

Deloitte. Digital

NOVEMBER 2019

Service Design voor verandering

De kracht van mensgericht ontwerpen als drijvende
kracht voor verandering

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Service Design is
het **regisseren** van
diensten en
ervaringen

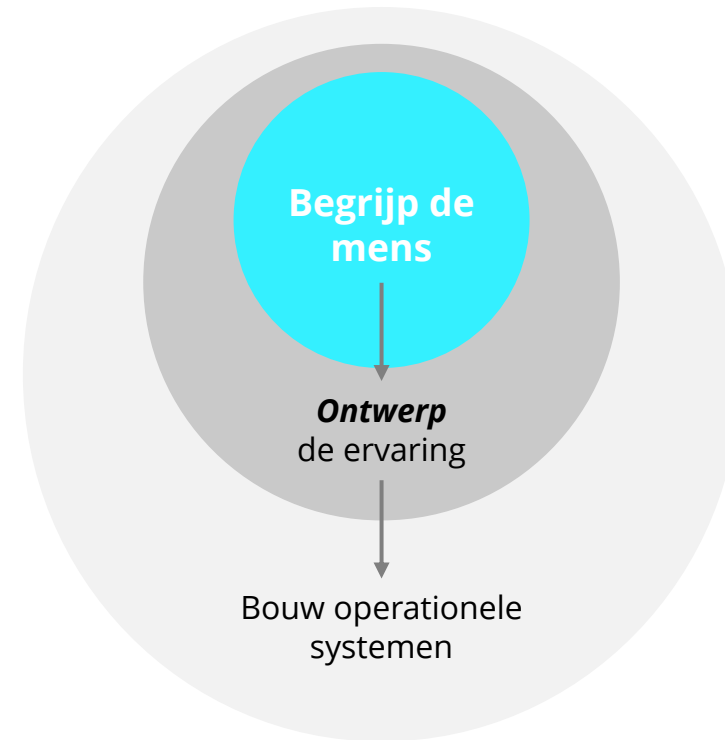


Van binnen naar buiten



Een deductieve benadering creëert omwegen in het bedienen van de klant en/of werknemer

Van buiten naar binnen



Een inductieve benadering zorgt voor ervaringen ontworpen vanuit de klant en/of werknemer



Consultant

Organisaties helpen met de adoptie van innovatiemethodiek en technologie



Ontwerper

Ontwerpen van producten en services vanuit de mens

Consultant

Ontwerper



Complexe
context



Verschillende
disciplines



Grote
organisaties



Snelheid van
innoveren



Onbekend terrein
exploreren

**Ik wil begrijpen
wat deze
technologie voor
mijn organisatie
kan betekenen.**



**Ik wil een
nieuwe
doelgroep
aanspreken.**



**Ik wil een
bestaande
service
verbeteren.**



**Ik wil mijn organisatie meer mens
centraal maken.**



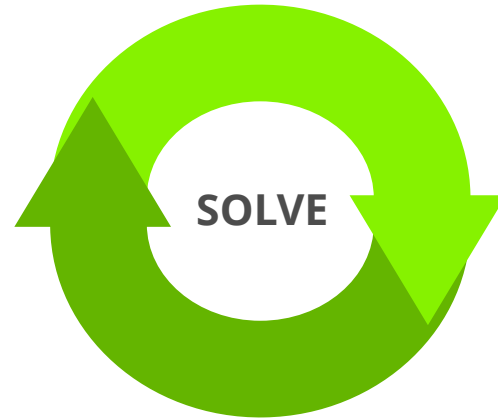
Houd het klein

Focus op de belangrijkste antwoorden die je nodig hebt voor de volgende stap



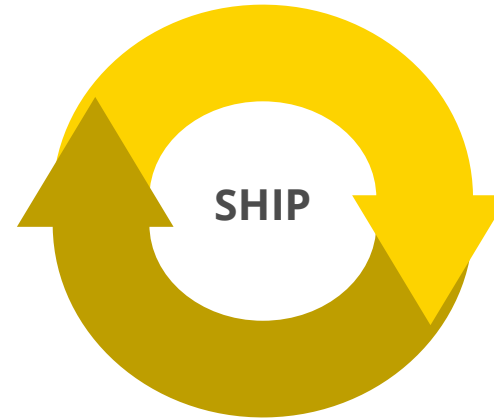
Ontdekken van
nieuwe kansen voor
toekomstige groei

VERTROUWEN



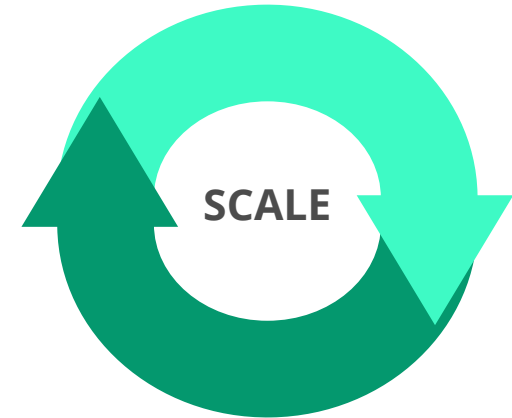
Ontwerpen van een
service/propositie of
onderneming

