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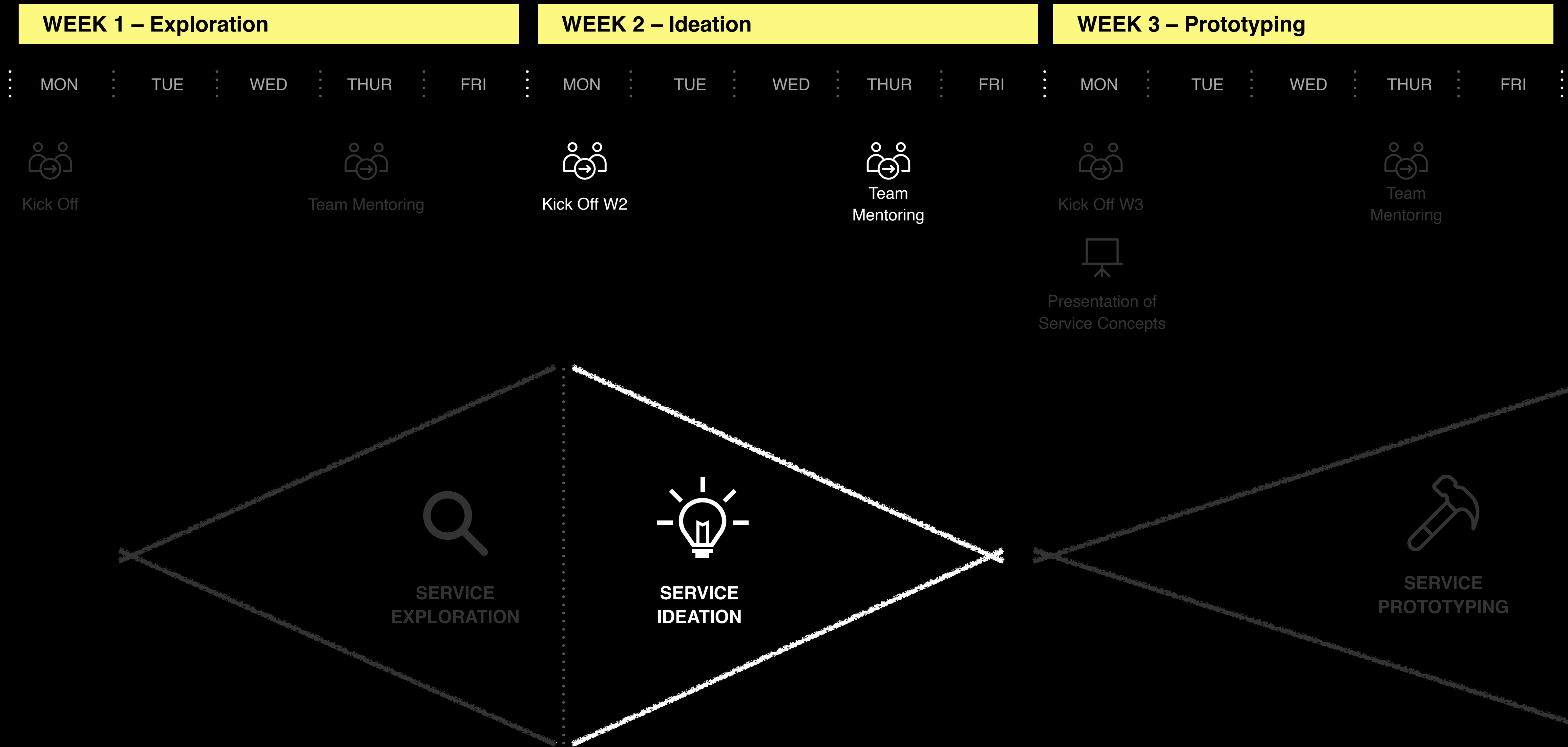
Zürcher Hochschule der Künste
Bachelor of Arts in Design

