

# Service Blueprinting

SERVICE BLUEPRINTING

# What Is Service Design?

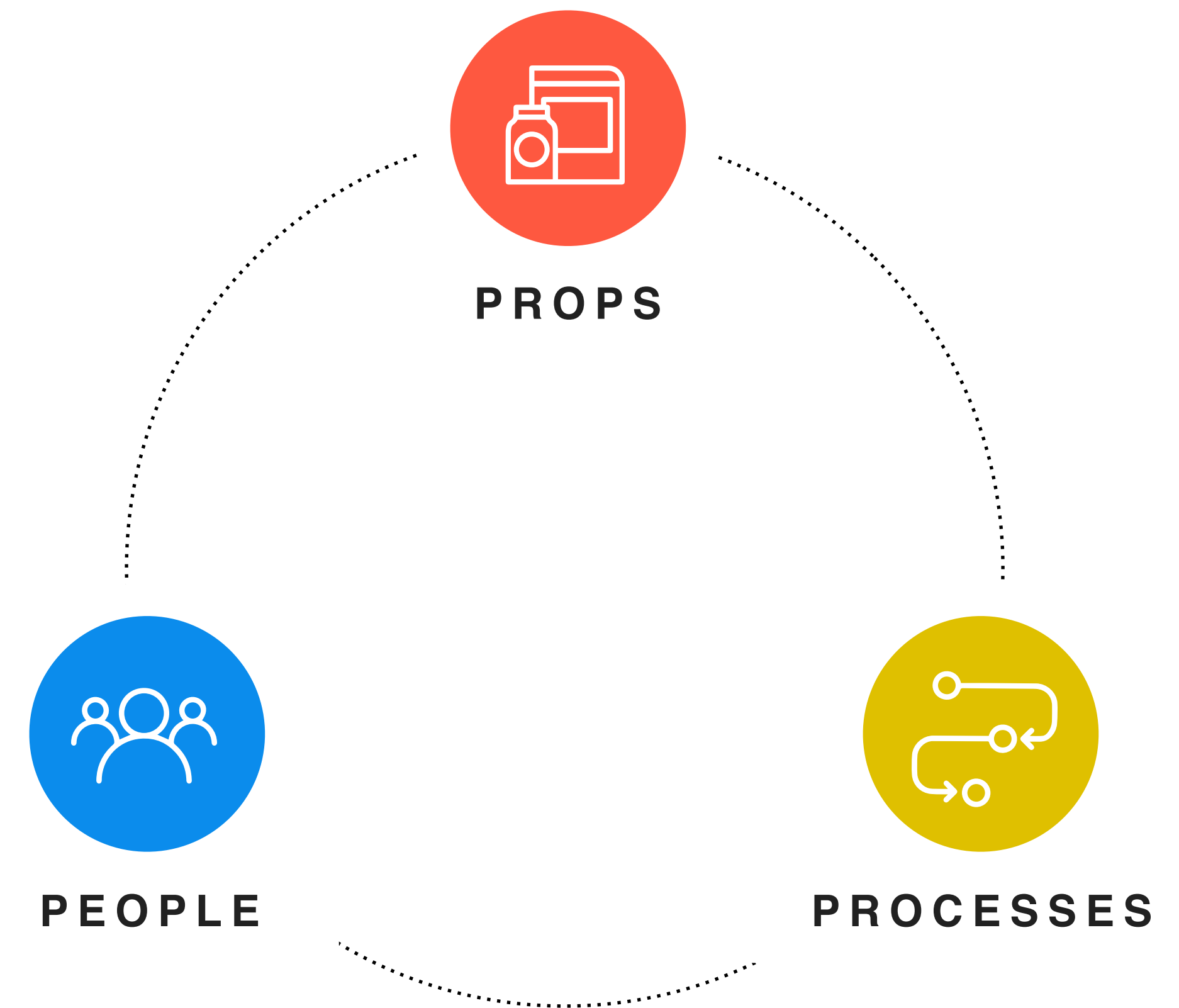
# Service Design

**Service Design** is the activity of planning and organizing a business's resources (people, props, and processes) in order to (1) directly improve the employee's experience, and (2) indirectly, the customer's experience. Service blueprinting is the primary mapping tool used in the service design process.

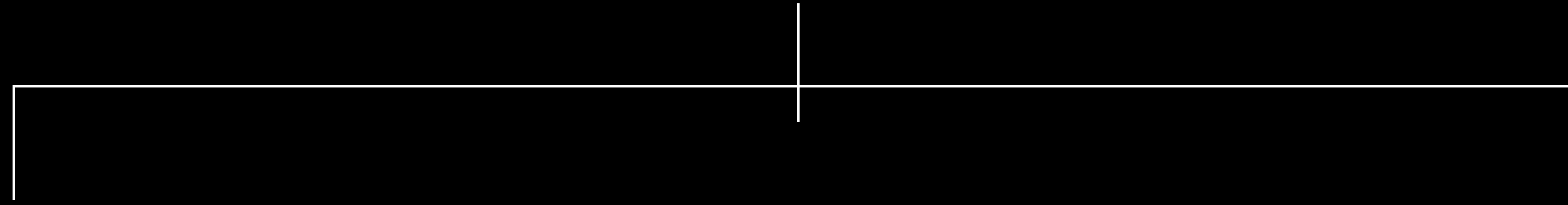
**Props:** Physical or digital artifacts, including products, used throughout the service (i.e. physical products, web pages, digital files)