VERTROUWEN



Testen van prototype
of pilot in de markt

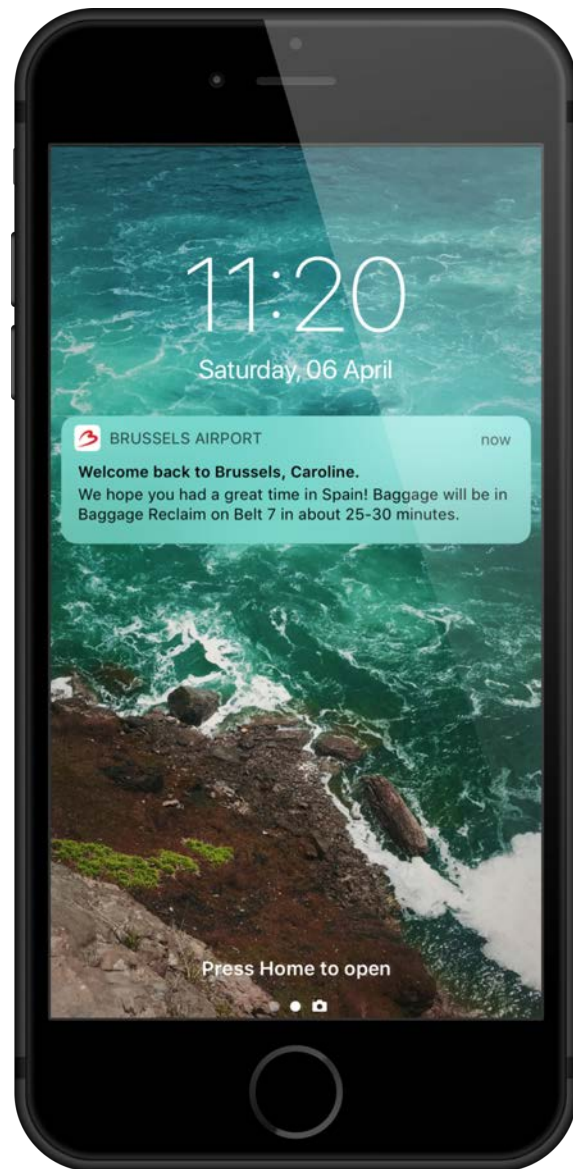
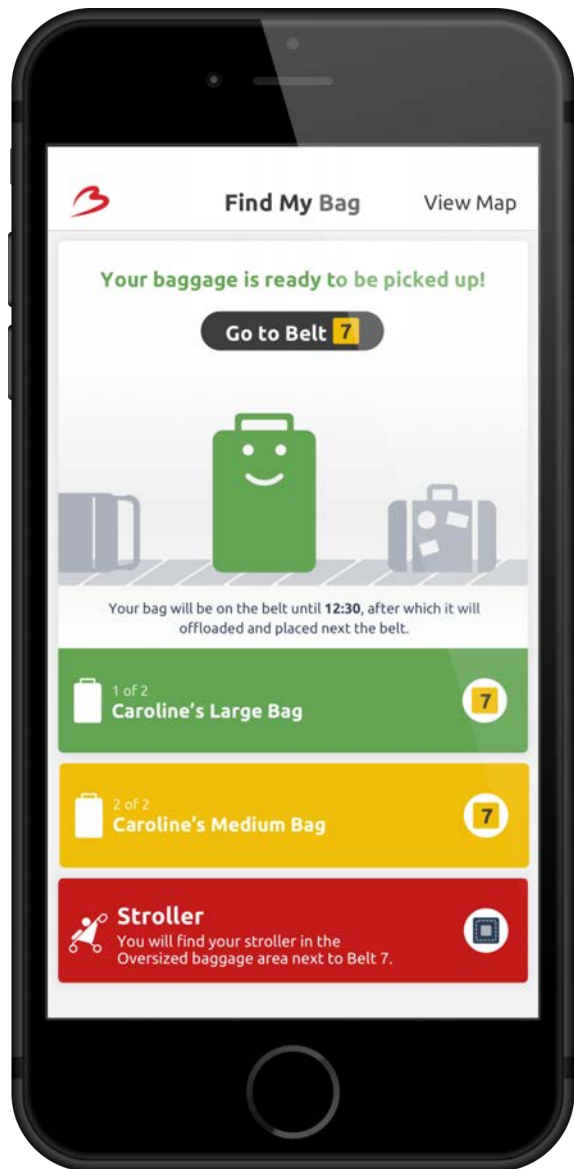
VERTROUWEN



Door-ontwikkelen en
opschalen van de
service/propositie

VERTROUWEN





Onze innovatiereis met Brussels Airport & AWS





Neem je ruimte

Maak wat je doet zichtbaar voor de
organisatie

Inzichten & trends

Personas & doelgroepen

Concepten

Klantreizen

Hypothesen

Experimenten & prototypes







Geef mensen eigenaarschap

Ideeën zijn van iedereen, het moeilijkste is
de executie

Joris

STAFF, GSC

"If people don't report their problems, we can't help them!"

Sarah

CONSULTANT, STRATEGY & OPERATION

"I want to learn and grow quickly, and grab every"

Vincent

PARTNER, TAX

"My main goal is to keep the Deloitte machine running and"

Dave

DIRECTOR, TECHNOLOGY

"If the tools do not work, you have to know the people."

Judy

SENIOR MANAGER, AUDIT REGION

"I want to ensure our team works within regulations and"

Hans

SENIOR STAFF, CORE AUDIT

"I want streamlined processes to best aid in client and reporting"

Emma

EXECUTIVE ASSISTANT

"We know the cheats; colleagues who can't figure out how to work with certain tools, come to us!"

36 years old, 2 kids | Amstelveen
Outlook, Skype, WhatsApp, Axserion, SAP, BCD, Compass

She has worked at Deloitte for 6 years and assists 11 people. She aspires to be a team lead in the next 5 years. She wants more work life balance. Her hobbies are: spending time with kids and friends, swimming and cooking.

- Tasks**
- Understand context of rep
 - Align with responsible team to fix the problem
 - Solve some problems him
 - Be on the lookout for care
 - Learn and find new tools to approval to use them
 - Browse through Yammer, recurring problems

Top journey priorities
What would Joris change first?

- Tasks**
- Client work delivery
 - Help out with proposals
 - Find the best practices of D
 - Declare her expenses (SAP)
 - Write her time allocation in
 - Manage her time planning
 - Booking rooms
 - Do (mandatory) learnings

Top journey priorities
What would Sarah change first?

- Tasks**
- Prepping meetings with or
 - Prepping RFP
 - Checking the status of the
 - A lot of meetings: CFO serv
 - Bringing in new staff mem
 - SAP hours and declaration
 - Stimulating growth of emp
 - Preserve quality and minim
 - Setting strategic direction
 - Authentic leadership
 - Taking care of the vitality o

Top journey priorities
What would Vincent change first?

