

# NEW SERVICE IMPLEMENTATION

## THE IMPORTANCE OF BUSINESS ASPECTS IN SERVICE DESIGN PRACTICE

MIREIA PUMAROLA

MASTER THESIS | MASTER PROGRAM IN BUSINESS DESIGN | MSc  
UNIVERSITY OF GOTHENBURG | SCHOOL OF BUSINESS, ECONOMICS AND LAW & HDK - ACADEMY OF DESIGN AND CRAFTS  
SUPERVISOR | MARJA SOILA-WADMAN

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## ABSTRACT

My research originates from the situation service design agencies are currently challenging: the dilemma of service implementation after being launched. This thesis provides an understanding of the stage between the moment those agencies deliver a service to their clients and the organizational change needed for the client to be better able to embrace the designed service.

Specifically, I look at the problems that business and service designers encounter when implementing services to their client's organization, and how the clients can carry out the implementation requirements of these services.

The case study of my thesis is Fjord— the design and innovation firm, which is currently undertaking projects related to the topic area of my thesis. In my research, I have conducted several interviews with Fjord employees.

Large organizations need to address innovation, customer centricity, and collaboration differently, as well as acquire certain skills and tools to develop a new mindset and new ways of working. Consequently, the organization will be better able to understand and implement the services that agencies like Fjord have tailored for them.

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<sup>1</sup> The internship in Business Design is a part of the master program at the Academy of Design and Crafts, at the University of Gothenburg. The field of Business Design is a young discipline that works between designers and organizations by understanding what design is about, and communicating it through finding a common language.

This study consists in the implementation of new service design concepts in established firms (large organization). The topic awakens my interest as it requires a substantial change of processes, structures and culture and therefore a transformation of the organization.

Unlike more traditional design consultancies –service design consultancies are working not only with what is delivered to the customer, but also how the service is created by the employee – therefore, the work environment and practices of employees have a substantial importance.

Through the experience acquired during my internship in Business Design<sup>1</sup> at a service design agency, I asked myself several times; why are the services delivered by service design firms so different from their client's organization ways of operating?

This observation made me think that it could highly influence the survival of the services. When clients were not able to transform the organization the new service would dissolve and eventually disengage with the new service concept.

Through this reflection, my main interest are the aspects that influence the lifetime of a service in the client organization and how these could be addressed by a design consultancy.

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# INTRODUCTION

## 1.1 THE BIG PICTURE

<sup>2</sup>In this paper, the term organization will be used to refer to Fjord's clients, which are big corporations or entities holding a significant number of employees. These organizations I am referring to are often banks, pharmaceutical companies and/or health insurances.

<sup>3</sup>Digital service is one of the main tasks that Fjord as a company is doing with their clients.

<sup>4</sup>Company, agency, firm or consultancy –in this paper– stand for the service design consultancies like Fjord. Those are characterized by a small number of employees sharing the same goal.

<sup>5</sup>Employee centered is a way to address the employees from an organization by putting them in focus. It relates to the term customer centric defined in section 4.2 The understanding of customer centricity.

Today, a great amount of developments such as global warming, the internet of things etc. create an constant need for change in our society. Global warming demands that we examine how we operate in response to changes in the environment. The Internet of Things (IoT) has radically transformed people's lives by providing an easier and more efficient way of living (Evans, 2011). This is a major influence on new generations of employees who are more sensitive to these topics and who demand a corresponding change in the working conditions to accommodate for this development. Further, today's consumer becoming more and more considered of organizations<sup>2</sup> culture, thus gradually moving towards selecting more sustainable organizations over their non-sustainable competitors. These societal developments indicate that there is a need to innovate and transform, which opens up possibilities for design (Lyons & Kuron, 2013).

If the values of individuals as well as the collective society are shifting, it follows that organizations need to address these shifts to become a competitive differentiator. The gap between individuals and organizations becomes also apparent in the work of service design consultancies<sup>4</sup> and their corporate clients. As service design consultancies are based on a user centered design, they are often closer to the current user demands.

figure 1



As the research shows, the design of new services might sometimes challenge the organizational values—for instance, by providing too progressive service concepts for some firms. As a result, service design consultancies identified a need to facilitate the change of the organizations so the organization can better implement the new service concepts developed by service designers.

## 1.2 PROBLEMATIZATION

While service design offers some benefits to the client organizations, it is often assumed they will automatically be successful by staying still and not making any change towards adopting new ways of working.

However, we know that different social factors – for instance, a shift in the economy, new ways of living, and the importance of technology – require organizations to evolve and thus demand change in their management systems to adjust these new developments (Fortune, 2015).

Service Design firms are creating user centered services for client organization, however these are often very traditional in their ways of 'doing'. The problem is that the traditional organization's mindset and ways of working usually differ – by far – from the Service Design mindset or the ways they operate (Dunne & Martin, 2006). Therefore, it is often a challenge for the organizations to meet the requirements connected to the implementation of these newly-designed services, which may require organizational change to be properly implemented and supported.

Consequently, service design consultancies are realizing that simply providing a solution does not necessarily solve the problem. Very often changes are required in the behavior of the client organization utilizing the service (Lin *et al.*, 2011). Therefore, the purpose of this thesis is to explore how service design consultancies are addressing the challenge of impacting the way their client organizations work in relation to the new service concept adaptation.



### 1.3 RESEARCH QUESTIONS

Given this purpose, the thesis seeks to answer the following research questions:

(1) What problems do business designers and service designers encounter when implementing new services at client organization?

This is done to better understand the challenges that should be addressed by service designers. Thus RQ1 is a prerequisite for asking:

(2) How do service designers address implementation problems when implementing new services.

### 1.4 THE AIM OF THIS RESEARCH

In particular, what I want to achieve with my research is to identify the problems that business and service designers are facing (when implementing new services to their clients), and to identify a solution that suggests to organizations (the client) new ways of working in order to meet the implementation requirements of the new services designed by those design consultancies.

The case study of this thesis is based on the design firm Fjord which has also supported me during my study. Fjord is a design and innovation consultancy founded in London in 2001 which has lately expanded in terms of employees, by reaching more than 750 in 2015, and has offices in major cities around the globe. Fjord delivers services and experiences to their clients in three ways: by creating new value to their existing services or products, by differentiating them from their competitors and by coming up with disruptive solutions that might have never been spoken in the market yet.

The presented research questions are applied within the case study at Fjord, as it is one of the most relevant service design firms operating today. Additionally, the London based Fjord office is currently working on projects

closely related to the topic area of my thesis, therefore my focus is on how do service design consultancies experience their client.

### 1.5 LIMITATIONS

Following my interest I do not only look into the individual's experience within an organization, but the designerly ways in how the 'living' operations from a company could work by implementing a service design approach. As organizational change is broader than the extent of this paper, my research does not intend to cover all aspects within organizational change. Instead, it will only focus on how service design can be implemented in large corporations in order to change their ways of working and become better 'providers'.

Even though the study of this research only focuses on the case study of Fjord, the knowledge from the outcome of this thesis, can also be applied to a greater extent— i.e. other consultancies with similar concerns. Therefore, the research in additional service design firms—for instance Fjord competitors— would result of a great interest. However, due to the short amount of time, this will be considered as a further research of the study.

### 1.5 WHAT IS THIS THESIS ABOUT

In the following pages you will find what are the actual problems that service design firms might face when implementing new designed services to the organizations of their clients. As well as suggested actions that these organizations—the clients— will have to consider in order to better acquire a new service, and allow this service to live longer in their ecosystems.

The following chapters will support the purpose of this thesis through the theoretical framework, the methodology and the findings. For these reasons I choose the service design and its organizational impact, to be the theoretical framework of this paper ●

# THEORETICAL FRAMEWORK

For some researchers, such as Ostrom *et al.* (2010) service design is one of the most relevant areas for research within the field of service science. The topic area of my thesis is timely and updated with the current issues business is facing. In relation to the big topic of organizational change, I focus on how service design consultancies like Fjord can explore how to transform the client's organization in order to enable them to perform service design.

In the following I will investigate the existing literature on organizational change and service design. In order to understand the entity of organizational change, we need to first look back to its origins and evolution.

## 2.1 GENERAL INTRODUCTION ON ORGANIZATIONAL CHANGE

Through the literature review I identified two opposite extremes of a management system: (1) mechanistic and (2) organic organizations (Burns & Stalker, 1961). Both extremes differ from each other, and present themselves being the polarity but not divided, which allows a combination of both organizational structures.

Given that the two mentioned types are not only different but opposing extremes, they present to be very distinctive. As stated by Burns & Stalker (1961), mechanistic organizations maintain a rigid hierarchy, formality, as well as a set of rules and procedures. Also the individual usually works by his own. In contrast, organic organizations, are characterized by their flexibility, their adaptation to change and their team work. Communication between employees is lateral rather than vertical.

Nowadays, we can see both types –mechanistic and organic, inside the same organization (*Ibid.*) which means both management systems are flexible and can relate to each other. Service design consultancies (Fjord Trends, 2016) recently have considered the need to transform the organizations in order to develop design –or service design– capabilities.

The following lines will present the most important aspects in relation to organizational change chosen for the research study. The concepts will be presented along this chapter from broad to deep, to contextualize the reader.

## 2.2 EVOLUTION TO CHANGE DEMAND

<sup>6</sup> Economy has naturally changed through the years from what is called the primary sector – raw material industries – to the secondary sector – manufacturing of the goods – to the current tertiary sector: the service economy.

<sup>7</sup> This group of individuals are following the previous generation called X. From a general view, Millennials (McGregor 2006) are motivated by a meaningful work rather than by money.

Studies demonstrate that the shift<sup>6</sup> from the manufacturing economy to a service economy (Kemekliene *et al.*, 2007; Mage & Sung, 2011) has changed the way we work, and the rhythm of change is accelerating. External and internal factors are increasing the demand for change within organizations. For instance, individuals from young generations have new values hence different ways of living, which require, for example, further flexibility when working. Also, meaningful work is their new incentive and they aim to choose the sustainable option, both as consumers and employees (Lyons & Kuron, 2013). The crucial and unavoidable environmental concerns make these generations aware of that. Given this fact, newcomers expect to get greater motivations, job satisfaction and

room for meaning making through their work. Individuals belonging the *Generation Y*, –also called *Millennials*<sup>7</sup>, or the fourth generation force – are the ones born between the early 1980s and the early 2000s (*Ibid.*).

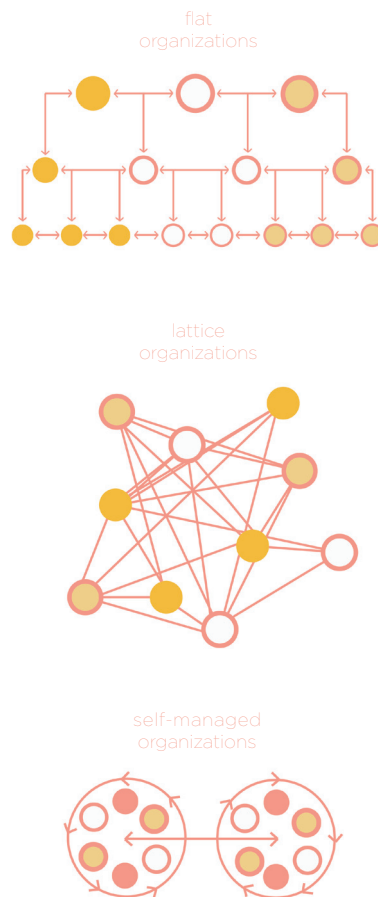
Due to these factors– technological, structural and generational– organizations are increasingly changing their management systems in order to adapt to those new developments (Fortune, 2015). For instance, the emergence of the ‘flat structure’– non hierarchical, as the software company *Valve* adopted; The ‘lattice’ structures – non hierarchical and based on interconnection among associates, as the fabric company *GoreTex* has applied; and the ‘self-management’ structures– where the employee is empowered to realize the tasks of directing and controlling by themselves, as *The Morning Star Company*, a California based agribusiness, also implemented (*Ibid.*).

