

Service Design Marathon

30 April 2020

# Making the Case for Service Design for Start-ups and Innovation



Jesse Grimes



K O L M I O T

# Introduction

## Introducing myself

- ▷ Twenty one years of design consulting experience
- ▷ Service designer since 2008
- ▷ Independent, Amsterdam-based practitioner
- ▷ Senior Vice President of the Service Design Network
- ▷ Editor-in-Chief of *Touchpoint*
- ▷ Coach for innovators and startups

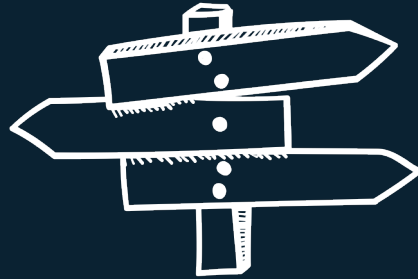
# Some context for my talk

- ▶ Since 2016 I've had a focus on service design within the unique context of start-ups and innovation labs
- ▶ Taught courses in Berlin, Shanghai, Toronto and Taipei
- ▶ Have worked with accelerators (ING Labs, SOSV) as well as independent start-ups
- ▶ Edited an issue of *Touchpoint*, on this topic



# Two perspectives

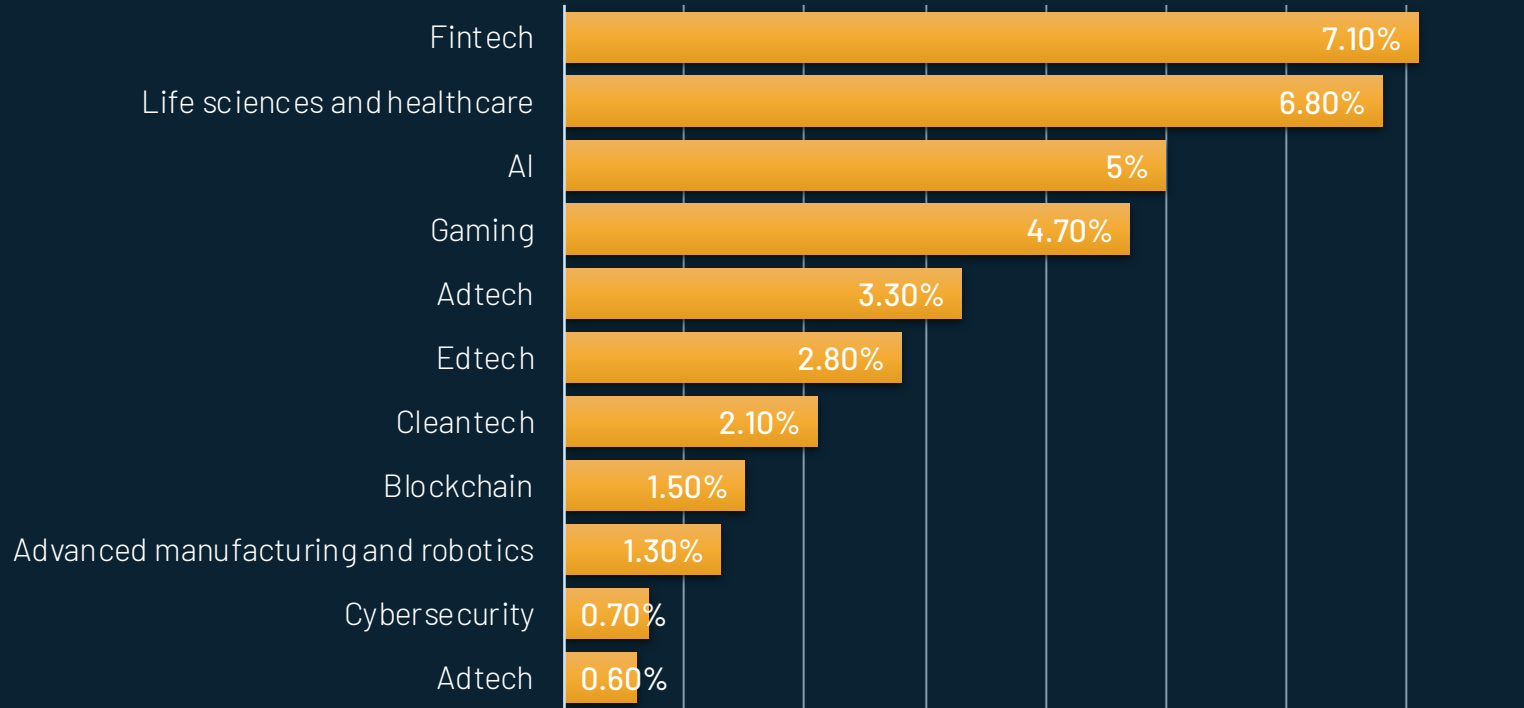
The value of  
service design for  
start-ups



