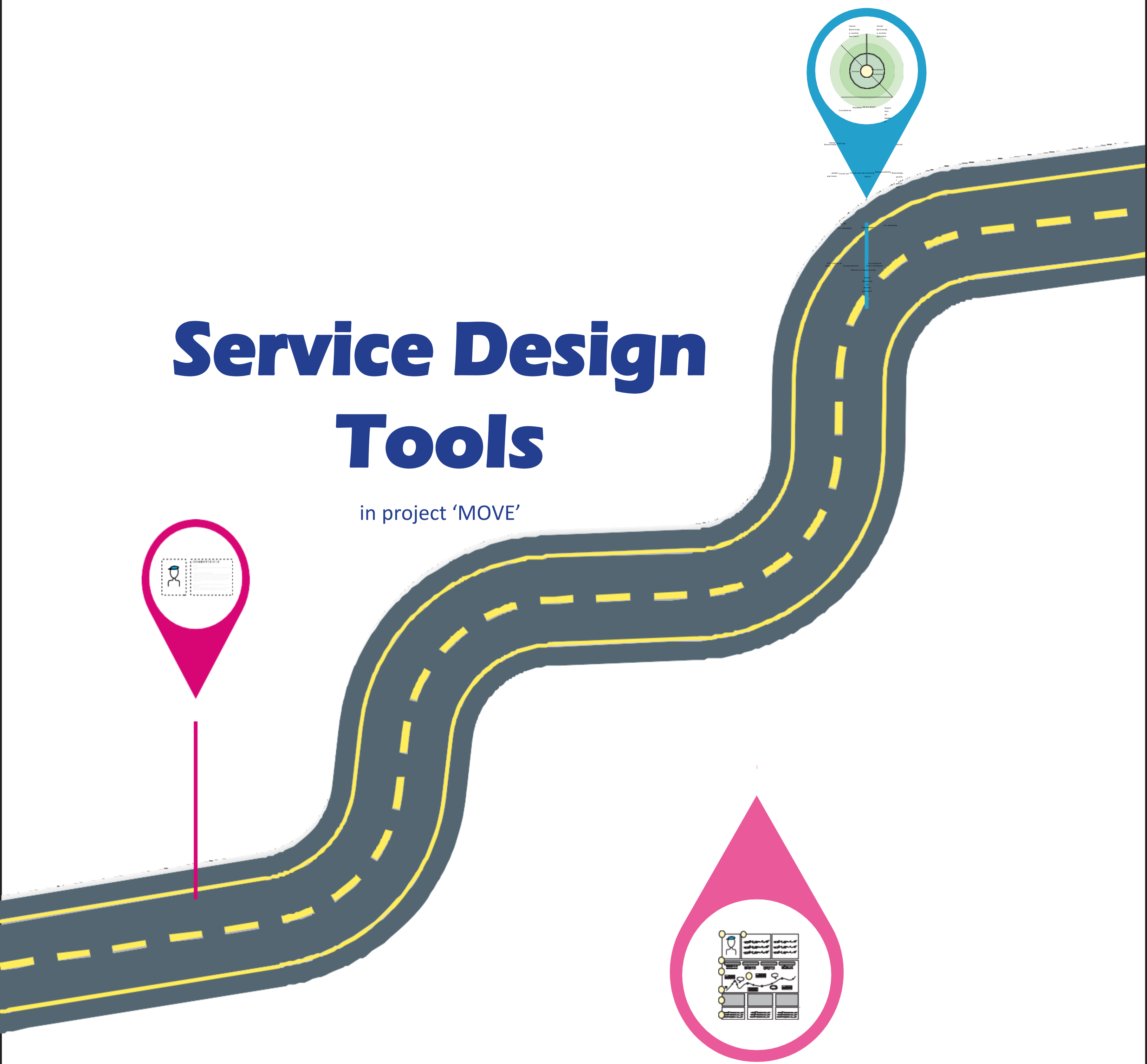

# Service Design Tools

in project ‘MOVE’

Interreg
North Sea Region
MOVE
European Regional Development Fund
EUROPEAN UNION

UNIVERSITY
OF APPLIED SCIENCES

**HZ University of Applied Sciences**
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*Harm IJben*

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# Preface

The reason for this document is because of the start of a new project, or actually a pilot, that can be linked to the 'MOVE' project. The pilot that is referred to here is explained in detail later in this document. The pilot started at the beginning of March 2019 and is still in the research phase. The pilot called 'Te Kust' takes place in the province of Zeeland in the Netherlands, in the municipality of Veere and lasts until mid-June. This pilot is being carried out by Valerie van Koeveringe, student in Trendwatching and Concept Development from International Lifestyle Studies (Fontys Hogescholen), who has been introduced to Service Design and Design Thinking on several occasions. She carries out the project under the supervision of Harm IJben.

HZ University of Applied Sciences saw a unique opportunity to use this project to sketch a practical picture of how the methodologies of the 'MOVE' project could (and should) be used, while giving local entrepreneurs the opportunity to innovate. This document has been compiled by and for the student herself, to gain an additional insight into the tools to be used in project 'MOVE' and to show the partners of 'MOVE' how the tools can be (and will be) applied in the pilot.

**Reading Guide**
First, the link between Service Design and Design Thinking is explained. Subsequently, the pilot 'Te Kust' is explained.
After that, two step-by-step plans are showed, in which all steps of both methodologies are made transparent. The three methods (Personas, User Experience Map and Stakeholder Map) are then explained. Both visually and textually it is explained how the tools should be applied. It also describes how the tools relate to each other.

**In all the aforementioned sections it is discussed how the project 'Te Kust' has been handled. In addition, a number of relevant learnings are described for each tool for partners who will use the tools.**

# Service Design & Design Thinking within project 'MOVE'

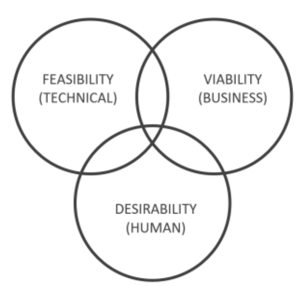
*(Semi-)rural areas are often excluded from new or green mobility initiatives such as car and bicycle sharing, Uber and large-scale 0-emission transport. Long distances and too few users make these options too expensive or simply not feasible, so many people use cars. Those who cannot afford/do not use a car are less likely to get a job or decide to move to cities. This results in a vicious circle that makes (semi)rural areas less at-tractive for companies or partnerships with large companies in the transport sector. Local authorities, in turn, often have difficulty finding capacity in staff and financing green and flexible solutions, which are still heavily subsidized and not always efficient: an empty electric bus does not reduce overall emissions and user needs are still not being answered (North Sea Region, n.d.).*

To solve these problems, the 'MOVE' (Mobility Opportunities Valuable to Everybody) project will adopt a new approach in order to develop innovative and sustainable mobility initiatives through co-creation, bringing together local authorities, knowledge centers, local economic stakeholders and (temporary) residents. The 'MOVE' project will use local specificities to create practical solutions in four pilots based on innovative approaches and with concrete business plans to be implemented, tested and evaluated. This aims at improving accessibility and reducing the use of individual cars, emissions and costs. 'MOVE' shares its best practices in the fields of sustainable mobility and governance in order to increase acceptance in other regions and to support the greening of the transport sector and to stimulate rural life in the NSR as a whole (North Sea Region, n.d.).