**People:** Anyone who creates, uses, or is indirectly affected by the service (i.e. employees, customers, partners)

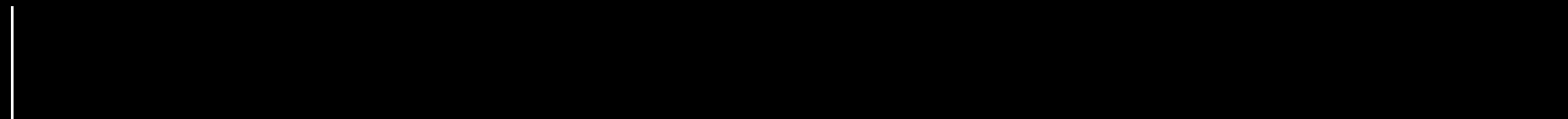
**Processes:** Workflows, procedures, or rules needed to perform the service successfully (i.e. getting an issue resolved over support)



## SERVICE DESIGN



Service design is one of the most important things when it comes to creating the ultimate customer experience. A customer's experience is the entirety of all experiences they have during their interactions with a brand — across all touch points, online and offline. The product is only one aspect of the full experience.



# What Are Service Blueprints?

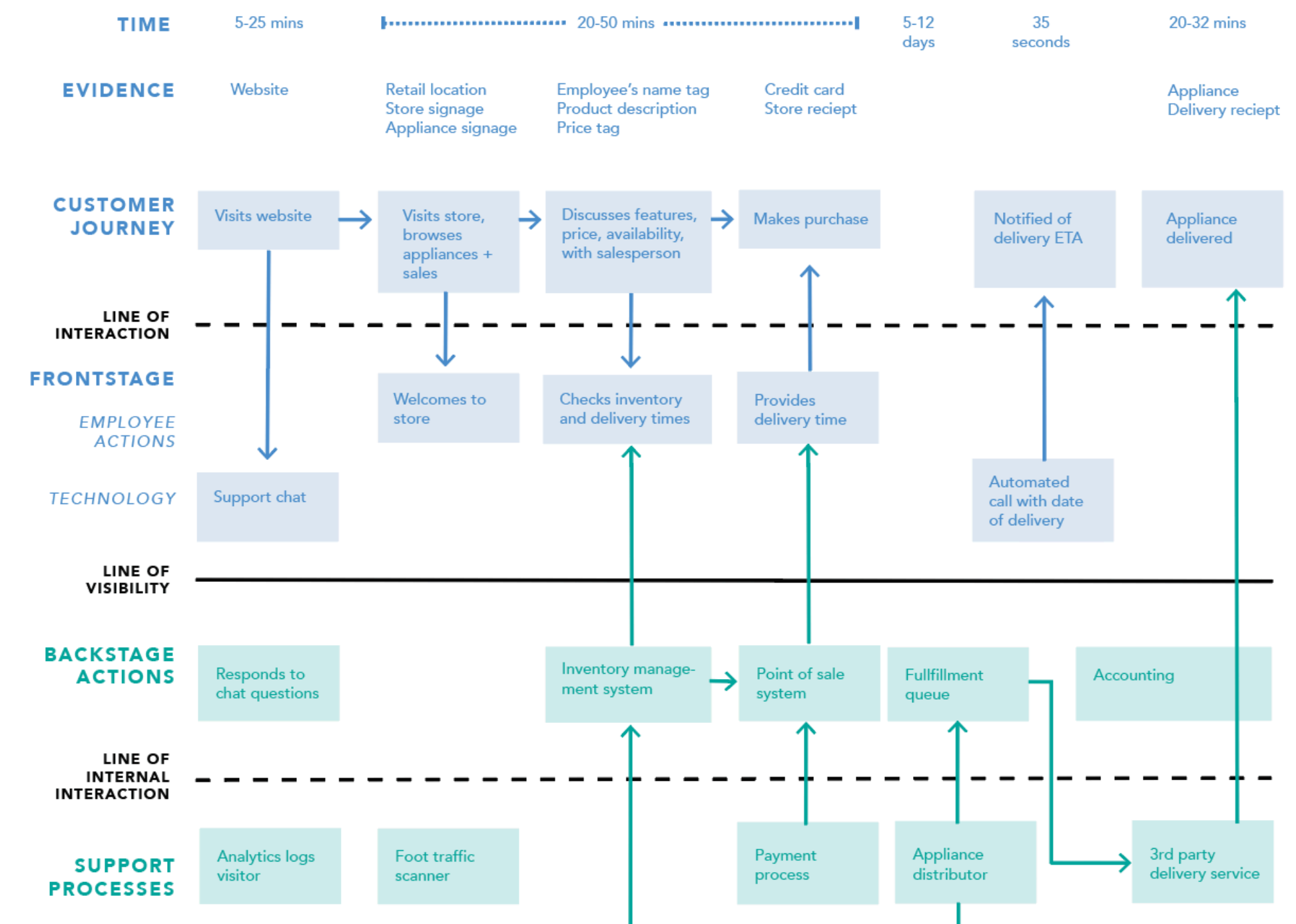
# Service Blueprints

A **service blueprint** is a more detailed and in-depth customer journey designed from a user centered perspective: the diagram displays all the interactions that can occur during the journey. Often these interactions are with the main role (e.g. a customer) but also interactions with other roles like a help desk agent can be included. It also displays how the things work beneath the surface.

Think of service blueprints as a part two to **customer journey maps**. Similar to customer-journey maps, blueprints are instrumental in complex scenarios spanning many service-related offerings.

**Blueprinting is an ideal approach to experiences that are omnichannel, involve multiple touch points, or require a cross functional effort.**

**SERVICE BLUEPRINT** *Example*



## Service Blueprint Structure

### TIME

Service blueprints read from left to right, unfolding over time. If your experience contains different time scales, things that take a week versus a minute, these differences in time should be marked. It's easy to lose a sense of time when looking at a blueprint.

