

DIGITAL SERVICES DESIGN

International MBA IMBA-EN SEP-2024 S-DBA

Area Operations and Business Analytics

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **CARMEN LOPEZ-SUEVOS HERNANDEZ**

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Carmen is Customer Success Officer, member of the Executive Committee of Gigas (an international group specialized in the provision of convergent and comprehensive communications and cloud services for companies. With 9 data centers spread between Europe and Latin America and offices in 8 countries). Carmen is senior advisor of LLYC and member of the Board. Carmen has been Customer Experience and Transformation Director at Vodafone Spain. Before she led Consumer Customer Operations in Spain and she was Head of Global Customer Management for Vodafone Group in UK. From early in her career, she gained broad experience working in consultancy in strategy, operations, technology, and marketing where she led numerous projects in European countries. Carmen holds a degree in Physics from the Complutense University, Executive MBA from the IE Business School, Coach by ICF (International CoachFederation) and Boards of Director and Corporate Governance from IESE and executive program from IMD.

Office Hours

Office hours will be on request. Please contact at:

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SUBJECT DESCRIPTION

This course is a practical introduction to the field of service design using standard methodologies and will provide tools and methods for designing services.

LEARNING OBJECTIVES

Service design is a human centered approach that starts and ends in people (customer, user, citizen, employee, etc) and integrates people needs with the business viability and technological feasibility. During this course you will learn the methodology and the tools to design services (and its processes related and backend operations) and improve existing ones. Design can create impact itself if it is orchestrated in a holistic way and it is built from end user`s shoes toward the organization and its processes. Several methodologies will be introduced as key tools to quick design and launch of new digital services. The course learning objective:

- 1- To understand the concept of Digital Services Design and its taxonomy
- 2- Boost mindsets in human centered design approach to business problem solving (connected with problem solving syllabus)
- 3- To provide methodology to design services, process, operations, and continual improvement of the service delivered to customers. Overview APQC for process improvement (connected with operations syllabus)
- 4- Design services or improve existing ones to meet customer needs.
- 5- Design metrics to better decisioning making and performance analysis.
- 6- Enhance effectiveness of digital service design by applying behavioral science
- 7- How to Create impact through the design and organizational change

TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor`s main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Students will work in teams and individually.

This course will apply multiple methods: interactive case discussion, workshop and student exercises, guest speaker, real companies cases and visit etc.

Learning Activity	Weighting
Lectures	10.0 %
Discussions	40.0 %
Group work	40.0 %
Individual studying	10.0 %
TOTAL	100.0 %

AI POLICY

It is not allowed to use AI/ ML/ DL to create and solve cases

PROGRAM

SESSION 1 (LIVE IN-PERSON)

Customer/ User Experience Key concepts

Read articles: Understanding Customer Experience

Food for thought: why is important? Main leverages? Customer Centricity? How to transform to a human centered org?

Article: Understanding Customer Experience (HBS R0702G-PDF-ENG)

SESSION 2 (LIVE IN-PERSON)

Human centered designed: Service Design principles and taxonomy

1) Empathize, Co create, Prototype & Evaluate

2) Elements:

-empathy maps (buyer persona and user persona)

- journey design (touchpoint - communication - relevance:mot- pp --- emotions- verbatims- kpi y kei –omnichannel journey)

- blueprint

- process & metrics - Methods from human needs to internal process (APQC): methodology and framework

Session preparation (prework) : Read article What Is Human-Centered Design? | HBS Online

What is Service Design? | IxDF (interaction-design.org)

Food for thought : How can you leverage human centered design? How can you find latent pain pains? Why is this key for business success?

Article: What Is Human-Centered Design? (HBS Online)

Article: What is Service Design? (IxDF)

SESSION 3 (LIVE IN-PERSON)

Create impact through the design and organizational change

Class: debate -Practical case: Ideo case study (HBS): Human centered design HBS 9-615-022

Session preparation (prework): Read case + key questions

Food for thought: Set of questions in documentation

Practical Case: IDEO: Human-Centered Service Design (HBS 615022-PDF-ENG)

SESSION 4 (LIVE IN-PERSON)

Digital Service Design: UX/UI – Test and techniques (Research/ Ideation/ Prototype / Test)

Practical case: Innovation at Uber: the launch of express pool - HBS 619003-PDF-ENG

Session preparation (prework): read case Innovation in Uber and reply to following questions

Food for thought: questions (in doc)

Multimedia Material: Empathy Map Worksheet (xplane.com)

Multimedia Material: Organizational Change Management Consulting and read Empathy Map Template (miro.com)

Innovation at Uber: the launch of express pool - HBS 619003-PDF-ENG

SESSION 5 (LIVE IN-PERSON)

Service Design elements: starting from customer/ user/ consumer/ citizen/ employee.