Service Design is a method to improve the quality of services. The method of Service Design is strongly connected to and based on Design Thinking. Design Thinking is a overarching methodology to solve complex problems and to find desirable solutions for users using a iterative design process. Design Thinking is based on logic, imagination, intuition and systemic reasoning, to investigate the possibilities of what could be and to create desired results that benefit the end user (the customer). Above all, Design Thinking is user-centered and focuses on empathizing with users and stakeholders, thus understanding various point-of-views from individuals. At 'MOVE', the aim is to use a method whereby a specific process of designing, implementing and testing is followed and where the experience of the user is central (Namahn, n.d.). This means that the Design Thinking methodology (and therefore Service Design) fits in perfectly with the intended working method within 'MOVE'.

Three commonly used methods within Service Design (Design Thinking alike) are detailed in this document. This concerns the methods **'Personas'**, **'User Experience Map'** and **'Stakeholders' map'**. The purpose of the elaborations is to offer a complete overview of wide-spread Service Design methods. Insight is also provided into the reasons for using these methods and how they can be used. These tools are also explained with the context of pilot 'Te Kust'.
In addition, relevant examples are mentioned that make use of these methods.

**In short, the ultimate goal of using the Design Thinking process is to create a concept that has attention for feasibility, viability and desirability by target groups, as mentioned in Work package 3 of the 'MOVE' project.**



# Pilot ‘MOVE’ on a micro-level:
# Pilot ‘Te Kust’

A pilot project for the ‘MOVE’ project at micro level in Domburg (Zeeland) will be carried out from the beginning of march until the middle of June. The focus will be on the development of a sustainable (green), user-centered mobility concept for (and in collaboration with local entrepreneur Peter Bommelje and his hotel, Hotel Bommelje, in Domburg. This hotel has about thirty rooms.

Domburg is a seaside village located near the North Sea, on the northwest coast of Walcheren in the Dutch province of Zeeland. It is a part of the municipality of Veere, and is located about 11 km northwest of the city of Middelburg, the provincial capital. On the map below you can see where Domburg islocated exactly within the province of Zeeland.

The collaboration with Peter Bommelje arose from his interest in the theme ‘Emission-free holiday’ and general interest in sustainable business. The target group within this project is ‘German regular of Hotel Bommelje’. In this project, the Design Thinking process is followed and all the Service Design tools that described in this document are applied.

**Executing this project is a win-win. Firstly, it is useful to gain insight into the practical application of the ‘MOVE’ methodology. Also, This project offers a welcome change and innovation for the hotelkeeper and is therefore valuable for his business.**

**Domburg**


Domburg (municipality of Veere)

Hotel Bommelje in Domburg

# Differences & similarities between Design Thinking and Service Design

Studying both methodologies, there are more similarities than differences between them. Both methods are very suitable for handling the complex, ambiguous phases at the start of an innovation process, in which uncertainty prevails. Both are very user-oriented and are highly dependent on empathy for users.

*The processes are very similar. They both use left and right, creative and analytical thinking throughout the entire process in a thinking and doing approach. Both require the involvement of multidisciplinary teams and the ability to get people to collaborate to maximize support and draw upon different expertise. Design Thinking is more about mindset, a way of thinking, it is about using the process of diverging and converging to solve problems. Many 'soft' factors play a role, such as team dynamics, changing mind-sets and user focus.*

**Differences**
The definition of Service Design is more result-oriented, focuses on the development of services and can directly affect all facets of an organization. Applying tools is important and business objectives are related to service.
Design Thinking is more about a mindset, a way of thinking, it's about using a process of diverging and converging to solve problems. Many "soft" factors play a role, such as team dynamics, changing mindsets and user focus.

Service Design is actually the practical application of Design Thinking in the development of services and that is actually the "difference". Design Thinking can therefore be considered as the basic methodology behind Service Design. Accordingly, it has been decided to work with the steps of this method at pilot 'Te Kust'.

**Roadmaps/schedules**
On the next two pages, Design Thinking and Service Design (the methodology behind the "MOVE" project) have been put behind each other to further clarify the 'differences' between the methodologies. Here it becomes even clearer that the methods are identical in terms of content.

*

# Design Thinking Steps

### Stage 1: Empathise

The first stage of the Design Thinking process demands gaining an empathic understanding of the problem you're trying to solve, typically through some form of user research. This stage involves entering the realm of the users and, as far as possible, "becoming" them so as to begin work on custom-designing a solution.

### Stage 2: Define

During the Define stage, you put together the information you have gathered during the first stage. You analyse your observations and synthesize them in order to define the core problems you have identified so far.

### Stage 3: Ideate

The process's third stage finds you ready to start generating ideas. With the knowledge you have gathered in the first two phases, you can start to "think outside the box" to identify new solutions to the problem statement you've created, and you can start to look for alternative ways of viewing the problem.

### Stage 4: Prototype

In the Prototype phase of Design Thinking, your design team produce a number of inexpensive, scaled-down versions of the product or specific features found within the product so you can investigate the problem solutions generated in the previous stage.

### Stage 5: Test

In the Test phase of Design Thinking, you rigorously test the completed product using the best solutions identified during the prototyping phase. This is the final stage; however, in an iterative process, the results generated during the testing phase are what you will often use to redefine one or more problems.

# Service Design Steps

1

**Phase 1: Explore**

The project will be developed starting from the (hidden) needs and expectations of users and potential users in each region, this is why specific knowledgeneeds to be acquired on the customer journey and the overall transport flows, of lack thereof in each region. Based on experiences gathered locally and the input of the other players, the flows will be analysed by the participating knowledge institutions. An innovative joint methodology will be implemented that segments the target population according to well-defined mobility profiles.

2

**Phase 2: Design & Develop**

The project will use co-creation processes to foster a multidisciplinary approach in creative environment workshops, allowing the proposed solutions to be efficient and economically sustainable due to local support and cross-sectoral involvement The solution-finding process will also be reinforced by the joint development and implementation of an online marketplace , where potential users can present their mobility issues, while mobility providers and entrepreneurs can present their creative solutions.

3

**Phase 3: Test**

Partners jointly develop and implement mobility pilots, whether fully innovative, or through adaptations to current mobility systems. Considering the needs for decarbonization of the transport sector, the durability of the pilots will only be possible by a greening of mobility solutions. The pilots, as well as the developed governance's policies will target economic self-sustainability and efficiency.

4

**Phase 4: Evaluate**

To implement the pilots, the partners will develop a joint methodology, to be used also to monitor the implementation and results. Once jointly monitored and evaluated the results will be used to develop successful mobility business models will be set up based on the pilots in order to ensure the durability of the initiatives, and allow for further transfer and up-take enabling other local/regional communities to benefit from the developed tools.