Previous research (Christensen,1999) shows that there are two different ways organizations can be changed, (1) through drastic action–which is the fastest way– where change is often forced on the organization by the top management, or (2) through evolutionary adaptation–requiring a slower process–, which will result more moderate but lasting change in an organization. Even though organizations can perform change both ways, it does not necessarily need to be radical if the new service does not affect fundamental assumptions, such as beliefs, norms and values that people hold (Sangiorgi & Junginger, 2009).

Further, change has been seen, in many occasions, as a process and not as an event (Lin *et al.*, 2011). It is also important to take into consideration what surrounds the change along the process, in other words, who and how people are functioning in a company.

Older literature shows that researchers often referred to the ‘whole’ as a way of looking at the organization (Drucke, 1988; Koestler, 1967). In fact, Drucke’s ‘whole’–very much alike as Sangiorgi & Junginger (2009) refers

figure 2



<sup>8</sup> Self-organized organizations are those whose employees manage their own time, tasks and priorities and where decision making is no longer made only by the highest ranks but by the ones who are in the front line as well (McGregor, 1957).

to the common vision that needs to be spread among all the actors in a company, while Koestler's 'whole' refers to systems functioning not as single parts, but as a whole—which are parts within parts within parts. Like the human organs, (Koestler, 1967) teams within a company are also adept to function with a great autonomy when isolated from the organization, and (Wilber 1992 & Drucker 1988) then operate as self-organized<sup>8</sup> units instead. Therefore, it is not surprising that researchers even considered the idea of no need of middle management (Peter Drucker, 1988) if the score is the same for all 'players'—actors. A music orchestra is a clear example, a conductor—the CEO, is able to conduct hundreds of musicians at the same time, because both parties aim the same score. Hence, it allows both the conductor to know what does he/she expect from the musicians, and the musicians to know what and when to play.

To summarize the last few sections, there are many ways organizations can change, however, it is convenient to highlight that it is considered a process (Lin *et al.*, 2011).

It is acknowledged that service design firms are already implementing and generating changes in the organizations of their clients by applying human-centered approaches in the process, which requires engaging people from both, inside and outside the organization (Sangiorgi & Junginger, 2009). In addition, as seen in more recent literature, the human-centered approach is extremely valuable in a hierarchical context of large corporations, where the frontline employees feel overwhelmed with too many organizational mandates (Burton, 2011). It seems logical the need to talk about Service Design, therefore in the following lines you will find the different aspects of service design in relation to my thesis.

**RQ1** WHAT PROBLEMS DO BUSINESS AND SERVICE DESIGNERS FACE WHEN IMPLEMENTING NEW SERVICES TO THEIR CLIENT'S ORGANIZATIONS?

**RQ2** HOW COULD THIS ORGANIZATION BE SUPPORTED IN MEETING IMPLEMENTATION REQUIREMENTS OF NEW SERVICES?

## 2.3 INTRODUCTION TO SERVICE DESIGN

Service Design (SD) is a discipline that contributes to the change of organizations towards becoming more human centered, while Design Thinking focuses on problem-solving methods that organizations can employ to achieve better results. Given that both of them share few definitions through the process of designing, I have decided to only use the term Service Design when referring to these two disciplines. (Wetter-Edman, 2014).

Unlike other design disciplines (e.g. product or graphic design), service design does not always have a tangible outcome (Wetter-Edman, 2014). Service design offers a process for improving conditions and hence prompt better communication and behaviour between users and service providers (Meroni & Sangiorgi, 2011). Service design is not only related to design but to a wide range of other disciplines like management, engineering, health care, science, finance, etc., because it is considered valuable to combine as many

backgrounds as possible to make the design process acquire a richer knowledge (*Ibid.*). Given the involvement of many disciplines during the process of service design, it is also considered to be based on co-design. Steen, DeKoning & Manschot (2011) distinguish three main benefits of co-designing work, (1) benefits ‘for the service design project’, (2) benefits for the ‘service’s customers or users’ (3) benefits ‘for the organization involved’.

Human-Centered Design (HCD) is a crucial concept in relation to service design that has been mentioned by many researchers and practitioners (Wetter-Edman, 2014; Meroni & Sangiorgi, 2011; IDEO, 2009). HCD intends to place the human perspective in all the facets and parts of the process of creating solutions to problems (Meroni & Sangiorgi, 2011).

According to IDEO (2009) HCD, which also refers to ‘*hearing-creating-delivering*’, improves the life of people, helps organizations to find new opportunities for change and improves organization communication between all actors.

While organizations have changed/are changing from secondary sectors–goods producing industries, to tertiary sectors–services (as seen in chapter 2.2 *Evolution to change demand*) design has also been continuously evolving in the past years, shifting from the tangible realm to the interaction one, from the interaction to the experience and finally from the experiences to services. Design is responsible for providing answers and methods to this change, therefore today’s design main target is strategies, structures, processes and interactions– in other words, ‘services’ (Mager & Sung, 2011).

Service design is often described in terms of mindsets and practical ways of working. Further, it is often considered a process. The following sections will provide an overview and define these dimensions in more detail. The section will close with a definition of what SD is in relation to this thesis.

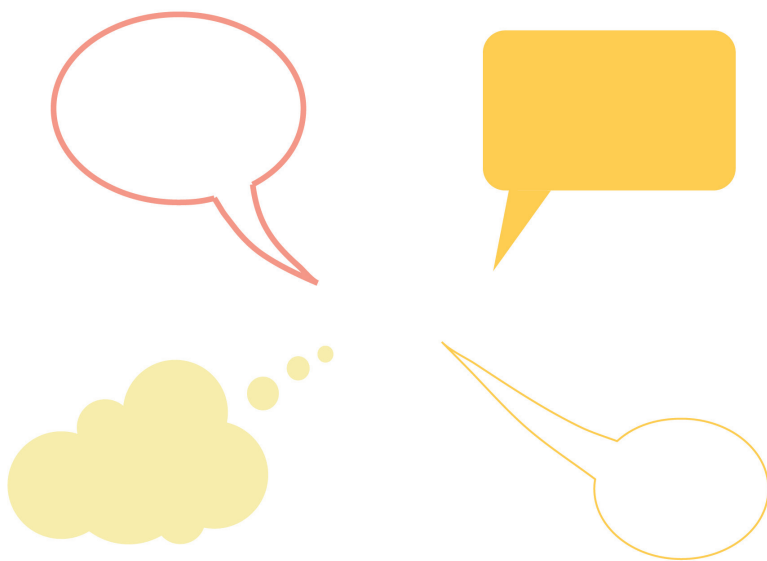


figure 3

<sup>9</sup> A mindset is a way of thinking that can be developed (Dwerck, 2014). Mindsets lead to different behaviours and results (Briceno, 2012). In the context of my research, mindset refers to the attitudes organizations should adopt to start think differently and be able to fulfil their potential.

<sup>10</sup> Participatory in this context means the involvement of other actors – for instance, the clients–during the design process (Wetter-Edman, 2011).

### 2.3.1 SERVICE DESIGN PERSPECTIVE

Unlike the classic design, Service Design (SD) is more difficult to be understood (Eriksen, 2012), therefore various authors (Stickdorn & Schneider, 2011; Eriksen, 2012; Wetter-Edman, 2014) have stated that service design can be considered a mindset<sup>9</sup>. Wetter-Edman (2014) argues that SD is a way of understanding experiences and contexts (for instance, how the actors’ experiences are formed in context) to be used in the communication, operation and innovation processes. Service Design is not only interdisciplinary (*seen in 2.3 Introduction to service design*) but its mindset intervenes in many different structures– social, organizational and economic, hence it is present in the complex world and systems (Stickdorn & Schneider, 2011). In this case the role of a designer moves from playing the role of ‘directors’–for instance, designing *for* the clients, during the process, to the role of ‘facilitators’ and ‘enablers’–for instance, designing *with* the clients, in a participatory design<sup>10</sup> process (Junginger & Sangiorgi, 2009).

On the other hand, Stickdorn & Schneider (2011) describe service design through five basic principles: Service design is (1) ‘user-centered’ through developing a common language understood by every user of the service, and (Mager & sung, 2011) by looking at the experience of a customer before and after the service. It is also (2) ‘co-creative’, by com-

user centered



co-creative



figure 4 & 5

<sup>11</sup>SDA or Service Design Academy is a committed global team that teaches Fjord employees and Fjord clients about service design, design thinking and methods through workshops and the use of different tools (SDA).

bining the knowledge of different actors –employees, employers, users..., (Mager & sung, 2011) and intensifying the will for change. It is (3) ‘sequencing’ because of the capability of service designers to break down the service into what Stickdorn & Schneider (2011) call ‘moments’, which refers to the combination of touchpoints and interactions within a service. Even though it is sequencing, it should be able to create a harmony through all the process by delivering the right message to the user. Service design also shows a tangible side of the discipline by (4) ‘evidencing’ the service story and its touchpoints sequence. It is also said that this increase the customer loyalty. And finally it is (5) holistic as it allows to keep the big picture and see the ecosystem where the service and the (Mager & Sung, 2011) different actors live.

## 2.3.2 ITS PRACTICAL WAY OF WORKING

Service design uses a wide range of methods such as (Meroni & Sangiorgi, 2011) shadowing, situated interviews, blueprint, customer journeys, among many others. Every project will demand the use of different methods and processes, so they meet the needs of the corresponding project. However, every method used in the projects will notoriously contribute (Wetter-Edman 2014) from a specific interaction to transformation, change and value creation.

Some researchers have been trying to assemble different methods for the practice of service design (Tarsi, 2015), however in most of the cases, service design agencies develop their own methods and tools. For instance, Fjord–the company in collaboration, has an academy within the office (SDA<sup>11</sup>) that generates methods and updates them every year, and make sure they are being used globally in all Fjord offices.

As already mentioned above (2.2 *Evolution to change demand*), design is not a fact, (Lin et al., 2011) but can be considered process. Despite of the process(es) in the service design world are not linear, (Stickdorn & Schneider, 2011; Newman 2010) it is more likely to pre-design an outline structure. And as Stickdorn & Schneider (2011) consider, the first step of a service design process is, in fact, to design the process itself. Processes are not static, but flexible, hence the pre-designed structure is iteratively evolving along with the projects.



figures 6, 7 & 8



## 2.4 IMPLEMENTATION OF SERVICE DESIGN IN ORGANIZATIONS FOR CHANGE

Organizational change when implementing services: the dilemma of implementation.

It is commonly found that in large organizations, changes are made by the decision makers and rule-makers– which are usually members undertaking managerial positions– and will be rarely communicated to the rest of the parties– for instance, the frontline employees (Norman & Stappers, 2016). In the field of business design, researchers have recognized this as a problem because engaging in service design alters products and organizations conceptually, demanding organizational change. Many business designers are now focusing on finding new ways to carry on the changes within the organizations successfully (Wendland & Birkölzer, 2013).

In 1999 Pine & Gilmore, discussed what direction our economy will take in the future. They mentioned that the end of the 90's was distinguished by using services to create experiences to the customers. Nevertheless, Pine & Gilmore (1999) in their book 'The experience economy' state that rather than experiences 'alone'– which in the future will not make any business succeed nor satisfy people's needs anymore– organizational transformations are the next stage our economy will move into. However, today's question is if service design can be coupled with change management in order to help service designers design better services, but most importantly, improve the implementation process of these service to transform organizations (Lin *et al.*, 2011).