- Tasks**
- Sell solutions instead of ho
 - Maintain relationships with
 - Build a strong client-facing
 - Find Deloitte employees fo
 - Manage team during client
 - Collect relevant knowledge
 - Stay up-to-date on industry
 - Publish articles
 - Getting reports on SAP

Top journey priorities
What would Dave change first?

- Tasks**
- Review team's work in EMS
 - Checking hours versus client monitor work in progress (
 - Ensure Audit and Consulting the same client (DESC)
 - Find information on Techn
 - Become well versed in vari
 - Learning and self develop
 - Assess talent and do job in

Top journey priorities
What would Judy change first?

- Tasks**
- Audit administration and
 - Client documentation and regulations
 - Find information on Tec
 - Using EMS to communic
 - Declare costs and write
 - Booking rooms
 - Learning and self develop
 - Planning the entire proc
 - Coaching/guiding staff a

Top journey priorities
What would Hans change first?

- Tasks**
- Booking rooms and parking spaces for senior managers and up
 - Manage agendas for senior managers and up
 - Book travels for senior managers and up
 - Declare expenses of various employees of Deloitte
 - Communicate with various employees of Deloitte
 - Keep up a good service for the people she is supporting
 - Write her own working hours
 - Prioritize her tasks in email

- Pains**
- Some digital tools make her work more difficult instead of easier and are not intuitive or user-friendly
 - The room and facilitation system is not flexible enough
 - There are limited relevant learnings available
 - Mandatory learnings for the entire firm can be difficult
 - Information is often not up-to-date (e.g. room availability, flights)
 - There is an overload of automatically generated e-mails (especially from BCD travel)
 - Some people use their seniority as a way of getting priority over, for example, rooms.

- Gains**
- Better usability of digital tools and less steps in processes
 - Remotely see what rooms look like and real time use information
 - Have a longer career/development plan
 - Having a stronger team cohesion, the increasing amount of personnel asks for more teamwork
 - "God mode" authorization for the whole EA team
 - Full digital expense claims
 - Easily accessible information to make fast decisions
 - Get trained in newly implemented tools (e.g. Compass)
 - A work phone

- Top journey priorities**
What would Emma change first?
- 1. Travelling**
Book trips and find hotels for sr. managers-up
 - 2. Workspace**
Find and book rooms for meetings for sr. managers-up
 - 3. Expense Claims**
Declare expenses

Prioritized focus journey:
 (1) high impact potential on business
 (2) high influence of IT&WS
 (3) most potential for fast implementation of ideas

Working

Plan & record hours

Overview of planned hours

- Update planned hours
- Confirm planned hours
- Work the planned hours

Record working hours

Forecast hours as well as possible
 Real time information available on staffing planning

No flexibility to make changes, plan and work (especially consultants)
 No clear/sharable overview

Knowledge sharing

Search for knowledge

- Find best cases
- Connect to case experts
- Share content

Use content

Easily accessible information to make fast decisions

Multiple knowledge sharing platforms, making it hard to find relevant information
 Time consuming searches

Client work

Find opportunity

- Propose project
- Get approval
- Work on project
- Collaborate with client

Deliver project

Focus on relevant client work
 More mobile tools and messages
 Focus on client interaction
 Better usability of digital tools and less steps in processes
 Get trained in newly implemented tools (e.g. COMPASS)

Missing centralized CRM system
 Non-transparent approval client processes

Workspaces

Establish space needs

- Find fitting space
- Reserve space
- Use workspace

Leave space

Remotely see what rooms look like and real time use of information

The room and facilitation system is not flexible enough
 Information is not up-to-date
 Limited available work spaces
 No insight in what the working space looks like

Get support

Have a problem

- Try to find solution by myself!
- Look in my deloitte
- Ask colleagues for help
- Call service desk

Get support

Monitor support process
 Easy reporting of (small) problems
 Get help quickly
 Share context of problem

Hard to connect to the right person to solve a problem

"I understand the purpose of STAFFIT, but it sucks!"

FUN FACT: Executive Assistants have to enter exactly the same hours in SAP every week!
FUN FACT: Deloitte Digital started using a physical board to create overview of staffing across the whole service line.

"Knowledge sharing is our graveyard..."

FUN FACT: Colleagues are the primary source of cases and best practices, most of the time people don't even use the digital tools Deloitte offers them for knowledge sharing.

"We spend too much time behind our laptop instead of with our clients"

FUN FACT: Whenever people think they are wasting too much time on a less relevant process, they try to find smart workarounds and "hack the system".

"People get frustrated, we're just too many people!"

"It's too much of a hassle to report small problems."

FUN FACT: GSC employees feel like in alot of cases, they do not get enough context to truly understand the nature of the problem.
FUN FACT: For GSC employees, Yammer seems to be a good source to research ongoing problems.



Easily find knowledge and experts
 Finding the right knowledge should be much easier. A good search function might be a quick win; allowing people to easily and quickly find best practices, and the experts who worked on them.



Improving the connection between support practitioners
 We need to get better insight on what practitioners truly need in their daily work. Deloitte needs to increase the interaction between the support organization and the business by lowering the threshold to report small problems and by involving practitioners more in suggesting new tools and ways to work. In addition, Deloitte could make support more data driven, by categorizing data of incidents from a user perspective and use this data to make service improvements (e.g. portal data; makes no difference between different user functionalities).

Project Time Recording Tax

Schedule integration
 Integration of time planning and working with automatic synchronization between the two would make time management much easier.

Real time overview
 Real time overview of what you are doing and working on would make staffing easier.

Project Global CRM

General usability
 Employees feel like a general improvement in usability of digital tools, might increase efficient time spent on client projects.

Project approval
 Having a more simple, and transparent client approval process would be much valued by the SR MAN-up participant groups.

The Edge 2.0

Real-time booking info
 Real-time information about availability and room use.