**About the roadmaps**

It can be noted that the methods are very similar. The practical application of Service Design actually falls under Design Thinking. The practical tools that belong to Service Design are discussed in the next three chapters, in order of use and application. However, the tools are strongly linked. The document attempts to clarify the coherence between the tools through visuals and clarification of application.

**Before using the tools**

The tools described in the next three chapters are helpful to come to user-friendly, appropriate, valuable and innovative concepts. Before practically getting started with the tools, it is important that a number of steps have already been taken and tasks have been performed. The checklist below explains what steps should have been taken before getting started with the tools. Once you have completed this checklist, you can start using the tools. Read more about the first tool (Personas) in the next chapter.

Checklist: before you get started

- You have collected plenty of data and research on your target group(s), your partners. You are also aware of recent developments and trends on most levels (global, regional, local...). These developments could be ecological, economical, demographic, technological, social, cultural and/or political. Make sure you already know who you will be designing for, and with which parties you are dealing with.
- You have filtered the information that you have collected by relevance. The relevant information regarding developments, trends, data and other research is interrelated, and you have found the links between all of this information. This information forms the basis of everything else within the Design Thinking process. Without a solid research base, it is impossible to arrive at a throbbing, valuable concept that fits well with your target group.
- You put together a team that not only has an eye for research, but also for people.
- You have an open, inquisitive and curious attitude and you are prepared to think positively in order to arrive at the solutions that your target group is waiting for. You are realistic, but you are also not afraid to think in possibilities for developing and implementing innovative, sustainable innovations.

# My route vs. the roadmaps: pilot ‘Te Kust’

| Activities and products during project/pilot ‘Te Kust’ | Which step in Design Thinking Proces? | Which step in Service Design Proces? |
|---|---|---|
| *Desk- and fieldresearch on target group* | Stage 1: Empathise | Phase 1: Explore |
| *Deskresearch on macrotrends* | Stage 2: Define | Phase 1: Explore |
| *Deskresearch on the regional and local touristic sector and other relevant regional developments* | Stage 2: Define | Phase 1: Explore |
| *Desk- and fieldresearch on ‘Te Kust’ and (potential) (future) stakeholders* | Stage 2: Define | Phase 1: Explore |
| *Stakeholder mapping method* | Stage 2: Define | Phase 2: Define and Develop |
| *Persona-method* | Stage 2: Define | Phase 2: Define and Develop |
| *Customer Journey* | Stage 2: Define | Phase 2: Define and develop |
| *Co-creation session* | Stage 3: Ideate | Phase 2: Define and Develop |
| *Create final concept* | Stage 3: Ideate | Phase 2: Define and Develop |
| *Test* | Stage 4: Prototype | Phase 3: Test |
| *User Experience Mapping* | Stage 4: Prototype | Phase 3: Define and develop |

### *Elucidation*

**I tried to link my activities within this project to the methodology of Service Design, the Design Thinking process and the methodology of my own education. Throughout the project I have tried to stick to the principles of all three methodologies.**

The above activities is what I carried out for the 'To Coast' pilot. I have done extensive research into the identity of Te Kust and its (possible) partners and into relevant trends within and outside the region (trends that are everywhere and regional trends such as aging). I have researched the tourism sector in the region and sustainable transport, both in a general sense and regional developments. During my research into the German regular of Te Kust I have studied all kinds of different studies and document.

# Tool 1: Personas

**Personas**
Personas are fictional characters that are created on the basis of qualitative and quantitative research. The purpose of personas is to map the needs, experiences, behaviors and goals of (potential) users in order to better understand them. Since its inception in the 1990s, the persona-method has evolved from a method for developing IT systems to its use in many other contexts, including product development, marketing, communication planning and service design (Interaction Design Foundation, 2019).

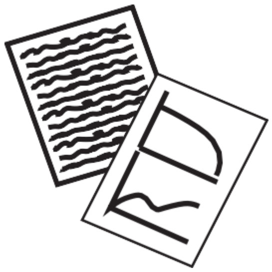
**The creation of personas contributes to the realization that there are different people with different needs and expectations. A persona actually consists of a combination of hard research facts and the softer ‘human touch’. Within the ‘MOVE’ project, the use of personas means an accessible method for combining large quantities of quantitative and qualitative data about target groups, making them tangible and being able to apply them again in a short timespan (Interaction Design Foundation, 2019). Personalizing and designing numbers and other data makes it easier for a user-centred service designer to identify with user profiles. Personas make the design task less complex, they guide idea processes and can help create a solid user experience for various target groups. Creating personas does not require any special training or education, anyone can get started with this method. This is beneficial for the ‘MOVE’ project.**

Within the ‘MOVE’ project, the focus is on addressing the latent and visible needs of target groups through pilots related to mobility. The persona method is a very suitable tool for gaining insight into these visible and invisible needs, because it is a tool that is pre-eminently intended to identify the needs and wishes of user groups. That is why the use of the persona method is encouraged within the ‘MOVE’ project.

To create a service that fits a specific target group or multiple target groups, it is relevant to design personas. In the Design Thinking process (and therefore also in the Service Design Method), personas are created in the second phase of the process, the Define phase. You can read more about this phase on pages 8 and 9. In the Define phase, researchers synthesize their findings and figures from the first phase of the process, the Empathize phase. The use of personas is only one method that is relevant during the Define phase. The personas created should be used as a guide for ideation sessions in the Ideate phase. In concrete terms, this means that within the ‘MOVE’ project the personas must be created before brainstorming about mobility solutions for the target groups.

*There are a total of eight steps to follow to come to a useful persona that can be used by stakeholders (Interaction Design Foundation, 2019). These steps are visualized on the following pages.*

# Create personas in 8 steps



1

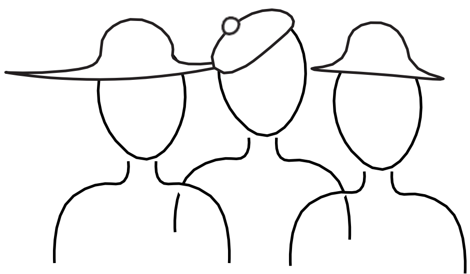
**Collect as much data as possible.** This could be any recent data you can find on your target group, for example, data collected during a recent pilot. You have collected lots of data beforehand, so make sure to use it.