Kickoff Week 2

Service Design | 16th of March 2026

Florian Wille

Course Structure



Align your Team

Process Competence

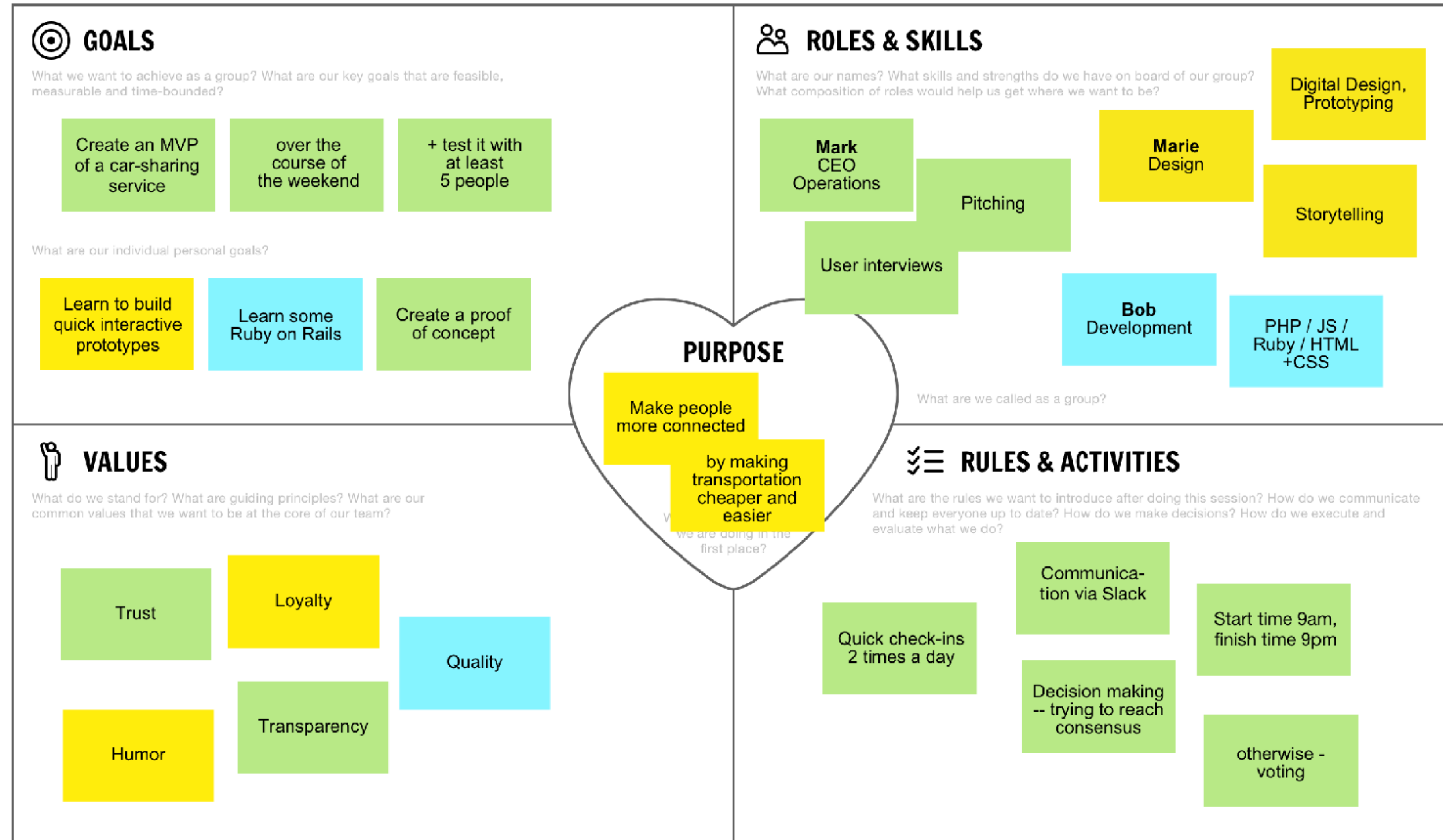
Team Canvas Basic

Version 0.8 | theteamcanvas.com | hello@theteamcanvas.com

Most important things to agree on to kick off effective team project and get members to know each other better

Team name

Date



Team Canvas Basic by theteamcanvas.com. Created by Alexey Ivanov, Dmitry Voloshchuk
Team Canvas is inspired by Business Model Canvas by Strategyzer.

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Roles, Actors, Personas, Mindsets

Design Competence

Actor

Term from service design that describes all actors on the "front stage".

Role

A user role (or role for short) combines a set of individual rights of a software or in an operating system. User roles are used to avoid having to define the individual rights of the aforementioned areas individually for each user: Instead of assigning the same individual rights directly to many users, a user role is defined that contains the rights to be assigned.

