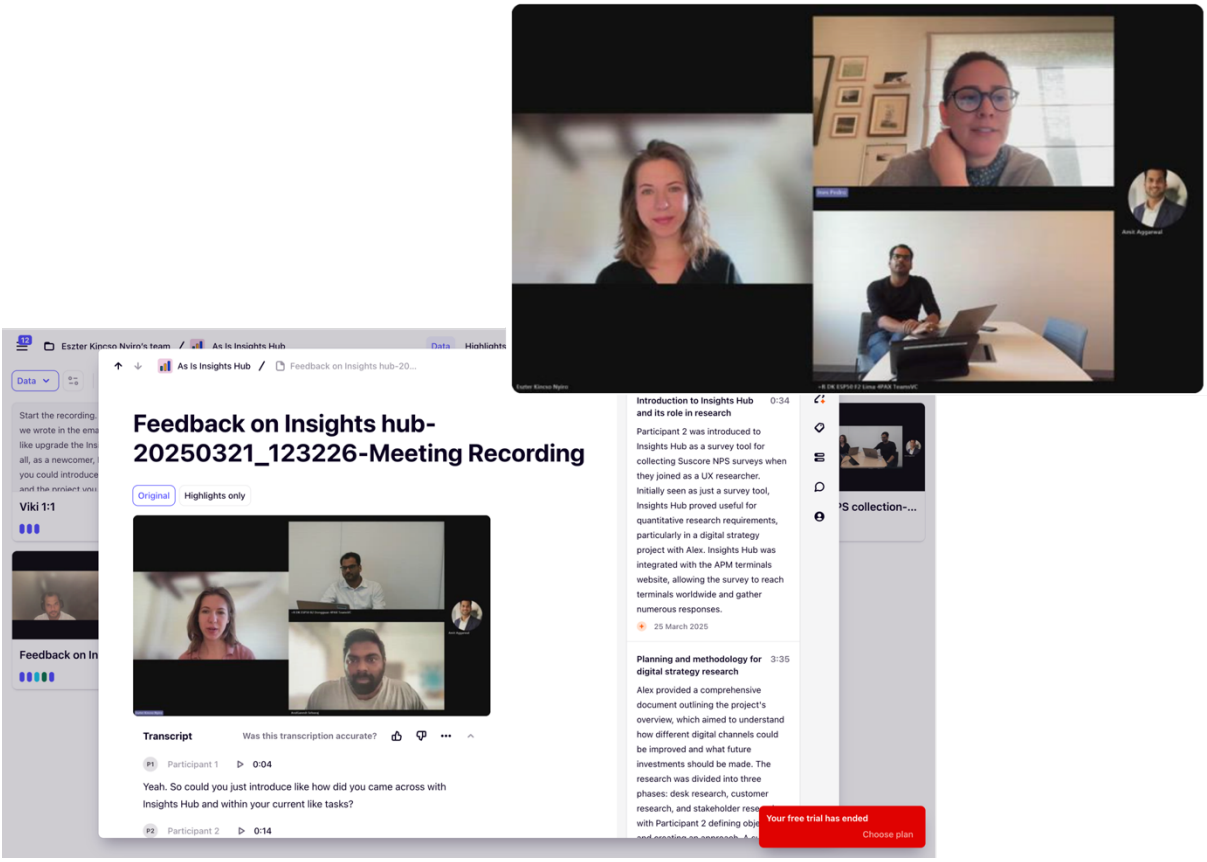
ArulGanesh Selvaraj
UX Researcher
Strategy and Governance

Sascha Lynge Christiansen
Lead UX Researcher
Order Handling & Post Booking (UX)

Eileen Refran - Banot
Senior Product Owner
Product Strategy

Julie Gry Schultz-Moeller
Lead UX Designer
Transported By Maersk Platforms

Nkechi Victoria Osuji
Lead Product Owner - End User
Product Strategy



II. Define

Chapter 4: Synthesising

Chapter 5: Sense-making

Chapter 4: Synthesising

4.1 Interview Processing and Analysis

Interviews were followed by systematic analysis. Key findings were highlighted from the transcripts and grouped into thirteen sub-categories, labelled thematically. These subcategories were organised around three primary aspects: stakeholder behaviour and observable usage patterns related to InsightsHub. Figure 12 shows how quotes were lined up under the four identified stages of the user journey: initiator, survey creation and collection, data processing, and communication and input. This alignment allowed a chronological understanding of the user experience and revealed a number of emerging sub-stages.

Figure 12: Interview processing

To facilitate synthesis, a colour-coded tagging system was applied to the citations. These labels identified opportunities, pain points, solutions and new ideas. Quotes related to user interface or interaction design were analysed separately to identify desired features and known UX/UI flaws **(Figure 13).** In addition, participants' quotes about stakeholders were used to derive new user profiles, including different respondent types helped to build more complex use case scenarios for the four main use cases (creator, respondent, manager and collaborator. Statements that reflect a visionary mindset, quotes on impacts and inputs, helped shape the revised value proposition. These insights have highlighted what the platform is intended to achieve and how it fits into the overall workflow. In addition, data from the SUS survey previously conducted on InsightsHub has also been included in the analysis, in particular the answers to open-ended questions such as "Do you have any suggestions on how we could improve the user experience?". In the following parts of the chapter, all the findings will be explained and illustrated.

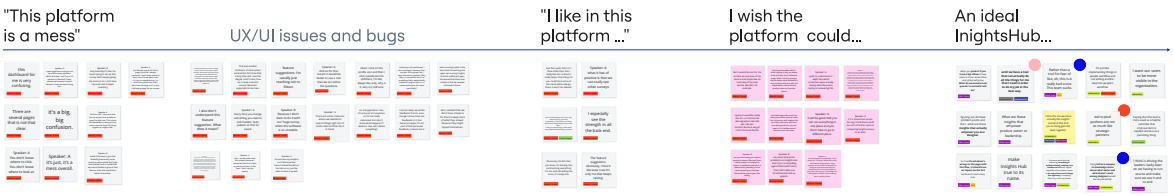


Figure 12: UX/UI specific Interview processing

4.2 Main Takeaways and How Might We question

The analysis of the interviews uncovered a number of coherent themes that reflect both functional and strategic shortcomings of the current InsightsHub platform. These findings confirm and reinforce the previous findings of the heuristic evaluation. The two main and general issues were:

1. Confusing user interface: participants described the platform as difficult to use and time-consuming, especially during the survey set-up phase. The quotes below highlight the significant cognitive and operational load required to complete even basic tasks, which undermines adoption and perceived value:

- *"Overall, it's a mess" (Ines)*
- *"I spent eight hours trying to create a small survey and failed" (Viki).*

2. Misaligement between platform user flow and the actual user journey: This realisation echoed the conclusions of the earlier heuristic evaluation: while users need to go through a holistic process to initiate, create, distribute, analyse and act on surveys, InsightsHub supports only a narrow slice of this journey - mainly the creation and distribution of surveys. As illustrated in **Figure 13,** the platform covers only a short segment of the overall research workflow. The gap in the journey forces users to rely on external tools such as Excel or Miro to complete their tasks, resulting in fragmented workflows, manual work.

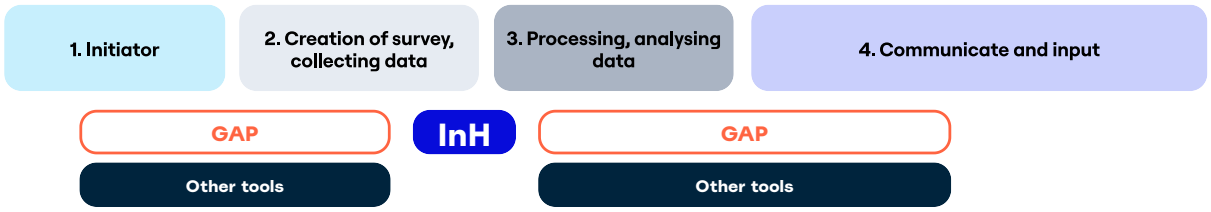


Figure 13: Misalignment and gap in the user journey

The comments below illustrates how the platform fails to act as a central or authoritative source for research activities, forcing users into workarounds that reduce efficiency:

- *"It'd be good to run everything in one place instead of five different places" (Nkechi)*
- *"The final score is not the one you see in InsightsHub, but the one you see in our Excel calculator" (Daniela).*

As **Figure 14**. represents, he platform must therefore be flexible enough to adapt to different research needs.

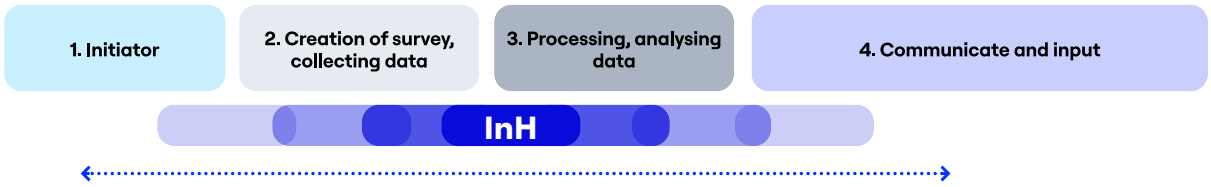


Figure 14: Flexible service adjustable to various use cases

Hence, the HMW question that emerges is:

How might we create a flexible structure for InsightsHub that can be easily adapted to different research processes, instead of forcing users to adapt to a fixed tool logic?