***During pilot 'Te Kust'***

*During the first ten weeks of the project (up to and including early May), information was gathered from many different angles about visitors in Domburg (in a general sense) and guests of Hotel Bommelje. A lot of information has been found about tourists in Domburg via the Zeelandapp Reporting University of Ghent. This report is based on a pilot that took place in 2017, in which 1505 people were followed for a number of months. On the basis of this pilot, much information has been collected about mobility patterns of tourist visitors. For this project we have zoomed in on these data at Domburg. From this it could be concluded that people stay in the vicinity of Domburg once they have arrived.*

*In addition, an interview with the hotel manager of Te Kust and an interview with the communication and marketing adviser of Te Kust was conducted to find out more about the guests. However, this was very difficult, and not just for legal reasons. The organization found it quite difficult to share any information on their guests at all, even though it was clear that they have done plenty of research and collected a lot of data throughout the years. This is an important learning. Assume that organizations do not like sharing their own information. The more you ask for it, the more you are opposed. However, I've also learned to be more clever to find the information from the organization. I've learned that in general, people are way more open about facts, data and information when having a real-life conversation or even a phone call than through e-mail correspondence. E-mails often feel more official and definitive.*

*During this step I also learned that you can find information about your topic in many more places than you would expect in advance. Don't be afraid to use your professional network when searching for information and data. Above all, go through investigations/documents to find your information.*

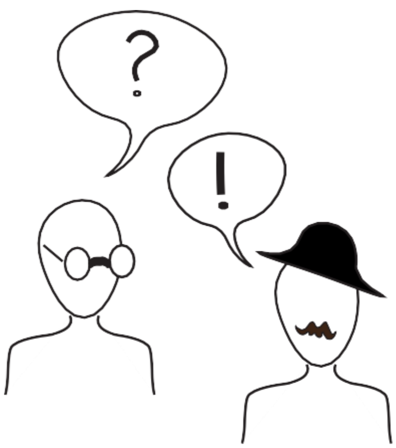


2

**Based on this first version, you can distinguish a few groups within your broader target group.** Based on this segmentation you can now formulate your first assumptions about every group, for example: ‘Target group A has sustainable attitude to life’.

***During pilot ‘Te Kust’***

*This segmentation can still be very simple. We still have to talk with the different guests / the target group at this stage, so it is still allowed to be fairly global. This segmentation can be made based on existing segmentation models. I have based my segmentation on a well-known lifestyle model by, created by Dutch research organization Motivaction. A segmentation can also be made based on data, in my case the data from the Zeelandapp report. Or a combination of both data and an existing segmentation model. Whatever you base your segmentation on, it is important that the segmentation has substantiation.*

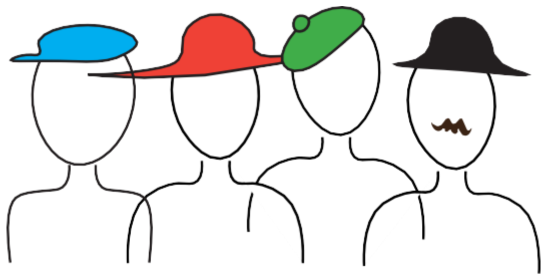



3

**Ask your target group(s) about your assumptions about them, using in-depths interview techniques.**

***During pilot ‘Te Kust’***

*It can be incredibly difficult to organize in-depth interviews of 30 to 45 minutes each. Especially when you have to interview people that are on their well-deserved holiday. During the pilot I’ve noticed that the organization itself did not put in a lot of effort to help me find willing guests to interview. I could only interview their guests in the lobby in the breakfast hours. There was no separate space for me to interview and no help from the hotel service whatsoever. This made it quite a challenging task to actually conduct interviews properly. My most important learning here is to dare to ask and to take the lead in this part of the research. I noticed that the hotel and its staff were not informed about my assignment and activities. It is important to take a lot of initiative here and to clearly state what is required in order to correctly conduct the interviews. After all, you are trying to create something for this organization.*



4

**In this phase you determine the final number of personas, based on the feedback of your target group(s), so this may be different from your first version.**

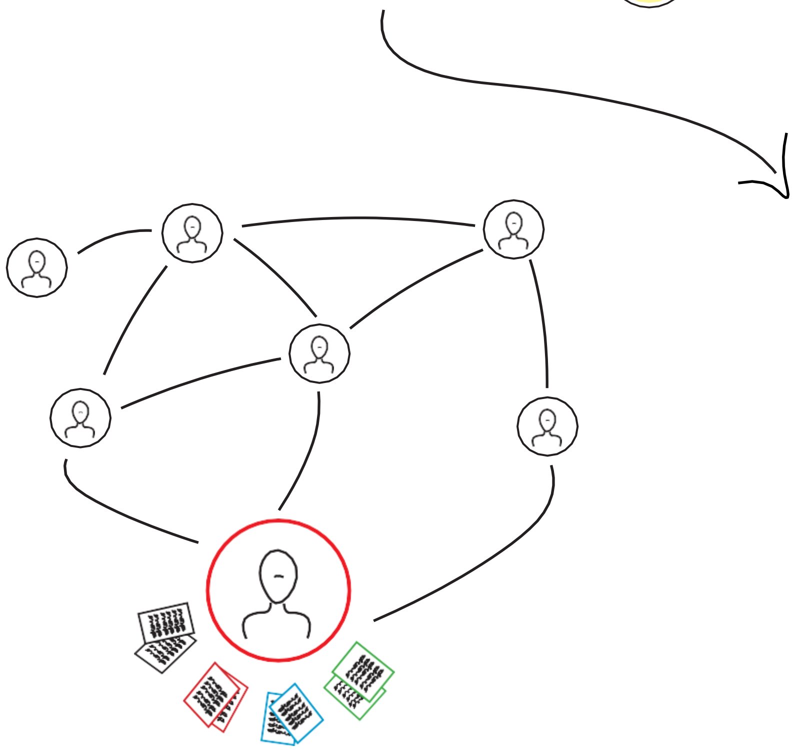
***During pilot 'Te Kust'***
*Based on the information from the interviews, I only received confirmation of my assumptions. However, it could just as well have been that I had to adjust my number of personas and again had to make a segmentation.*

5

**Does the persona have children? What is the average age of the persona? The persona is a representative reflection of a group of real people. Get inspired by your target groups.** Describe your personas in detail. While describing your persona, don't forget to keep your focus on your field of research.

***During pilot 'Te Kust'***
*I have kept my personas fairly global. Of course I have added details per persona, but only with regard to the 'Mobility' theme. The personas can be as simple or complex as you would like. My advice is to take the persona method seriously and to be able to get under the skin of the persona, but not to turn it into a high-quality literary work. Prefer to invest a lot of energy in research into behavior, communication and hidden needs in a general sense with regard to the theme. Personas are, in my opinion, especially important when developing the concept as 'aspects' to take into account. My advice is not to be afraid to visualize. A persona can also be described in a mood board or storyboard. The point is that the essence of a certain customer group is represented as accurately as possible and can therefore be easily understood.*