Examples: Administrator, Editor, Contributor, etc.

compare: <https://de.wikipedia.org/wiki/Benutzerrolle>

Persona

Personas are a tool to help us put ourselves in the shoes of users. Personas contain names, biographies, specific needs, everyday joys and challenges, desires and passions.

The persona is not a single user we have spoken to, but rather a composed character that represents our synthesised knowledge of our user group.

Compare: Digital Innovation Playbook, page 106



USER PERSONA

John Doe

"I care deeply about animal rights and to help them live happier lives"

ABOUT

John is a graduate student at UCLA who cares deeply about animal rights. He spares his own time to volunteer at the local animal shelter and to promote pet adoption. He wishes to order some design artifacts to raise awareness at his school.

AGE	28
OCCUPATION	Ph.D Student
INCOME	Less than \$50k
STATUS	Single
LOCATION	Los Angeles, CA

NEEDS

- Create designs that promote animal adoption
- Order design artifacts such as posters, badges and buttons to distribute them to students
- Help with the crowdfunding

FRUSTRATIONS

- Some vendors charge way too much for the designs
- Connecting with the local vendors require extra time on his end
- If he ends up not getting the funds, he has to put in his own money

SOCIAL MEDIA ACTIVITY

FACEBOOK

INSTAGRAM

TWITTER

SNAPCHAT

CURRENT FEELINGS

Stressed Concerned Busy

PERSONALITY

PASSIONATE

MOTIVATIONAL

GIVING

LOVING

OPTIMISTIC

Personas

Pitfalls

Personas are often enriched with demographic data that say little about the motivation and problems or mindset of the target group.

Who is this?

- spend a lot of time in London
- like international travel, dogs, sports cars, good wines
- +65 years old
- male
- married
- several children
- over 1 million annual income
- owns several luxury cars

Personas

Pitfalls

Personas are often enriched with demographic data that say little about the motivation and problems or mindset of the target group.



Image: Gala



Image: [laut.de](https://www.laut.de)

Mindsets

Why | How | Pro & Cons

Mindsets or Mindset Segmentation helps to group users according to intention & motivation - without demographic by-products.

Emotionen:
- gekränkt
- gedemütigt
- rachelüstigt
- wütend

Ich weiss mir zu helfen
(abgeklärt, technisch affin)

Emotionen:
- hilfsbereit
- bestimmt
- voller
Tatendrang
- wütend

Unternimmt nichts



"DIE ERWISCHEN WIR!"

Fühlt sich massiv gekränkt /



**"ICH WILL NICHT, DASS DAS
JEMANDEM PASSIERT"**

Will Feedback, welche Konsequenzen
die Meldung hat.
Idee: Rückmelden, wenn eine
Phishing-Seite vom Netz genommen

Möchte positiven Impact
Damit es anderen nicht passiert

Ich will Rache
(für mich)

Anzeige erstatten

Meldung

Ich will eine gerechtere
Welt (für andere)



"PACKT DIE VERBRECHER!"

Frustriert (nicht schon wieder /
warum immer ich?)



**"WIE KOMME ICH AUS DIESEM
SCHLAMASSEL RAUS?"**

Attachments einfach
anhängen:
- Mails per drag & drop
reinziehen
- Attachments von eMails

Emotionen:
- frustriert
- hilflos
- traurig
- gestresst

Ich brauche Hilfe

Benötigt Informationen &

Emotionen:
- gestresst
- verzweifelt
- hilflos
- überfordert

3

Lokale Besuchende

sucht was für lokale Kultur relevant und wichtig ist.



Wohnt in der Nähe, unregelmässige*r Besucher*in
"I vorm Giacometti - des chummt uf Instagram"



Mitglied, regelmässige*r Besucher*in
"kenne das Museum wie meine Westentasche"



wohnt im Umkreis von 300km, kommt für Tages- /Wochenendausflug
"Die drei Stunden Autofahrt für einen Tag im Kunsthaus haben sich gelohnt"



Tourist*in der/die ein strammes Programm absputt
"three days - three countries three hours - three museums"



Kunstaffine Tourist*in
"これを見に日本からずっと来ました!"

Touristen

suchen das Typische und Einmalige

Das nervt/stört mich, wenn ich mich durchs Museum bewege!

