The story of Severin the **Service Designer**

Milan Guenther

INTERSECTION GROUP

We help people create better* enterprises.

* those that pursue a clear purpose,
are useful for people and their lives,
perform and deliver on their promises.

Intersection Group is a **Non Profit Association**

EDGY: a language for Enterprise Design

An open source language to tackle key enterprise challenges by design

Community and Events

Events for a global community of thinkers and practitioners

Learning and Publications

Books, certified courses and digital tools delivered with our partners

Service Design? (not web services)

Service Design is the design of services.

Good Services

How to design services that work

Lou Downe

Out story follows a case from **Intersection Railways**, a fictional, formerly public railway company from a small European country. The group is now active and in open competition on the European single market.

The company offers passenger and freight services as part of its own train operations, and builds and runs infrastructure.

Chapter 1

"A new playing field"

March 1st, 2021

I make things happen thanks to my *unstoppable drive to make sense of any mess*. I believe good Service Design is the way to deliver customer value.

I'm a Senior Service Designer.

- Lead role at a design studio (part of a consultancy)
- Map out journeys, concepts and processes
- Own the SD deliverables (blueprints, personas, specs)
- Work with, contribute to UX/UI, Business Design and Development Backlog
- Use qualitative and other research methods
- Run Design Thinking workshops with clients

Severin's photos are taken from pixabay.com

Briefing

Our *Digital* team within *Marketing and Customer Experience* wants:

- Support and leverage the ongoing digital transformation efforts of the group
- Design new services based on a digital platform to deliver transport capabilities to our clients
- Deliver an innovative and outstanding customer experience

- Yawn
- Booooring

The actual briefing

Clarifying with the Marketing director:

- Our strategy includes reintroducing night trains across Europe
- We want to beat the competition: other railway operators but also airlines, buses and private transportation
- We know *top notch customer experience* is key for this! We need a new app, think ***"Apple iTrain"***.

Pixabay

Paris, tonight?

Book your bed

Chapter 1
"A New Playing Field"

- Service and User Experience Design engagements are often briefs to about user interfaces, apps or other digital artifacts.
- They have a limited scope within a complex web of ongoing enterprise initiatives framed as technical or business challenges.
- A human-centric perspective can open up people's minds towards personal vision.

Chapter 2

"A Bold Vision"

A month into the project

What do we know already?

Asked the client for existing insights on Digital Customer Experience

Immersion
Took the night train!

Deutsche Bahn / VR Group

Insights

"Your current app is just about travel times, not the comfort of a long night ride."
Passenger

"I'd like to be able to reserve a meal in advance. Will there be any breakfast?"
Passenger

"Our sanitary equipment and signage systems are in a bad shape. This needs to be addressed first!"
Front line employee

Pixabay

Journey Mapping & Blueprinting

Journey stages and customer goals

Channels and touchpoints

Backstage processes

For more on Service Blueprinting, see
Andy Polaine + friends' book "Service Design"

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Chapter 2
"A Bold Vision"

- In an enterprise context, valuable insights might be hiding in existing wisdom, documents, repositories, data or past project outputs.
- Nothing replaces first hand customer/user contact and immersion, "wearing their shoes".
- Conceptual models such as service blueprints can shed a light on the details required for delivering a bold vision expressed in a prototype.

Chapter 3

"Know Thy Customer"

Leadership meeting

"We cannot support so many new nightly routes, initially it will be just 2 or maximum 3!"
Strategic Planning

"We'd have to retrain our staff to deliver this hotel like service. Is that in scope? Who pays?"
HR

"We currently cannot deliver any custom orders to specific passengers. Is that required?"
Food & Beverage

"Why did you only talk about a new app? Isn't the night train about the whole ride experience?"
Customer Service

"I thought this project was about an app. Are all those new services in scope?"
Senior Leader

Pixabay

Reorganisation!

Chris the CIO, and new Head of Digital

Speech bubble:
- The bottom of your blueprint is just a fantasy, not our real business process.
- Our digital platform capabilities don't support those real time features in your prototype: I'll have someone send you the actual requirements!
- Is this aligned with our annual plan?
- Who is responsible for delivering what?
- Do you know which of these things our customers actually need the most?

customer insights?

Backstage processes

Pixabay

Productive IT systems make the required changes hard (and/or expensive)

Crossrail

A complex web of infrastructure, companies, technology and regulations

Source: European Commission.

Remember?

Paris, tonight?

Book your bed

Enterprise Design **Facets**

Why do we exist, who are we, what matters to us?