**Share your information with partners from your project**

### *During pilot 'Te Kust'*

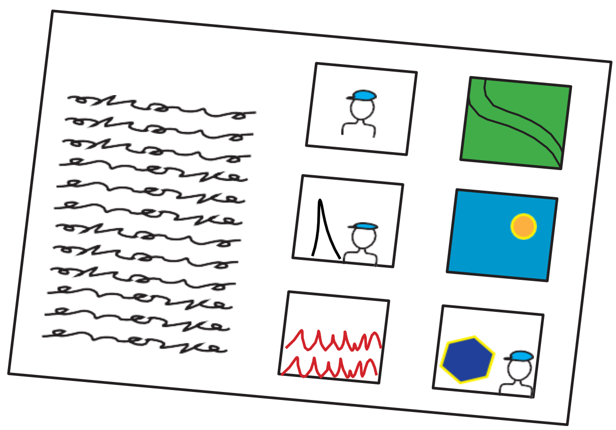
*It is important to define what 'partners' are and to ask yourself whether it is relevant to share everything with these partners. In my case, I have only shared the information about my personas with the potential and confirmed stakeholders and experts. Of course I also shared my information with the client and my supervisor. Not all parties attach the same value to the personas and the research underneath. Each party has a different role in the project and has different interests and goals. When we talk about sharing the personas with partners of 'MOVE', we must especially take into account the fact that the substantiation and the underlying research are not that relevant. This is because all research has taken place on a small scale and is location-specific. The method / method / approach in a general sense is particularly relevant here. And so the circle is complete and we arrive at this document.*

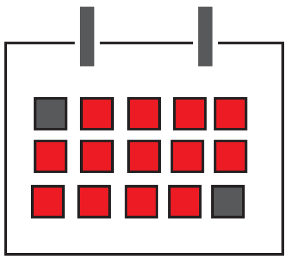
**7**

**Give the persona a further purpose by applying it in a user experience map, which is related to your (future) service.**

### *During pilot 'Te Kust'*

I chose to only develop a user experience map for the development of the new service. I didn't think it would be useful to also develop a user experience map for the current service, since 'current service' does not exist at the hotel at the moment. You could say that there is a package with certain products and services. I have tried to create a customer journey of how the guest at Te Kust books and orientates themselves. This is therefore broader than the user experience map, which not only zooms in on the booking of a service, but on many more aspects.





8

**Keep your personas up-to-date. Background information, data and other relevant facts about your target groups should be updated at least once a year, to keep your personas credible and relevant.**

***During pilot 'Te Kust'***

*This is not applicable in this stage of the pilot. It should be noted, though, that the easiest way*

## *In short: learnings pilot 'Te Kust' in relation to Persona method*

- ***When collecting information about the target group(s).*** *An interview with the hotel manager of Te Kust and an interview with the communication and marketing adviser of Te Kust was conducted to find out more about the guests. However, this was very difficult, and not just for legal reasons. The organization found it quite difficult to share any information on their guests at all, even though it was clear that they have done plenty of research and collected a lot of data throughout the years. This is an important learning. Assume that organizations do not like sharing their own information. The more you ask for it, the more you are opposed. However, I've also learned to be more clever to find the information from the organization. I've learned that in general, people are way more open about facts, data and information when having a real-life conversation or even a phone call than through e-mail correspondence. E-mails often feel more official and definitive.*

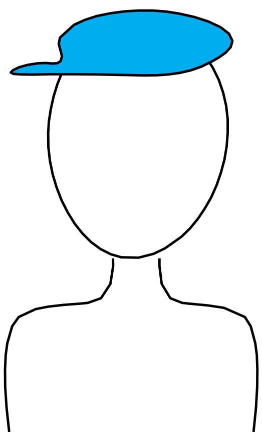
  *During this step I also learned that you can find information about your topic in many more places than you would expect in advance. Don't be afraid to use your professional network when searching for information and data. Above all, go through investigations/documents to find your information.*

- ***When conducting interviews.*** *It can be incredibly difficult to organize in-depth interviews of 30 to 45 minutes each. Especially when you have to interview people that are on their well-deserved holiday. During the pilot I've noticed that the organization itself did not put in a lot of effort to help me find willing guests to interview. I could only interview their guests in the lobby in the breakfast hours. There was no separate space for me to interview and no help from the hotel service whatsoever. This made it quite a challenging task to actually conduct interviews properly. My most important learning here is to dare to ask and to take the lead in this part of the research. I noticed that the hotel and its staff were not informed about my assignment and activities. It is important to take a lot of initiative here and to clearly state what is required in order to correctly conduct the interviews. After all, you are trying to create something for this organization.*

- ***When creating the actual final personas.*** *My advice, when it comes to creating and communicating personas, is not to be afraid to visualize. A persona can also be described in a mood board or storyboard. The point is that the essence of a certain customer group is represented as accurately as possible and can therefore be easily understood.*
- ***When sharing your personas with partners.*** *It is important to define what 'partners' are and to ask yourself whether it is relevant to share everything with these partners.*

**Personas and User Experience Map**
The User Experience map almost always uses the persona method. Personas and the User Experience Map, which will be expanded described in the following chapter, are therefore strongly interconnected.

# Persona: an example



## GREEN MINDED PETER (36 Y/O)

Hobbies
Hiking, snowboarding, biking, watching football and activities with wife and kids.

Attitude towards sustainable mobility
Is concerned with the environment and strives to travel as sustainable as possible. Always wants to try new ways of transportations when going to work, but it is costly and time consuming to find new ways to travel to work. Peter doesn't want to be 'alone' when trying a new mobility service.

Goals: To be more sustainable-minded and to let kids grow up in a better world.
Challenges: Does not have a clue about eco-footprint when travelling. Doesn't know which environmental organisation is trustworthy.

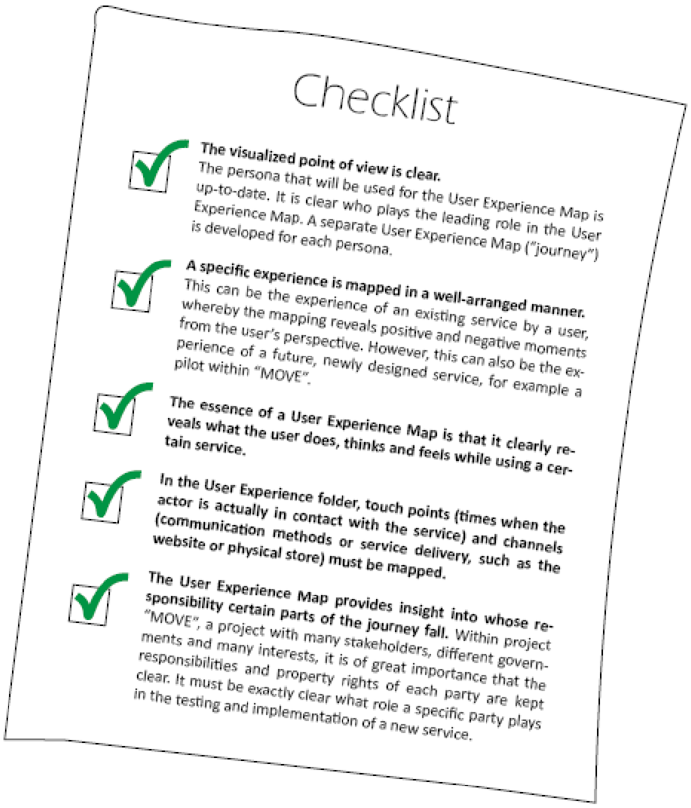
# Tool 2: User Experience Map

**The User Experience Map provides a holistic overview of the factors and parties that influence the behavior and experience of users about a service, so that the needs of the user are better understood. The emphasis is on problematic and opportunistic elements of the service (Kaplan, 2016).**

The User Experience Map (also known as Customer Journey Map) is a tool that can be relevant in the first phase of the Design Thinking Process, the 'Empathize' mode, or in the first principle of the Service Design Thinking method. This method is an excellent tool in this phase to optimize the user experience by identifying and tackling negative user experiences. The method is also excellent to get a clear picture of the user's journey about a new or existing service in regions where 'MOVE' is starting. The User Experience Map is a means to make collaborations between parties easier and clearer and therefore more effective. This is crucial within the 'MOVE' project, since more than ten partners from different regions in Europe are participating in the project. The User Experience Map is also a tool for concretizing future, newly designed services, for detecting problematic parts of services and for further strengthening opportunistic parts (Kaplan, 2016).