### EXPERIENCE STAGES

To help give your blueprint structure, stages are used to denote the different experience phases. These stages may connect to your journey map or other organizational knowledge of the end-to-end experience.

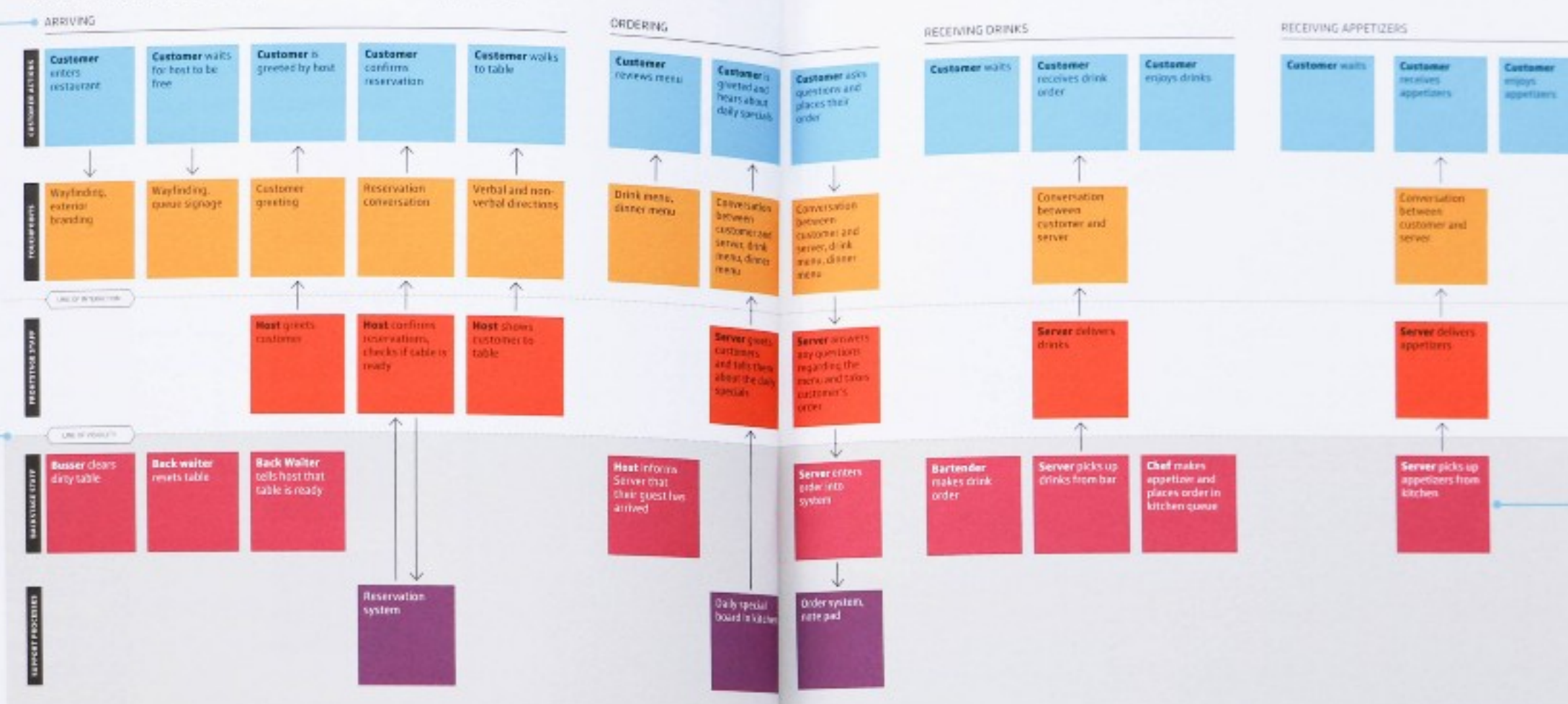
### SWIM LANES

At the core of your service blueprint are your swim lanes. These horizontal rows capture and organize all the elements of your service experience.

### THE LINE OF VISIBILITY

In service design and on a service blueprint, the division between frontstage and backstage is called the Line of Visibility. The elements you choose to show to your customer (and when) can have a profound impact on the experience.

### Restaurant Service Blueprint: Drinks and Appetizers



### THE LINE OF INTERACTION

Sometimes it's helpful to draw a line between what customers can and cannot directly interact with. This line is called the Line of Interaction. When blueprinting complex service exchanges with many touchpoints for customer and employee use, it can become difficult to determine which tools are for whom. The Line of Interaction clarifies these distinctions and illustrates this division on the blueprint.

### SERVICE MOMENTS

The vertical columns, which represent service moments, encapsulate all service activities happening at a given moment in the service experience, both frontstage and backstage. It's important to map the backstage processes at the moment they start, even if they don't move above the Line of Visibility until later in the experience. For example, a server will be preparing your table before you arrive at a restaurant.

# When Do We Use Them?



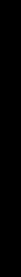
ONE



# Designing A New Service

A service blueprint can be used to help understand what has to be designed. They help define project scale, prioritization, planning and remove unknowns that can impede progress.

TWO



# Improving An Existing Service

A service blueprint can be used to improve an existing service. They help create an understanding of the original service and identify pain points and opportunities.

WHEN TO USE

# In The Get Ready Phase

During 'Sprint 0'

During A Sprint Review

During Planning Sessions

During Discovery Tracks

During Development Tracks

Having a get ready phase is a must in every project in order to do research and arrange workshops with both the client and users to gain insights on their needs and requirements. These can be processed and clustered into **epics** which leads to a **service map**. This is basically an outline of the service blueprints and thus the scale of the project. And helps with prioritizing on an epic level and milestone planning.