Elements: empathy maps – buyer persona and user persona

In class exercise: Empathy map (con Miro) -do empathy map for selected company (in groups)

Session preparation (prework): download empathy map from Empathy Map Worksheet - XPLANE | Organizational Change Management Consulting and read Empathy Map Template | Miro

Multimedia Material : Empathy Map Worksheet (xplane.com)

Multimedia Material : Organizational Change Management Consulting and read Empathy Map Template (miro.com)

<https://miro.com/templates/customer-journey-map/>

Multimedia Material: Customer Journey templates (miro.com)

<https://miro.com/templates/customer-journey-map/>

SESSION 6 (LIVE IN-PERSON)

Omnichannel journey design

Journey design (touchpoint - communication - relevance: mot- pp --- emotions- verbatims- kpi y kei –omnichannel journey)

In class exercise: Journey cocreation (con Miro) for company (in groups)

Session preparation (prework): download journey template- Customer Journey templates

<https://miro.com/templates/customer-journey-map/>

SESSION 7 (LIVE IN-PERSON)

empathy map and journeys presentation for one buyer persona

SESSION 8 (LIVE IN-PERSON)

Process design methodology – APQC – Seven tenants & PCP (process creation framework) and measures

In class example: Process and metrics for a selected journey using APQC

Session preparation (prework): read and analyze APQC doc (see bibliography) and choose processes and kpis for journey

APQC – Seven tenants & PCP (process creation framework)

In class exercise: For a journey/ process and main kpis and metrics

SESSION 9 (LIVE IN-PERSON)

Behavioral economics: We are irrational but predictable irrational

Session preparation: read articles

Article: The End of Rational Economics (HBS R0907H-PDF-ENG)

Article: Thought Leader Interview: Richard Thaler (HBS ROT331-PDF-ENG)

SESSION 10 (LIVE IN-PERSON)

Behavioral economics: nudging and boosting to improve human centered design conversion rates in digital

In class exercise: Apply “nudging” in journey (group exercise)

Session preparation (prework): read article A Practitioner's Guide to Nudging

Food for thought: think about the framework –boosting versus activating? – how to design digital nudges?

Article: A Practitioner's Guide to Nudging (HBS ROT219-PDF-ENG)

SESSION 11 (LIVE IN-PERSON)

Digital Nudges

Session preparation (prework): read article Consumer behavior online

In class exercise: Apply “nudging” in UX /UI in your digital journey

Food for thought: think about the framework –boosting versus activating? – how to design digital nudges?

Article: Consumer Behavior Online: A Playbook Emerges (HBS ROT361-PDF-ENG)

SESSION 12 (LIVE IN-PERSON)

Digital Nudges 2

SESSION 13 (LIVE IN-PERSON)

Digital Service Design Strategy

Applying digital nudging - exercise presentation for a journey

SESSION 14 (LIVE IN-PERSON)

Recap and key takeaways

Company case study - tbd

SESSION 15 (LIVE IN-PERSON)

Presentation (pre-read sent 3 days in advance)

Applied Service design for company assigned (each team will choose one sector – new company or existing one: restaurant, bank, telco, insurance, health (hospital), fashion retailer, supermarket). Choose one journey

Scope: Applied method and framework for designing 1 new service (or improve existing) using all tools learned from customer perspective and define key metrics for performance and to assure continuous improvement.

Structure of final presentation (10 min+5 min- Q&A)

- Executive Summary
- Define two buyer persona / user persona (using empathy map)
- Redefine one key journey-omnichannel- (verbatim, mot, pp, back,front etc) to be improved using service design- from “as is” to “to be”
- Redesign UX/ UI for the chosen digital journey
- Apply nudging
- Set kpis and keis
- Annexes (all research, additional work, insights etc)

Empathy maps

Lifecycle Phase - Example: Usage

Journey – each of its steps from the customer's point of view – I don't understand the invoice

MOT & MOP

Points of contact - touchpoints

The Importance

Emotions

Keis: satisfaction, dissatisfaction, effort

The verbatims

Communication

Internal Processes

Topics for improvement

Nudging

EVALUATION CRITERIA

Group essay should be uploaded and sent to the professor 3 days before the debate sessions.

Global feedback will be given in the Essay presentation sessions.

EVALUATION

20% Individual contribution:

Quality, depth & frequency in class – class participation

Exercises and debates in class

50% - Group exercise

Applied Service design for company assigned (each team will choose one sector – new company or existing one: restaurant, bank, telco, insurance, health (hospital), fashion retailer, supermarket)

Scope: Applied method and framework for designing 1 new service (or improve existing) using all tools learned from customer perspective and define key metrics for performance and to assure continuous improvement

Company and journey defined in session 2

30%- Intermediate tests (dates not defined in advance)

criteria	percentage	Learning Objectives	Comments
Group Presentation	50 %		ACTIONABLE KNOWLEDGE

Class Participation	20 %		DEPTH AND QUALITY
Intermediate tests	30 %		KNOWLEDGE

FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

BEHAVIOR RULES

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.