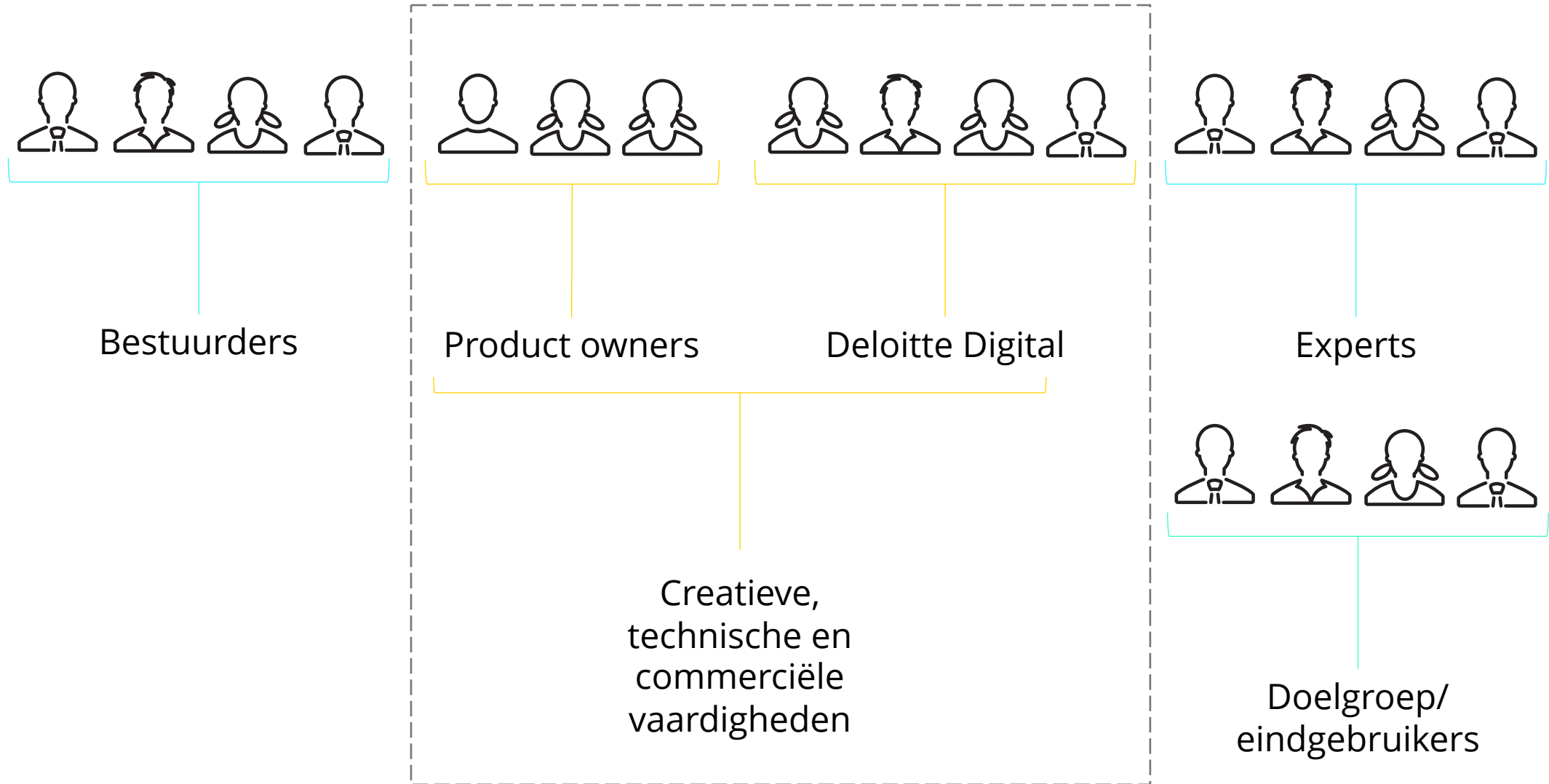
Self-Service Portal Redesign

Data driven service improvement
 Categorizing data of incidents from a user perspective would help in gaining a better understanding of data (e.g. SAP portal data; makes no difference between different user functionalities).

Quick problem report
 There should be an easy-to-use, and quick way of reporting small (facility) problems.

Co-creation
 Through co-creation support organization insight in business and more buy-in practitioners and

Kernteam



Objectives **Workshops** **Activities** **Weekly check-in** **Fun events** **Workshop on the better organized level selected** **How can I do something to be more of a leader?**

WEEK 0 **WEEK 1** **WEEK 2** **WEEK 3** **WEEK 4** **WEEK 5** **WEEK 6**

MON **TUE** **WED** **THU**

DELIVERABLES

WEEK 0 (NOW → 12-8)

- END DELIVERABLES
- PLAN COURSE TESTS WEEK 1
- SET UP WORKROOM
- HYPOTHESIS
- Finalise BAAS concept direction
- Search for video

WEEK 1 (12-8 - 16-8)

- MISSION & BRIEF
- TAKE PREP CANVAS
- Finalise BAAS concept direction

WEEK 2 (13-8 - 23-8)

- PAPER PROTOTYPE CX
- WIDE-FRAME
- QUANT TESTING (TEAM)
- PREP CUSTOMER TESTING
- TEAM CHECK-IN

WEEK 3 (26-8 - 30-8)

- MVP WORKSHOP
- COMPETITIVE LANDSCAPE
- UNIQUE SELLING PROPOSITION

WEEK 4 (29-8 - 6-9)

- TARGET OPERATING MODEL
- DEFINE T.O.M.
- TEAM CHECK-IN

WEEK 5 (9-9 - 13-9)

- READ-UP MAPPING
- PROPOSITION WORKSHOP
- TEAM CHECK-IN

WEEK 6 (16-9 - 22-9)

- WORKSHOP
- STORYBOARD SHOWCASE
- WEEKLY TEAM CHECK-IN

DELIVERABLES

Finalized backlog for SHIP PHASE

Proces input mens centrale strategie voor een jeugdzorginstelling



Workshop 1

Opstellen eerste versie klantreizen.



Workshop 2

Eerste analyse klantreizen en toevoegen datapunten.



Sprint 1

Verdieping op **klantreis 1** door middel van interviews/ observaties/ co-creatie. Opleveren laatste versie.



Sprint 2

Verdieping op **klantreis 2** door middel van interviews/ observaties/ co-creatie. Opleveren laatste versie.