4.3 Reframing the Value Proposition

In addition to the main challenge, a separate category of quotes has emerged on the ideal impact of survey design and user research. These quotes illustrated not only what users wanted to achieve, but also what they thought InsightsHub should play in achieving the outcome.

InsightsHub's current value proposition is around validation. In its current form, the platform acts as a tool to validate existing assumptions. Its primary use case is to track System Usability Scale (SUS) scores, with the expectation that improvements - such as fixing bugs or resolving common user pain points - will result in increased satisfaction from management and end users. **(Figure 15)**

However, a more effective and coherent value proposition must not only include validation but also support an iterative and interconnected process. **(Figure 16)** In this envisioned model, InsightsHub empowers product teams to improve their products. These improved products, once validated through SUS metrics, serve as evidence-based case studies that can inspire other teams within the organisation. Their success raises awareness of user needs, making them more visible within Maersk and reinforcing a customer-centric culture. This visibility increases customer loyalty and attracts new users. Ultimately, the accumulated insights gathered on the platform will enable management to identify trends, predict user behavior and make more informed strategic decisions.

To reflect the **revised value propositions** were synthesised from user feedback:

> Insights Hub is your all-in-one partner for setting objectives, conducting research, and driving meaningful insights. More than just a tool for form creation, Insights Hub provides a complete service to help you gather and analyse product insights, empowering better decision-making, prediction and innovation.

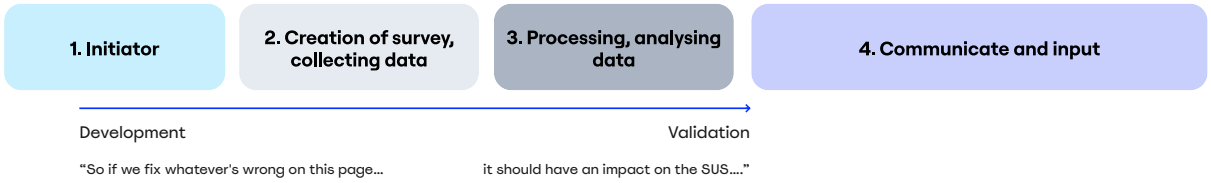


Figure 15: Current value proposition, a validative process

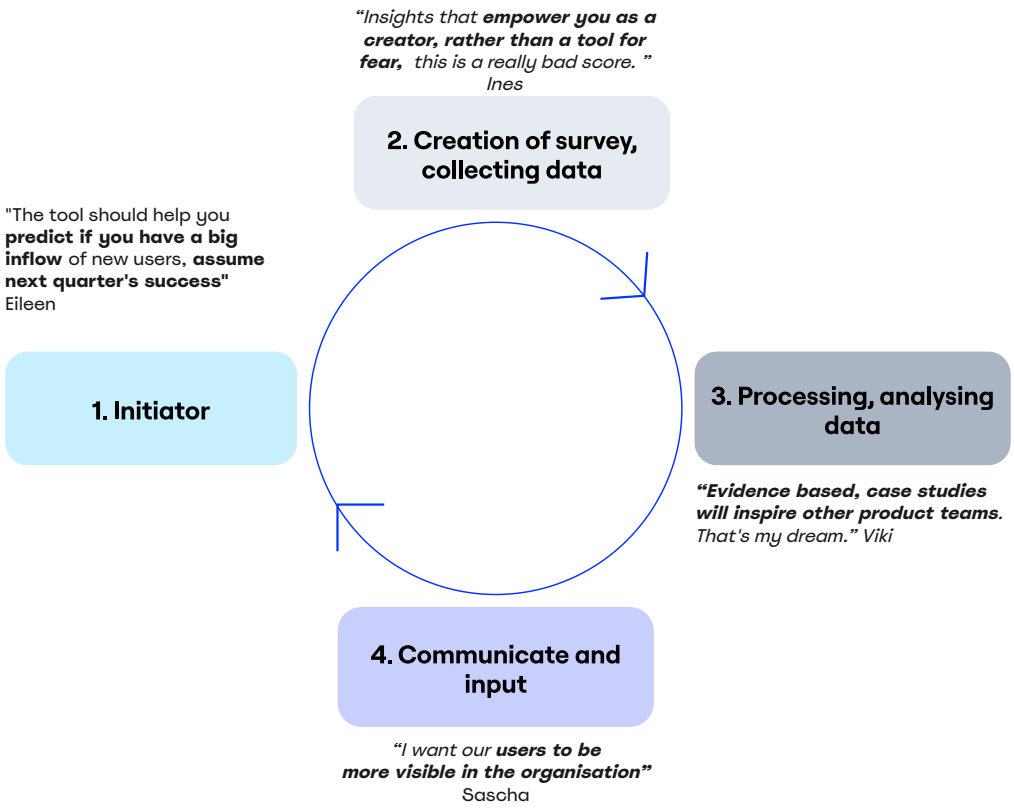


Figure 15: New value proposition, an iterative process

4.4 Secondary Takeaways

Detailed yet noteworthy findings are summarised in the complement of **Table 4**. Takeaways listed are supported by chosen quotes from interviewees.

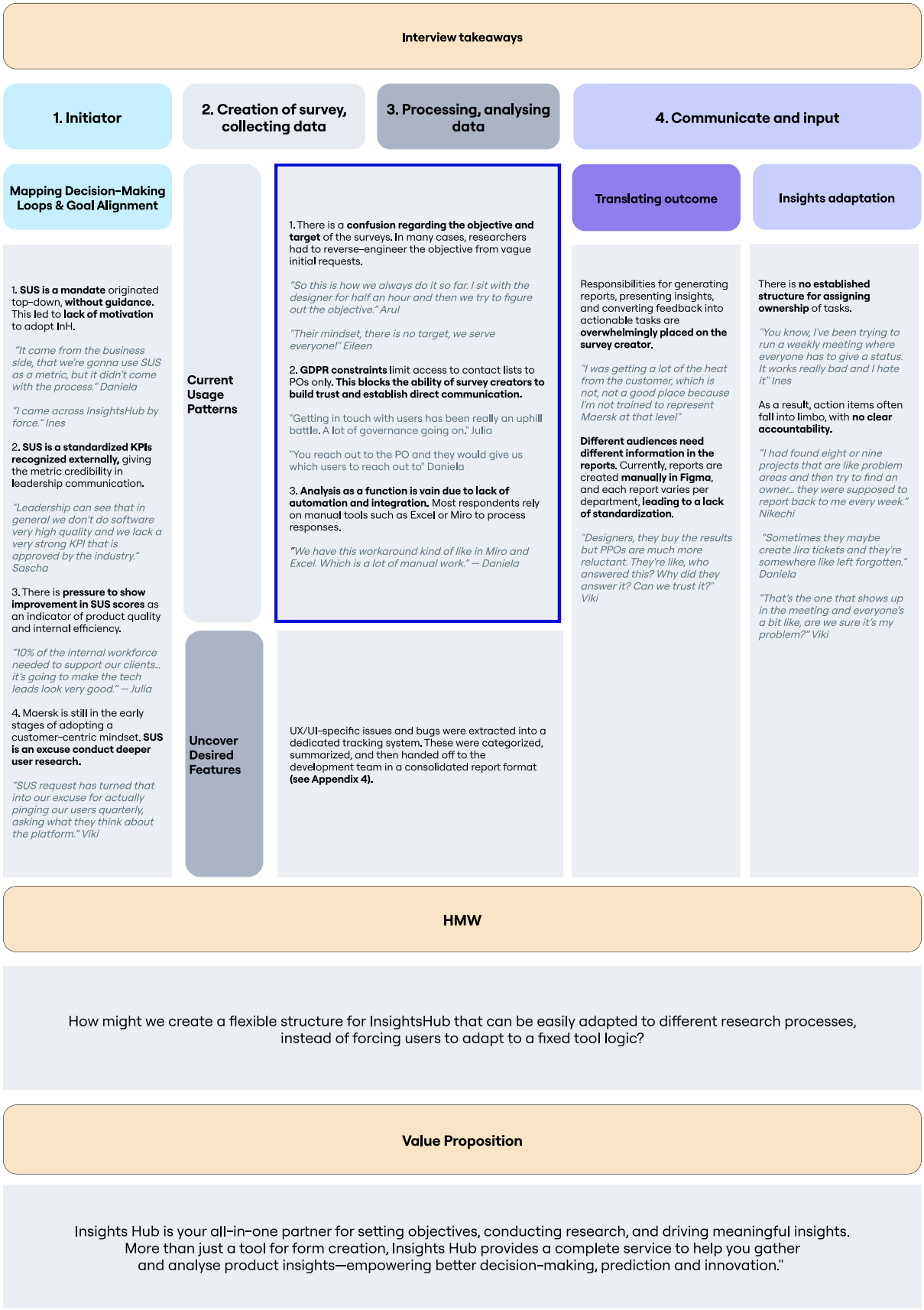


Table 4: Secondary Takeaways

Chapter 5: Sense-Making

5.6 Stakeholder Map

A stakeholder map was created in order to clarify dependencies and relations around InsightsHub. Contains all actors interacting with the platform directly and indirectly with the platform. The main takeaway that can be seen on the simplified, cleared map in **Figure 16** is that the only three active, involved use cases are the creator, the manager and the respondent. This echoes with the scaling aspirations, that the primary goal and intention is to involve multiple stakeholders, ensuring that the access centre effectively meets the different needs of each participant. This takes the pressure off the creator by allowing others to help, creating a cooperative environment that benefits everyone involved.