- Wiederholung von Kunstwerken
- Keine Informationen über die Kunstwerke
- Keine Informationen über die Künstler*innen
- Keine Informationen über die Ausstellung
- Keine Informationen über die Ausstellung
- Keine Informationen über die Ausstellung

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Casual Besucher will unterhalten werden

Das nervt/stört mich, wenn ich mich durchs Museum bewege!

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- Keine Informationen über die Ausstellung
- Keine Informationen über die Ausstellung

Das brauche ich, um mich im Museum zurecht zu finden.

- Guter Lageplan
- Informationsblätter
- Informationsblätter
- Informationsblätter
- Informationsblätter

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Kunstinteressierte will gebildet werden

Das brauche ich, um mich im Museum zurecht zu finden.

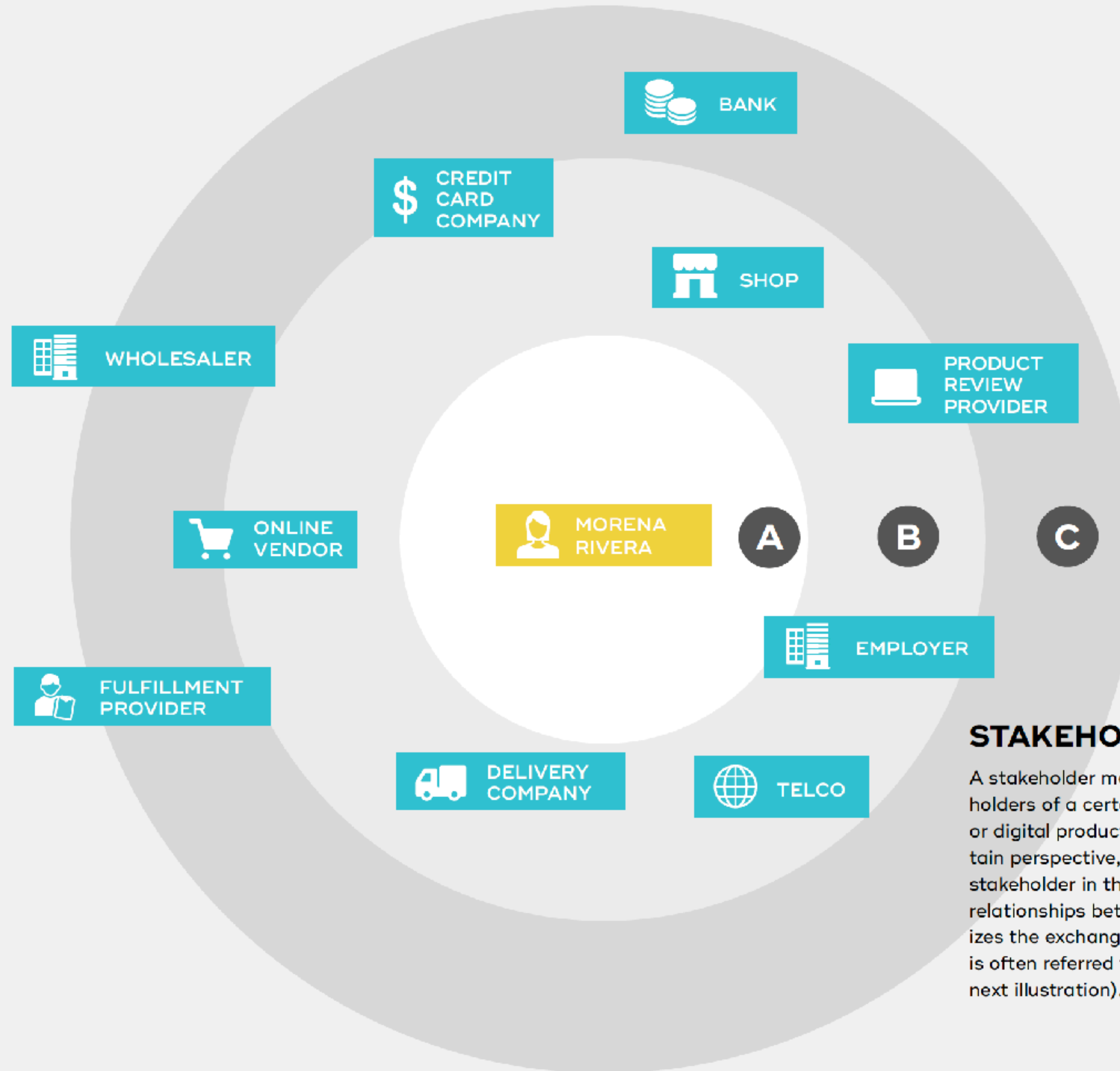
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Mapping Relations