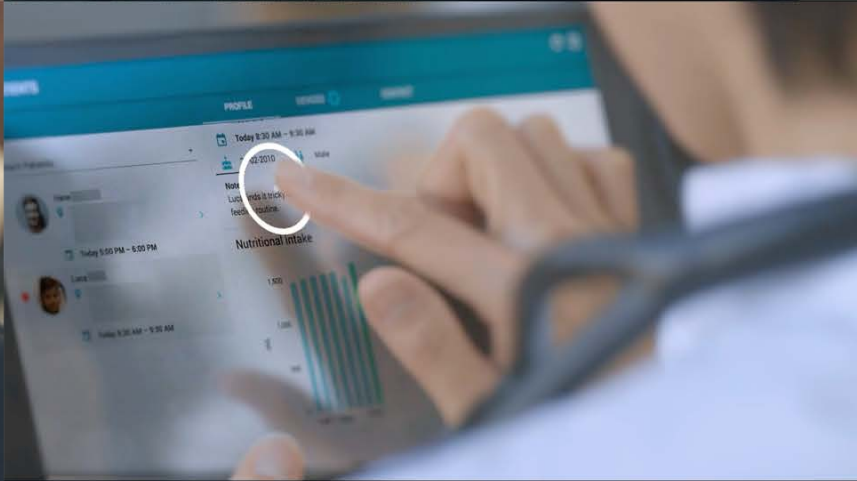
Sprint 3

Verdieping op **klantreis 3** door middel van interviews/ observaties/ co-creatie. Opleveren laatste versie.