Identity

Architecture

How are we operating and what are we capable of achieving?

Experience

What is our role in people's lives?

EDGY

Enterprise Design **Facets**

How do we work together as a team?

How are we operating and what are we capable of achieving?

Why do we exist, who are we, what matters to us?

Identity

Organisation

Architecture

Brand

Product

How are we being perceived?

What are we making and offering?

Experience

What is our role in people's lives?

EDGY

Enterprise Elements

Content

Purpose

Organisation

Capability

Asset

Story

Process

Brand

Product

Task

Journey

Channel

Outcome

Activity

Object

EDGY

Capabilities

Customer Facing

Passenger

Passenger Information | Sell Tickets

Freight

Railway Company Information | Sell Routes | Freight Terminal Services

Train Operations

Train Scheduling
- Optimise Capacities
- Train Scheduling Long Term
- Train Scheduling Short Term

Run Trains
- Prepare Train
- Drive Train
- Train Restaurant

Energy Management
- Operate Power Plant
- Trade Energy
- Distribute Energy

Train Routing
- Railway Signaling
- Control Railway Switches
- Billing

Incident Management
- Emergency Coordination
- Emergency Bus Scheduling

Railway Infrastructure Management

Planning
- Strategic Planning
- Operational Planning
- Budgeting

Building & Maintaining
- Building Project Management
- Construction Site Planning
- Powerplants
- Stations
- Tracks
- Powerlines

Resource Management
- Procurement
- Logistics
- Asset Accounting
- Human
- Machines
- Material

Shared
- Executive Management
- HR
- Facility Management
- Legal Compliance
- Risk Management
- Marketing & Communication
- IT Operations
- Finance

Change
- Strategic Management
- Research & Development
- Enterprise Design
- Innovation

Individuals

Interactions

Organization

How do we work together as a team?

How are we operating and what are we capable of achieving?

Identity

Organisation

Architecture

Why do we exist, who are we, what matters to us?

Brand

Product

How are we being perceived?

What are we making and offering?

Experience

What is our role in people's lives?

Jim Kalbach and Paul Kahn: Alignment Diagrams

Individuals

Interactions

Organization

Journey

Research	Planning	Booking	Pre-Travel	Travel	Post Travel

Channels and Tasks

Channels: Mobile, Web, In Person, Remote

Research	Planning	Booking	Pre-Travel	Travel	Post Travel
Trip Ideas	Times and routes	Fares	Check details	Go to station	Enjoy stay
Personal preferences	Make a plan	Book a ticket	Arrange local transport	Get on the train (on time)	
	Share with friends	Troubleshoot		Have a Snack	

Products

Your next trip	Route Planner	Ticket Shop	Check In	Onboard Services	Local guide

Capabilities and Organisation

Marketing, Passenger Sales, Customer Experience, Train Operations, Scheduling

Marketing and Communications		Sell Passenger Tickets	Passenger Information		Customer and Market Analytics
		Customer Support (new)			
	Scheduling (short term)	Local Transport coordination (new)	Drive Train		

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Chapter 3
"Know Thy ~~Customer~~ Enterprise"

- An enterprise is made of an external ecosystem (markets and supply chain) and an internal one (organisation, assets and operations).
- The obvious focus of service/experience design is a thorough understanding of the customer's reality, for better products and services.
- Many potential opportunities and showstoppers for delivering a great service experience lie in the interplay of enterprise elements "out of scope".

Chapter 4

"Our Enterprise on a Napkin"

A few weeks later...

Where to start?

Your enterprise on a napkin

Top Task Identification

When travelling at night, what matters the most to you?

Blogs

City Guides

Share with friends

Pets

Feedback

Pets

Accessibility

Borders and visa

Discounts

Subscriptions

Payment options

Times and routes

Book a ticket

Get on the train (on time)

Plan with friends

Trip ideas

Fares and rooms

Wifi

Meals

Book a ticket

Claim a refund

% Vote

Give priority to a few top tasks

Influence tiny tasks

Top Tasks - a How To Guide by Gerry McGovern   Watch The Customer-driven enterprise webinar with Jim Kalbach