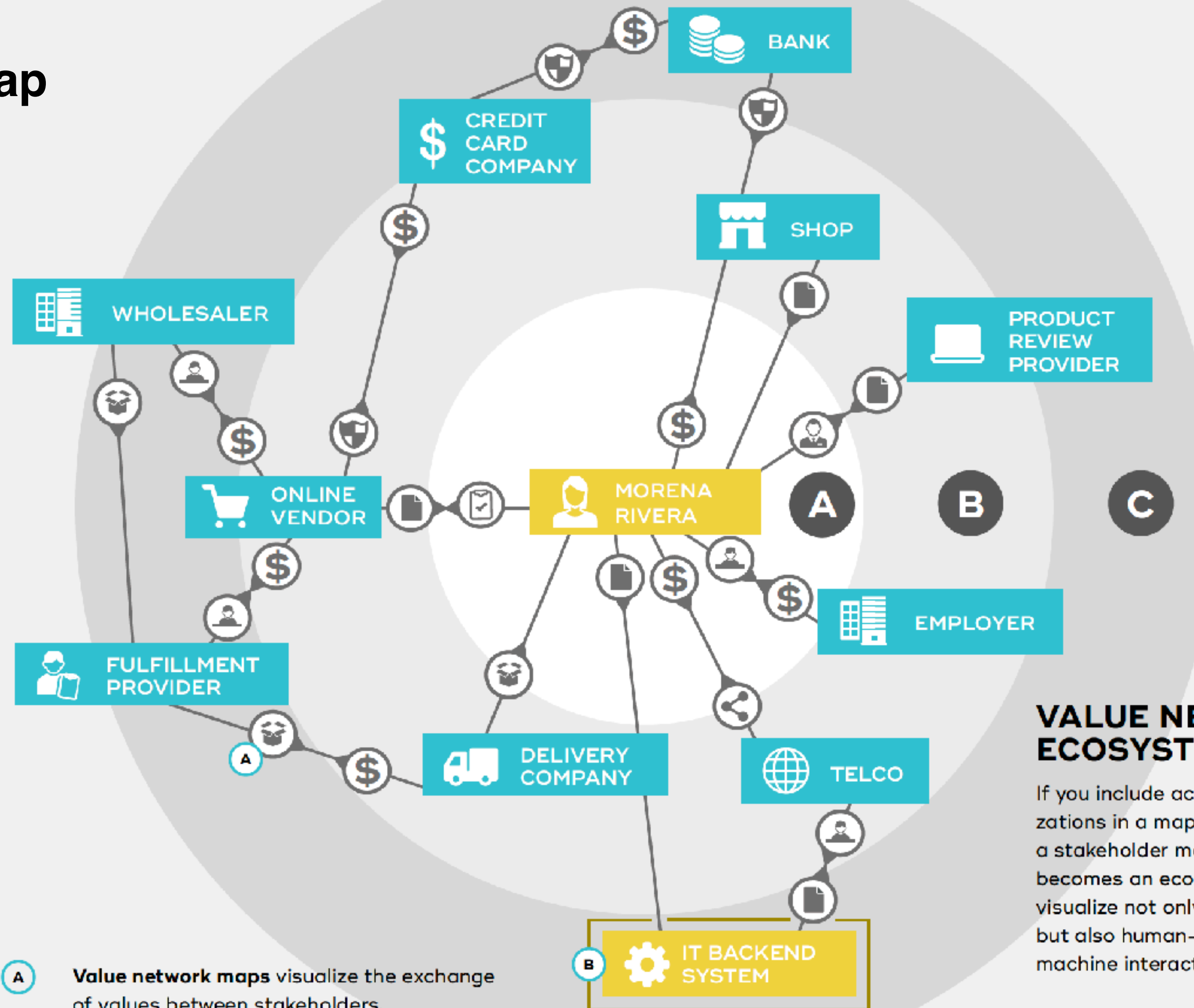
Stakeholdermap



STAKEHOLDER MAP

A stakeholder map visualizes all major stakeholders of a certain experience, service, physical or digital product, or system. It takes a certain perspective, often exemplified through the stakeholder in the center of the map. You can add relationships between actors. If a map visualizes the exchange of values between actors, it is often referred to as a value network map (see next illustration).