User Experience Mapping or Customer Journey Mapping (CJM) could be a relevant method for the 'MOVE' project in different ways. Firstly, the User Experience Map could be used to map the experiences and touch points of the target groups when using their regular, daily modes of transport. By using the User Experience Mapping at this stage, the researcher can read the problems, needs, frustrations and wishes of the user at a glance. The CJM could therefore be used in the Define phase of the 'MOVE' project. The use of User Experience Mapping thus offers the possibility to detect opportunities for the target groups.
Secondly, this method could be used to map the touch points of the newly designed service or product to fully understand the effects of the design, and also the underlying Business Model. This second application of the User Experience Map takes place in one of the later phases in the Service Design Thinking process, when a service has actually been designed.

A User Experience Map can take many different forms, depending on the context, the goals set and the degree of visualization. There are, however, certain elements that are almost always included in the creation of a User Experience Map. These elements are formulated in the checklist below (Visual Paradigm, n.d.).



Checklist

**The visualized point of view is clear.**
The persona that will be used for the User Experience Map is up-to-date. It is clear who plays the leading role in the User Experience Map. A separate User Experience Map ("journey") is developed for each persona.

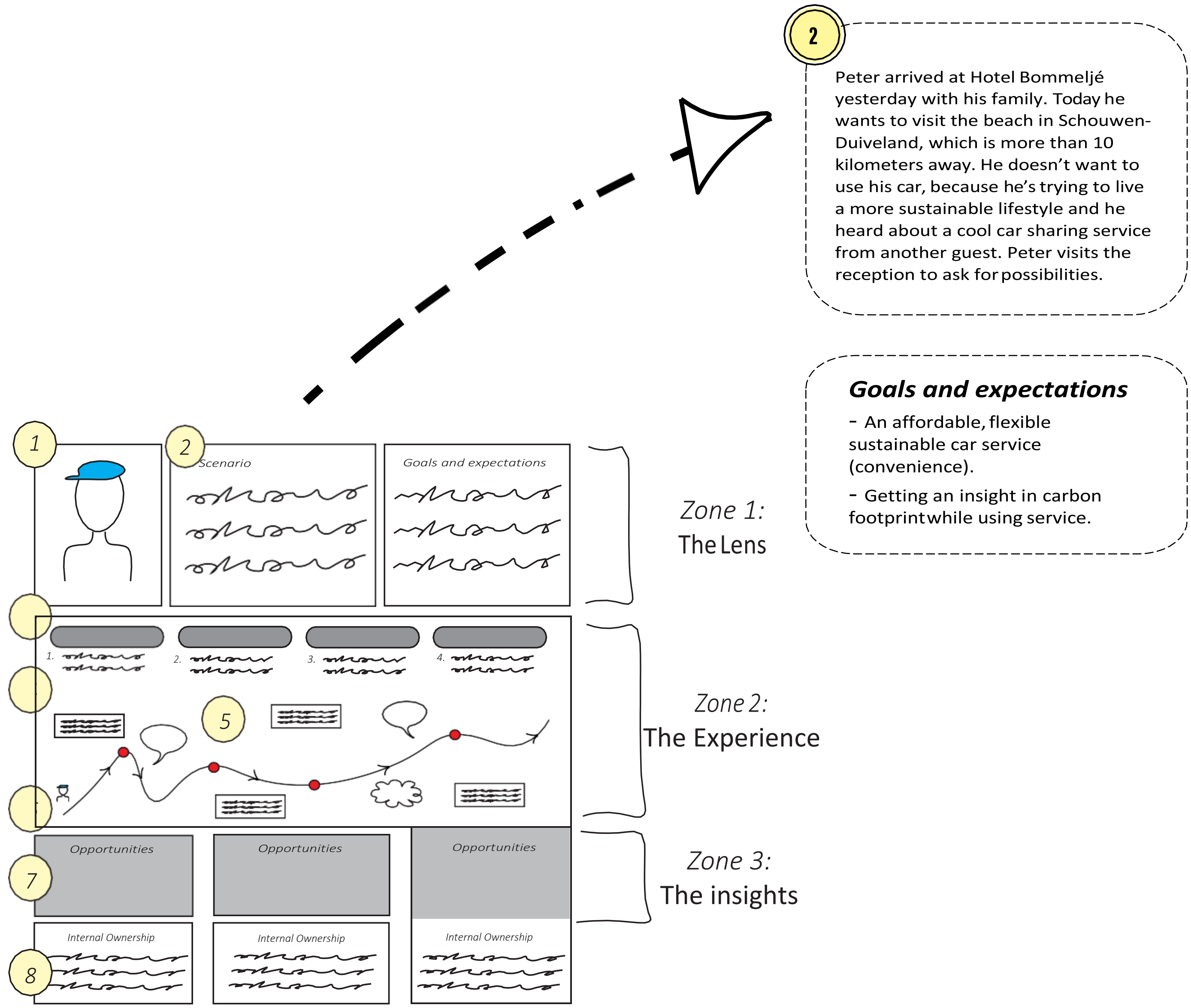
**A specific experience is mapped in a well-arranged manner.**
This can be the experience of an existing service by a user, whereby the mapping reveals positive and negative moments from the user's perspective. However, this can also be the experience of a future, newly designed service, for example a pilot within "MOVE".

**The essence of a User Experience Map is that it clearly reveals what the user does, thinks and feels while using a certain service.**

**In the User Experience folder, touch points (times when the actor is actually in contact with the service) and channels (communication methods or service delivery, such as the website or physical store) must be mapped.**

**The User Experience Map provides insight into whose responsibility certain parts of the journey fall.** Within project "MOVE", a project with many stakeholders, different governments and many interests, it is of great importance that the responsibilities and property rights of each party are kept clear. It must be exactly clear what role a specific party plays in the testing and implementation of a new service.