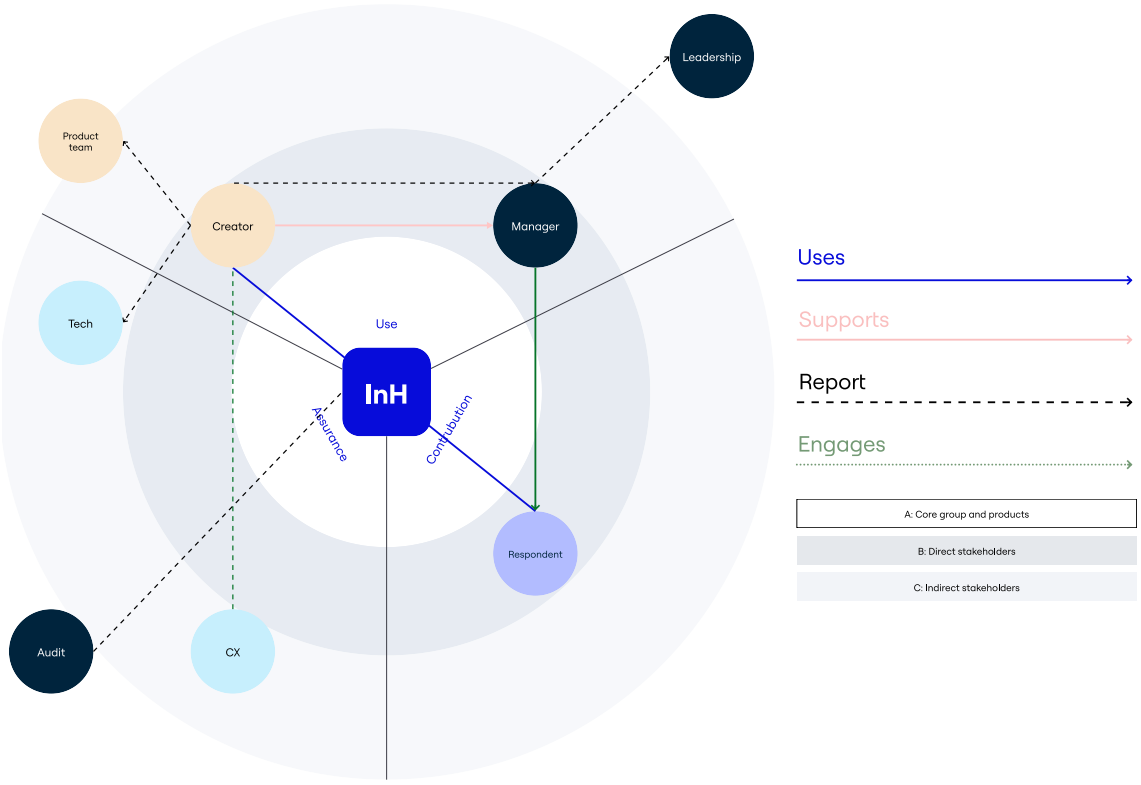


Figure 16: Stakeholder map

5.7 Blueprinting the Current Service Experience

A detailed blueprint has been developed to gain a structured and comprehensive overview of the existing process. A condensed version of the design is shown in **Figure 17,** while the full version is shown in the **Appendix**. The primary actor in this scenario is a UX researcher who collaborates with the Product Owner (PO) to assess the target group's satisfaction with a product. Choosing a UX researcher as the main user was intentional, as this group

provided the highest amount of data and insights. This approach ensured an in-depth, layered view while minimising assumptions as much as possible.

Within the framework of the plan, the areas of potential opportunities are marked in blue, indicating where value-adding interactions or unmet needs can be further developed. In contrast, red indicators have been used to highlight critical pain points. By examining the gaps and transitions in the user flow, key touchpoints were identified where targeted design changes could be most effective. This resulted in a new strategic direction: the primary touchpoint should be InsightsHub as a platform that serves as an automated compass to facilitate the entire research journey. In the new solution, great emphasis should be placed on the preparatory phase, guiding objective setting, and the analysis phase. The main offering of the Insight Hub should focus on simplifying the analysis of insights.

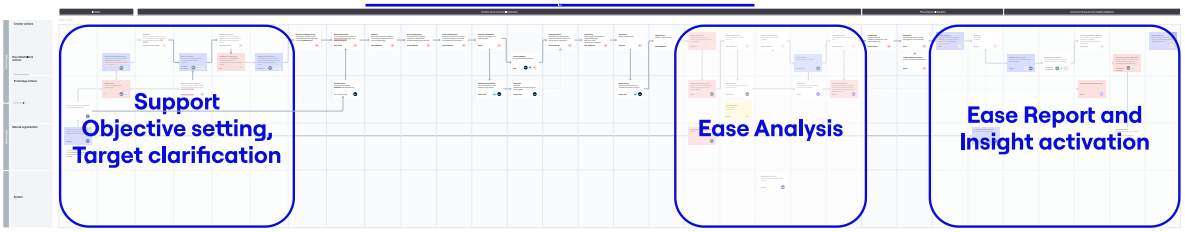


Figure 17: Blueprint with opportunity areas

5.8 Conclusion

In summary, the qualitative research phase confirmed that while InsightsHub addresses an important organisational need, its current design and implementation fall short of user expectations. Structural barriers, incomplete workflows, and poor communication have hindered its potential. However, the appetite for improvement is clear. The findings from this chapter lay the groundwork for the next phase of the project—prototyping—where these insights will be translated into actionable design interventions and validated through iterative testing.

III. Develop

Chapter 6: Prototyping

Chapter 7: Co-Creation workshop

Chapter 6. Protoyping

6.1 Introduction to the Prototyping Phase

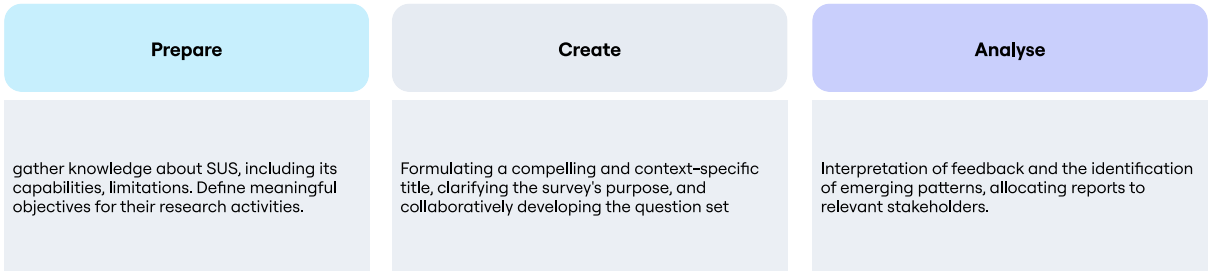
After summarising the insights from the interviews and heuristic evaluations, we have a clear and detailed picture of the feedback gathering journey within Maersk. This chapter describes the prototyping phase, where conceptual transformations are translated into tangible service elements. The aim is to show how the former standalone tool, InsightsHub, can evolve into a comprehensive internal service. For this purpose, the chapter will compare the existing and proposed service architecture and explain how the platform can become a more integrated and user-centric service. The analysis is structured around key service encounters and touchpoints, starting with a breakdown of the platform as the central touchpoint, which is designed to deliver greater value and usability across the organisation.

6.2 Evolution of platform architecture

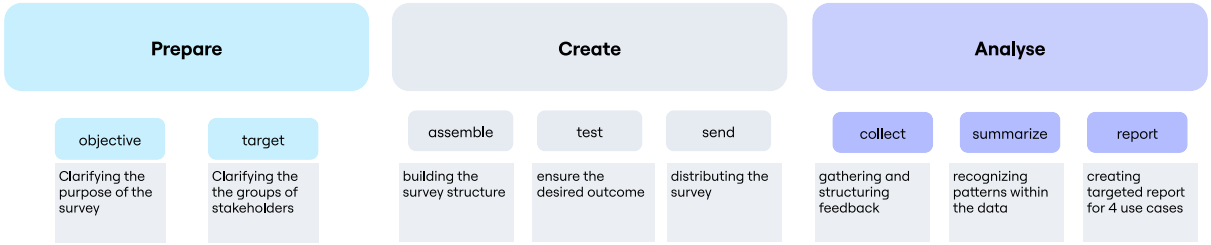
The architecture of the redesigned InsightsHub platform **(see Figure 17)** is directly determined by the user journey stated during the heuristic evaluation phase. Originally divided into four steps - Initiate, Create, Process and Communicate - this pathway has been simplified through the synthesis into three base thresholds: Prepare, Create and Analyse. The sub-steps below the three thresholds were identified through qualitative interviews. The evolution from the four-step journey to the platform architecture reflects a strategic shift from a rigid, tool-oriented workflow to a dynamic, user-centric system capable of meeting diverse use case needs. A key advantage of the new architecture is its non-linear structure. Users do not need to move in order, but can enter the process at any stage - whether it's setting goals, starting a survey or analysing feedback - based on their current needs. This modularity supports different workflows and allows users to use the platform as an on-demand research assistant. Particular emphasis has been placed on the preparation (blue square) and analysis (purple square) phases, as these are the elements that most clearly differentiate InsightsHub as a Maersk-specific in-house service. The process of defining objectives and identifying relevant target groups is shaped by Maersk's unique customer types, challenges and operational goals. Likewise, the way insights are reported - across roles, teams and departments - is strongly influenced by the company's established KPIs, information hierarchies and internal communication culture. These customised elements make the platform not only functional, but strategically embedded in the The following section **(Table 5)** will explore each of theses building blocks.