## WHEN TO USE

In The Get Ready Phase

# During ‘Sprint 0’

During A Sprint Review

During Planning Sessions

During Discovery Tracks

During Development Tracks

Here is where the first service blueprints really start taking shape. The **user stories** are finalized, their touch points sketched, notes & concerns collected, etc. All in collaboration with stakeholders and sanity checked with the development team (e.g. do we have the data or can we process this). It is most efficient when service blueprints are ready for the upcoming sprint. This means the interaction designer works ahead of the team. Finalized user stories are the input for the **backlog**.

## WHEN TO USE

In The Get Ready Phase

During 'Sprint 0'

# During A Sprint Review

During Planning Sessions

During Discovery Tracks

During Development Tracks

The blueprints here serve as an already refined user story. This helps prevent questions from popping up that can't be answered on the spot and thereby allows for a very effective **sprint review**.

## WHEN TO USE

In The Get Ready Phase

During 'Sprint 0'

During A Sprint Review

# During Planning Sessions

During Discovery Tracks

During Development Tracks

The blueprints here help to make a better **planning-estimation**. Ruling out assumptions and unknowns, as little should be left to the imagination of the team.

## WHEN TO USE

In The Get Ready Phase

During 'Sprint 0'

During A Sprint Review

During Planning Sessions

# During Discovery Tracks

During Development Tracks

The user stories form the perfect method of communication between all team members in the **discovery track**. With no unknowns, the team can focus on designing the ultimate solution to the user needs instead of a stop and go process when unanswered questions cause for impediments.

## WHEN TO USE

In The Get Ready Phase

During 'Sprint 0'

During A Sprint Review

During Planning Sessions

During Discovery Tracks

# During Development Tracks

As with the discovery track, taking away unknowns helps the efficiency of the team during the **development track**. The team doesn't have to worry about what should be developed and how it should work, or even if it is feasible. Their main concern should only be; what's the best and most effective way to develop this.

# What Are The Benefits?



# Benefits

Service blueprints give an organization a comprehensive understanding of its service and the underlying resources and processes — seen and unseen to the user — that make it possible.

## Weaknesses



Blueprints help businesses discover weaknesses by uncovering poor user experiences are often due to internal organizational shortcomings and this helps to determine the root causes.

## Optimization



Blueprints help identify opportunities for optimization through the visualization of relationships. These visualizations often reveal areas for potential improvements and ways to eliminate redundancy.

## Cohesion



A blueprint forces businesses to capture what occurs internally throughout an entire user journey, which gives them insight into overlaps, redundancies and dependencies that individual departments alone can't see.

# Benefits

Service blueprints give an organization a comprehensive understanding of its service and the underlying resources and processes — seen and unseen to the user — that make it possible.

## Communication



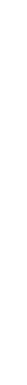
Blueprints provide a means of communication between all the members of the team. Every team member can input: user stories are sketched out by interaction and visual designers with input from all departments.

## Prioritizing



Within the blueprints, the user stories can be more easily prioritized by a product owner. This is because the blueprints clearly show relationships or even dependencies between the stories.

## Flexibility



The blueprints are updated throughout the whole scrum project: stories can be added, removed, changed and there is room for feedback throughout the process which gives teams flexibility.

# Key Elements

KEY ELEMENTS

# Dividing Lines

Swim Lanes

Example Template

Additional Swim Lanes

Arrows

Annotations

**The line of interaction:** This is the point at which customers and the service interact

**The line of visibility:** Beyond this line, the customer can no longer see into the service

**The line of internal interaction:** separates backstage contact employees and support processes

## KEY ELEMENTS



Dividing Lines

# Swim Lanes

Example Template

Additional Swim Lanes

Arrows

Annotations

**Customer Actions:** These are the things the customer has to do to access the service. Without the customer's actions, there is no service at all!

**Frontstage:** All of the activities, people, and physical evidence that the customer can see while going through the service journey.