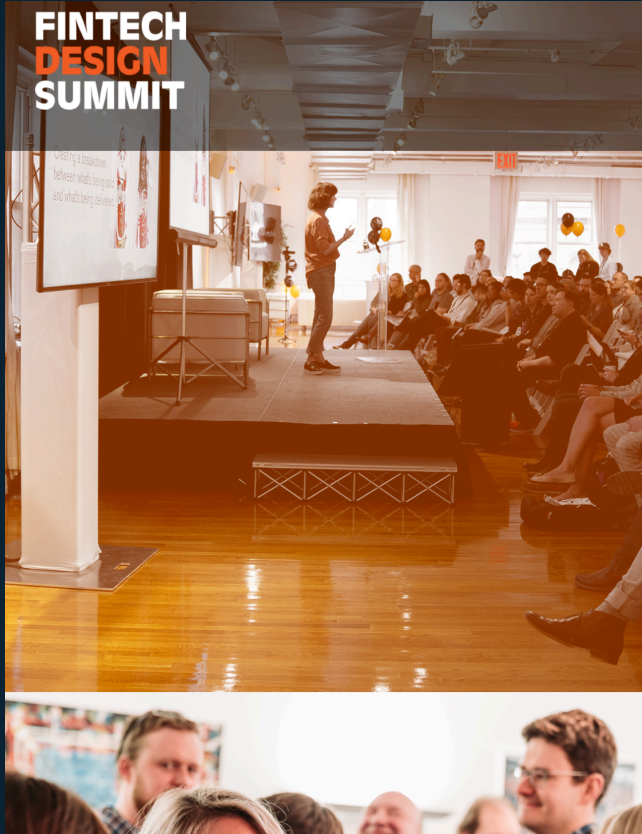
The potential (and  
challenges) of  
start-ups for  
service designers

# 1 The value of service design for start-ups

## Distribution of startups worldwide by industry



Source: Statista.com data based on 2017



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# ATTENDEES

SERVICE  
DESIGN?

Art Director

Experience Designer

Digital Delivery Manager

Designer

Digital Delivery Manager

Head of Experience Design

Head of Strategy

Head of Design

Head of Digital Product Design

Head of Digital

Head of User Research

Head of Product

Head of Innovation

Head of User Research

UI Designer

Front End Developer

Web Developer

Product Designer

Product Manager

UX Designer

Managing Director

Product Director

Programme Manager

Strategy Director

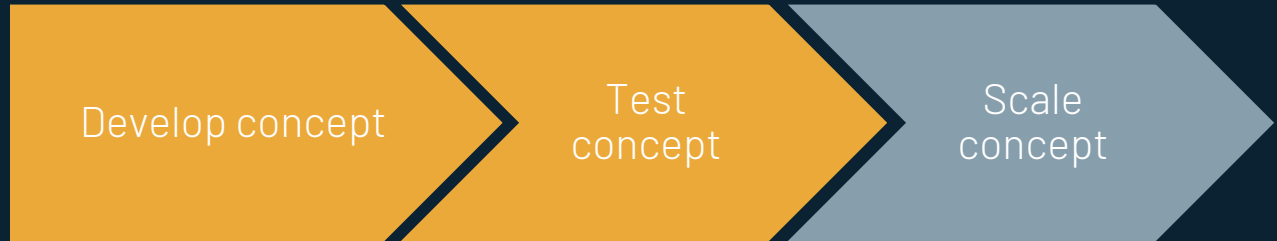
Design Manager



Service design (thinking) can help innovators deliver **better products**, earn **stronger customer relationships**, and create **more value** than ever before.