01. Joureny identified at heuristic evaluation:

02. Journey simplified to three threshold:



03. Sub-steps identified during the discovery research synthesis:



04. Base of new platform architecture:

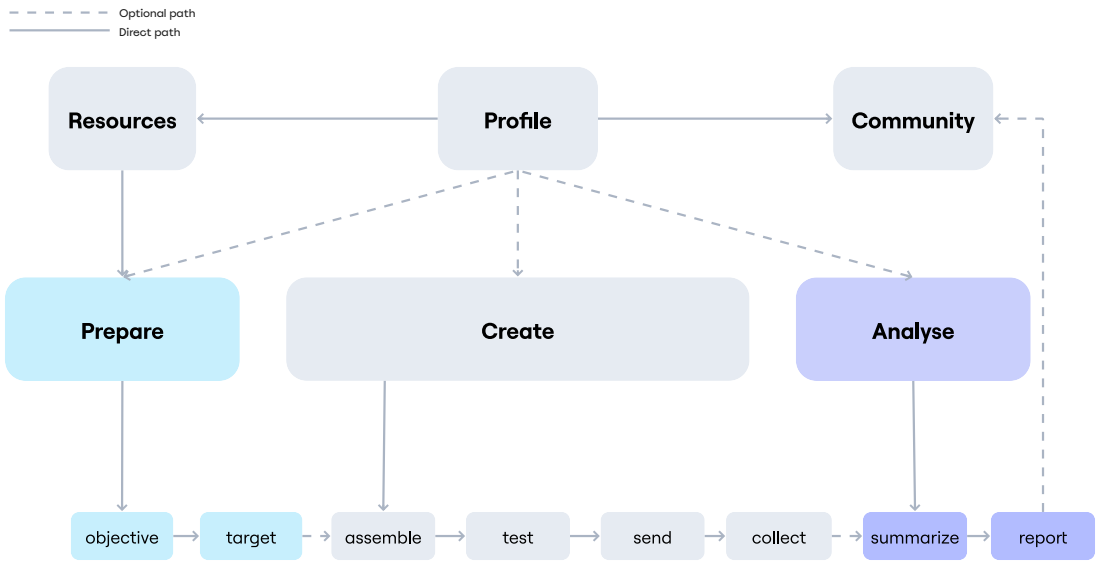
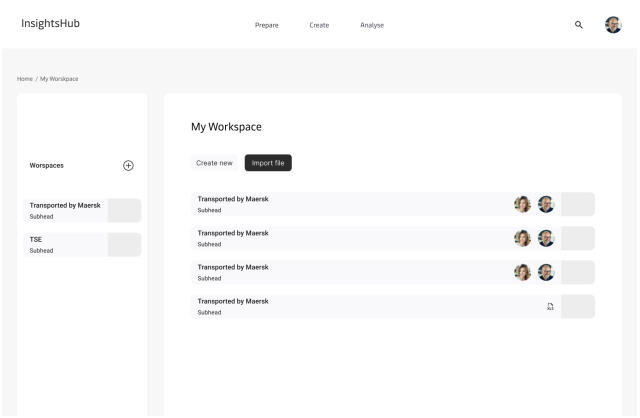
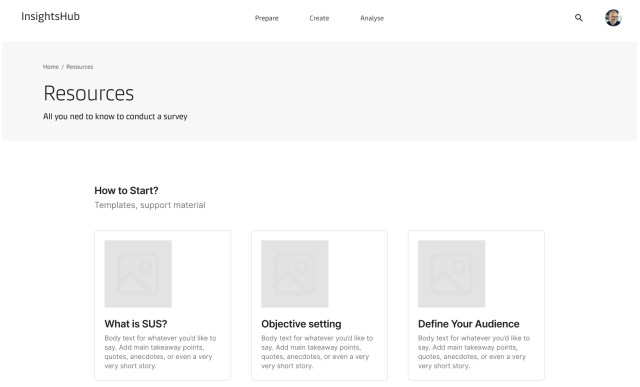
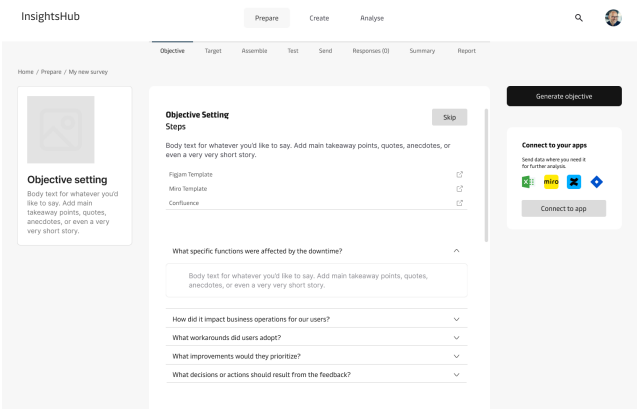


Figure 18: evolution of platform architecture

6.3 Introducing the prototype

To translate the newly defined service architecture into a tangible representation, a UX wireframe was created in Figma using Maersk's standardised UI and UX design assets. The prototype was kept in a clean, grayscale state to focus on structural clarity rather than visual style. The primary purpose of this wireframe was not to serve as a final interface design, but to serve as a functional representation of the new value proposition. The clickable wireframe serves as an intermediate artefact linking conceptual service design and potential implementation. In the following sections, the key screens and features of the prototype are presented, each with an associated design reasoning and linked to the service principles identified during the research phase.

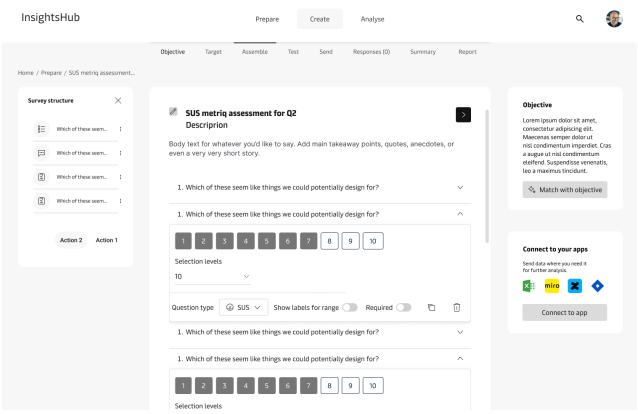
Table 5: Introducing the prototype

Profile: It made to adjust to its user, its overall UI is inspired by Typeform UI visual, aiming transparency and clarity. The loged in dashboard so called "Workspace" holds the labeled surveys or analysis. Imprtant to mention the "**Import File" which allows imprting and analysing Excel Files exported from other survey tools, not forcing the user to create survey at Insights Hub, but any other tool, answering to the request of absolute adjustability to individual preferences.**	
Resources: It includes all materials could be helpful at the initial information gathering, containing templates could be used on Miro, Figjam or printed format.	
Prepare phase, Objective step: The first step in creating a survey is to extract an **AI-generated objective** by answering free-text questions. Users can also discuss these questions in a meeting. The objective you generate will help you compare, keep on track the original motivations with the questions asked, or during the analysis phase. (The exact questions would be asked will be discovered in the format of co-creative workshop)	

Create phase, Assemble step:

Based on the answers given at the objective and target steps, an **AI-generated survey structure will appear, which can be edited later.**

The majority of interviewees preferred AI usage or editing AI content to speed up their workload.

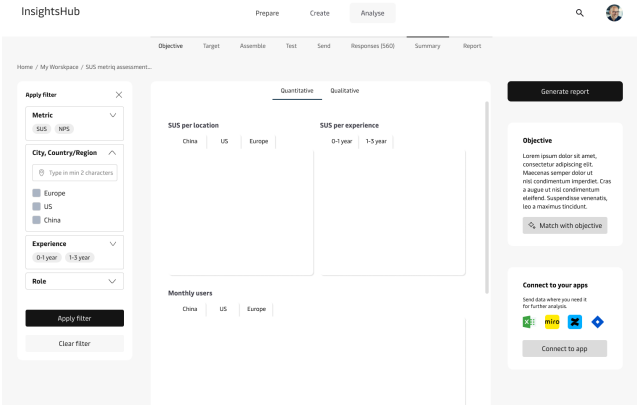


Analyse phase, Summary step:

At the quantitative analysis the **filter as feature** should be mentioned, which was build on interview insights.

The users described they classify feedback based on country or position, region, besides role and experience.