Maak dingen snel tastbaar

Geef mensen de gelegenheid op tastbare ideeën, objecten en verhalen te reageren

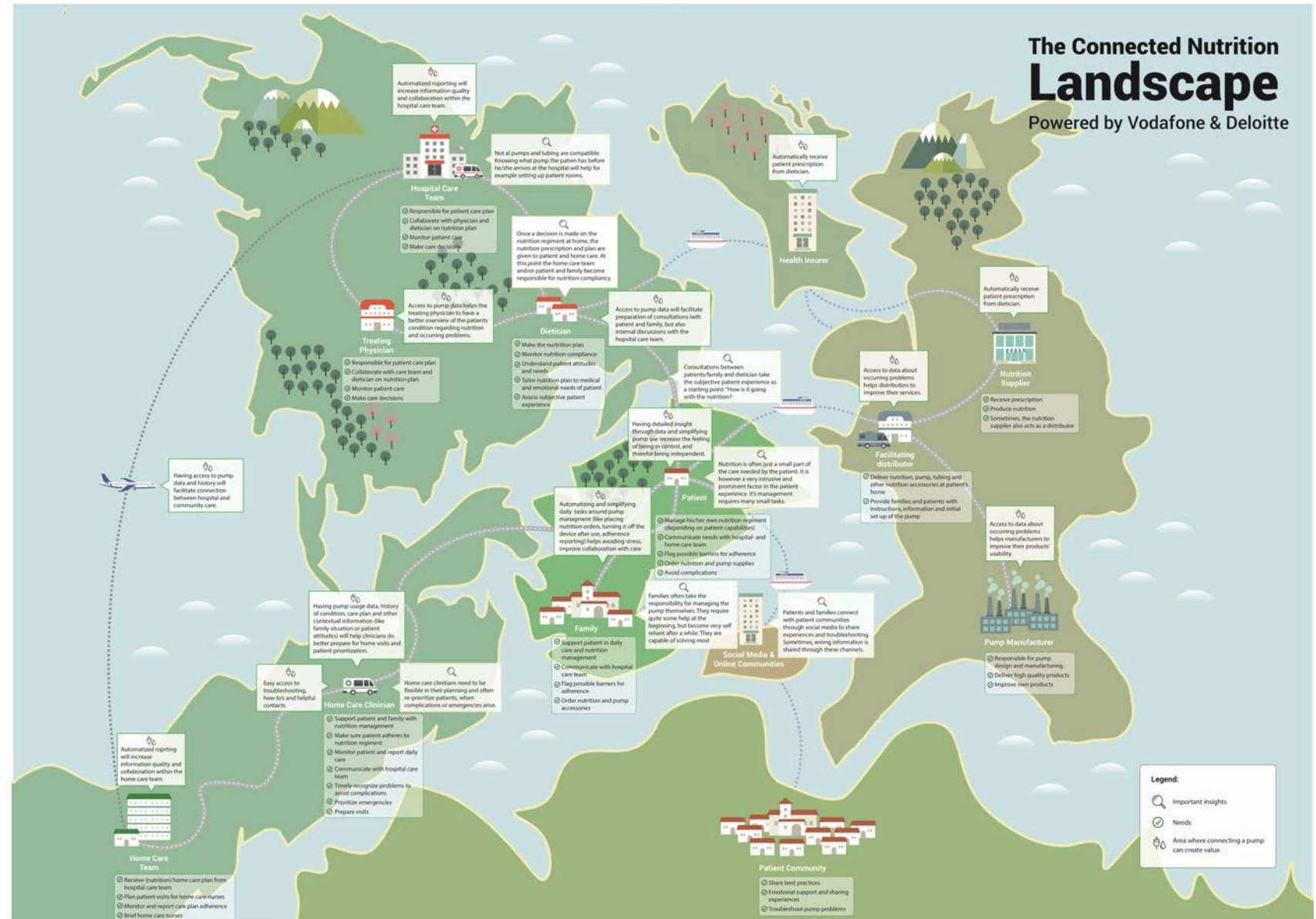


Connected infusion pump

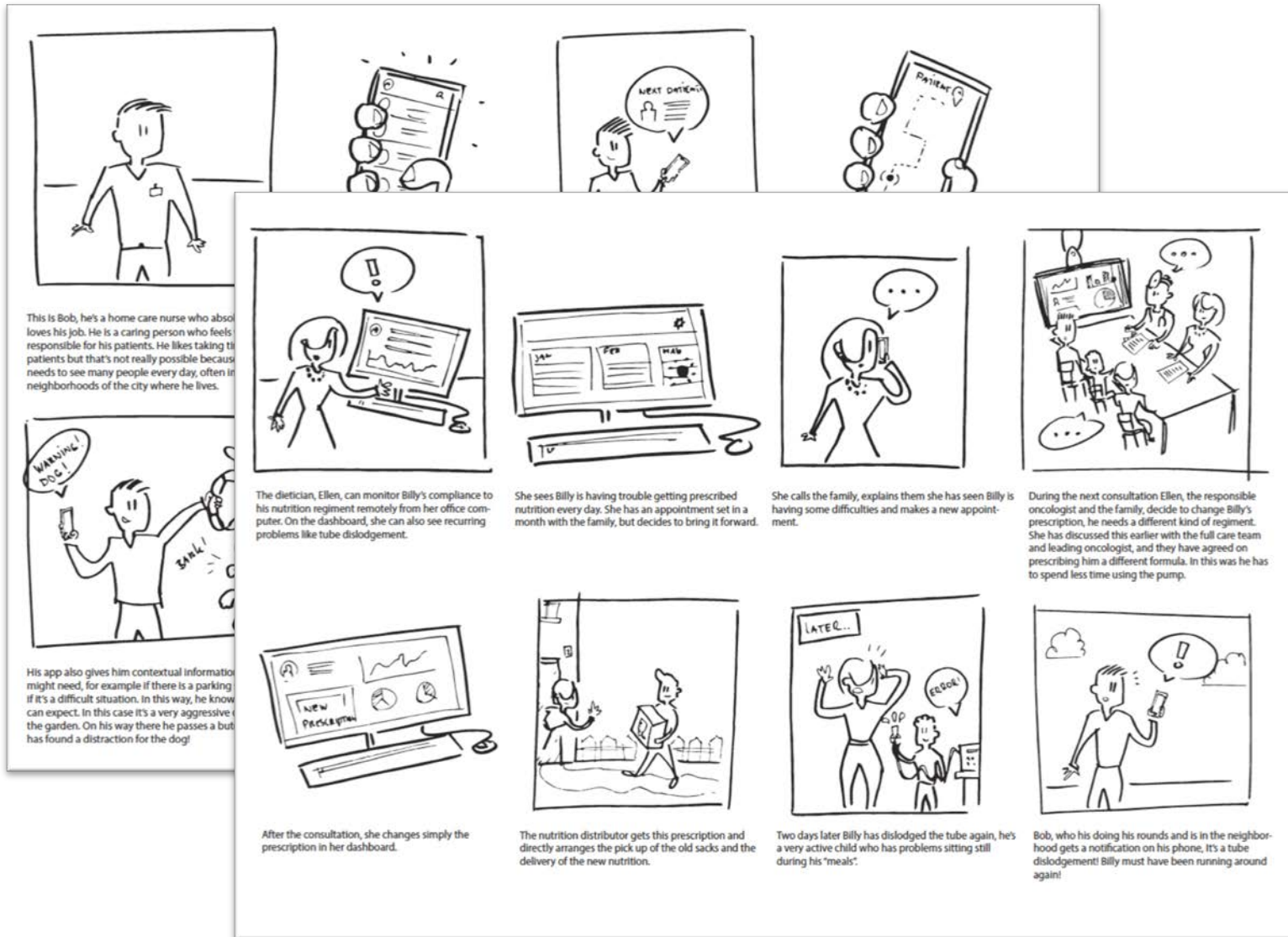


Het ecosysteem in kaart gebracht om mogelijke waarde de ontdekken voor

- Gezin & Kind
- Zorgteam in het ziekenhuis
- Zorgteam in de buurt
- Zorgverzekeraars
- Andere patiënten en ervaringsdeskundigen
- Leveranciers en producenten van voeding
- Producenten en leveranciers van infuuspomp



Co-creatie door middel van storyboards



MY PATIENTS

All patients

Becky Clarkson
 Grootte Middelhaan 2970
 1081 LA, Amsterdam
 Netherlands
 Today 4:00PM - 5:00PM

Becky Clarkson
 Grootte Middelhaan 2970
 1081 LA, Amsterdam
 Netherlands
 Tomorrow 2:00PM - 3:00PM

Becky Clarkson
 Grootte Middelhaan 2970
 1081 LA, Amsterdam
 Netherlands
 20/01/2018 9:00AM - 10:00AM

Becky Clarkson
 Grootte Middelhaan 2970
 1081 LA, Amsterdam
 Netherlands
 20/01/2018 9:00AM - 10:00AM

Becky Clarkson
 Grootte Middelhaan 2970
 1081 LA, Amsterdam
 Netherlands
 20/01/2018 9:00AM - 10:00AM

Batteries need replacement

Becky Clarkson

Pump type X
 Manufacturer
 Firmware 1.03 [Update available](#)
 19% left [Bag empty in 83 min](#)

Device support
 Manufacturer name
 Available: Monday to Saturday 8:00 - 18:00 CET
 +31 (0)20 212 18 24
[Download the manual](#)

Current drip feed

Volume
 1400 ml
 Recommended: 1300 ml

Rate
 150 ml/h
 Recommended: 140 ml/h

Interval
 4 hours
 Recommended: 4 hours

Nutrition on stock
 1x FREQUON 1300 COMPLETE 1300 ML
 1x FREQUON 200 COMPLETE 200 ML

Unresolved device errors

BECKY CLARKSON

Pump type X
 Manufacturer
 Firmware 1.03 [Update available](#)
 23% left [Bag empty in 83 min](#)
[Lower abdomen](#)

Current drip feed

Volume
 1400 ml
 Recommended: 1300 ml

Rate
 150 ml/h
 Recommended: 140 ml/h

Interval
 4 hours
 Recommended: 4 hours

Nutrition on stock
 1x FREQUON 1300 COMPLETE 1300 ML
 1x FREQUON 200 COMPLETE 200 ML

Unresolved device errors

Batteries need replacement 10:00AM

Feeding tube blocked 9:30AM

Air in tube Yesterday

Nutrition plan not followed Yesterday

Bag empty 15 January

[View history](#)

Device support
 Manufacturer name
 Available: Monday to Saturday 8:00 - 18:00 CET
 +31 (0)20 212 18 24
[Download the manual](#)

How does Becky feel today?