# The opportunity for service design

Typical  
innovation  
process



- Intense pressure
- Smaller teams
- Fast iterations

## Successful innovation is...



Not just creative  
new ideas...



but ones that deliver  
value to customers...



and are sustainable  
and profitable

## Defining the opportunity



Concept



Value



Viability

SERVICE DESIGN CAN  
DEFINITELY PLAY A ROLE

SERVICE DESIGN CAN  
MAYBE PLAY A ROLE

## Defining the opportunity



### Concept

- *Co-creation*
- *Ideation*



### Value

- *Contextual research*
- *Service ecosystem perspective*
- *Prototyping*
- *User research*



### Viability

- *(Service designers with business design skills)*

## A typical design sprint



Map and target

Sketch solutions

Select solution

Build prototype

Test prototype

NO USER INVOLVEMENT UNTIL HERE!

# A typical design sprint



Map and target

Sketch solutions

Select solution

Build prototype

Test prototype

## Service design activities which can be integrated:

Contextual research

Co-creation

Co-creation

Co-creation

Multiple user research methods

Journey mapping

Service ecosystem

Multiple-criteria decision-making

Prototyping methods

How compatible is service design?



# How compatible is service design?



**Lean startup**

Product-centric



**Service design**

Service-centric

vs.

# How compatible is service design?



## Lean startup

Shallow user understanding

- “Does our product relieve this pain?”



## Service design

Deep, contextual understanding of users

vs.

# How compatible is service design?



## Lean startup

### Simplistic concept validation

- ‘Deceptive’ landing pages
- Reliance on Facebook
- Purchase intent as a measure of traction



## Service design

### A broad range of prototyping and research tools and techniques

- Digital and physical methods to deliver richer insights

vs.

# How compatible is service design?



## Lean startup

'Product-in-a-vacuum'



## Service design

A holistic understanding of a product in the context of a service, and its associated ecosystem

vs.

# How compatible is service design?



## Lean startup

### Solution-focused

- Getting as quickly as possible through 'Build-Measure-Learn' to arrive at 'Product fit' and grow rapidly



## Service design

### Problem-focused

- Fully grasping the context of a product (customer empathy, explicit+latent needs, insights, opportunities, possible solutions) before moving towards concepts

vs.

# How compatible is service design?



## Lean startup

### Establishing an MVP product

- Aiming early on to satisfy only the basic requirements and gain traction to scale up before the runway ends



## Service design

### Establishing a service

- That is useful, useable, desirable, efficient and effective (from day one)

vs.

# How compatible is service design?



## Lean startup

Early focus on a niche target group of 'earlyvangelists'