Practitioners in service design fields usually start by redesigning the service interaction of their clients, and consequently realize the need to engage with the transformational processes of service systems, cultures and organizations (Meroni & Sangiorgi, 2011). In other words, service designers need not only to deal with the design of services but to a greater extent also with organizational dynamics, culture, stakeholder's collaborations, work practices and business models (*Ibid.*). These organizational systems I am referring to includes three core layers within the organization: (1) its people–with their norms, values, behavior and beliefs, (2) its structures– with its procedures, hierarchies and tasks, and (3) its vision– the purpose (Junginger and Sangiorgi, 2009). In addition, these layers will require alignment in most of the cases (Norman & Stappers, 2016).



figure 9<sup>12</sup>

The traditional job of a designer is very focused on the development of an end-result. However, with the emergence of the new fields within design– as service and business design– the focus direction for them, should change. Business designers and service designers must play an active role in implementation, not stopping at the design stage, but trying to fit the capabilities of the people who must operate the services–that agencies like Fjord have designed (Norman & Stappers, 2016). As Norman & Stappers (2016) discuss on their article about *complex systems*, designers today need to carry out the implementation stage as well. Hence, implementation turns into the main stress for this research paper.

When implementing services to a company, services are naturally not isolated from their surroundings. They live within a greater context like the organizational structure, culture and philosophy which might influence the customer's service quality perception and the service delivery itself (Meroni & Sangiorgi, 2011). At this stage it is recommended to engage the corresponding organization in order to validate the value of change and to better understand the organi-

zation itself (Junginger and Sangiorgi, 2009). Additionally, in relation to the engagement of the organization, designers cannot be expected to design the entire service for others, otherwise the providers of the service– the organization– will have no engagement or control of the proposed solution–the services–, and hence have difficulties in finding support in their organization (Eriksen, 2012). Given that, it is suggested to do an analysis in the shape of a conversation to reveal their assumptions and work together to build a vision and agree how a service should evolve, and co-create an agenda for change (Sangiorgi & Junginger, 2009). Further, rather than telling, listening and sharing are key to let people from the organizations tailor existing solutions, and then use design to foster true engagement (Lin *et al.*, 2011).

The collaboration I am referring to, does not only need to happen between organization and service designers, but also happens between organizations and their customers. This is considered to result in an extended awareness of all actors as they got to experience multiple views on the same issue (Wetter-Edman, 2014).

<sup>15</sup>Redesigned visualization 'outside-in' (Meroni & Sangiorgi, 2011)

Junginger & Sangiorgi (2009) consider that it is possible for the designers to generate new service ideas and business models whilst instigating organizational change. Service designers apply an 'outside-in' approach, starting from user observation and behaviour understanding, to the proposition of changes. In addition, Norman & Stappers (2016) also agree that those traditional design methods—like observation—are still appropriate and successful, nevertheless the author emphasizes the importance of designers in carrying on task of implementing.

These changes can differ from project to project, but they usually result in mechanical and structural changes, the introduction of new technologies, organizational restructuring, or new regulatory efficiency that will transform the nature of the operation (Norman & Stappers, 2016). Due to the size of these changes, agencies feel the need to participate actively to a long term transformational process—for instance, being at the client's office more often, in order to make a long term intervention (*Ibid.*). Or as Mager & Sung (2011) would suggest, integrating the design approach deeply

within organizations. However, it is recommended not to take all organizational changes in one step, but through numerous small and incremental steps (Norman & Stappers, 2016).

In Lin's *et al.*, (2011) 'Service Design and Change of Systems' journal article, features a case study that demonstrate different ways to implement service design in large and complex organizations. In addition, this implementation should align the business and the human values and highlight the importance of empowering the organizations to customize the final implementation, after being designed (*Ibid.*).

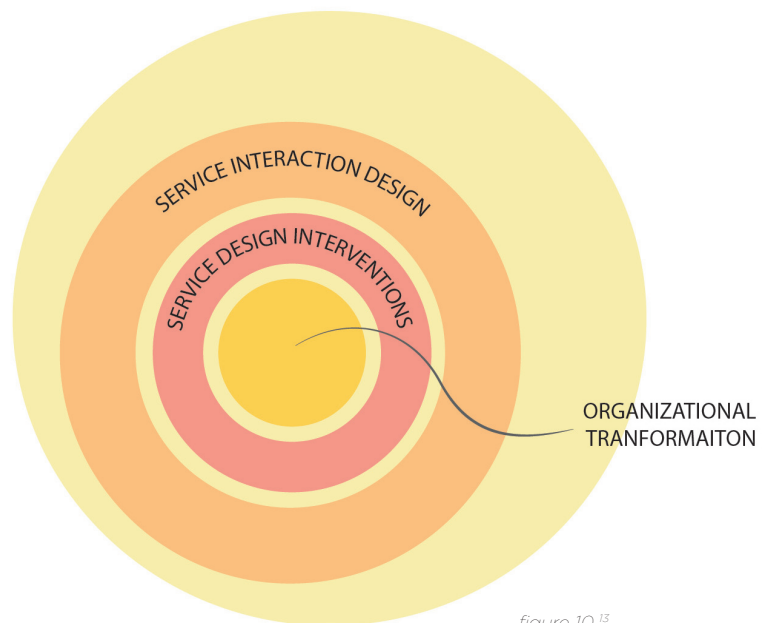


figure 10 <sup>15</sup>

## 2.5 BENEFITS OF IMPLEMENTING SERVICE DESIGN AS A MINDSET

Meyer (Junginger *et al.*, 2011) states that through the experiences that service design might provide, employees can have more meaningful professional lives and the organization can become more productive and sustainable.

Collaboration is another benefit that Meyer (Junginger *et al.*, 2011) highlights and relates to what my thesis concerns. Thinking, working and solving problems together, will consequently give the chance to actively create new knowledge together.

In addition, having a common vision is an important aim for service design. This will allow people to widely see and activate a sense of perceiving the future. Further, by bringing 'vision' into organizations, its employees will develop a shared concept that will turn into a common mission for the organization. The author of this article also highlights the importance of learning and reflection in the service design mindset, which is the base for change and renewal (*Ibid.*) ●

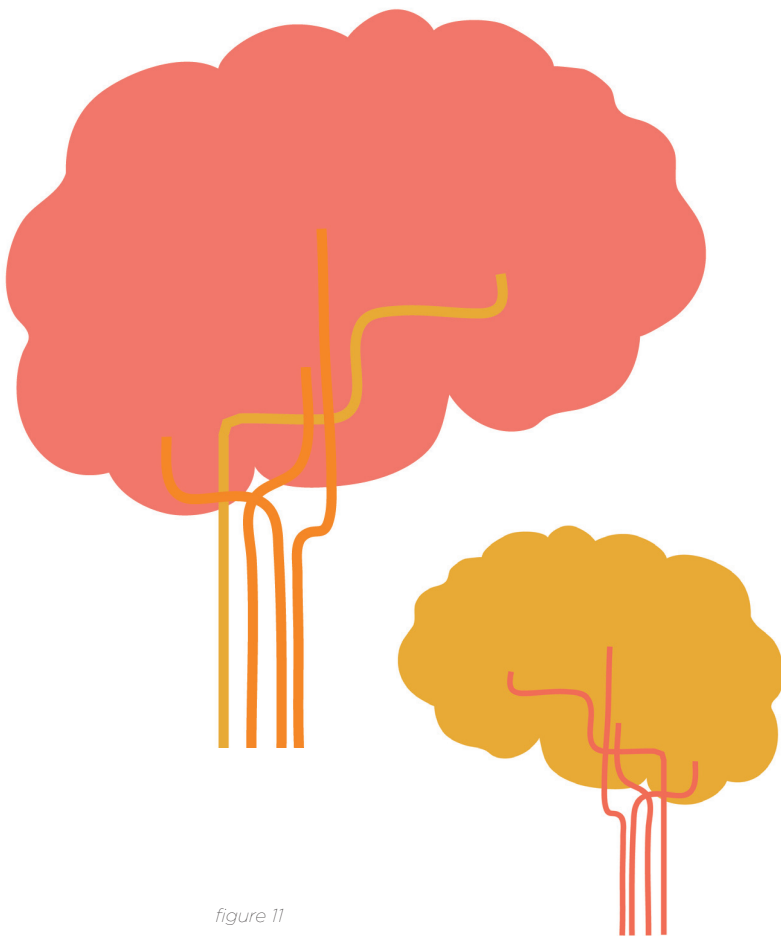


figure 11

# METHODOLOGY

The business design mindset acquired in the master program and the knowledge gained during my internship at Fjord helped me find the right methods and to generate ideas for this thesis research.

My research has never had a straightforward (one-direction) focus. Instead it has been influenced by the individuals—from practitioners to researchers— I have come across the course, therefore this made my research be more intermittent, and acquire an iterative design process. An iterative approach suggests a cyclical process that implies the repetition of several steps including refinement and changes as well. During this cycle, I felt the need to take decisions and discard some insights gathered in the beginning of the process in order to narrow down and make the research more sharp (Myers, 2013).

This sort of process is willing to improve the quality of a design, in that case, design for services in order to generate change in the organizations (*Ibid.*). That is why I decided to do mainly a qualitative research for this study.

### 3.1 RESEARCH APPROACH

Based on the way I am working, I conducted a qualitative research. Qualitative research is a strategic method that gives priority to words rather than the amount of collected data (Bryman & Bell, 2003). As a research it is *inductivist*– providing with an introductory view of the relationship between theory and research, it is *constructionist*– which stands for social features as an outcome of the research, in other words, it focuses on the interaction between individuals rather than the phenomena, and it is *interpretivist*– it emphasizes on the understanding of the social world and analyzes the interpretation of its participants (*Ibid.*). Additionally, it also focus on the complexity of human sense-making, and researchers are not invisible, but rather perform as subjects, which allows them to interpret as much as the people being studied (Myers, 2013).

### 3.2 RESEARCH METHODS

#### *Case Study Research*

A case study is an empirical inquiry that focuses on investigating the phenomenon within the real-life context (Yin, *et al.*, 2014). The application of this type of study derives from the need to understand complex social phenomena. Therefore it is usually employed when ‘how’ or ‘why’ questions are being used, however, ‘what’ questions determine that is an exploratory case study (*Ibid.*). For instance, if we go back to my research question– RQ1 *what problems do business designers/service designers face when implementing new services to their client’s organizations?* or RQ2 *how can organizations be supported in meeting implementation requirements of new services?*– Those questions are (1) exploratory because it investigates a phenomenon characterized by a lack of detailed preliminary research (Mills *et al.*, 2010), and the investigator is willing to explore them (Yin *et al.*, 2014). Whereas other type of questions –as when, where and why– bring a more (2) explanatory or (3) descriptive ways of investigation.

Nevertheless, those last mentioned are not the main focus of this thesis, but an exploratory case study, which goal is to develop suitable hypotheses and propositions for later applications (*Ibid.*) – for instance, by testing the formulated hypotheses in a research environment, in the case of this thesis, at Fjord (Mills *et al.*, 2010).

<sup>14</sup> The term combined in this context refers to the usage of two or more 'sources of evidence' in order to increase the quality of the investigation (Yin *et al.* 2014).

### 3.3 EVIDENCE SOURCES

The evidence for this case study comes from four different sources: documentation, direct observation, participant observation and from the interviews. One of the nature of the case study research is the use of combined<sup>14</sup> sources of evidence that concentrate on the same fact or finding, and will consequently increase the quality of the investigation (Yin *et al.*, 2014).