Instead of **clustering efforts in Excel here results can be filtered accordingly.**

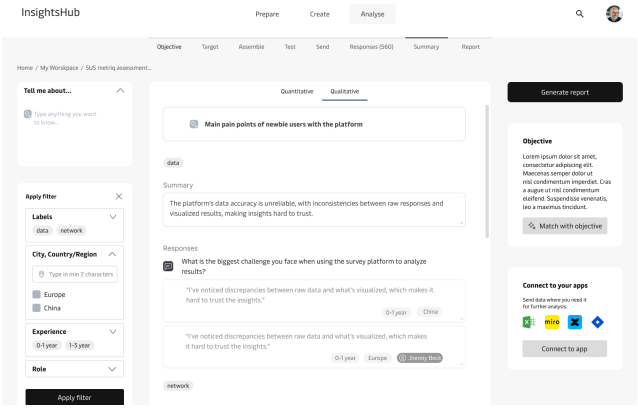


Analyse phase, Summary step:

At the qualitative analysis the **filter as feature** should be mentioned, which was build on interview insights.

Besides **classify feedback by country, region, role, name and experience, users requested to search for tags**.

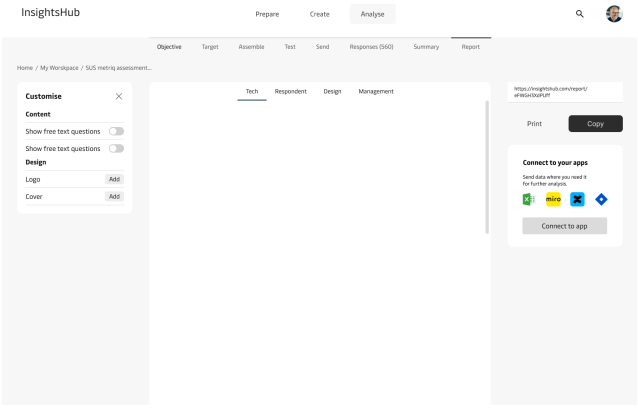
The number of respondents mentioned "Network" is a valuable data for them. AI search bot is also included.



Analyse phase, Report step:

The last step in creating a survey is to extract an **AI-generated report** per target to empower the communication and adaptation of insights.

(The exact structure, findings communicated be discovered in the format of co-creative workshop)



Chapter 7: Co-creative workshop

7.1 Workshop Objective

A workshop was held with Maersk's internal UX experts to drive the development of the new InsightsHub service architecture. The primary goal of the workshop was to collectively design the points of the user journey that are particularly aligned with Maersk's internal context, specifically the goal definition, clarification of targeted stakeholders, and data analysis and reporting stages. The survey creation phase has deliberately been left out, as this aspect of the platform is largely a matter of UX and UI design. InsightsHub already functionally supports this phase, and it is best to refine this as part of a separate UX design process. Accordingly, the following three key objectives guided the workshop:

- To identify the content and structure users require in templates for objective setting and stakeholder clarification.
- To define the desired outputs from both quantitative and qualitative analysis that can inform decision-making.
- To explore how survey reports should be structured to effectively address the information needs of management, technical teams, and respondents.

7.2. Methodology

Stupid Studio, a design studio located in Copenhagen, has created a collection of futures thinking methods called 'sensible futures', that are aimed at facilitating positive change (Gjøde, 2022). There are several phases that are made up of a variety of tools in each, that guide you through the process. a method called backcasting. One of the methods, called Backcasting, inspired the structure of the workshop, which is used to identify what steps are needed in order to reach the aspired future scenario (Gjøde, 2022) The workshop adopted a modification of this results-oriented methodology (**Figure 19)** Starting from the desired final report, participants were able to draw the necessary insights that the analysis phase should generate. This approach facilitated the reverse design process, allowing for a clearer definition of the information needed in the objective-setting phase. The overall aim was to ensure that the platform provided meaningful value to users without imposing an excessive burden on them, by providing only those essential elements that were necessary to make the research feasible and contextually relevant.

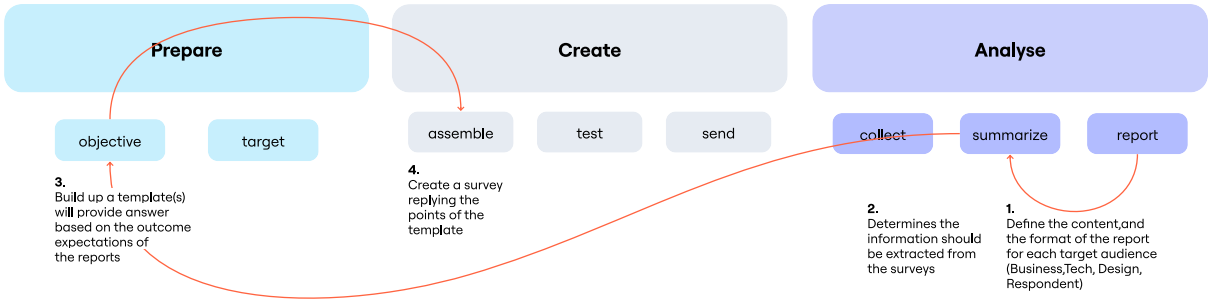


Figure 19: Backcasting Methodology

Accordingly, the workshop was organised around three central themes:

1. **Structure of the report:** How should the findings be meaningfully communicated to different internal audiences?
2. **Analysis results:** What types of visualisations and summaries are most useful for decision-makers?
3. **The content of the template:** What information and guidance should it contain to support effective planning?

The session involved six UX professionals from across different Maersk product teams, because the most common who takes the practices the creator use case on the platform are the designers:

Daniela Verisanu
Associate UX Designer
Transportation Experience Design

Elaine Einarsson
UX Designer
Brand Integration Strategy & UX

Ines Pedro
Senior UX Designer
Order Handling & Post Booking (UX)

Halei Liu
Lead UX Designer
Brand Integration Strategy & UX

Sascha Lynge Christiansen
Lead UX Researcher
Order Handling & Post Booking (UX)

Smitha Alampur
Senior UX Designer
Order Handling & Post Booking

The **agenda** included:

- Introduction & Research Recap (10 minutes)
- Prototype Walkthrough & Open Discussion (15 minutes)
- Break (5 minutes)
- Exercise 1: Report Creation (30 minutes)
- Exercise 2: Objective-Setting Template (30 minutes)

7.3 Facilitation

The workshop format was intentionally analogue and hands-on, and aimed to create practical objects in a relaxed, collaborative environment. Participants did not need to prepare in advance. In addition to generating solutions, the workshop also aimed to provide a break from everyday activities, allowing time and space to think through the challenge from a design perspective.

In the first exercise, participants were divided into pairs and asked to co-create reports tailored for specific stakeholder audiences: management, the tech team, the product design team, and the original respondents. Each team received a **use case card (Figure 20)** describing their audience's goals, values, and reporting needs. These cards were iterated

from the JBTD exercise, based on the interview insights on use case characteristics. Alongside, a printed screenshot was provided of the platform's report creation interface. **(Figure 21)** These artefacts guided participants in designing output formats aligned with real-world expectations. The session concluded with a group sharing and reflection.