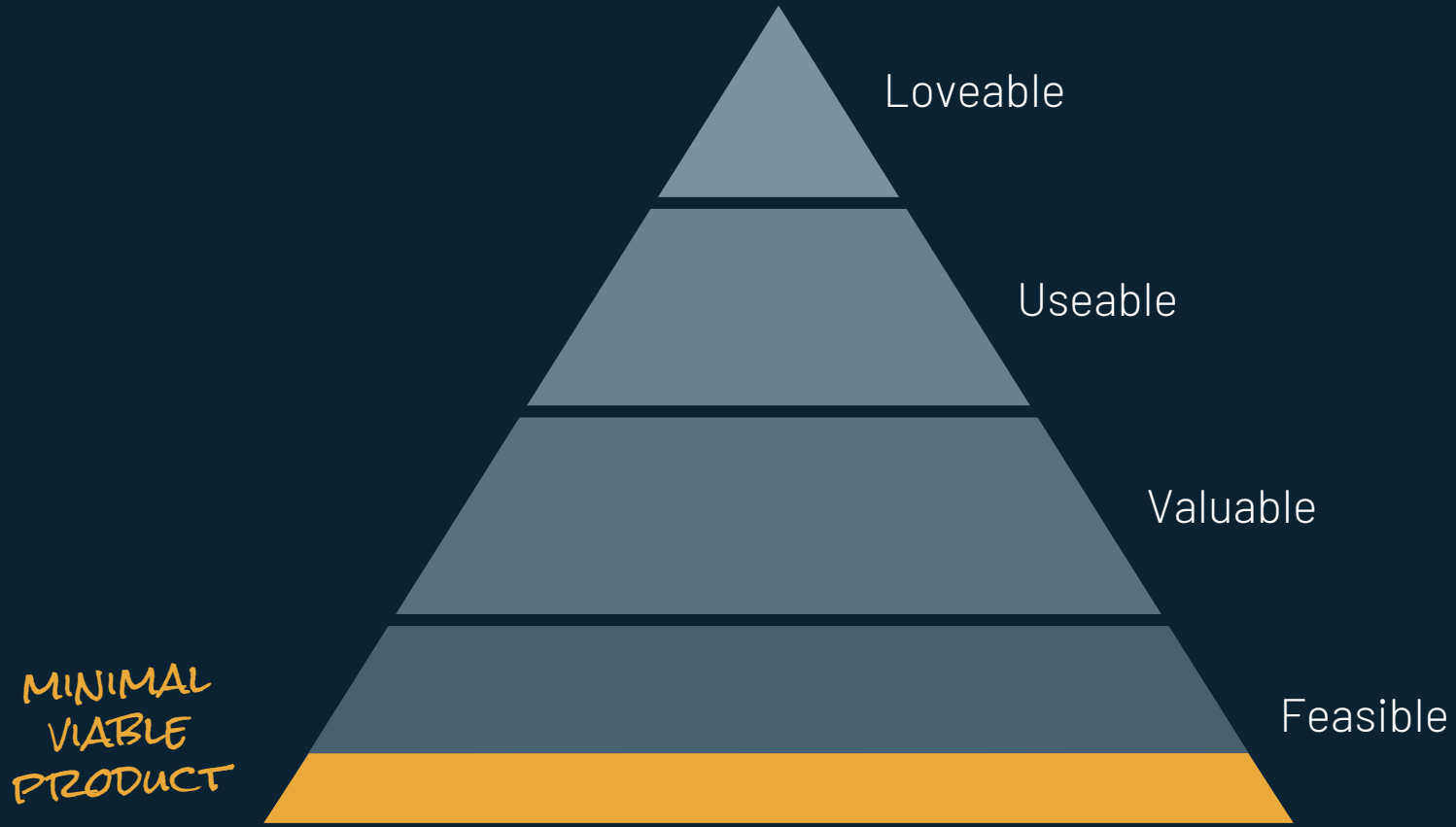


## Service design

A target customer group that is representational of the mature service (personas)