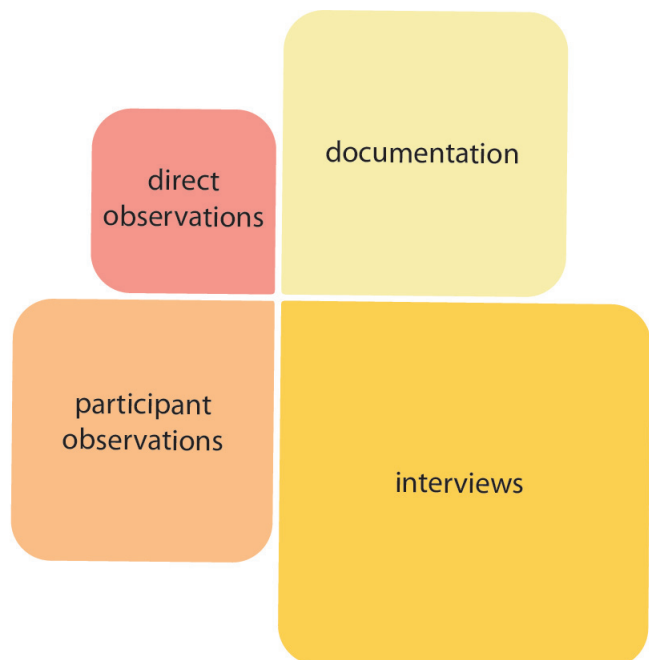


figure 12



### 3.3.1 DIRECT OBSERVATIONS:

According to Yin *et al.*, (2014) direct observations help proving evidence to your research. These sort of observations are often used for case study research and consist on making a field visit to the case study site. There, this observation aims to capture relevant behavioural and environmental insights.

In the context of my research, the studio visit at Fjord's London based office has been used as a method to do the observation. The studio visit allowed doing a real time observation of the employees, by participating in their daily activities (meetings, and standups), and by shadowing them. Even though the main purpose of the visit was originally to run interviews with the employees, every spare moment between interviews, and breaks, would be employed to analyse the environment and their ways of working– for instance, listening to the conversations during the lunch break.

As it indicates in figure 12 the direct observation did not play much role in comparison to the participant observation, the next source of evidence.

### 3.3.2 PARTICIPANT OBSERVATIONS:

Unlike direct observation, the participant observation intends to make the researcher become part of the observation by not only observing but fully participating in the events related to the study field (Yin *et al.*, 2014).

In the context of my research, this was achieved by taking part in brainstormings, morning gatherings and having conversations during lunch time.

As illustrated in *figure 12*, the following form of collected data– documentation data, would show much more presence than any observation data.

figures 13, 14 & 15



### 3.3.3 DOCUMENTATION

The collection of documentation has been playing a strong role during the study. Documentation like newspaper clippings, articles appearing in the mass media, community newsletters, formal studies of the same site are considered to provide evidence to the research of the thesis (Yin *et al.*, 2014).

During the visit in the London based office, the opportunity of collecting digital documentation was rather high, for instance—being walked through a presentation about a current internal study closely related to my own. Or being onboarded in a project that was of my interest. Additionally, the mentors at Fjord who support my research, have constantly shared documentation for a better understanding and clarifying concepts. Further, the review of media documentation from Fjord's website has support my study with more information.

Collecting documentation has been an ongoing process since the beginning of the research until the end of the thesis, and it has taken an abundant importance. However, there is still another collecting method that cannot be forgotten— the interviews, which you can find in the following page.

### 3.3.4 INTERVIEWS

According to Bryman & Bell (2003), qualitative interviews prioritize the interviewee's point of view, and seeks for rich and detailed answers. The interviews intent to be flexible as it encourages to go off the tangent- which can help see what the interviewees accentuate the most- and ask further questions that are not originally planned if needed. As said, the interviewees opinion is the most relevant in qualitative interviews, hence the interviewer can always readjust the interview according to the direction the interviewee wants to take. In this case, it will often provide new and significant results to the interview.

As Yin *et al.* (2014) also emphasizes that it is very important to first follow the original line of inquiry, and to ask questions in an unbiased manner. In addition to that, case study interviews are of an open-ended nature, which means that it can be asked the opinions of the interviewees about the discussed event (*Ibid.*). In many occasions, during my interviews, I asked the participant to share their personal approach and insights.

As most of the interviewees were working in the same office, it was often suggested I interview other employees, for further accurate information.

Although interviewing within organizations might become an issue as it requires time for the interviewee- and occasionally might be difficult to realize it during their working hours, participants within Fjord and Accenture showed high availability and were willing to collaborate and keen to help (Bryman & Bell, 2003).



figure 16

### *Semi Structured Interviews*

A structured guide for the interviews was designed in order to have an overview of the interview itself. Certain order in the semi-structured conversations might be recommendable, therefore the interviews for this research are conducted from broad to narrow, asking first 'why do you think organizations demand a change' or 'how does a service evolve in a company after implementation' and wrapping up with 'how is Fjord contributing to this change' and 'what does it need to be done to foster the service after being implemented' (Bryman & Bell, 2003). (See *Appendices for all the the questions*)

Most of the data was collected through semi-structured interviews. Concentrated in two rounds, I conducted 9 interviews to 8 participants in total.

In the first round I ran 3 interviews via *Skype* between February and March, with participants based in New York, Berlin and London. However, as qualitative research claims, there is room to proceed to a second round of interviews with the same or new participants, because it is considered to be an iterative activity between stages (Myers, 2013).

Hence, in the second round, I conducted interviews to 5 new participants and repeated 1 from the first round—in person—in their work space, at the London Fjord office.

The semi-structured interviews are based on, what Bryman & Bell (2003) calls, 'interview guide' which requires a list of questions on specific topics the interviewer wants to ask. The design of this guide allows for questions not included on the original list, but emphasizes the conversation with the participant. The goal of this sort of interview is that the researchers gather the way in which participants view their social world and that they are flexible enough to perceive the most valuable insights expressed by the participants.

It is also advisable to find a common language between the interviewee and the interviewer (*Ibid.*) to make the dialog more comprehensible for the participant. The same applies to knowing information about the interviewee—for instance, the work environment and the behaviour (*Ibid.*) hence, a previous research about each participant has been done, through social media –*Linkedin*, or through the person who connected us.

<sup>15</sup>Fjord Evolution is the former SDA. See footnote number 13.

### *Interview criteria*

According to the criteria which Kvale (1996) and Bryman & Bell (2003) coined in order to be a successful interviewer—among many others, I highlight two for my research: an interview should be (1) clear; meaning that the simpler the better, trying to avoid double questions by using short questions, and it should be (2) ethically sensitive; meaning making sure that the interviewee acknowledges the topic area of the research. To meet these criteria, the research topic has been previously introduced to the participant—via *e-mail* or right before the start of the interview.

Even though the interview has a structure, in qualitative research it is often encouraged to go off the tangent, because it provides the investigator with relevant insights from the interviewee (Bryman & Bell, 2003). Therefore, the way I ran the interviews did not only consist in getting the questions answered but focusing on some new concepts that the participant would bring up during the conversation.

The interviews would usually take between forty-five and seventy-five minutes, and this would result a total of approximately eight hours. In addition, during the visit in the London office, I would take any chance to talk to people in their free time, and capturing and observing their way of working and their approaches.

### *Sampling approach*

All the interviewees that have participated in my research were suggested and introduced to me by the Business Design director John Oswald. The participants of the interviews are employees working at the design consultancy Fjord—within the offices located in London, Berlin and New York— and were selected by their outstanding experience in organizational change. The interviewees cover the ages between 28 and 42 years old, whose gender is in most of the cases, male, with the exception of one female from the London based office.

Nearly all roles of the people I talked with, are Business Designers (BD), however, I also spoke with a Design Director, a Design & Innovation Senior and with an Organization Strategist Consultant. They all have been working with Business Designers along the project they were involved, but provided with a wide range of insights, from another angle than the BD.

Some of the BDs are currently working with the same client, but in most of the cases, in different streams of the project. The majority of the clients are within the fields of finance and pharmaceuticals, nevertheless there are also participants working in the automotive field, and in the internal global team from Fjord— Fjord Evolution<sup>15</sup>, responsible for making sure that employees at Fjord are using the right tools.

DATE	PARTICIPANT	ROLE	LOCATION	INTERACTION	PROJECT
February 27th	Christopher <b>Böhnke</b>	Business Design Lead	Berlin	Skype Call	Automotive
March 4th	Wayne <b>Suiter</b>	Global Team	New York	Skype Call	Fjord Evolution
March 11th	Álvaro <b>Rojo</b>	Business Designer	London	Skype Call	Finance
April 6th	Kent <b>McMillan</b>	Organization Strategist Consultant	London	Face to face	Retail
April 6th	Álvaro <b>Rojo</b>	Business Designer	London	Face to face	Retail
April 7th	Niklas <b>Wiedemann</b>	Business Designer	London	Face to face	Finance
April 7th	Dom <b>Ryan</b>	Design Director	London	Face to face	Finance
April 8th	John <b>Oswald</b>	Business Design Director	London	Face to face	Pharma
April 8th	Abigail <b>Hatter</b>	Business Designer	London	Face to face	Pharma

figure 17

Besides these interviewees, on February 17th I attended an online seminar (Campbell & Karavdic, 2016) organized by *Webinar* about ‘building internal innovation capability’ which strongly relates to the interest of my thesis. Hence, in the findings section you will notice both the interviewees and the seminar references.

### 3.5 METHODS OF ANALYSIS

One of the main challenges during the interviews was to find the appropriate methods in order to ease the process of analysis later on. Therefore, below you can find a list of the methods used which made the analysis section grow naturally.

#### *Immediate analysis*

Right after an interview was finished, I wrote down the essence of what I heard and noted. Through quotes and examples, or statements. This exercise is supposed to be a precursor to the analysis, which allowed me to emphasize opportunities and challenges at an early stage.

#### *Semi-transcription*

This method consists of listening to the voice recordings of the correspondent interview, and writing down the most relevant information on sticky papers.

#### *Filtering*

I would first place the sticky notes on my desk—so I could move them around, and then I would filter the amount of data, by selecting the most important inputs in relation to my thesis topic. Then, I created new sticky notes and placed them in a new large piece of paper in order to archive them by participant. This method of analysis proceeded question by question, so I would never lose the thread of the interview and it was done as many times as number of interviewed participants. *Filtering* is the method which helps reducing the amount of collected data, hence, put it in order.

#### *Clusterization*

After filtering all the information of each participant, I proceeded with the clusterization, by clustering the most relevant sticky notes already in different groups –capabilities, teams, transparency, support, innovation, relationships, vision etc. The groups were previously identified through reflecting about the gathered data.



figure 18

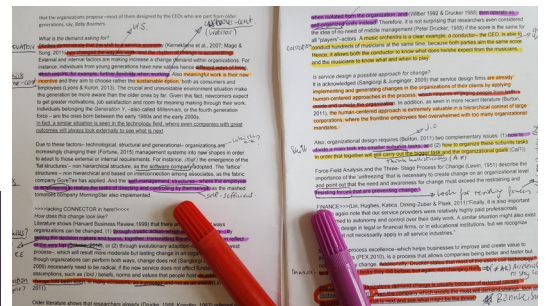
### Connecting dots

After the clusterization, the following step was to actually relate them to each other by making connections through the findings, As well as connecting insights from different concepts. According to Bryman & Bell (2003), thematic analysis allows the researcher to identify implicit and explicit ideas within the data. Hence, right after this process, I would narrow the groups down, to become more solid and clear and point out five different themes –Innovation, Customer centricity, Collaboration, Skills and Tools– that played a key role in what I had analysed.