**Backstage:** This is all of the things required to produce the service that the customer does not see.

**Support Processes:** Documented below the line of interaction, these are the actions that support the service.

## KEY ELEMENTS



Dividing Lines

Swim Lanes

# Example Template

Additional Swim Lanes

Arrows

Annotations



Customer actions

Line of interaction



Frontstage actions

Line of visibility



Backstage actions

Line of internal interaction



Support processes

## KEY ELEMENTS



Dividing Lines

Swim Lanes

Example Template

# Additional Swim Lanes

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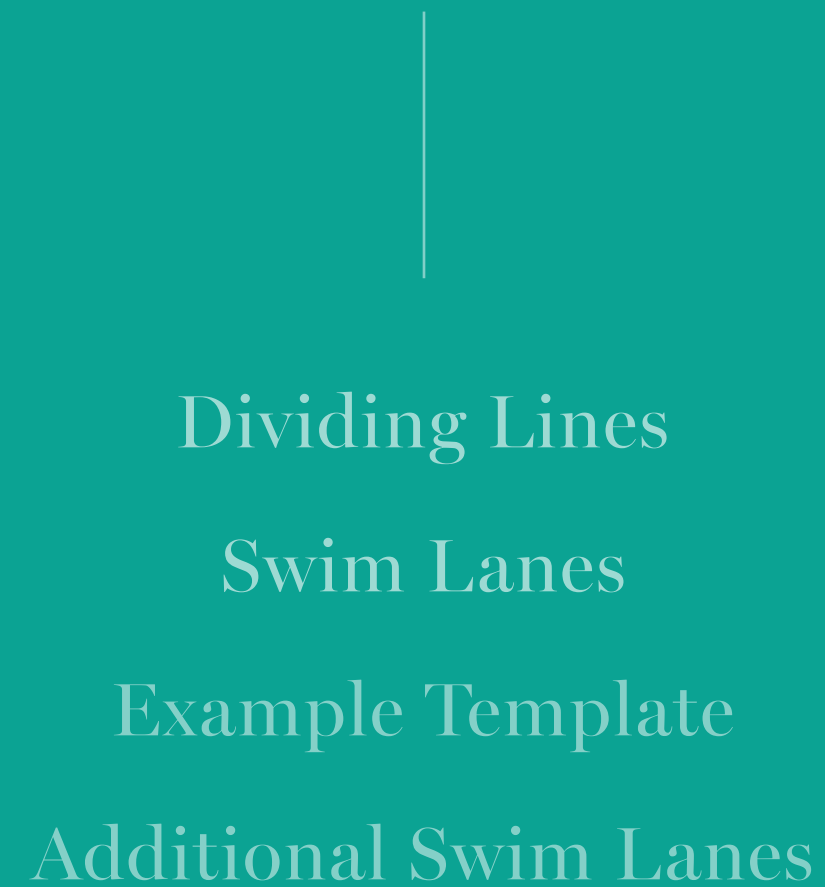
**Evidence:** These are the props and places that are encountered along the customer's service journey. It's a common misconception that this lane is reserved for only customer-facing physical evidence, but any forms, products, signage, or physical locations used by or seen by the customer or internal employees can and should be represented here.

**Time:** Services are delivered over time, and a step in the blueprint may take 5 seconds or 5 minutes. Adding time along the top provides a better understanding of the service.

**Quality Measures:** These are the experience factors that measure your success or value, the critical moments when the service succeeds or fails in the mind of the service user. For example, what's the wait time?

**Emotional Journey:** Depending on the service, it can be essential to understand the service user's emotional state. For example, fear in an emergency room is an important consideration.

## KEY ELEMENTS



# ARROWS

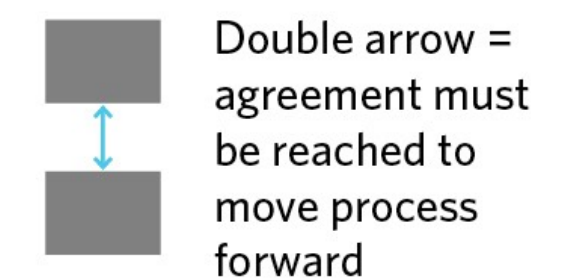
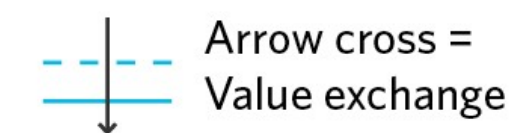
## Annotations

**Arrows:** When an arrow crosses a swim lane, value is being exchanged through the touch points of the service.

Arrows have a very important meaning beyond the direction of the value exchange. They indicate who or what system is in control at any given moment.

**Single Arrow:** Means that the source of the arrow is in control in the value exchange.

**Double Arrow:** Indicates that an agreement must be reached between the 2 entities to move the process forward. For example, agreeing on the pick-up time with a pharmacist, or negotiating a price in a non-fixed cost structure.





## KEY ELEMENTS



Dividing Lines

Swim Lanes

Example Template

Additional Swim Lanes

Arrows

# Annotations

As you do the research and field observations necessary to build a blueprint, remember that blueprints can be a powerful way to communicate what's working and what isn't working for both service users and employees in the existing process. These notable moments can be captured in a number of ways, but it's recommended to use icons or stickers with a legend to keep things legible and clear.

**Pain points which should be fixed or improved**

**Opportunities to measure the quality of the service**

**Opportunities for cost savings or increased profits**

**Moments that are loved by the customer**



SERVICE BLUEPRINTING

# 5 Steps

5 STEPS

# Find Support

Define The Goal

Gather Research

Map The Blueprint

Refine & Distribute

Level-set and educate on service blueprinting. First, pull together a cross-disciplinary team that has responsibility for a portion of the service and establish stakeholder support for the blueprinting initiative. Support can come from a manager, executives, or clients.

**Build a core cross-disciplinary team**

**Engage a group of stakeholders**

5 STEPS



Find Support

# Define The Goal

Gather Research

Map The Blueprint

Refine & Distribute

Choose a scope and focus. Identify one scenario (your scope) and its corresponding customer. Decide how granular the blueprint will be, as well as which direct business goal it will address.

While an as-is blueprint gives insight into an existing service, a to-be blueprint gives you the opportunity to explore future services that do not currently exist.

## **Define the Scope**

## **Align on the goal of the blueprinting initiative**

5 STEPS

Find Support

Define The Goal

# Gather Research

Map The Blueprint

Refine & Distribute

**Gather Customer Research:** Begin by gathering research that informs a baseline of customer actions (or, in other words, the steps and interactions that customers perform while interacting with a service to reach a particular goal). Customer actions can be derived from an existing customer-journey map.