Experience Focus
Milky Way

X Europe

Pre-Travel

Booking

Planning

Research

Passenger

Dream of far away

Trip ideas

Make a plan

Plan with friends

Review times, fares and routes

Book a ticket

65%

Check details

Modify ticket

Pack and prepare

Travel

Arrange local transport

Get to station

Get on train

Have a snack

Ride

Arrive at destination

Arrange local transport

Get to final destination

Post Travel

Give feedback

Claim a refund

Enjoy stay

Passenger Services

Freight Services

Run Trains

Marketing and Communications

Energy Management

Product Management

Incident Management

Punctuality

Seamless mobility

Comfort and Convenience

Train Scheduling

Customer and Market Analytics

Bring people together

Safety

Develop & Market

Operate

Buiding and Maintaining

Research & Development

Build a shared infrastructure

Build

Learn and optimise

Build new data-driven services

Innovation

Adaptive for new transportation technologies

Resource Management

Reach small villages

Enterprise Design

Cost efficiency

Investment

INTERSECTION

Chapter 4
"Our Enterprise on a Napkin"

- While qualitative research gives you deep insight into your customer's lives, a quantitative Top Task identification provides evidence on priorities.
- A common visual geography and language of elements helps having the right conversations.
- It depicts a shared understanding accessible to various people critical to delivering that great experience you envision.

Chapter 5

"Making things happen"

About 4 months later
than originally planned.

Architecture Focus
Milky Way

Check details
Book a ticket
Pack and prepare
Arrange local transport
Review times, fares and routes
Get to station
Make a plan
Passenger Information
Freight Terminal Services
Have a snack
Plan with friends
Sell Passenger Tickets
Railway Signaling
Sell Freight Routes
Billing and Booking
Operate Power Plant
Control Railway Switches
Prepare Train
Get on train
Trip ideas
Marketing & Communication
Train Scheduling (short term)
Distribute Energy
Emergency Coordination
Drive Train
Ride
Dream of far away
Optimise Capacities
Train Scheduling (long term)
Punctuality
Emergency Bus Scheduling
Train Restaurant
Arrive at destination
Passenger
Seamless mobility
Comfort and Convenience
Trade Energy
Get to final destination
Logistics
Product Management
Bring people together
Safety
Customer and Market Analytics
Give feedback
Tracks Building & Maintenance
Power Lines Building & Maintenance
Develop & Market
Operate
Build new data-driven services
Research & Development
Claim a refund
Station Building & Maintenance
Power Plants Building & Maintenance
Build a shared infrastructure
Build
Learn and optimise
Enjoy stay
Work at construction site
Building Project Management
Asset Accounting
Adaptive for new transportation technologies
Reach small villages
Innovation
Contractor
Operational Planning
Budgeting
Cost efficiency
Enterprise Design
Infrastructure Procurement
Resource Management - Material
Environmentally friendly
Pioneer in customer-oriented rail
Investment
Construction Site Planning
Resource Management - Machines
Strategic Infrastructure Planning
Invest
Resource Management - People
Facility Management
Legal Compliance
Strategic Management
Regulatory Relations
Shareholder
Find a job
HR
Risk Management
Connect my region
IT Operations
Finance
Executive Management
Candidate
Government Official

Geolocating prototypes

Passenger

Candidate

Shareholder

Government Official

REFERENTIAL PROTOTYPE

Review times, fares and routes

Make a plan

Plan with friends

Trip ideas

Dream of far away

Get to station

Have a snack

Get on train

Ride

Arrive at destination

Get to final destination

Give feedback

Claim a refund

Enjoy stay

Sell Ro

Distribute Energy

Prepare Train

Emergency Coordination

Drive Train

Train Restaurant

Trade Energy

Customer and Market Analytics

Research & Development

Innovation

Marketing & Communication

Train Scheduling (short term)

Optimise Capacities

Train Scheduling (long term)

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Logistics

Product Management

Building & Maintenance

Power Lines Building & Maintenance

Building & Maintenance

Power Plants Building & Maintenance

g Project ement

Asset Accounting

Operational Planning

Budgeting

Punctuality

Seamless mobility

Comfort and Convenience

Bring people together

Safety

Develop & Market

Operate

Build new data-driven services

Build a shared infrastructure

Build

Learn and optimise

Adaptive for new transportation technologies

Reach small villages

Cost efficiency

Environmentally

Pioneer in customer-

CX Data Model - Simply Better

Measurements
IQS
eSurveys
Mystery shopper
NPS
Twitter sentiments
Verbatim
in situ scoring