Value Network Map

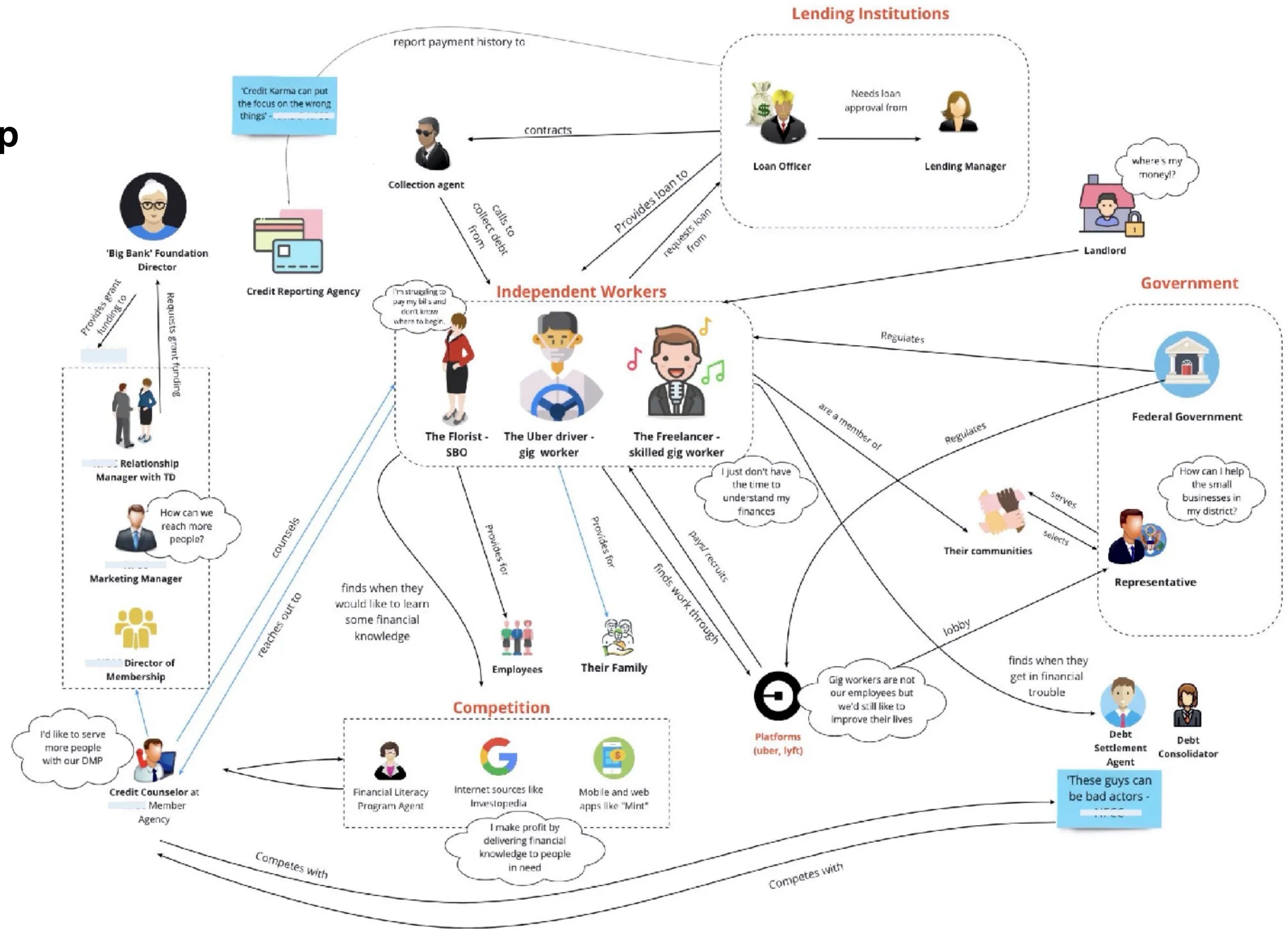


VALUE NETWORK MAP/ ECOSYSTEM MAP

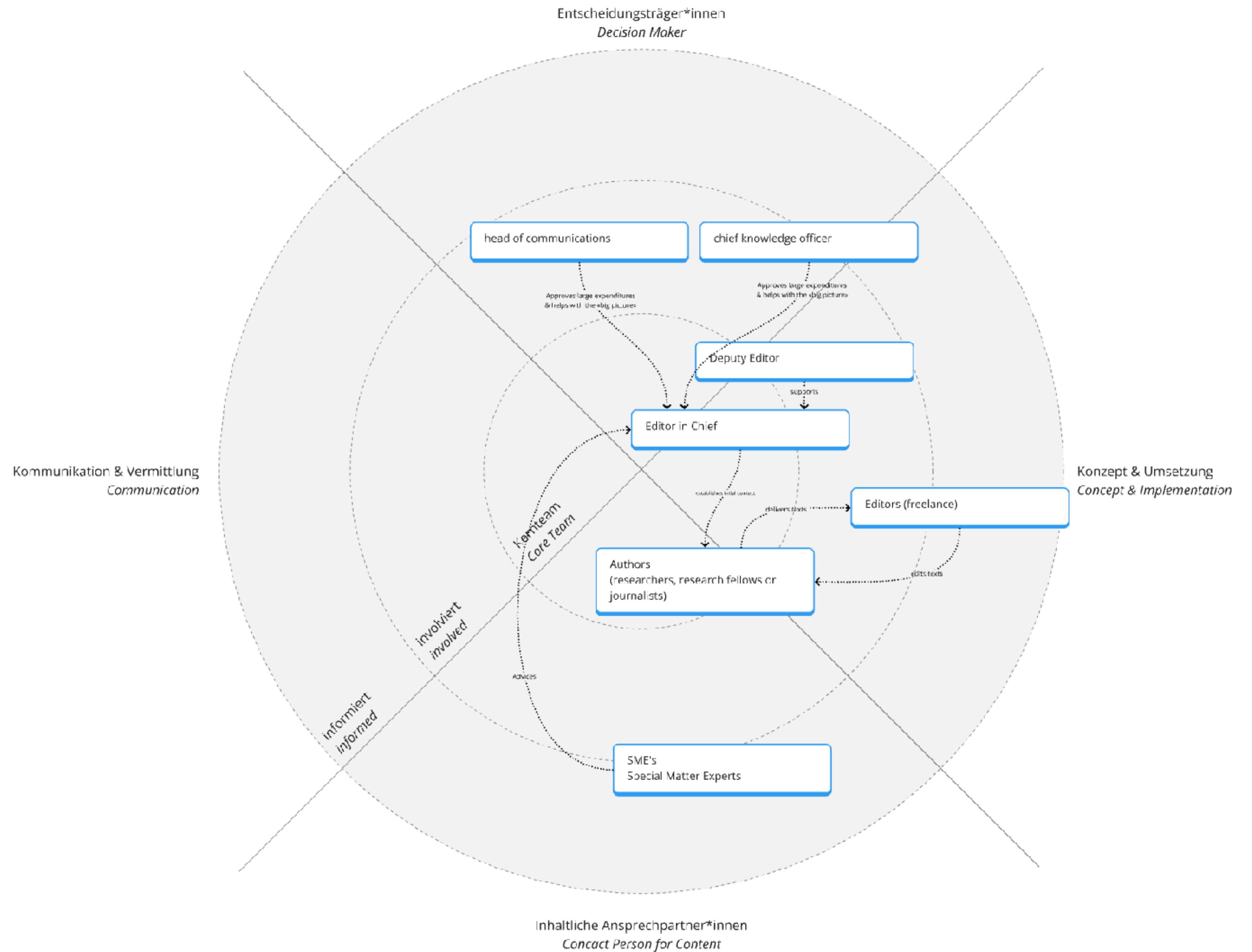
If you include actors beyond people and organizations in a map, such as "IT Backend System," a stakeholder map or value network map becomes an ecosystem map. This allows you to visualize not only human-human interactions, but also human-machine and machine-machine interactions.

- A** Value network maps visualize the exchange of values between stakeholders.
- B** Ecosystem maps can include actors beyond classic stakeholders (people and organizations), such as interfaces, platforms, systems, places, etc.