**Gather Internal Research:** Choose a minimum of two research methods that put you in direct line of observation with employees. Use a multi-pronged approach — select and combine multiple methods in order to reveal insights from different angles and job roles:

- Employee interviews
- Direct observation
- Contextual Inquiry
- Diary Studies

5 STEPS

Find Support

Define The Goal

Gather Research

# Map The Blueprint

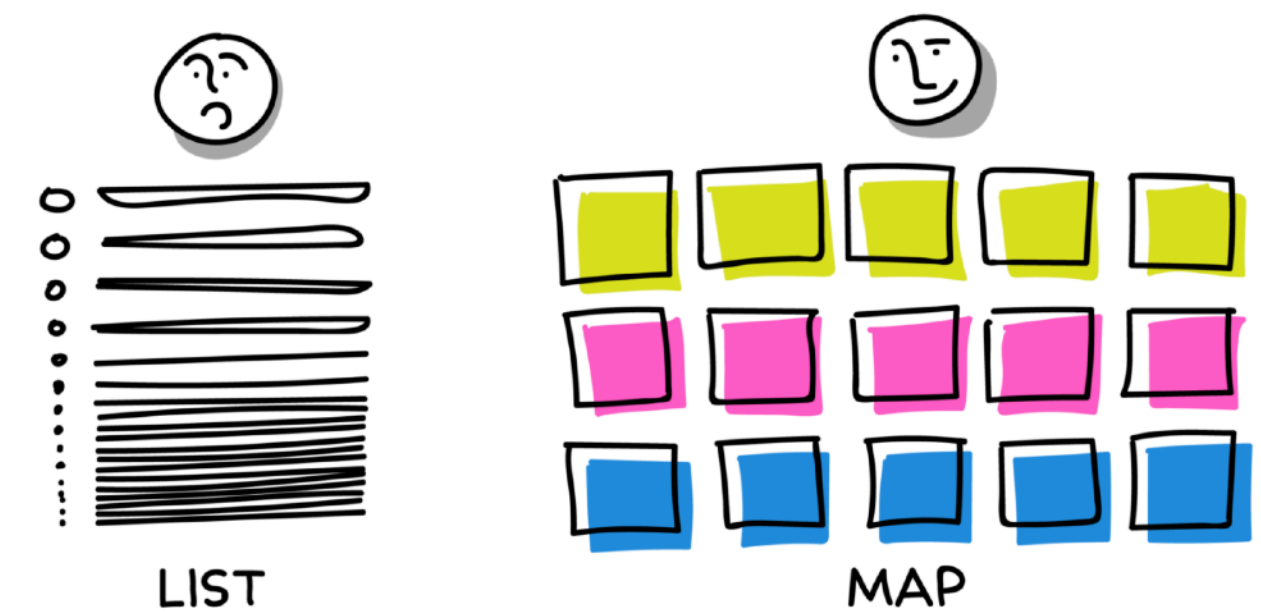
Refine & Distribute

## Plan

Blueprint workshops help create a shared understanding amongst your team of allies and ensures that the blueprint remains collaborative and unbiased.

If workshop participants are spread across a variety of locations, turn the workshop digital by using a whiteboarding tool like [Mural.co](#).

While any mapping method is collaborative at its core, blueprinting can still be done individually. If this is the case, be sure to share your blueprint with stakeholders and peers early and often.



5 STEPS

Find Support

Define The Goal

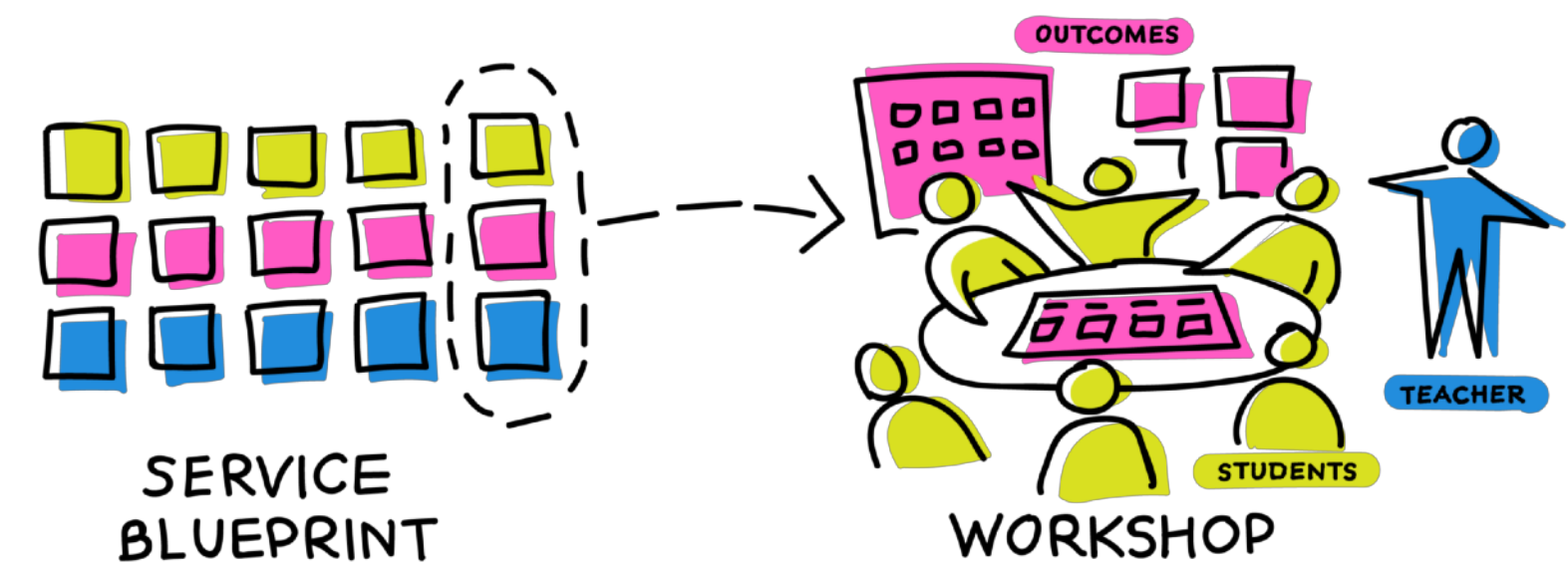
Gather Research

# Map The Blueprint

Refine & Distribute

## Set Up

- **Step 1:** Organize a short workshop session (2-4 hours) with a small cross-disciplinary team
- **Step 2:** Hang three oversized sticky notes on the wall side by side or use a large whiteboard
- **Step 3:** Draw out the **dividing lines** and label the **swim lanes** before beginning (refer to template [here](#))
- **Step 4:** Each member should have a pad of post-its and a sharpie as well as color-coded stickers for **annotations**