Last 7 days

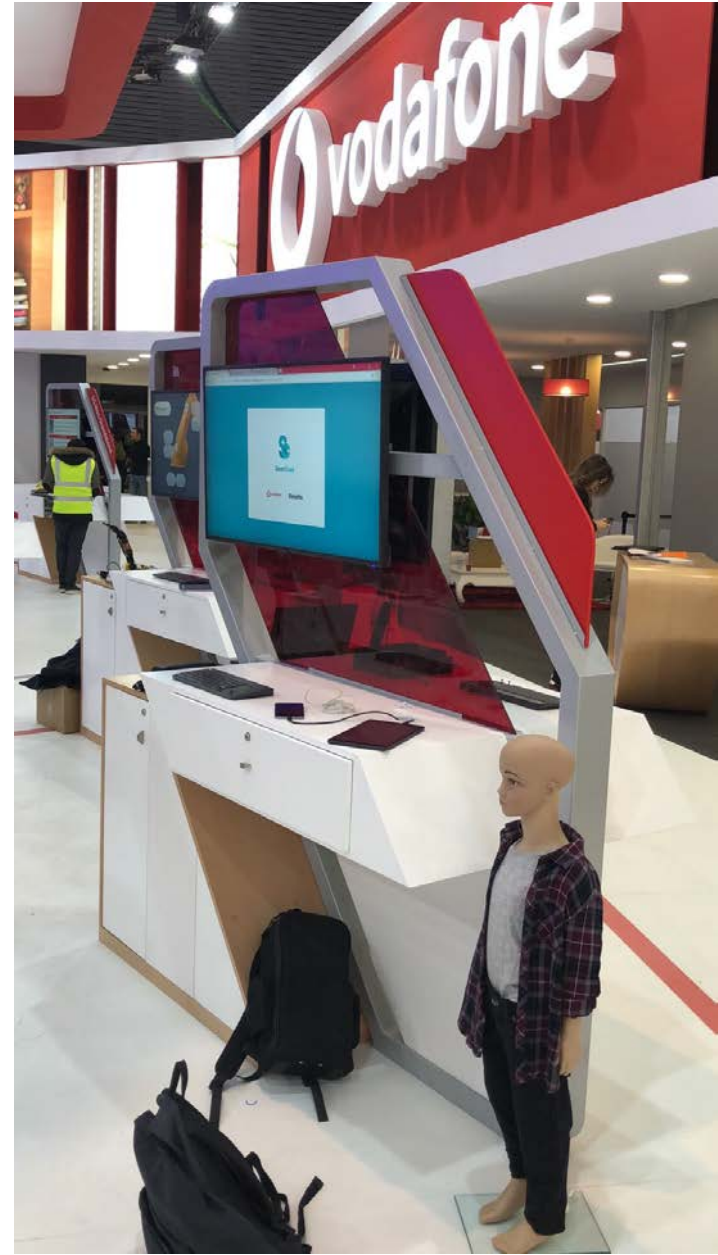
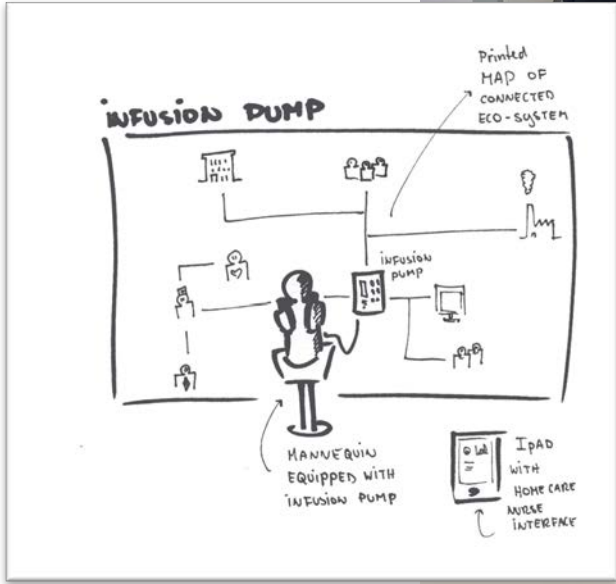
Nutritional intake