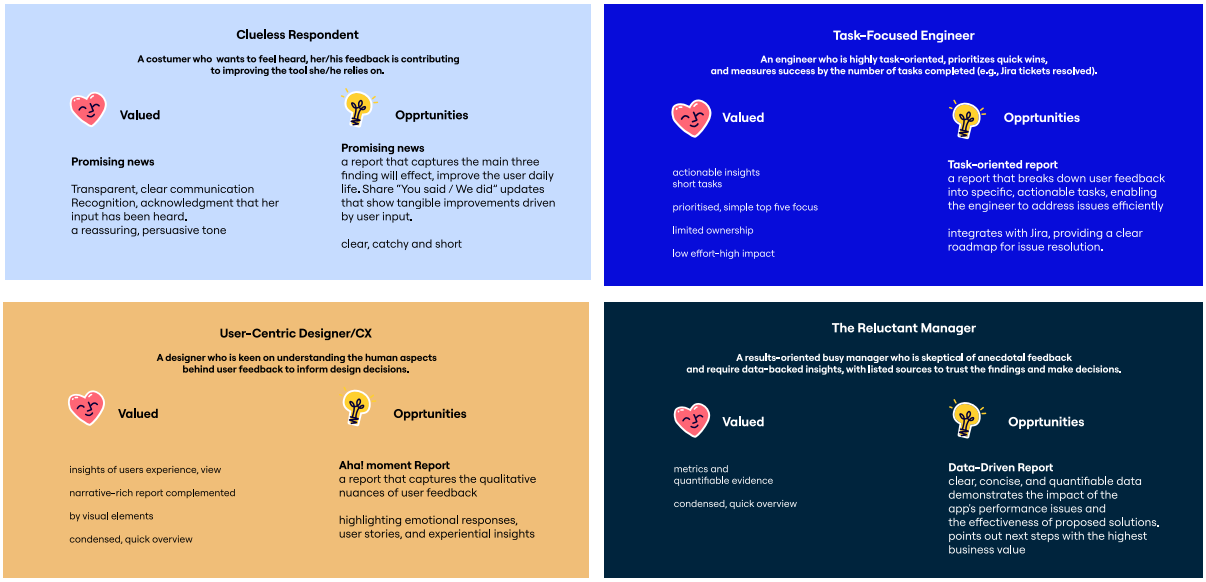


Figure 20. Use Case Cards

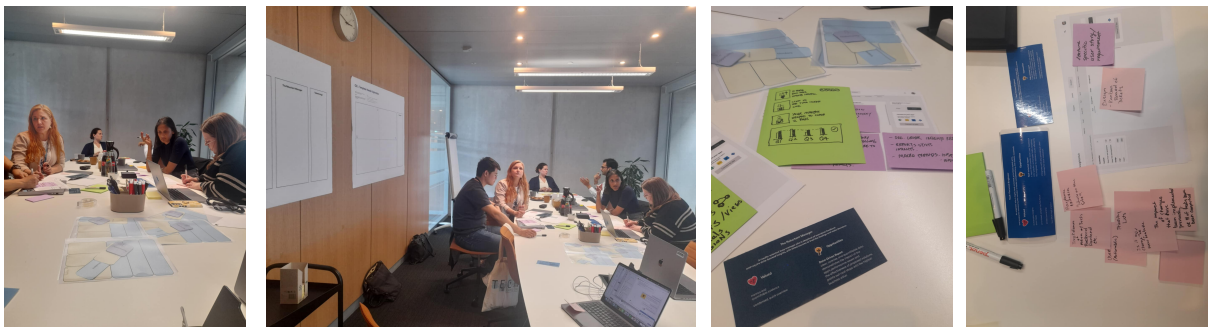


Figure 20. Participants and created artefacts

The second exercise was not carried out due to time constraints; however, it will be explained here to illustrate the complete structure. Participants were intended to engage in an objective-setting exercise using a Lego block analogy. Each team would receive 20 labeled blocks (e.g., "impact," "problem," "hypothesis") and a few blank blocks **(see Figure 22**). The task required them to select and arrange the blocks they deemed essential for defining the purpose and framing of a survey.

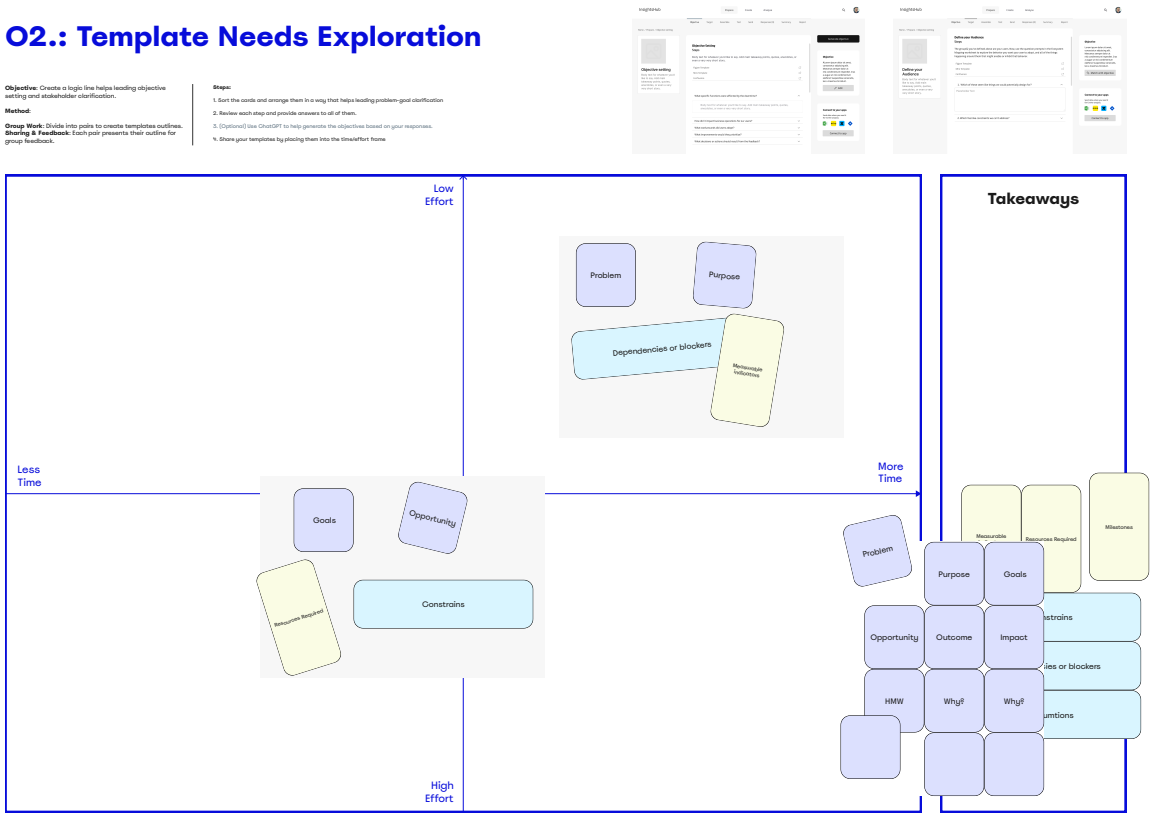


Figure 22. Superficial illustration of the artefact could have been created

During the discussion phase, pairs of participants would place their created templates onto a time/effort matrix to assess the number of questions needed for their templates. Finally, they would have been asked to generate objectives using AI by inputting the answers from their customised templates to evaluate whether the set of questions effectively contributed to creating outcome-oriented objectives. This exercise aimed to support the development of a modular, adaptable framework for survey planning templates within the new platform.

7.4 Reflections and preliminary workshop syntheses

The co-creation workshop, held shortly before the thesis deadline, offered valuable early insights despite limited analysis time. The generated reports, though only lightly reviewed, highlighted recurring patterns that supported initial conclusions. These consistent themes across user groups underscore the importance of a flexible reporting structure. As an example, building on the second workshop's modular approach with building blocks of content, users could drag and drop content in the reporting interface to create customised reports for varying stakeholder needs. This flexibility not only enhances service delivery but also broadens usage scenarios for both standardised and ad-hoc communications. The next section will further explore positioning InsightsHub as a versatile internal service rather than merely a tool.

IV. Deliver

Chapter 8: Rethinking the Value Exchange

Chapter 9: Mapping InsightsHub as a Service System

Chapter 10: Discussion and Reflection

Chapter 8: Rethinking the Value Exchange

8.1 Introduction

In order to consolidate the design transformation presented in the previous chapters, this part of the chapter introduces the new service logic of InsightsHub. By using service system mapping and value exchange modelling, it is possible to articulate how the platform evolves from a tool that facilitates isolated survey tasks to a service that enables dynamic, multi-stakeholder collaboration. First, a comparative analysis of the pre- and post-scaling value exchange maps is presented, highlighting how the redesigned structure redistributes responsibilities, enables continuous feedback loops, and opens up new forms of organisational impact. This is followed by a service system map showing the redesigned relationships, touch points and value flows between stakeholders.

8.2 From Tool to Scaled Internal Service

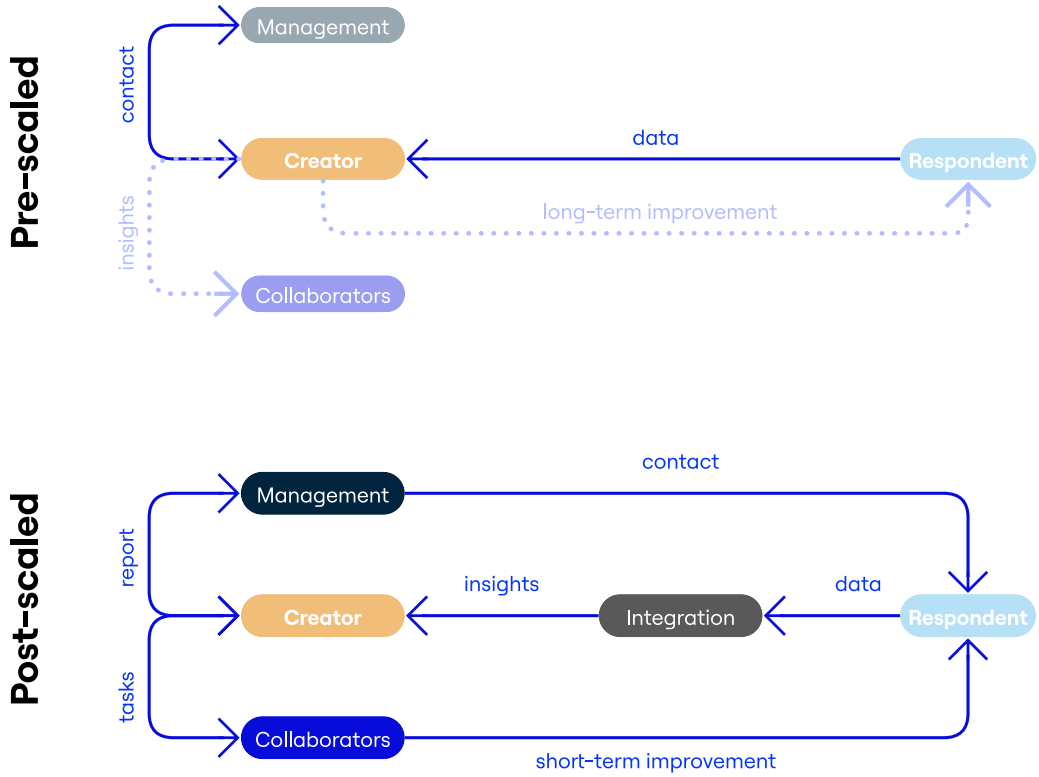


Figure 23: Current and ideal value exchange of InsightsHub

As shown in the current pre-scaled value exchange map of InsightsHub **(see Figure 23)**, the platform facilitates data and feedback collection from respondents but offers barely any support for processing insights, apart from showcasing questionably objectively selected results. It fails in activating insights by reporting findings. Consequently, the burden of the burden of interpretation, coordination and dissemination falls disproportionately on the creator. This bottleneck is compounded by the absence of active engagement from collaborators and managers, who might otherwise play a helpful role in co-creating value to collect and activate insights.