# User Experience Map: an example




**Zone A: The lens provides constraints for the map by assigning (1) a persona ("who") and (2) the scenario to be examined ("what").**

**Zone B: The heart of the map is the visualized experience, usually aligned across (3) churnable phases of the journey. The (4) actions, (5) thoughts, and (6) emotional experience of the user has throughout the journey can be supplemented with quotes or videos from research.**

**Zone C: The output should vary based on the business goal the map supports, but it could describe the insights and pain points discovered, and the (7) opportunities to focus on going forward, as well as (8) internal ownership.**

## *In short: learnings pilot 'Te Kust' in relation to User Experience Map method*

There are a number of important differences between a customer journey and a User Experience Map. These differences are, for some, difficult to understand until they actually start working with the methods.
In my experience, a User Experience Map can only be created as a further elaboration of a newly designed service. It is a method to further clarify your service from a more organizational, legal and financial angle. In fact, it is a more advanced, advanced version of a customer journey. It is a schematic summary of everything that has to do with your service, from start to finish, for both the user and the supplier / producer / responsible stakeholder who makes the service possible.

With the customer journey map, the focus is solely on the (traveled and future) path of the user, from the first contact with a product / service / brand up to the very last contact moment. It focuses on feelings and thoughts before, during and after use of a product or service. No attention is paid to the legal or organizational aspects for the provider. It is only about the user and his experience. In addition, the form of a customer journey is often freer and more creative. You can use the customer journey method at different moments in the process. In a user experience map this is, in my opinion, not possible. This has to do with the fact that the user experience map already has such a specific design (set-up). You must have already given a lot of thought about the legal, organizational and financial aspects of the various providers of the various elements of the service. This means that you can only use the user experience map when you have conducted an in-dept feasibility study.

**The most important learning or advice that I can give is to use both the customer journey method and the user experience map method. I would use the customer journey method to map the current customer experience. Especially in the phases 'Empathize' and 'Define' it can be a way to understand the user even better. In the development of a new service, after the feasibility study, it is relevant to use the user experience map.**

# Tool 3: Stakeholders' map

**Usually, many people are involved in the design of a service. Each party has a different role in a specific service and has different interests. These factors influence how users experience a certain service. Stakeholders include all parties involved in the service. These can consist of all kinds of parties and they can be both indirectly and directly involved, for example personnel, customers, partner organizations, etc. The stakeholders' map is a tool that provides insight into the interests of all the parties. The stakeholders' map also offers the op-opportunity to better understand connections between parties. It is a useful way to understand and emphasize issues that affect each party. The mutual understanding and adaptability that result from the stakeholders' map can contribute to the achievement of a common goal (BSR, n.d.).**

Creating a stakeholders' map at an early stage of a project creates mutual understanding of the most important stakeholders that can influence the project's success. The stakeholders' map offers the possibility of identifying potential risks from negative stakeholders or those who feel they have not been consulted. Applying a stakeholders' map can also ensure that the right stakeholders are prioritized, so that the right amount of resources can be allocated, and a correct engagement strategy can be applied. After all, it can have disastrous consequences for a project if important players are not correctly involved at an early stage. The use of a visual aid such as a stakeholders' map can ensure that communication takes place at the right time with the right people. In addition, a stakeholders' map provides insight into who is involved and who needs to be involved (BSR, n.d.). Making use of the stakeholders' map is crucial in the 'MOVE' project, primarily to create an overview of the various existing partnerships or partner opportunities. One of the aims of the project is to bridge the knowledge gap that exists between partners from the national and intermediate density regions on specific mobility issues that can contribute to the identification of new crossovers between the multiple non-traditional sectors concerned. To achieve this goal, it is important to understand the problems that relate to each stakeholder group or groups of (potential) users. The stakeholders' map must be created before a solution is designed, since partners within the 'MOVE' project will develop the solutions together.

# Stakeholdermap: Het proces

*Stakeholder mapping is a collaborative process of research, debate and discussion that comes from multiple perspectives. The aim of this process is to create an important list of stakeholders across the spectrum of stakeholders. The Stakeholder mapping process can be subdivided into three phases (BSR, n.d).*

1

**Identification**
Making a list of relevant groups, organizations and people. The existing network is researched and mapped.

2

**Analyze**
Gain insight into the perspectives and interests of stakeholders. In this phase, it becomes clear which parties can mean something and which are less relevant.
BSR has developed a list of criteria to help analyze each identified stakeholder:
• Contribution (value): does the interested party have useful information, advice or expertise
topic concerned?
• Legitimacy: how legitimate is the stakeholder's claim for engagement?
• Willingness to participate: how willing is the stakeholder to participate?
• Influence: how much influence does the stakeholder have?
• Need for involvement: is this someone who could derail or delegate the process if they were not included in the assignment?

3

**Mapping**
Visualizing relationships with goals and other stakeholders. With this visualization, the first two phases come together.

## *In short: learnings pilot 'Te Kust' in relation to Stakeholder Mapping method*

The method I used is according to the outline of stakeholders map-analysis of NHS Highland. I used the outline of NHS Highland as an elaboration/addition on the above-mentioned method. This document made many elements of the method more clear to me. For example, the first step, 'Identification', is so broadly phrased that It does not show/teach the reader anything on how to actually identify stakeholders. The document of NHS Highland taught me how I had to perform/act on the three steps mentioned above. I therefore recommend this document to adhere to when following the method mentioned on the previous page.

## *Step 1: Identification*

Making a list of relevant groups, organizations and people. The existing network is researched and mapped.

- *I made a list of members of the stakeholder community and categorized them (for example 'prospective customers', 'government', 'the community', 'suppliers' etc.), like instructed in the document of stakeholders map-analysis of NHS Highland. In addition, I prioritized the stakeholders.*

## *Step 2: Analyze*

Gain insight into the perspectives and interests of stakeholders. In this phase, it becomes clear which parties can mean something and which are less relevant. BSR has developed a list of criteria to help analyze each identified stake- holder:

- Contribution (value): does the interested party have useful information, advice or expertise topic concerned?
- Legitimacy: how legitimate is the stakeholder's claim for engagement?
- Willingness to participate: how willing is the stakeholder to participate?
- Influence: how much influence does the stakeholder have?
- Need for involvement: is this some- one who could derail or delegate the process if they were not included in the assignment?

- *I actually did not follow the above-mentioned list by BSR. I followed the instructions of NHS Highland as they were, in my opinion, more clear and visual. With the method used in this document it was clear at a glance which parties would be possibly interested in cooperation without too much fuss. The design of this method is very logical and schematic, in my opinion. In fact, it is a sort of fill-in exercise with logical, fixed schemes and that makes applying the method easy.*