Customer
Name, Number
Plate, Mobile,
Email, @handle

Resources
Stock, Staff,
Customs,
Terminals,
Tunnels

Trip
Date/Time, Stock,
Staff, Journey
type, Incident,
Weather

Booking
Date/Time,
Ticket type,
Passengers,
Purchase date,

Timetable
Date/time,
Tickets, Shuttles

Overlaying Organisation

Product Delivery
Custom Onboard Meals

X Europe

Check details

Pack and prepare

Arrange local transport

Book a ticket

Get to station

Review times, fares and routes

Check In

Get on train

Make a plan

Freight Terminal Services

Terminator

Railway Signaling

Prepare Train

PMTS

Prepper

Onboard Services

Have a snack

Sell Passenger Tickets

eCo

Passenger Information

PassApp

Operate Power Plant

Plan with friends

Sell Freight Routes

Billing and Booking

CMR

Booker

Control Railway Switches

Train Restaurant

MealAN

Ride

Trip ideas

Marketing & Communication

Comms Planner

Train Scheduling (short term)

Skedul

Trainsit

Distribute Energy

Passenger

Dream of far away

Optimise Capacities

Train Scheduling (long term)

Emergency Coordination

Emergency Bus Scheduling

Drive Train

Nav Route

DriverLink

Arrive at destination

Logistics

SAB LO

Product Management

Synis

Trade Energy

Get to destination

Infrastructure Procurement

Tracks Building & Maintenance

Seamless mobility

Punctuality

Customer and Market Analytics

CustServ

MarketBI

Bring people together

Develop & Market

Operate

Safety

Power Lines Building & Maintenance

Power Plants Building & Maintenance

Build

Learn and optimise

Build new data-driven services

Station Building & Maintenance

Research & Development

Asset Accounting

Build a shared infrastructure

Reach small villages

Operational

The Nightjet: A Big Be... | × | +

nytimes.com/2019/12/23/business/overnight-train-austria.html

The New York Times

19h15	Departure from office
19h45	Arrival at train station
19h55	Boarding
20h00	Departure from Paris station
20h30	Dinner
21h30	Relax in your room
23h30	Sleep
07h00	Wakeup and shower
07h30	Breakfast
08h00	Arrival at destination
08h20	City center at destination

The Nightjet: A Big Bet on Train Travelers Who Take It Slow

While other European rail lines have reduced their overnight train services, Austria's state-owned system is investing in its own.

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Chapter 5

"Making things happen"

- Going out of your comfort zone by venturing into other domains and practices can be frightening, but is a good way to spark the right conversations.
- Focus on what you know best first, then make space for other viewpoints and contributions.
- We contribute to a single cycle of change that might run longer than expected to deliver.

WOLFGANG GOEBL, MILAN GUENTHER,
ANNIKA KLYVER, BARD PAPEGAAIJ

ENTERPRISE DESIGN
PATTERNS

35 WAYS TO RADICALLY INCREASE
YOUR IMPACT ON THE ENTERPRISE

1

Personal Enterprise Vision

16

Hint

22

Wearing Their Shoes

25

Focus, Shift, Refocus

30

Depicting Shared Understanding

enterprisedesignpatterns.com

The Milky Way Enterprise Map
Next-gen Capability Mapping

Next upcoming webinars
Wednesday
3pm London
4pm Paris
5pm Athens
10am New York

Milky Way Enterprise Map
With Annika Klyver and Wolfgang Goebl

- Webinar
- February 15, 2023, 4pm Berlin, Paris (CET)
- Online

Feb 15th, 4pm Berlin, Paris: Annika Klyver and Wolfgang Goebl show you how to bridge the gaps across identity, experience and architecture with Milky Way enterprise maps.

100% LIVE DISCUSSION

Capability Maps - the Next Generation!
With Milan Guenther

- Webinar
- February 22, 2023
- Online

Feb 22nd, 4pm Berlin, Paris In this webinar with Milan Guenther we present the basic concepts of capability modeling.

Intersection 23

9th conference on Enterprise Design
September 18-19 in Vienna

Intersection 23
Save the date!

▦ Conference   📅 September 18–19, 2023, 09:00-17:00   📍 Wien, Austria

CONFERENCE   LOCATION

The leading global conference on Enterprise Design

This is Intersection 23, the 9th leading conference about Enterprise Design. We bring together a global community with the shared ambition to design better enterprises. Since its first 2014 edition, Intersection conference has been the pioneering event for those who want to see better enterprises emerge around them. Our call for case studies will open in early 2023.

Past editions: Paris 2014 / Berlin 2015 / Copenhagen 2016 / Barcelona 2017 / Prague 2018 / Lisbon 2019 / Virtual 2020 / Stockholm 2022

Location

Vienna University

Vienna University
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Milan Guenther

President, Intersection Group

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Pattern Book	enterprisedesignpatterns.com
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