### Color-sense association

The use of color was already applied in the previous method by marking each 'group' with a different color, however it was mainly used in the color-sense association methods for the analysis. This method helped me find the similarities and differences between the theory and the interviewees statements.



figures 19 & 20



### 3.6 METHODOLOGY CRITERIA

The study consists of an interpretative analysis conducted through qualitative methods. Although reliability and validity are considered criteria for a qualitative research, it can carry some connotations of measurement, which is not the main target for qualitative researchers (Bryman & Bell, 2003). Hence, for this study an alternative criteria that suits best to this type of research has been used. The corresponding criteria is: credibility, transferability, dependability, and confirmability (*Ibid.*).

(1) Credibility ensures that the research is performed according to the canons of the good practice, and the results will be shared with the individuals who participate in the study.

In my research credibility has been shown in three different ways:

- The notes that the participants were asked to write, allowed me work together with the interviewees during the interviews. Their assumptions written in paper bring internal validity as the researcher's observations match with the theoretical ideas (Bryman & Bell, 2003).

- The assigned mentors at Fjord, Tobias Kruse, based in Berlin with more than 15 years of experience in the fields of Digital Consulting, Service Design and Business Design, and Lilian Rosenkranz, based in Hong Kong and Berlin with more than 5 years of experience in the fields of Business Design and Consulting, have fully attended my progress throughout the study. We conducted check-ins every two weeks for updates and feedback. They have been helping along the process by connecting with the participants within Fjord, by giving me constant feedback and advice, and by supporting my decisions and finding the most suitable solutions for the thesis project.

- I have maintained transparency throughout the process, and the intent is to share the study results with the Fjord employees.

(2) Transferability stands for a study in depth rather than breadth, usually concerned about the uniqueness of the social world. Transferability relates also to the external validity, which considers that findings can be generalized to the social settings (Bryman & Bell, 2003).

Organizational transformation is a current issue that strives to improve the employee's quality of life, and uses 'centeredness' not only addressed to the customers but to the employees, the ones providing the services.

(3) Dependability entails that all the documentation– selection of participants, transcribed interviews, data analysis...– is kept in an accessible manner (Bryman & Bell, 2003).

(4) Confirmability implies to perform professionally throughout the research by not allowing the researcher's personal values influence the findings and research itself (Bryman & Bell, 2003). Therefore, in my research I have been using confirmability by sharing the insights with other master students in order to not letting the study be influenced by my own bias.

It should be taken in consideration when reading this thesis, that everything that is written has to be seen in relation to the data collection methods used, hence the findings are limited to the study environment – Fjord ●

# EMPIRICAL FINDINGS

<sup>16</sup> Figure 21 is an illustration of the relation between themes. All of them have their own ecosystems—which can be bigger or smaller. Some of them live inside other themes but some of them are partially or totally outside.

Given that all the selected participants were part of the same design consultancy—Fjord, the differences between the employees' opinions did not bring extremely divergent insights, but similar approaches with slight differences in their personal experiences. In the following sections you will find what the interviewed participants said during the conversations, and the themes I have identified through analysing the empirical findings.

As already presented in the *3.6 Methods of Analysis*, right after every interview I would capture the first observation I had in mind. The result of that was a *post-it* with a summarized first impression that I took from each interview, this resulted in the following notes:

Christopher Böhnke (Business Design Lead) put emphasis on collaboration and teams, in addition, Kent McMillan (Organization Strategist Consultant) brought up a very deep conversation about teams and business units as well. Niklas Wiedemann (Business Designer) put attention to customer centricity and communication, while Abigail Hatter (Busi-

ness Designer) centered the conversation in the communication between employees. Álvaro Rojo (Business Designer) focused the interview mainly on innovation, and provided with a high level of detailed information, and finally Wayne Suiter (Design & Innovation Senior, and Global Team) supported the interview talking about tools.

Almost all the interviewees think that service designers work very well in the concept phase, and that they should rather be more focused on what it needs to be implemented instead. However, some of them think that some projects at Fjord are already trying to respond to this issue, and be more (1) customer centric.

Some of them have expressed they believe in (2) bringing service design into the companies as a possible solution to the formulated research question—*How can organization be supported in meeting implementation requirements of new services*. Still many of them believe that other conditions—(3) like innovation, are more relevant to contemplate.

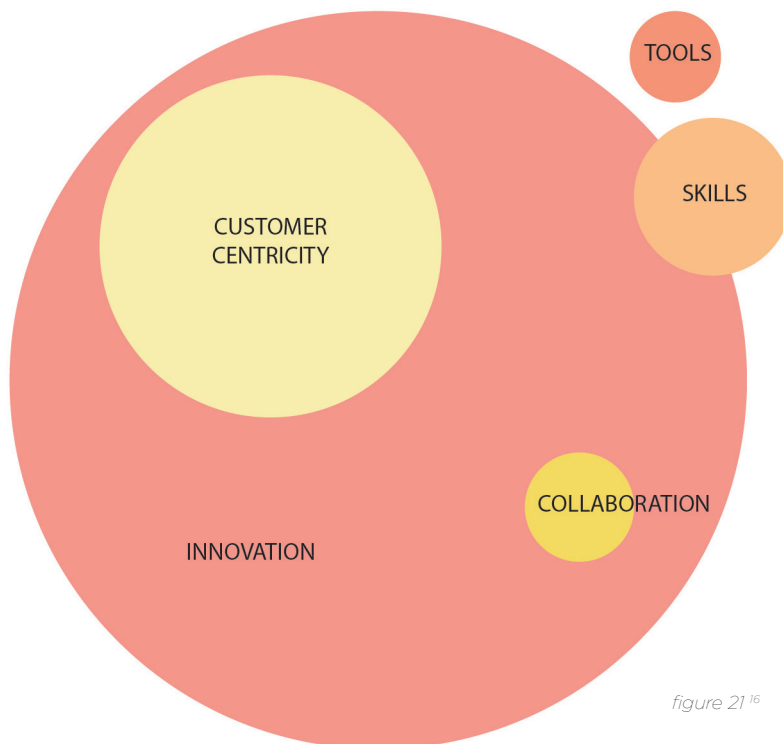


figure 21<sup>16</sup>

Almost all the participants agree on that traditional organizations are still very siloed, and they (4) need to collaborate even more. However some of them also think that those organizations do not have the (5) right skillsets yet, and that we need to provide it to them.

The following lines show the empirical findings of my research and its purpose is to prove the interviewee's opinions and approaches upon the different themes mentioned above– innovation, customer centricity, collaboration, skills and tools.

These themes pointed out in *figure 21* have been described by the participants as having different sizes, colors and shapes. And not

presenting any linear process but interacting between them.

Therefore, some of them can be placed within the frame of others –for instance, as ‘innovation embraces many areas’ (*Rojo, business designer*)– smaller concepts like collaboration and customer centricity can be placed within the frame of innovation.

In order to analyse the empirical findings, it is necessary to follow an order when presenting these themes acquired during the interviews. Therefore, I decided to start from innovation– as it is the largest one, followed by customer centricity, then proceed with collaboration, skills and tools. In the discussion chapter you will find illustrations of the different themes (identified in analysis of the empirical findings). I have used some quotes to illustrate these themes to get a better understanding of what the participants have said.

(see *chapter Discussion*)

<sup>17</sup> A Minimum Viable Product or MVP is a product that has enough features to be used.

## 4.1 THE NOTION OF INNOVATION

Innovation is one of the most prominent notions referred to when interviewing people in the London based office. Nearly everyone mentioned this concept, either referring to the innovation cycle which according to Mcmillan (*strategist consultant*) it is a process that embraces 'from idea to actually build it' or interpreted it as 'changing the way of working' (*Suiter, global team*).

Going back to the so mentioned *innovation cycle*, it was a term brought up by McMillan (*strategist consultant*), and later remarked by Rojo (*business designer*) by saying that 'in order to stay competitive, organizations need to accelerate their *innovation cycle*'. Additionally, Mcmillan (*strategist consultant*) insisted in developing that concept further, so he walked me through the *innovation cycle* (*figure 22*) very attentively. He claimed that 'in order to have a sustainable capability, you need to understand the cycle for developing those ideas and continuously improving it' and he clarified by describing how the process works. From end to end 'it is about continuously scanning' the ideas, 'understand what kind of issues' are out there, contemplate 'the challenges', assess 'what kind of ideas we would generate', take the idea and 'effectively do

service design', 'sketch it' and 'test it with the customer'. Then we would 'create a minimum viable product' (MVP<sup>17</sup>) and finally 'scale it'. Once it starts running, we should ideally 'continue enhancing it' (*Ibid.*).

As mentioned before, Álvaro Rojo was one of the business designers who talked more about innovation, in fact, he focused on the general innovation theory by identifying three types of innovation: '(1) core, (2) adjacent, and (3) transformational' (*Rojo, business designer*). Depending on the type of project, 'the offering will look different', for instance— 'for a core project we will stay at vision, for an adjacent one, we will stay at implementation, and for a transformational project we will do growth' (*Ibid.*). According to Rojo (*business designer*), we need to build a 'new type of relationship based on success' which means 'moving from planning— where innovation is episodic— to executing— where innovation is an ongoing system' (*Ibid.*).

On the other hand, some other participants think that innovation is also about 'bringing service design into the companies' (*Böhnke, business design lead*) and some have stated that 'disruptive evolution requires changing businesses' as well, which means a 'new set of people, new set of processes and new culture' (*McMillan, strategist consultant*).

After the implementation of a service ‘which we can’t ignore’ (Rojo, *business designer*), the key element to achieve innovation is ‘not maintaining a service but continuously design it’ (McMillan, *strategist consultant*).

All in all, these were the most relevant insights that answered my question *how does a service evolve in an organization beyond the implementation?* asked during the interviews. The next paragraphs present the participant’s opinion about customer centricity, which did not have the same length as innovation. However, this theme brought a lot of value to the analysis.

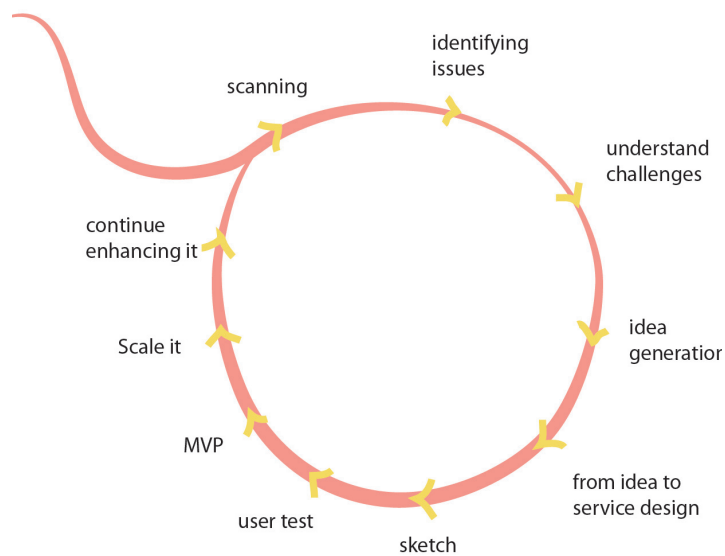


figure 22

<sup>18</sup>The term customer can refer to (1) the employee-as a user within an organization- and (2) the end user - the consumer using the end product, the client of an organization.

## 4.2 THE UNDERSTANDING OF CUSTOMER CENTRICITY

During conversations with the participants, often they would talk about the customer<sup>18</sup> referring to two different meanings, the employee and the end user. The reason it is emphasized in this chapter is because customer centricity means, in this context, both.

According to Suiter (*global team*) organizations should 'match the employee's needs with the business needs' and so does the service, which needs should also 'match the user's needs' (*Suiter, global team*). In fact, some participants also consider that 'employees and customers should be treated the same way' (*Wiedemann, business designer; Böhnke, business designer*).

In comparison to what has been previously stated for innovation, customer centricity it is also related to sustainability. Understanding the customer 'is crucial in order to drive the future' (*Suiter, global team*) and 'it is key to achieve a sustainable growth' (*Campbell & Karavdic, Webinar*).