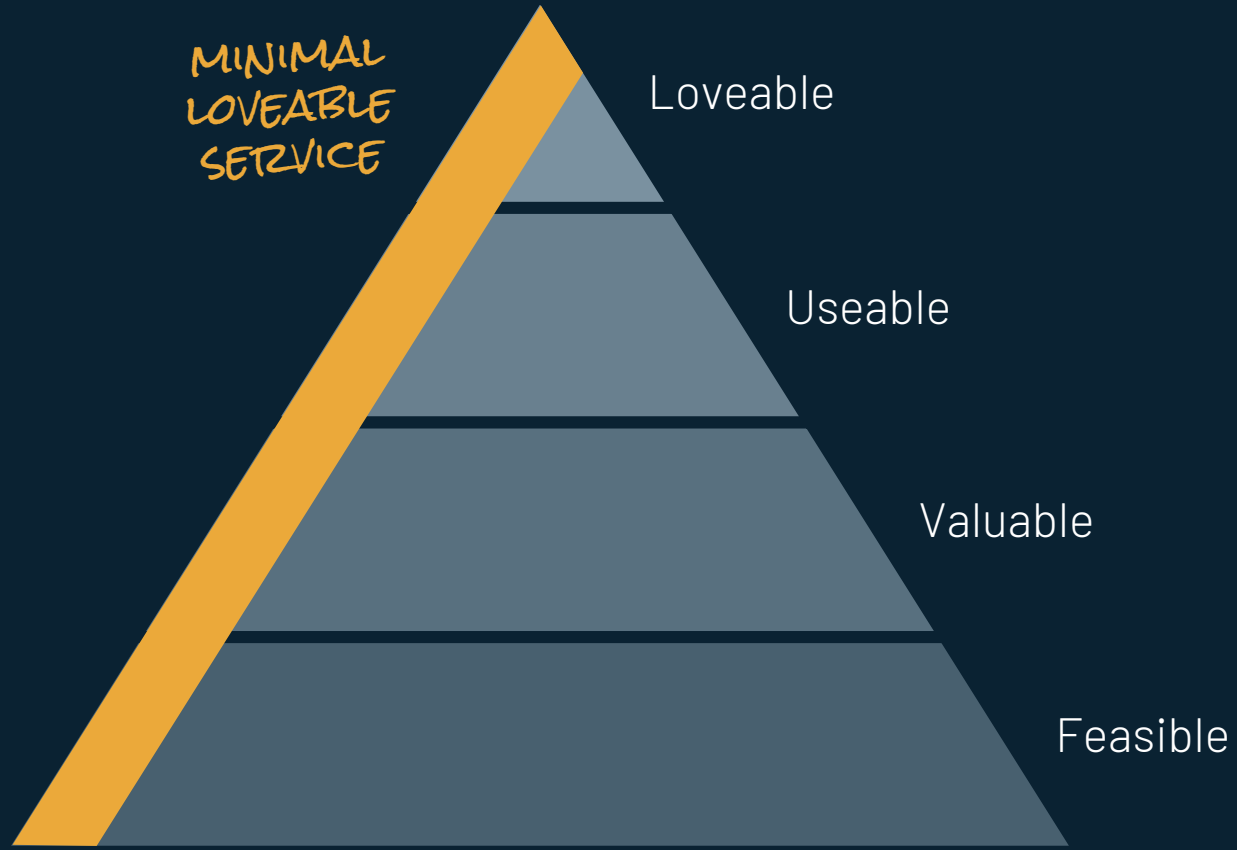
vs.

How compatible is service design?





How compatible is service design?



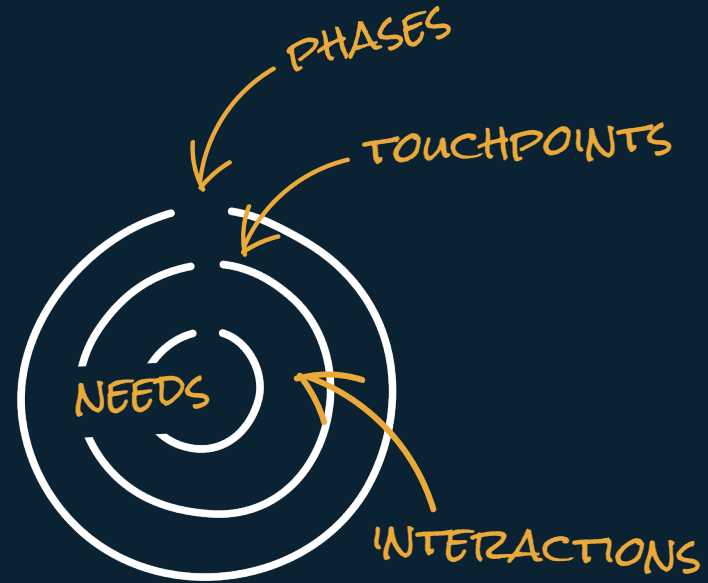
## 2 The potential (and challenges) of start-ups for service designers