5 STEPS

Find Support

Define The Goal

Gather Research

# Map The Blueprint

Refine & Distribute

## Map

- **Map Customer Actions:** **Customer actions** are depicted in sequence, from start to finish in the first **swim lane**. A customer-journey map or user test is an ideal starting point for this step.
- **Map Frontstage & Backstage Actions:** It is easiest to start with **frontstage actions** and move downward in columns. Inputs should be pulled from real employee accounts, and validated through internal research.
- **Map Support Processes:** Add the process that employees rely on to effectively interact with the customer. These **support processes** need to happen in order to deliver the service and often affect the quality of the user's experience.
- **Layer in Evidence:** Ask “what props and places are encountered along the way?” Remember to include **evidence** that occurs frontstage and backstage.
- **Add Annotations:** Give each member **color coded stickers** to vote on pain points, opportunities and positive moments



5 STEPS

Find Support  
Define The Goal  
Gather Research  
Map The Blueprint

# Refine & Distribute

## Refine

Refine by adding any other contextual details as needed. These details include **time**, **arrows**, metrics, and regulations (refer to **Service Blueprints: Definition** for a full list).

The blueprint itself is simply a tool that will help you communicate your understanding of the internal organization processes in an engaging way.

At this point, you need to create a high-fidelity visual narrative that will convey the journey and its critical moments, pain points, and redundancies found during the workshop. Tools like **Sketch** and **Mural** can be used.

5 STEPS

- Find Support
- Define The Goal
- Gather Research
- Map The Blueprint

# Refine & Distribute

## Distribute

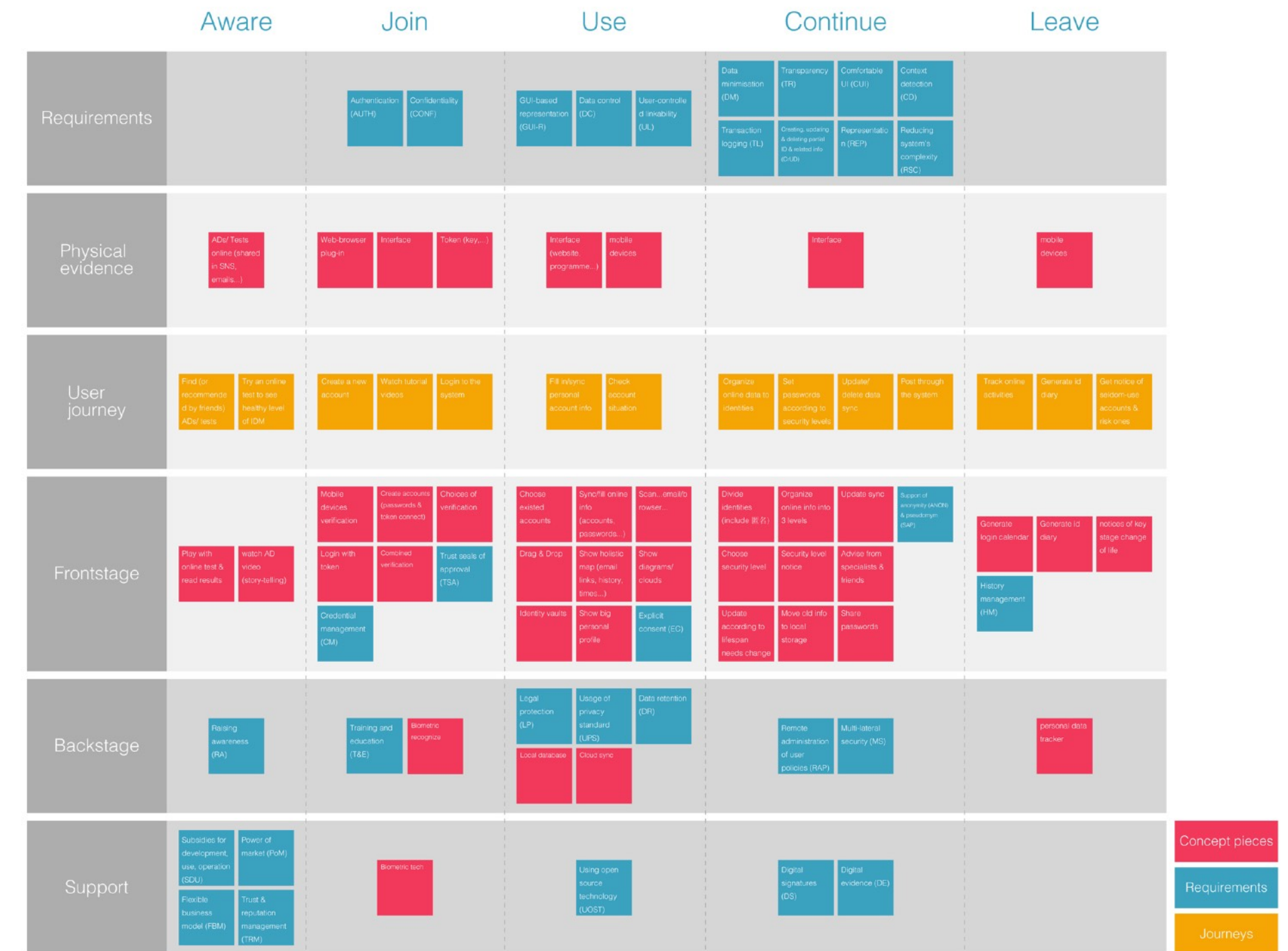
A good way to implement this step is to have another workshop with your core team. Having built context and common ground throughout your mapping process, bring them back together and evolve the blueprint into a high-fidelity format using a collaborative tool like **Mural**. Share the finalized blueprint with the team afterwards.