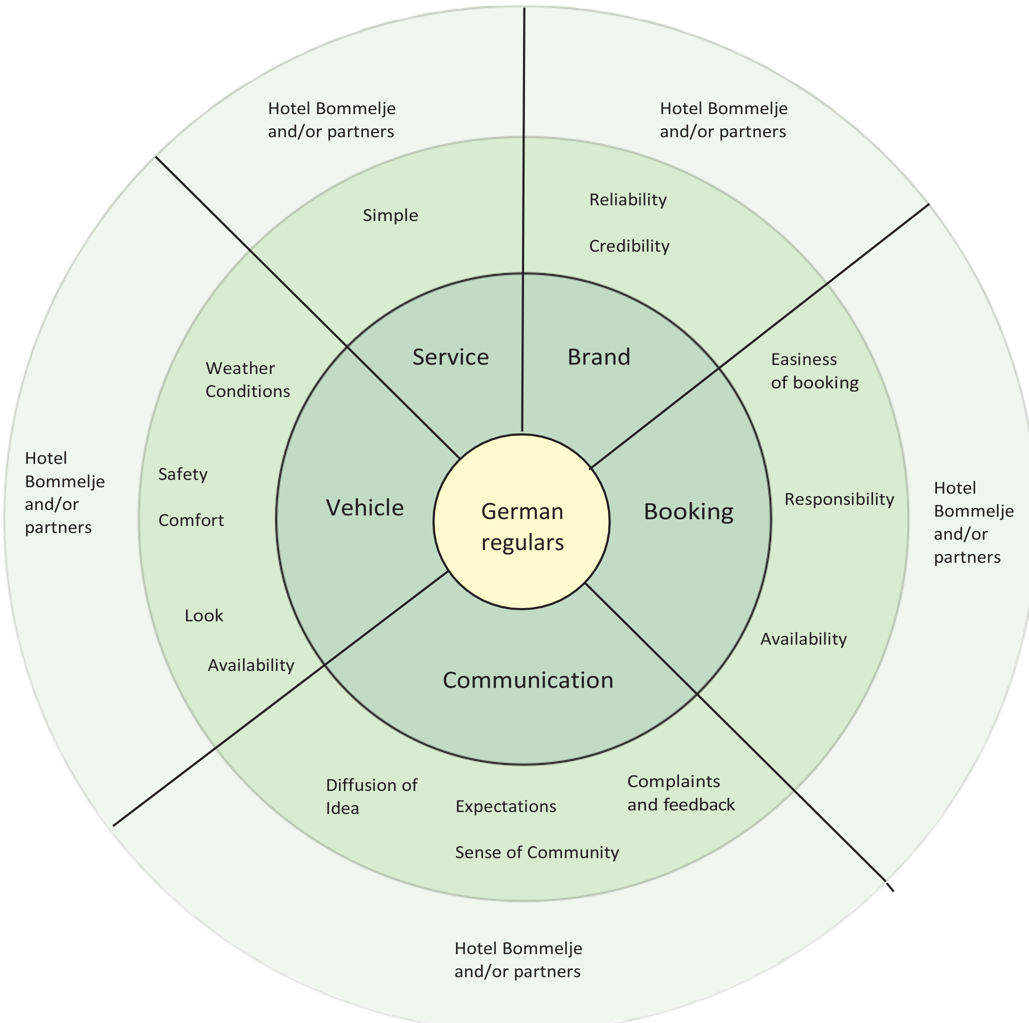
## *Step 2: Mapping*

Visualizing relationships with goals and other stakeholders. With this visualization, the first two phases come together.

- *At the very end of my project I'll be creating a stakeholder map, similar to the one in the document of stakeholders map-analysis of NHS Highland.*

**Overall, I can say that I followed the method as instructed in the document. However, during the entire stakeholder mapping process, I felt insecure about the quality of my work. The list of stakeholders was very short, for example. I also felt that there were not that many companies to analyze. I quickly figured this is because the list of stakeholders in this pilot is just not that long. This pilot is taking place at such a small scale, only for about 30 hotelrooms of one local hotel. There are simply not that many stakeholders, especially if you take the take of the hotel on co-creation and the vision of the hotel on a future service into consideration. After realizing this, I've felt a lot more secure about my overall work.**

# Stakeholdersmap: Micro-pilot ‘Hotel Bommelje’




This version of a stakeholder map will be applied, in a more elaborated form, during the pilot for “MOVE”. Many other stakeholder maps only provide insight into who is involved and who should be involved and the extent of involvement. In the stakeholder map above, however, it has been made clear who is involved in what part of the service. **As can be seen, the starting point of this stakeholder map is the user. This type of stakeholder map is therefore logically known as a “User Centered Stakeholder map”.**

**Disclaimer: The similarities and differences between the methodologies described in this document are not established facts. This is the substantiation provided by Koos Service Design Agency, a design agency that is actively involved in both Design Thinking and Service Design. Due to the experience of this design agency it can be said that it is a reliable expert in the field of Service Design and Design Thinking.**

**Reading Tips:**

**http://www.pretotyping.org/uploads/1/4/0/9/14099067/pretotype_it_2nd_pretotype_edition-2.pdf - Pretotype It (Alberto Savoia)**

‘’Pretotyping is a set of tools, techniques, and tactics designed to help you validate any idea for a new product quickly, objectively, and accurately. The goal is pretotyping is to help you make sure that you are building The Right It before you build It right. Pretotyping was originally developed at Google in 2010 and since then has been tested, refined, taught, and put into practice with great success in hundreds of projects and organizations.’’

**https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process**

**https://www.amazon.com/101-Design-Methods-Structured-Organization/dp/1118083466**

‘’Unlike other books on the subject, 101 Design Methods approaches the practice of creating new products, services, and customer experiences as a science, rather than an art, providing a practical set of collaborative tools and methods for planning and defining successful new offerings. Strategists, managers, designers, and researchers who undertake the challenge of innovation, despite a lack of established procedures and a high risk of failure, will find this an invaluable resource. Novices can learn from it; managers can plan with it; and practitioners of innovation can improve the quality of their work by referring to it.’’

**https://www.benlandau.com/wp-content/uploads/2015/06/Inayatullah-2008-Six-Pillars.pdf – Six Pillars: futures thinking for transforming (Sohail Inayatullah) and http://www.jfs.tku.edu.tw/14-2/A01 - Alternative Futures at the Manoa School (Jim Dator**

It is important to be aware that there is no single future: multiple futures are possible. These documents are meant to make you think about the term 'Futureproof'. It is relevant to read these documents and perhaps, using the methodologies that are discussed, to sketch scenarios of futures. Concept development and Design Thinking is also about thinking about possible future scenarios. The methodologies that are discussed in these two documents guide this process.

**https://www.bookdepository.com/Visual-Thinking-Willemien-Brand/9789063694531**

‘’Visual thinking and drawing are both becoming increasingly important in today's business settings. A picture really can tell a thousand words. Visualisation is a crucial part of the journey for companies seeking to boost enterprise agility, break down silos and increase employee and customer engagement. Visualising thought processes can help break down complex problems. It empowers teams and staff to build on one another's ideas, fosters collaboration, jump-starts co-creation and boosts innovation. Visual Thinking will help brush aside misconceptions that may have prevented you using these techniques in your workplace. You don't need Van Gogh's artistic talent or Einstein's intelligence to harness the power of visual thinking and make your company more successful. With the right mindset and the simple skills this book provides you the skills to develop your own signature and style and start generating change by integrating visual communication into your business setting.’’

**Sources**

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*Visual Paradigm. (z.d.). What is User Experience Mapping? Geraadpleegd op 22 februari 2019, van https://www.visual-paradigm.com/guide/user-experience-mapping/what-is-user-experience-mapping/*