# 1. Be a chameleon



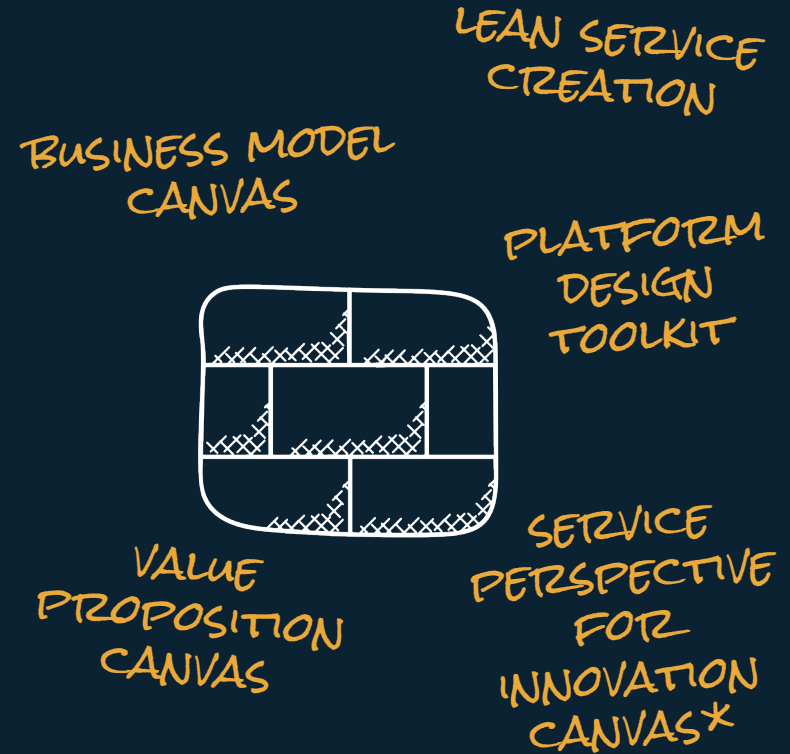
## Five tips for working with start-ups

1. Be a chameleon
2. Create a 'service ecosystem'



## Five tips for working with start-ups

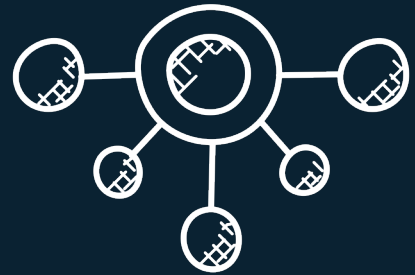
1. Be a chameleon
2. Create a 'service ecosystem'
3. Get comfortable with canvases



\*SHAMELESS SELF-PROMOTION

## Five tips for working with start-ups

1. Be a chameleon
2. Create a 'service ecosystem'
3. Get comfortable with canvases
4. Push the service perspective



TOUCHPOINTS  
CHANNELS  
TIME  
USER-FOCUS

## Five tips for working with start-ups

1. Be a chameleon
2. Create a 'service ecosystem'
3. Get comfortable with canvases
4. Push the service perspective
5. Learn the start-up language



# 3 Suggested reading



## Recommended reading

### Innovation, Business Modelling, Startup Techniques

"How Stella Saved the Farm"  
(Govindaraj *et al*)

"Blitzscaling" (Hoffman *et al*)

"Zero to One" (Thiel)

"The Innovator's Dilemma"  
(Christensen)

"The Ten Faces of Innovation" (Kelley)

"Sprint" (Knapp *et al*)

"Design a Better Business" (van der Pijl  
*et al*)

"The Corporate Startup" (Viki *et al*)

"Scaling Lean", "Running Lean" (Maurya)

"Lean Service Creation" (Furber)



# Thank you.

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