Even though Fjord has a good understanding of customer centricity, 'we do not provide to our clients an offering or service yet, where we can help them continue track out performing it, measure it, evolving etc' (*Hatter, business designer*).

## 4.3 THE IMPORTANCE OF COLLABORATING

As some participants mentioned during the conversations, design consultancies like Fjord, need to be 'working closer together with their clients' (*Rojo, business designer*) and need to 'bring people across the client's business, together' in order to make a service live longer in the organizations (*McMillan, strategist consultant*). These two statements let room to collaboration as another relevant theme acquired during the interviews.

Most of the interviewed people considered that the biggest issue in implementing a new service in the organizations, lies in the communication. However, they all put attention in co-creating, i.e showed by the business designer Wiedemann, that through his experience in financial projects, realized that 'organizations still live in boxes and they don't know about each other' and that we should be 'challenging these silos and make different teams come together' (*Wiedemann, business designer*). In addition to that, a participant stated that a 'clever business should be shared with different people' (*Oswald, business design director*).

Transparency also made participants think that would give a 'better understanding'

<sup>19</sup>Mentoring teams or learning communities are groups of people within an organization that share the same goal. In this context the team or community are willing to learn skills in order to be able to work differently by themselves.

within the organizations (*Wiedemann, business designer*), as well as ‘finding the same language’ (*Campbell & Karavdic, Webinar*).

All in all, participants referred to collaboration from two different angles: (1) between Fjord and their clients– ‘we should work with them, and not for them’ (*Böhnke, business design lead*), and (2) within the employees of the organizations – ‘we should break up the silos’ (*Wiedemann, business designer*) and ‘think more holistically’ (*Hatter, business designer*).

Altogether, these themes were the ones most highlighted for the study, that answered my question *what are the new ways of working organizations should apply to have a sustainable service?* asked during the interviews. The following text offers another insight collected– the skills, which plays an important role during the analysis (*see following text*).

## 4.4 SKILLS

Organizations ‘do not have the right skillsets’ in order to implement a service (*Oswald, business design director*), ‘we need to support that, for a period of time’ (*Ibid.*). Most of the participants believe that organizations need different skills such as a ‘supportive team–someone looking after’ the service (*Hatter, business designer; Oswald, business design director*), an ‘empowered team’ (*McMillan, strategist consultant; Campbell & Karavdic, Webinar*), they need someone ‘neutral and objective’ (*Rojo, business designer*), someone ‘who represents the user’s voice’ (*Oswald, business design director*), and they need to be ‘self-sufficient in the future’ in order to be able to do it by themselves (*Ryan, design director*).

The design director Ryan. D at the London based office, talks about mentoring<sup>19</sup> as a possible way for the organizations to acquire those skills. Through his experience in the last project he worked on, he shared that ‘they set up a mentoring team composed of a group of people who do not have a design background, but they have moved horizontally within the organization’ (*Ryan, design director*).



In that case, Fjord is then responsible to ‘work out with them, and coach them to be able to do the process themselves’ (*Ibid.*). Nevertheless, other participants consider that it is very important to ‘support the business all the journey through rather than trying to teach them how to do it, which will not work because you will always need an incubator, let the skills go, and then cycle people through, so they will gradually learn’ (*Mcmillan, strategist consultant*).

Regarding what skills should design consultancies (like Fjord) acquire, Ryan (*design director*) also states that ‘you need to get people the feeling of change and that progress is happening’. Which it also conforms with what Wiedemann (*business designer*) asserted about trust, ‘we need to build trust—which is very difficult in large companies— in order to gain some recognition and show the organization what are we going to do’ (*Wiedemann, business designer*).

## 4.5 TOOLS

Business design has acquired many different definitions within research, and it is often hard to tell exactly what it means. One of the participants shared his approach upon that, and stated that ‘business design means bringing the tools to the world and do business’ (*Mcmillan, strategist consultant*).

On the other hand, choosing the right tool is not that easy because ‘you need to use the right tool for the right moment. It is not about using the same structure again and again, since every project and phase requires different tools’ (*Ryan, design director*).

Besides business design tools, some participants also think that we should be able to ‘create tools that organizations can use’ (*Mcmillan, strategist consultant*). However, unlike this statement, other participants show their bias with the creation of toolkits, as ‘it is not the purpose of change’ (*Campbell & Karavdic, Webinar*) and ‘a toolkit might make them become better persons or employees, but not become designers, or be better designers’ (*Wiedemann, business designer*).

Other interviewees consider that ‘organizational design is a mindset to adopt’ (*Rojo, business designer*), and that we should create a ‘tool that is part of the organization’s DNA’ (*Mcmillan, strategist consultant*). ●

# ANALYSIS

## 5.1 INNOVATION

The highlighted theme of innovation addresses my first research question – *what problems do business designers face when implementing new services to their client's organizations*. As you can find below, innovation is one of the main aspects left behind in the organizations that need to be addressed properly.

With the creation of the new service economy, organizations have changed not only the way they work, but the rhythm in which they are changing (Kemekliene *et al.*, 2007; Mage & Sung, 2001). According to an interviewee, changing businesses usually require a 'new set of people, new set of processes, and a new culture' (Mcmillan, *strategist consultant*), which embraces a considerable part of the organization, hence the rhythm of change needs to accelerate.

On the other hand Drucker (1988) argues that some organizations are using technology as a way to accelerate the tasks they were doing before, but unfortunately, not changing themselves. Realistically, the aim here should be, to accelerate the innovation cycle in order to help organizations stay competitive (Rojo, *business designer*) and indeed, competitors are one of the main reasons why organizations demand change (Böhnke, *business design lead*; Suiter, *global team*).

Change usually does not happen as an action, but as a process (Lin *et al.*, 2011), in fact, some investigators state that the design process never ends (Norman & Stappers, 2015).

One of the interviewees gives a similar explanation, starting from continuously 'scanning the ideas', 'understanding what the issues are', considering the 'challenges', evaluating which ideas to generate', 'sketching' them, and 'testing' them with the customer. And then 'create an MVP and 'scale' it. This could mean that the 'key element to achieve innovation, is not maintaining a service but continuously design it' (Mcmillan, *strategist consultant*). Further, we need to move from planning– where innovation is episodic– to executing– where innovation is a continuous and growing system. (Rojo, *business designer*).

Changes in organizations can vary depending on the type of project, i.e. from mechanical and structural changes, to the introduction of new technologies, organizational restructuring or new regulations that will transform the nature of operations (Norman & Stappers, 2016). Rojo (*business designer*) distinguishes three different offerings for three different types of projects; 'in the core ones we will stay at vision', 'for the adjacent ones, we will stay at implementation', and 'for a transformational one, we will do growth'. In this last case, the goal of the project will certainly aim to achieve innovation.

Thus, innovation– unlike the other highlighted themes is an iterative process that can always be improved and aims to grow along the process. Since organizations will be continuously changing (given the arguments seen in the analysis– economy shifts, competitors and an ongoing changes) the cycle that one of the participants suggests, might be useful to be used gradually by the organizations in order to foster innovation.

## 5.2 CHANGING VIEW ON CUSTOMER CENTRICITY

The next relevant theme, customer centrality, also aims to answer the first research question –*what problems do business designers face when implementing new services to their client's organization*. The following text provides the reader with the understanding on why the organizations do not achieve their main goal– be customer centric.

Service design consultancies are lately reali-

zing that often, projects not only require the creation of a new service, but transforming the organization of their clients to become more employee centered (Fjord Trends, 2016). Actually some participants, as seen in the 4. *Findings chapter*, have claimed that ‘employees and customers should be treated the same way’ (Wiedemann, *business designer*; Böhnke, *business design lead*), but actually some of the organizations are employee centered, many of them think they are, and most of them really are not (Suiter, *global team*).

As mentioned in the early beginning of this paper, new employees belong to a newer generational group which differs from the group who is running those so referred traditional organizations. Investigators have found that their incentive is–predominantly, to have a meaningful work (Lyons & Kurton, 2013).

During the Webinar (Campbell & Karavdic, 2016), one of the speakers stated that ‘understanding the customer is key to achieve sustainable growth’.

The design consultancy I refer to, is already implementing and generating changes in the organization of their clients by applying human-centered approaches in the process, which means engaging people from both, inside and outside the organization (Sangiorgi & Junginger, 2009), align these different people (Norman & Stappers, 2016), as well as placing the user –either a customer or an employee, in the center (Lin *et al.*, 2011).



<sup>20</sup> The frontline employees are the group of people who directly deal with customers.

<sup>21</sup> A hub model is a model used in big organizations characterized by its system of connections. All systems are connected to the 'hub' placed in the center.

Customer centricity does not happen promptly. Instead, it requires time and effort. Thus, organizations might start first applying internally, for instance as Suiter would say—matching the employee's needs with the business needs (*Suiter, global team*), and then extend it to a wider layer such as— matching the service needs with the user's needs (*Ibid.*). It is highly valuable to match the ecosystem inside the organization with what happens beyond it. This alignment might help to support customer centricity in the organizations.

Some researchers have recognized a problem that many large corporations are currently having, where the frontline<sup>20</sup> employees feel overwhelmed with too many organizational mandates, so they consider human centricity as a very valuable solution for hierarchical contexts (Burton, 2011). Other researchers have looked at human centered design as the objective to place the human perspective in all the facets and parts of the process of creating solutions to the problems (Meroni & Sangiorgi, 2011) and to help organizations finding new opportunities for change (IDEO, 2009). Yet, either it involves internally or externally, understanding the customer is crucial to drive the future (*Suiter, global team*).

## 5.3 COLLABORATION

Under the theme collaboration you can find the third answer to my first research question—*what problems do business designers face when implementing new services to their client's organization*. It aims to present the major problems of collaboration within the organization nowadays.

Mechanistic organizations are characterized by a rigid hierarchy, strict rules and procedures and an individual way of working. While organic organizations are known by their flexibility, their adaption to change, and an individual way of working (Burns & Stalker, 1961). In order to foster collaboration, organizations need to bring people from across the business together, and what Mcmillan (*strategist consultant*) suggests is the hub model<sup>21</sup>— which can bring more flexibility, as it consists by a central team who are released to do the new ways of working, and support everyone else to make it work (*Ibid.*) Consequently, combining the knowledge of different actors—employees, employers, users...etc. will intensify the will for change (Mager & Sung, 2011).

Besides togetherness, collaboration also means to have a common vision to be spread among all the actors in the organization (Sangiorgi & Junginger, 2009). This vision needs to be shared with as many people as possible—in order to 'avoid the situation where the organization can't afford it because the budget has been cut' (*Oswald, business design director*)— by being more transparent and breaking up the silos (*Hatter, business designer; Wiedemann, business designer*).

As mentioned earlier, one of the ways to co-create is to set up a team (*see footnote number 23*) composed of a (1) product owner— single person or a unit of people who are aligned to this shared missional goal to protect the service, grow it and evolve it (*Hatter, business designer*), (2) a product manager — responsible to represent the voice of the user and (3) a technology team (*Oswald, business design*

<sup>22</sup>Holistic thinking is the ability to constantly see the big picture and be able to interconnect the elements of big systems.

*director*). In most of the cases people in these teams are usually not designers, but they have been moving horizontally within the organization (Ryan, *design director*).

Drucker (1988) has used the music orchestra as a metaphor to explain the relevance of collaboration. A conductor—the CEO, can conduct hundreds of musicians at the same time because both parties share the same mission. Therefore, it allows both of them to know what do they expect from each other. It is also crucial to have the capability to know how to organize the small subunits in order to still carry out the bigger task and the business mission (Burton, 2011). Hatter would also suggests to think more holistically<sup>22</sup> about customer experience (*business designer*).