If you'd rather create the high-fidelity blueprint ahead of time internally with a tool like **Sketch**, go for it. You can set up a meeting once done and present it to the team along with any additional insights or open questions.

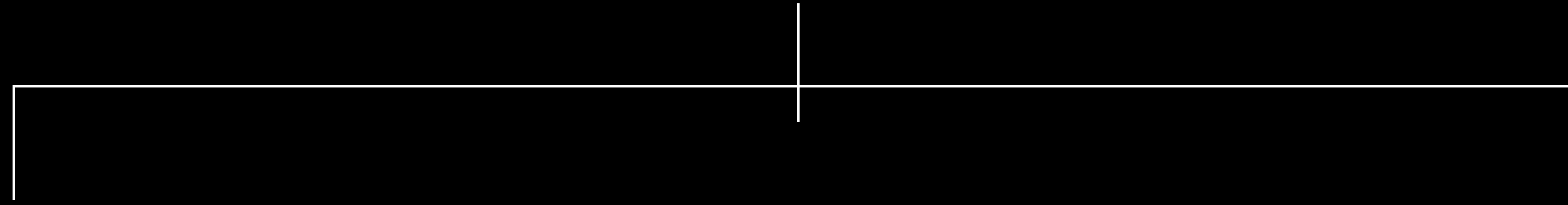
## 5 STEPS

- Find Support
- Define The Goal
- Gather Research
- Map The Blueprint

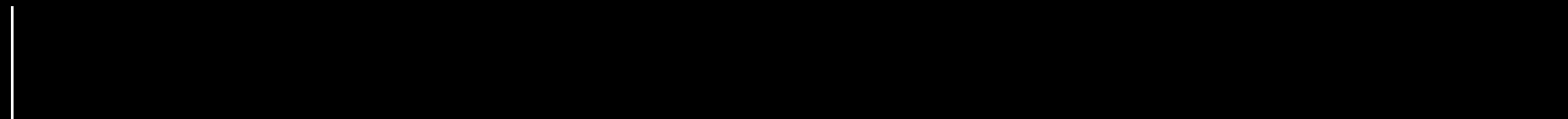
# Refine & Distribute



## MOMENT OF TRUTH



Each time a customer interacts with a service — through an employee or via technology — a moment of truth occurs. During these moments of truth, customers judge your quality and make future decisions regarding future purchases or engagement. Blueprinting a user journey helps the team determine which moments of truth are in need of optimization.



SERVICE BLUEPRINTING

# Articles & Resources

**The 5 Steps to Service Blueprinting**

**Service Design 101**

**Service Blueprints: Definition**

**When and How to Create Customer Journey Maps**

**Difference between a journey map & service blueprint**

**Service Blueprints: Laying the Foundation**

**Service Blueprinting**

**Service Design and UX: What's the Difference**

**Service Design Tools & Methods**

**Communicating the Design of Services**

Aware

Join

Use

Continue

Leave

Requirements		Authentication (AUTH) Confidentiality (CONF)	GUI-based representation (GUI-R) Data control (DC) User-controlled linkability (UL)	Data minimisation (DM) Transparency (TR) Comfortable UI (CUI) Context detection (CD) Transaction logging (TL) Creating, updating & deleting partial ID & related info (CRUD) Representation (REP) Reducing system's complexity (RSC)	
Physical evidence	ADs/ Tests online (shared in SNS, emails...)	Web-browser plug-in Interface Token (key,...)	Interface (website, programme...) mobile devices	Interface	mobile devices
User journey	Find (or recommended by friends) ADs/ tests Try an online test to see healthy level of IDM	Create a new account Watch tutorial videos Login to the system	Fill in/sync personal account info Check account situation	Organize online data to identities Set passwords according to security levels Update/delete data sync Post through the system	Track online activities Generate id diary Get notice of seldom-use accounts & risk ones
Frontstage	Play with online test & read results watch AD video (story-telling)	Mobile devices verification Create accounts (passwords & token connect) Choices of verification Login with token Combined verification Trust seals of approval (TSA) Credential management (CM)	Choose existed accounts Sync/fill online info (accounts, passwords...) Scan...email/browser... Drag & Drop Show holistic map (email links, history, times...) Show diagrams/clouds Identity vaults Show big personal profile Explicit consent (EC)	Divide identities (include 匿名) Organize online info into 3 levels Update sync Support of anonymity (ANON) & pseudonym (SAP) Choose security level Security level notice Advise from specialists & friends Update according to lifespan needs change Move old info to local storage Share passwords	Generate login calendar Generate id diary notices of key stage change of life History management (HM)
Backstage	Raising awareness (RA)	Training and education (T&E) Biometric recognize	Legal protection (LP) Usage of privacy standard (UPS) Data retention (DR) Local database Cloud sync	Remote administration of user policies (RAP) Multi-lateral security (MS)	personal data tracker
Support	Subsidies for development, use, operation (SDU) Power of market (PoM) Flexible business model (FBM) Trust & reputation management (TRM)	Biometric tech	Using open source technology (UOST)	Digital signatures (DS) Digital evidence (DE)	

- Concept pieces
- Requirements
- Journeys