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## Service design in companies

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### Abstract

Today traditional business consultancy firms are promoting their design capabilities, having spent many years acquiring and/or developing design talent. At the same time, companies are demanding design-led approach in order to deliver the right customer experience, use the massive quantity of data they are acquiring by interacting with their customers, integrate effectively new technologies, and cope with the complex evolution of their internal organization. In this scenario, service design needs to evolve and adapt by becoming more available to non-designer practitioners and building a design culture inside and outside our company at different levels, so that be fully integrated in Deloitte and deliver design-led end-to-end business transformation.

**KEYWORDS:** digital innovation, corporate professionals, end-to-end approach, design integration, spanned capabilities

### Introduction

**Digital transformation is here.** Digital transformation is the current industry watchword, as companies seek to reimagine their businesses and accomplish “digital maturity” before their competitors. Digital doesn’t mean innovation anymore: not being digital means being out of touch with the world. Service design is a natural complement to digital transformation — it helps answer the cascade of strategic choices that stem from the organization’s new ambitions: Where will we play? How will we win? What capabilities must be in place? What management systems are required? It has strong synergies with digital transformation, since it can serve as a powerful mobilizer to build the capabilities associated with digital maturity. Today our clients are demanding a design-led approach that is becoming table stakes in professional services. At the same time, as Deloitte, we’re living a significant evolution and we know that service design is just becoming an understood term of art outside of the world of design.

Companies are now taking a new look at services and a broader view of the “experience” in the search for differentiation. They interact with customers through mobile devices, telematics, IoT sensors, wearables, chatbots, virtual assistants, and crowdsourced workers, so that gather data through all these interactions and know their customers in a very granular way. Machine learning and other cognitive technologies can wrestle with this growing mass

of data and change the economics of offering an adaptive tailored experience, by collaborating with or supplementing humans. This also mean a massive evolution inside companies that struggle with the complexity of their organization and redesign everything that employees operate, interact with and manage — structure, metrics, incentives, culture, processes, etc. — to deliver on the customer experience. Service design is needed to bring these new technologies into the organization in a way that is more than a bolt-on or side-of-the-desk experiment. It needs to integrate an awareness and knowledge of emerging technologies, so that it requires as much a culture change as it does new approaches. The holistic nature of service design, including the focus on the “back-stage,” plays well to Deloitte’s capabilities.

## Service design in Deloitte

The service design landscape has changed dramatically in recent years. Certainly, the last years have seen the rise of Design Thinking and similar processes which helped the big organization to increase their interest of this discipline.

Service design requires a deep understanding of the on-stage and back-stage through the eyes of different stakeholders, so that takes longer and requires a more diverse set of skills. This is not always easy as soon as time is often not long enough to investigate a problem. In a world that wants to do things quickly, service design can seem cumbersome and requires also a mindset and practices that are atypical in many parts of Deloitte today.

On the other hand, **service design itself is a discipline that needs to evolve and adapt to the needs of the client and shifting market landscape.** To be useful, it needs to become more accessible to practitioners unfamiliar with its language e.g. journeys, personas, moodboards, propositions, narratives, relationship maps, service blueprints, conceptual prototypes, mindmapping. Many service design activities overlap with traditional approaches, though they are enacted with a different mindset and set of values. In Deloitte, service design capabilities are often integrated into broader projects in the form of kickoff events, workshops, end-to-end workstreams, design sprints, education modules, or storytelling exercises.

Service designers work closely with Strategy&Advisory team to define project visions, as well as support Business Analysts to design customer experience and define technical requirements. Furthermore, service designers use methodologies as co-creation workshops not only to redesign experience touchpoints, but also to define new system capabilities (e.g. CRM) with Technology team or to create new advertising campaign with executive creative directors of Adv&Communication team.

In an environment in which design increasingly determines whether a product, solution, or business will succeed, there will be ample opportunities to assist clients in reimagining their business and **deliver design-led business transformation from end-to-end.** This means to deliver solutions that include digital strategy definition, omnichannel experiences development, user experience design, mobile/web development and solutions testing. To compete in today’s marketplace, Deloitte embeds service design into the core of the professional practice, merging design and implementation to meet the needs of digital transformation.

Many of Deloitte’s traditional competitors are now aggressively marketing their design capabilities, having spent many years acquiring and/or developing design talent. Attracting top design talent can be a challenge as these firms are not the natural go-to destination for graduates of design schools.

Deloitte has a deep pool of design practitioners and resources globally, and particularly in the larger firms and more developed markets. Relevant acquisitions made by the firm worldwide in recent years include, among others Market Gravity (UK), Mobiento (Sweden) Heat & Doblin (US).

## Develop the practice inside the organization

The future of service design as a discipline inside larger organizations like Deloitte depends on the ability to extend the reach of design, stretching practitioners to embrace a larger context, widen their overall perspective on business issues, increase their understanding of implications and long-term impacts on a project.

Innovation happens at the intersection of business (viability), design (desirability) and tech (feasibility): the best possible service experience is one that enhances business performance while delivering the best employee/customer experience. That's why service designers need to develop the ability to transform a concept/value proposition into real business value. In Deloitte hybrid profiles such as "business designers" are encouraged in their professional growth: professionals that comes from different backgrounds and acquire design methodologies.

Building a culture of design at Deloitte means to develop the practice inside and outside the organization at various levels and in different ways:

### **Fostering a global community that connects practitioners in order to create a broader design community that spans functions, practices, and member firms.**

The EMEA and the Global Service Design CoP (community of practice) are an established group of designers that comes together and interact regularly to share experiences, stories, tools, ways of addressing recurring problems, to build relationships across the member firms and enable all the participants to learn from each other.

Dedicated groups on Facebook Workplace and Yammer also work as preferred channels to share instantly updates on the results achieved, or as a quick source of knowledge exchange across the global networks.

### **Investing in designing cross-regional trainings to facilitate collaboration and skill development around service design.**

Although not everyone at Deloitte needs to be a service designer, it's key to create culture and align the working knowledge of mindsets, methodologies and tools.

Since learning service design is hands-on process Deloitte developed several internal trainings through bootcamps and events.

In Italy, a five-days Service design bootcamp developed in conjunction with the Design School/Poli.design of Polytechnic of Milan is offered.. The aim is to combine the academic approach with the working expertise to make participants understand how to use service design methodologies and tools in their daily work at Deloitte. Starting from user research activities (in field and desk) participant deep dive into the idea generation blending their different perspectives and skills. Working with an Agile approach, they then move to a hands-on prototyping session to visualize and define their service ideas: they evaluate customer experience effectiveness, along with the business feasibility and the tech development (new trends and technologies).

## Title and Authors

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