For service designers, setting collaboration in their client's organization, will also require to engage more with them in order to 'validate the value of change and to better understand the organization itself' (Sangiorgi & Junginger, 2009). Therefore a continuous communication along the process is needed (Ryan, *design director*).

Service design agencies will then have to commit to participating actively in a long term transformational process, for instance, being at the client's office more often, in order to achieve a longer term intervention (Norman & Stappers, 2016), which will be more sustainable (Rojo, *business designer*).

## 5.4 SKILLS

In the theme skills you are able to start finding the answer to the second research question— *how can organizations be supported in meeting implementation requirements of new services*. Hence, the lines below discuss what skills organizations should have in order to foster a better implementation of the services we design.

The individuals belonging to young generations, have new values and different ways of living which demand flexibility in their work environments (Lyons & Kuron, 2013). This new group of people is often not tied to a certain place but is used to moving with frequency, and they usually adapt more quickly to change. Regarding the professional environment, organizations should opt for a more flexible way of working, for instance, as Mcmillan (*strategist consultant*) suggests, the hub model provides a clever approach with a central team that supports the organization with the capabilities they need for change.

Organizations are nowadays willing to learn the process to be able to do it by themselves, so they are hiring agencies to coach them. This means, that the biggest challenge is having them trained properly so they can take care of the process cycle we aim to teach them (Ryan, *design director*).

<sup>23</sup> Cross functional teams are groups of people from different departments or fields working together.

In self-management structures, the employee is empowered to realize the tasks of directing and controlling by themselves (Fortune, 2015). Also, the philosopher Koestler (1967) had intensely researched about 'wholes', referring that individuals or group of individuals, can also function with a great autonomy when they are isolated from the whole organization. And they can operate as self-organized units instead (Wilber 1992; Drucker, 1988). A similar approach shows Mcmillan (*strategist consultant*) by claiming that 'we need smaller teams that run agile with more empowered people, and that were the techniques come in'. He also adds that design thinkers and service designers should be involved to create change.

The most common ways organizations can be changed are, through the so called drastic action- which is the fastest way and according to Böhnke (*business design lead*) we should make the decision makers and teams come together, transmit the mandate, and then reflect it at the very top- and through evolutionary adaptation, which requires a slower and moderate process, but change will last longer in the organization (Christensen, 1999).

In order to create change in an organizational level, organizations should stay away from the resisting forces that are preventing change (Lewin, 1951). For instance, when the client highly appreciates the idea but is not 'capable'

of doing it or they do not know how to make it happen (*Mcmillan, strategist consultant*). In this case we will need to facilitate the utilization of the tools to be able to proceed with the idea, as written above, through the creation of a new team which protects the service and spreads the mindset within the correspondent organization. Nevertheless, Hatter (*business designer*) also thinks it is about just one single role who needs to be responsible to look after this service.

One of the methods in order to change the organization is, establishing learning communities that bring people together from different parts of the organization (Junginger *et al.*, 2011). In other words, 'setting up cross functional<sup>23</sup> teams' and give them 'mentoring sessions' at some point (*Ryan, design director; Rojo, business designer*). And then make sure that the knowledge is transferred to the client and that they care about the organization's mission (Junginger *et al.*, 2011) and ensure that the concept evolves across the silos (*Böhnke, business design lead*).

It is said that business designers should play an active role in trying to fit the capabilities of the people who must operate the service- either in the design process (Norman & Stappers, 2016), or integrating them in the design approach within organizations (Mager & Sung, 2011). However many participants also think, it is about bringing service design 'in house' and teach them how to do it (*Böhnke, business design lead; Rojo, business designer*).

## 5.5 TOOLS

The last theme that has been identified, tools, also thoroughly answers my second research question– *how can organizations be supported in meeting implementation requirements of new services.*

Service design does not have tangible outcomes (Wetter-Edman, 2014), but offers processes for improving conditions and hence embody better communication and behaviour between users (Meroni & Sangiorgi, 2011). As seen before, service design is often considered a mindset which can be applied to the organizations.

The tools have the power to change the perspective of what the purpose and object of the service is about; from specific interaction, to transformation, change and value creation, further, tools are for engaging actors through user centeredness and participation (Wetter-Edman, 2011). There are many tools that are about ‘understanding people, and then showing a place within a system.’ (*Suiter, global team*). But as we have seen, design is a process, hence tools are not expected to be used as ‘following the bible’, but using the right tool for the right moment, as every project requires different tools (*Ryan, design director*) ●



# DISCUSSION

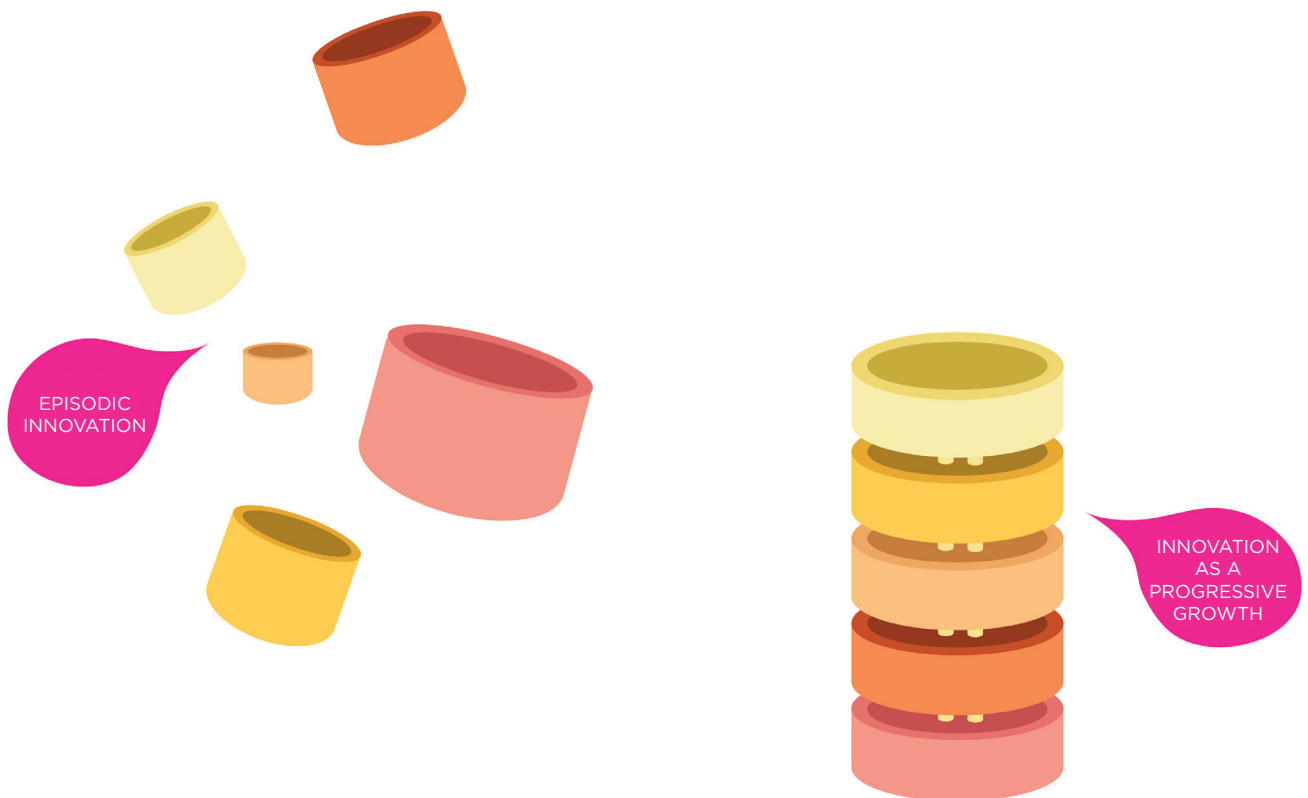
In order to relate the discussion back with the research questions of this study, I have divided this chapter into two parts. As you can see in the following table, the discussion from my study comes from the 5 themes already mentioned in the previous chapters, followed by the problematization challenges taken from the chapter 4. *Findings*, and summarized by a proposed action taken from the deductions of this study.

### *Innovation*

Given that in one hand, economy shifts demand changing the organization's culture, people and processes, and on the other hand innovation demands progressive growth and continuously being designed, that might let us think that those two factors shall be seen as an evolutionary process. If innovation is gradually evolving, change will be an ongoing process, hence, people in the organizations might have the need to be more flexible and keen to adapt faster.

## 6.1 WHAT PROBLEMS DOES SERVICE DESIGN CONFRONT WITH?

The first part is willing to strongly connect the RQ1—*what problems do business designers and service designers face when implementing new services to their client's organizations* – with the discussion.

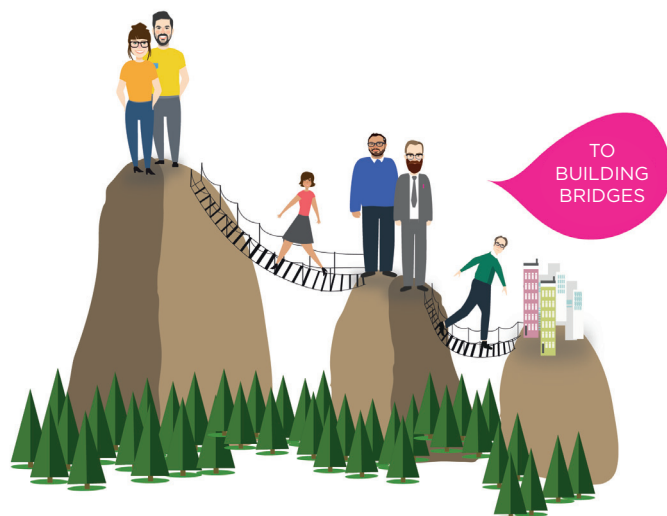


### Customer centricity

One of the interviewees mentioned that most of the organizations think they are employee centered but in reality they are not (*Suiter, global team*). As seen in the theory chapters, customer centricity does not only refer to the end user but also to the employee. Therefore, organizations might want to focus on their employee as well. And this let us understand that customer centricity –and thus employee centricity– is crucial to organizational change.

However, is it possible for organizations to be user-centered without being employee centered before? Can employees provide customer centered offerings –services or products– without the employees being taken in consideration? Thus, can organizations succeed by only focusing on being customer centered but not thinking of their employees?

By reviewing the analysis it makes me wonder if there ‘must be an alignment between the ecosystem inside the organization with what happens externally’. Hence, we might deduct that in order to be customer centric, there should be coherence inside the organizations by matching employees needs with business needs.





### Collaboration

Additionally, it has been analysed that combining the knowledge of different actors such as employees across the business, employers and sometimes users, will boost the will for change (Mager & Sung, 2011). Thus, we might be able to consider that collaboration facilitates the circulation of knowledge between employees, and the transmission of the business vision through all the organization. Therefore, I assume that transparency might be key for organizations in order to be collaborative –in other words, co-creative.