In contrast, the ideal **post-scaled** model of the proposed solution, presents a more connected system of value exchange, where responsibilities are distributed across stakeholders. The creator's role is redefined from executor to facilitator, while respondents will be provided with clearer feedback. Collaborators involved in the editing phase of the survey will also receive targeted insights. In addition, managers are provided with a comprehensive overview of the process and results through targeted reports, while also maintaining contact with respondents. This enhanced model allows InsightsHub to evolve from a point solution to a scalable internal service that embeds into broader departmental routines and knowledge flows.

Chapter 9: Service Architecture

The visualised system architecture (**Figure 24**) of InsightsHub presents a multi-actor service ecosystem designed to streamline the flow of insights across different internal stakeholders at Maersk. At its core, the platform facilitates four distinct but interconnected **flows of data, information, insights, and communication** between key stakeholders and use cases: **Creators, Respondents, Collaborators, Management, and Leadership.** These flows are mediated through the platform's modular **offerings, including surveys, templates, analysis tools, and reporting features.** The architecture distinguishes between ensured flows, which represent formal, structured exchanges (e.g., data collection and reporting), and optional flows that reflect informal or collaborative engagement (e.g., feedback loops or knowledge sharing within the community). This system view reinforces the platform's evolution from a linear survey tool into a dynamic internal service that supports iterative learning, strategic decision-making, and interdepartmental alignment.

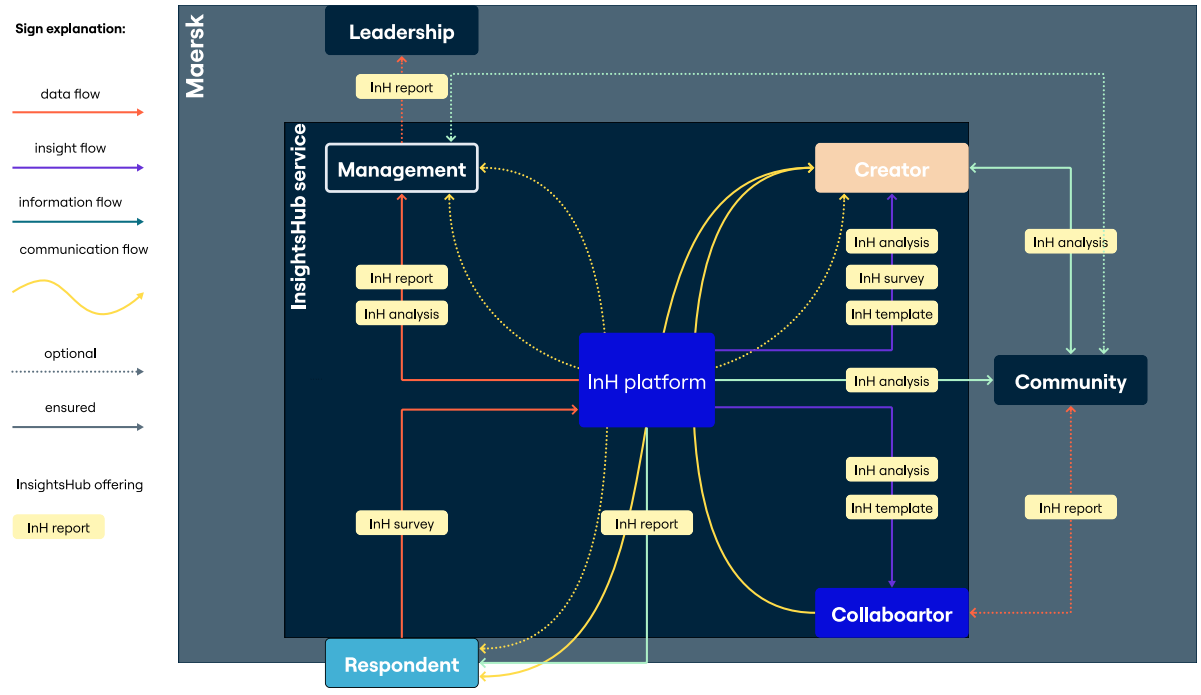


Figure 24: System Architecture

Chapter 10: Discussion and Reflection

The thesis addressed the challenge of how to increase the adoption of an under used inhouse platform by profoundly redesigning its core value proposition into an internal end-to-end service. The problem reflected wider organisational dynamics. From the outset, it was clear that the platform's failure was rooted in gaps in the user experience and systemic mindset barriers. The project began with a thorough assessment of the current state, which included not only an evaluation of the platform itself, InsightsHub, but also a deep dive into Maersk's corporate culture, level of design maturity and internal mechanisms.

SUS became a symbol of compliance rather than curiosity - quantifiable but not attractive. This context has sharpened the design challenge. The goal was not just to develop a tool, but to use InsightsHub as a seed to quietly spread design thinking across Maersk. However, this strategic goal - to change the way of thinking about research and user-centricity - is inherently difficult to measure and slow to manifest, especially within a large, multi-layered company. In order to make progress achievable, the project was broken down into practical, visible sub-objectives. These included understanding platform usage across five key user types, mapping the end-to-end user journey and identifying context-specific gaps in value creation.

One such shortcoming has become a central opportunity: the rigid survey preparation process. By opening up this process and structuring it around modular, flexible entry points, the new structure introduced a clear, user-led path through preparation, creation and analysis. Importantly, these steps were not generic. In order to ensure that the redesigned platform could not be easily replaced by external tools, Maersk-specific elements were emphasised, such as reporting, designed to suit internal stakeholders, and tobjective setting templates, designed to be cross-departmental in nature. To develop these personalized solutions, it was necessary to uncover best practices, workarounds, and communication channels that teams were already using to counteract the platform's limitations. These insights informed the prototypes and gave shape to a service design solution that, while not yet validated at scale, received recognition and acclaim from the initial test teams.

It is important to acknowledge that the project does not conclude with this thesis. The coming months will see implementation of the first wave of sub-features. Only then will the broader assumption of the work be tested: whether a platform structured, reflecting the logic of design thinking, can shift not only how people use research tools, but how they understand the role of user insight in decision-making.

Ultimately, to assess the success of a platform transformation, one must look beyond raw adoption metrics. Key indicators include user retention, session engagement, and the normalization of insight-driven behaviors across teams. These are what Dong and McIntyre (2014) describe as "*second-order digital effects*" outcomes where platforms deliver value not through features alone, but by enabling actionable insights. In this sense, *InsightsHub* must evolve into a strategic service that helps teams not only gather feedback but use it to create change. As Chesbrough (2007) argues, successful internal tools become platforms

when they support *new value creation* through openness, collaboration, and adaptability. *InsightsHub*, if guided by this principle, can become a cornerstone of Maersk's internal innovation ecosystem—enabling insight to flow, strategy to evolve, and a shared language of user-centricity to take root

Personal Reflection and Limitations

As a designer and researcher for a global company, my work was influenced by the pace and culture of the organisation. Progress was often slow due to scheduling challenges, aligning priorities and getting people to attend workshops. While these issues limited the time available to test and refine ideas, they helped me understand how corporate dynamics and communication styles affect service delivery. Working with both technical developers and efficiency-minded product owners improved the ability to communicate insights tailored to different stakeholders. The practical nature of the project meant that academic research supported rather than guided my thesis. While I could have better supported my arguments for InsightsHub with academic sources, the real-world experience provided valuable lessons on transforming services within organisational boundaries.