Last 7 days

Average 2000ml a day Goal 2200ml a day

Weight and height

140 cm tall
 -28.5 kg
 Last measured 14/01/2018
 12.6 kg
 Goal 19-21

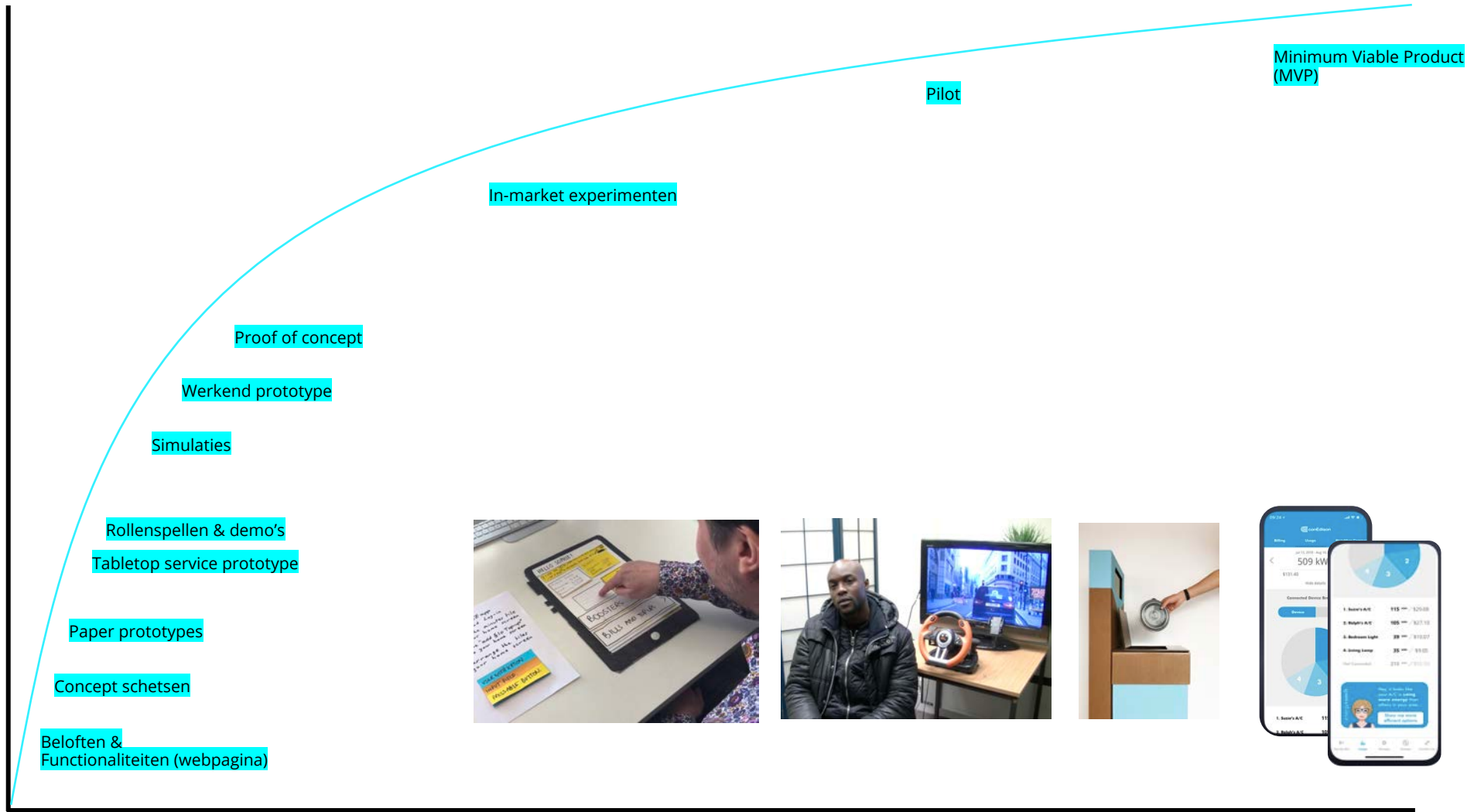




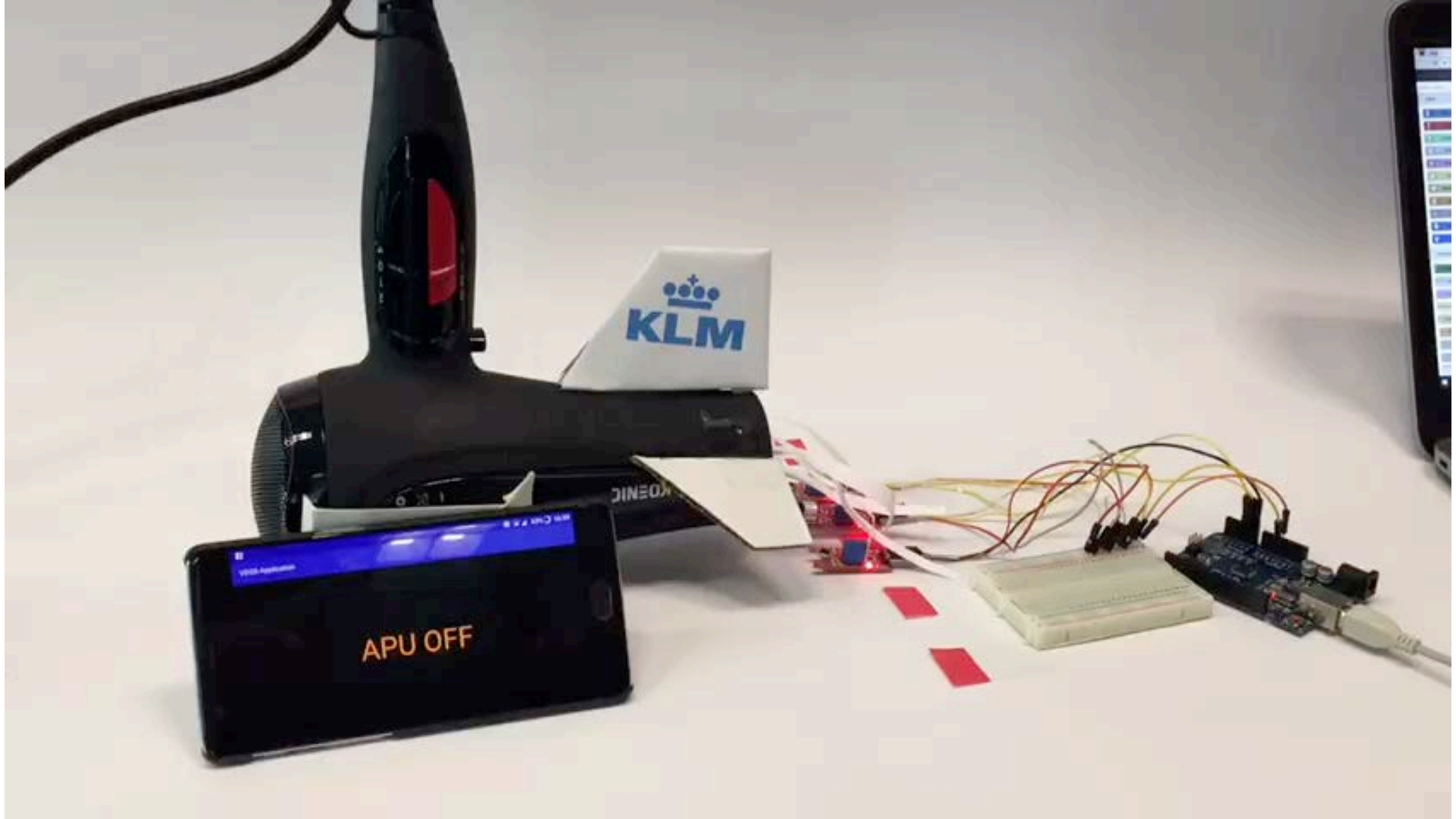
Test en itereer continu

Houd een dialoog op gang met je
doelgroep(en) en stakeholders

Vertrouwen in het idee



Moeite



KLM

APU OFF

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De kracht van mensgericht ontwerpen als drijvende
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