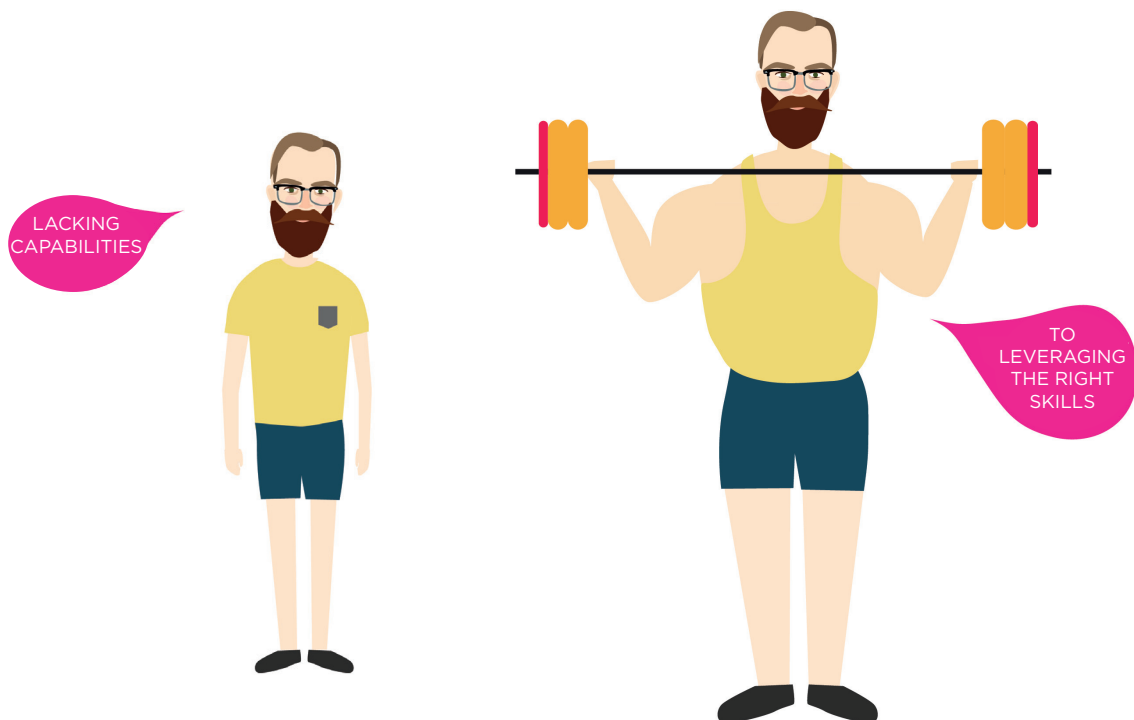


## 6.2 WHAT CAPABILITIES DO ORGANIZATIONS NEED FOR IMPLEMENTATION?

The second part is willing to relate the RQ2—*how could organizations be supported in meeting implementation requirements of new services*—with the discussion.

### Skills

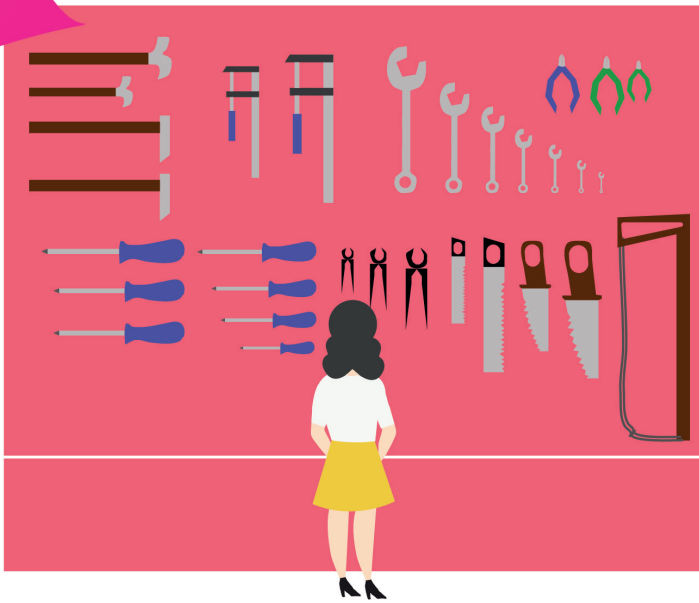
If organizations want to be innovative, customer centered and collaborative, they need to have the right skills to work in these new ways that Service Design proposes. Those skills might mean to have a certain (1) autonomy so they can learn how to do it by themselves. They might need to have (2) agile teams with extremely empowered employees. They might need someone to (3) look after the service that protects it and spread the new mindset through the organization. And they might also need (4) established learning communities in order to gather people all over the organization to provide mentoring sessions.



### Tools

Tools are not expected to be used as 'following the bible' but being used in the right moment. As every project will demand different requirements, it is difficult to list out the needed tools, because they should be tailored to each project, instead. However, SD agencies might be able to work with this customization of tools for each of their clients, and from a human centered approach, design them to cover the right needs for the right organization.

INFINITE  
TOOLS



TAILORED  
TOOLS



RESEARCH QUESTIONS	THEMES Identified in analysis	CHALLENGES According to empirical	PROPOSED ACTIONS Based on discussion
RQ 1	Disruptive innovation	Organizations want to stay competitive	Evolutionary innovation cycle characterized by its rapid adaption and flexibility
RQ 1	Customer centricity	Organizations want to be more customer centered for a sustainable growth	Alignment between customers, employees and business needs.
RQ 1	Collaboration	Some organizations still work in the traditional ways of working separately, therefore their communication sometimes might fail.	Challenge the silos and make different teams work together
RQ 2	Skills	Some organizations do not have the appropriate skillsets.	Teach them the skills through training sessions and letting them be able to do it by themselves.
RQ 2	Tools	Some organizations do not use the adequate tools.	Help the organization build their DNA.

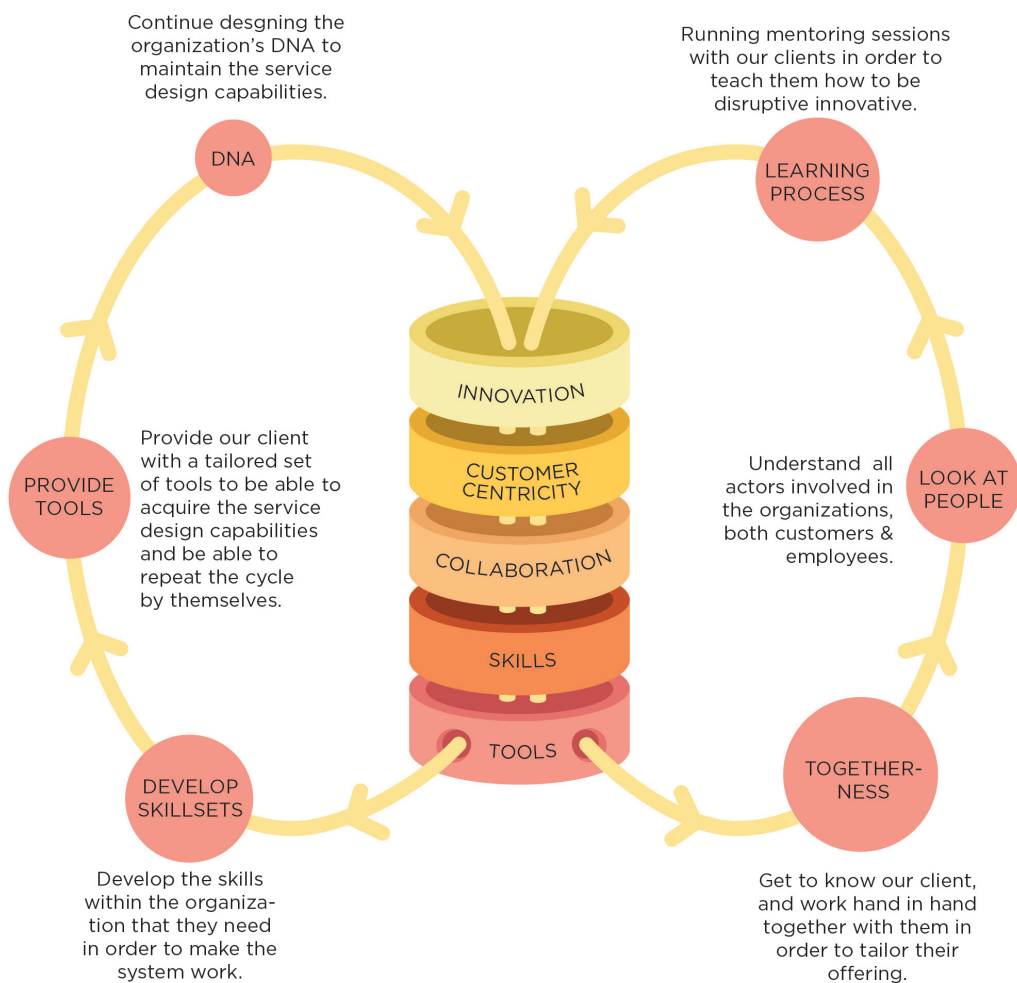
### 6.3 ITS OUTCOME

In order to summarize the discussion, below you can find a graphic that is willing to define and contextualize the five themes previously presented, in relation to what business and service designers need to challenge in order to better implement the services in their clients organizations.

According to the discussion of this study, this illustration aims to show how could an organization work. As you can see, it consists of

a (1) core group of business drivers (the five themes), and of a (2) second layer (the actions) that circulate through the core by creating a cycle that should be continuously active within the organizations.

Given that this cycle is thought to be iterative, it can actually start at any stage. Nevertheless, a good start could be from working hand in hand with our clients, prioritizing people rather than business, running learning sessions, developing our clients skills, and provide the appropriate tools. And closing up by continuously designing the organization's DNA, which will make possible to maintain the service design capabilities.





# CONCLUSION

<sup>24</sup>Shadowing is a term used in service design and research and refers (in this context) to following employees of a company to analyze how they work. This, might be used to study the employee's behaviour or interactions.

If service design is seen as how we can transform businesses, hence design the offering to a business, then these challenges need to be taken into account of business design– as stated through my research.

The reason why we should take these challenges into consideration is because service design provides a new set of aspects –mindset, ways of working, culture and behaviour, that traditional organizations do not contemplate yet, hence do not have the ability to evolve, adapt nor change their businesses. And the reason why business design is relevant in this landscape is because we understand businesses and we are willing to transmit SD capabilities to our clients.

## 7.1 IMPLICATIONS

In relation to service design, this thesis supports an approach that helps design consultancies to better implement the services (to their clients) after the launching phase. In order to foster this implementation, organizations might want to look at the presented themes –Innovation, Customer centricity, Collaboration, Skills and Tools.

Even though Fjord has been the study case of this research, similar approaches might be suggested to apply to different service design agencies for similar purposes.

This study research might also be the interest of business design practitioners working in similar contexts. This thesis provides a series of five themes– innovation, customer centricity, collaboration, skills and tools– to be considered in the practical side of Business Design.

Furthermore, through all the study, both literature and empirical references have accentuated the need of Business Design in order to do a better implementation of the services we design and create a valuable impact in the organizations of our clients.

## 7.2 FURTHER RESEARCH

Early in this paper I pose my limitations that I will not research into other SD agencies because I rather preferred to deep dive into Fjord's case study. But with no doubt, some of these limitations might be a good starting point for further research.

This research has limited the interviews exclusively to Fjord employees, nevertheless I consider that looking at Fjord's clients would bring additional value to this research. Interviewing and shadowing<sup>24</sup> Fjord's clients would have enriched my research by providing the opposite angle and fully understand what the problems are ●

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# APPENDICES

## 9.1 INTERVIEW QUESTIONS

Below you can find the questions asked during the interviews. All of them were equally presented to each interviewee. However, I dedicated longer or shorter time to every question depending on each interviewee's answer.

How does a service in an organization evolve beyond the implementation?

What processes or tasks need to be done in order to keep the service alive?

What conditions and components are required to support services beyond implementation?

When is the strategy that supports "beyond implementation" developed?

How is that support required?

According to your own experience, what helps the services to succeed and what will make them fail?

What are the outcomes of applying these tools or processes?





Visit to Accenture London office



Visit to Accenture London office



Interview to Álvaro Rojo (Business Designer)



Fjord London Office Space



Fjord London Office Space



Fjord London Office Space



Interview to Niklas Wiedemann (Business Designer)



Fjord London office space



Fjord London office space



Chinese breakfast at Fjord London office



Fjord London office space

THANKS!