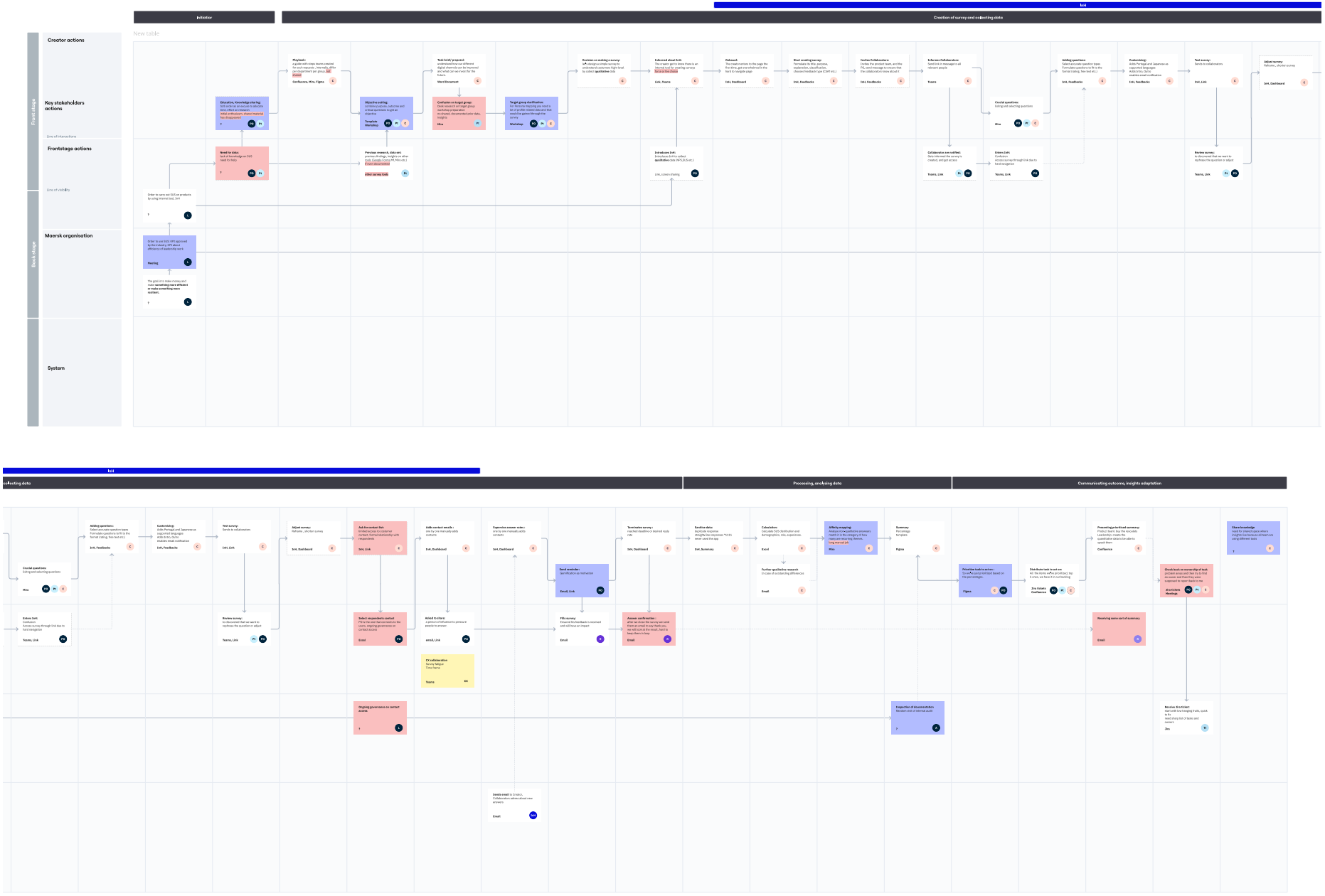
Chapter 11: Conclusion

This thesis explores how an under-utilised internal tool - InsightsHub - can be transformed into a flexible and scalable service to help Maersk develop its design and digital capabilities. Originally designed to collect mandatory SUS scores, the tool has been redesigned to better meet user needs and support different workflows. Using methods such as user interviews and workshops, the project identified not only usability problems but also deeper organisational challenges such as unclear expectations and communication barriers.

The redesigned platform uses a three-step process; prepare, create, analyse to address these issues, enabling users to engage in a way that is appropriate to their context and level of experience. This highlights that improving adoption is not just about adding features, but also about adapting tools to the culture and values of the organisation.

Ultimately, the InsightsHub highlights an important insight: tools are more than technology; they are a reflection of corporate culture and attitudes to collaboration and decision-making. The project suggests that extending the use of an internal tool involves changing the way insights are created, shared and acted upon.

Appendix



Blueprint of current process

Classification: Confidential

Interview Guide: Researcher

1. Could she describe the project she is on, how does she currently use InsightsHub and SUS analysis for this project? If her view changed on SUS?

1. Mapping Decision-Making Loops & Goal Alignment

- Who initiate the need of a survey?
- Why to connect SUS insights with broader product development goals?
- How do leadership and management interact with survey data? What level of visibility do they need?

2. Current Usage Patterns

- Can you walk us through your typical process for designing a survey in InsightsHub?
- After collecting responses, how do you currently process and analyze the data?
- What challenges do you face when working with InsightsHub?
- Are there any other tools (e.g., Excel, Miro, enhancement request tracking systems) you use alongside InsightsHub? Why?

3. Uncover Desired Insights, Features

- What are the most valuable insights you get from SUS and other surveys?
- What insights do you need but currently struggle to get from InsightsHub?
- Would automated clustering, AI-driven analysis, or heatmaps be helpful? If so, how?
- Would integrations with other tools (e.g., ticketing systems, dashboards, analytics platforms) improve your workflow?

4. Insights Adaptation Across Teams

- How do you share survey findings with other teams? What's the process?
- Have other teams expressed interest in using survey data? If so, how do they currently access or engage with it?
- What do you think prevents more teams from using InsightsHub effectively?
- Have you faced challenges when trying to align survey insights across different teams or stakeholders?

5. Translating Insights into Action & Increasing Adoption

- How do you typically act on survey data? What are the most common next steps?
- What makes it difficult to turn insights into actionable decisions?
- What prevents you from taking immediate action on survey insights?
- What would make InsightsHub an indispensable tool for your team and others?
- If InsightsHub were to evolve into a more robust internal service, what would be its most critical features or functions?

- Final Thoughts: Is there anything we haven't covered that you think is important?
- Wishlist: If you could change or add one thing to InsightsHub today, what would it be?

Interview Guide: Product Owner

1. Mapping Decision-Making Loops & Goal Alignment

- How does survey data (e.g., SUS, CSAT, NPS) currently influence product roadmaps?
- What steps do you take from receiving insights to making product decisions?
- **Stakeholders & Communication:**
    - Which teams need access to survey insights?
    - How are survey results communicated to leadership and cross-functional teams?
- What barriers prevent teams from aligning around insights-driven decisions?

2. Current Usage Patterns & Adoption

- Can you describe your typical process for reviewing and acting on survey insights?
- Are there any gaps in InsightsHub that make you rely on external tools (e.g., Excel, Miro, enhancement request tracking)?
- What inefficiencies do you notice in the current process?

3. Uncover Desired Insights & Features

- What functionalities would help you get more out of survey data (e.g., AI-driven analysis, automated clustering, better visualization)?
- How valuable would integrations with backlog management tools, ticketing systems, or other data sources be?
- What data sources would you like to connect to InsightsHub?

4. Insights Flow & Cross-Team Collaboration

- How do other teams engage with survey results?
- Do you feel different teams have the right level of access to survey insights?
- Who spends the most time on creating and analysing surveys? Why?
- What would make InsightsHub more appealing to a wider audience?
- What do you think prevents wider adoption?

5. Translating Insights into Action & Expanding InsightsHub

- What's the biggest challenge in acting on survey data?
- What would make InsightsHub an indispensable tool for your team?
- How could InsightsHub differentiate itself from other research or feedback tools?
- If InsightsHub were to evolve into a company-wide insights platform, what core capabilities would it need?
- **Final Thoughts:** Anything else we should consider?
- **Wishlist:** If you could change or add one thing to InsightsHub today, what would it be?

Interview Guide: UX

High level:

- Her responsibilities, her viewpoint
- Why is there a need for mesurement points, and a survey
- How and who sets the goal and objectives of the research?
- Workflow walk-through in-depth, including all the aids and tools they developed.
- The logic behind sense-making: example on Miro. What labels they use, and why?
- Communication of outcome: audience, format, translation of data.
- Adaptation: How are the findings utilized? What are their benefits? When are they ineffective?

Expanding InsightsHub as an Internal Service

You shared a really good method you implement IsH into your work as a tool, in the following interview I would like to get to know as much as possible about your way of working, your challenges and the contemplations behind the curtain.

Warm-up:

- Introducing myself

1. First of all, I am curious about you. Could you tell me what your role is and how you feel within the team you're working with?

1. Mapping Decision-Making Loops & Goal Alignment

1. Can you walk me through from the starting point: How you and your team decided to create a survey?
2. How do you ensure that the survey aligns with the larger product development goals? Is the leadership involved? How?

2. Current Usage Patterns

1. Who is typically involved in creating and analysing the surveys? How do you collaborate with them?
2. What challenges do you face in making sure questions will lead to actionable insights?
3. What challenges or inefficiencies do you experience while using InsightsHub?
4. Have you developed any workarounds to make InsightsHub fit your needs better?
5. How did you decide to use specific other tools (e.g., Excel, Miro) alongside InsightsHub?
6. How does the current mix of tools and workflow evolve?

3. Uncover Desired Insights and Features

1. What are the most valuable insights you currently get from InsightsHub?
2. What information do you wish you could extract but currently can't?
3. Which parts of her workflow are repetitive and could be automated?
4. Would you integrate other platforms, or their features in any level (like Miro or Excel)?

4. Insights Adaptation Across Teams

1. How do you share survey findings with other team members or departments?
2. Have other teams shown interest in your survey findings? How do they currently access or interact with your insights?
3. What barriers might prevent other teams from using InsightsHub effectively?

5. Translating Insights into Action & Adoption

You wrote in the presentation, " We offer an overview of all our applications SUS scores, as well as in-depth analysis for each app."

1. How much time does this "service" u deliver take from your work? What part could be eased by an upgraded platform?
2. What actions do you typically take based on survey insights?
3. What happens with the non/actionable findings?

4. How does leadership interact with insights? Are insights shared across different levels effectively?
5. If InsightsHub were to become a broader internal service, what would make it indispensable for teams like yours?

- Is there anything we haven't covered that you think is important?

Wishlist: If you could change one thing about InsightsHub today, what would it be?

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