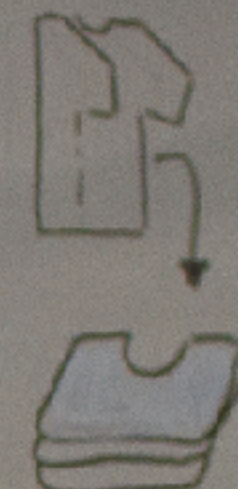
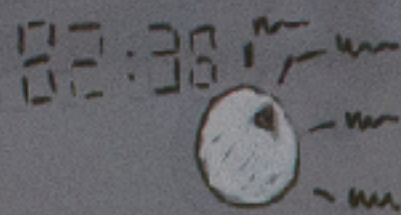
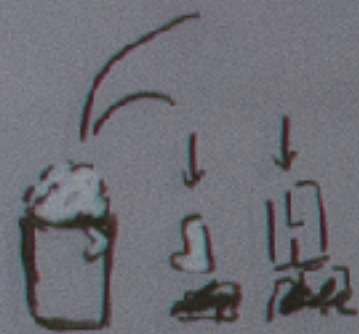
Stakeholder Map



Stakeholder Map



Mapping Experiences



SORTING CLOTHES

TRANSPORT CLOTHES

DETERGENT MEASURING

MACHINE PROGRAMMING

WASHING TIME

DRYING

DRYING

FOLDING

STORING

UNSORTING PILES 2 PILES!

BRING THE PILE TO THE WASHROOM

FOLDING



Experience Mapping

What can experience mapping do?



Creating a common frame of reference for the customer experience.



Building organization-wide knowledge about customer behavior and needs across different channels.



Identification of specific areas for idea generation and innovation.



Distribute key customer insights in a usable and easy-to-understand form.



Further development of the organization towards customer-oriented thinking.

EXPERIENCE MAP Example (Pregnancy)

TRIMESTER	1ST	2ND	3RD
ANXIETY LEVELS + COMMON TESTS	Positive Pregnancy Tests Urine analysis Maternal Serum Chorionic Villus Sampling	Fetal Development and Gender Determination Fetal Heartbeat Monitoring Alpha-fetoprotein screening, hCG, estriol, inhibin Glucose Tolerance Tests	3D Ultrasound Fetal Non-Stress Tests
SHARING	Partner Close Friends/Family	Other Friends/Work	Obvious in Public
PLANNING	Name Generation	Maternity Leave Plans Nursery and Supplies Prep	Birthing Classes Baby Shower + Hospital Bag
PHYSICAL EXPERIENCE Energy Weight ——— Discomfort - - -			



THINKING
(FRAMING)

HEARING

SEEING

FEELING
(MOTIVATIONS)

DEVICE







DOING
(BEHAVIOR)

← Adaptive Paths Guide
to Experience Mapping.



Collaborative Workshops
Experience Mapping

Rail Europe Touchpoints by Channel

Stage	Research & Planning	Shopping	Booking	Pre-Travel (Documents)	Travel	Post-Travel
Channels						
Website	Maps Test itineraries Timetables Destination Pages FAQ General product & site exploration	Schedule look-up Price look-up Multi-city look-up Pass comparison	Web booking funnel - Pass - Trips - Multiple Trips	Select document option (from available options) - station e-ticket - home print e-ticket - mail ticket	Contact page for email or phone	
Call Center	Order brochure Planning (Products) Schedules General questions	Site navigation help	Automated booking payment Cust. Rep booking Site navigation help	Call re: ticket options Request ticket mailed Resolve problems (info, payment, etc.)	Call with questions regarding tickets General calls re: schedules, strikes, documents	
Mobile	Trip ideas	Schedules	Mobile trip booking		Access itinerary Look up schedules Buy additional tickets	
Communication Channels (social media, email, chat)	Chat for web nav help	FB Comparator Email questions Chat for website nav help	Chat for booking support	Email confirmations Email for general help Hold ticket	Ask questions or resolve problems re: schedules and tickets	Complaints or compliments Survey
Customer Relations						Request for refund, escalation from call center.
Non-REI Channels	Trip Advisor Travel blogs Social Media General Google searching	Airline comparison Kayak Direct rail sites	Expedia		Travel Blogs Direct rail sites Google searches	Trip Advisor Review sites Facebook



Rail Europe Experience Map

Guiding Principles

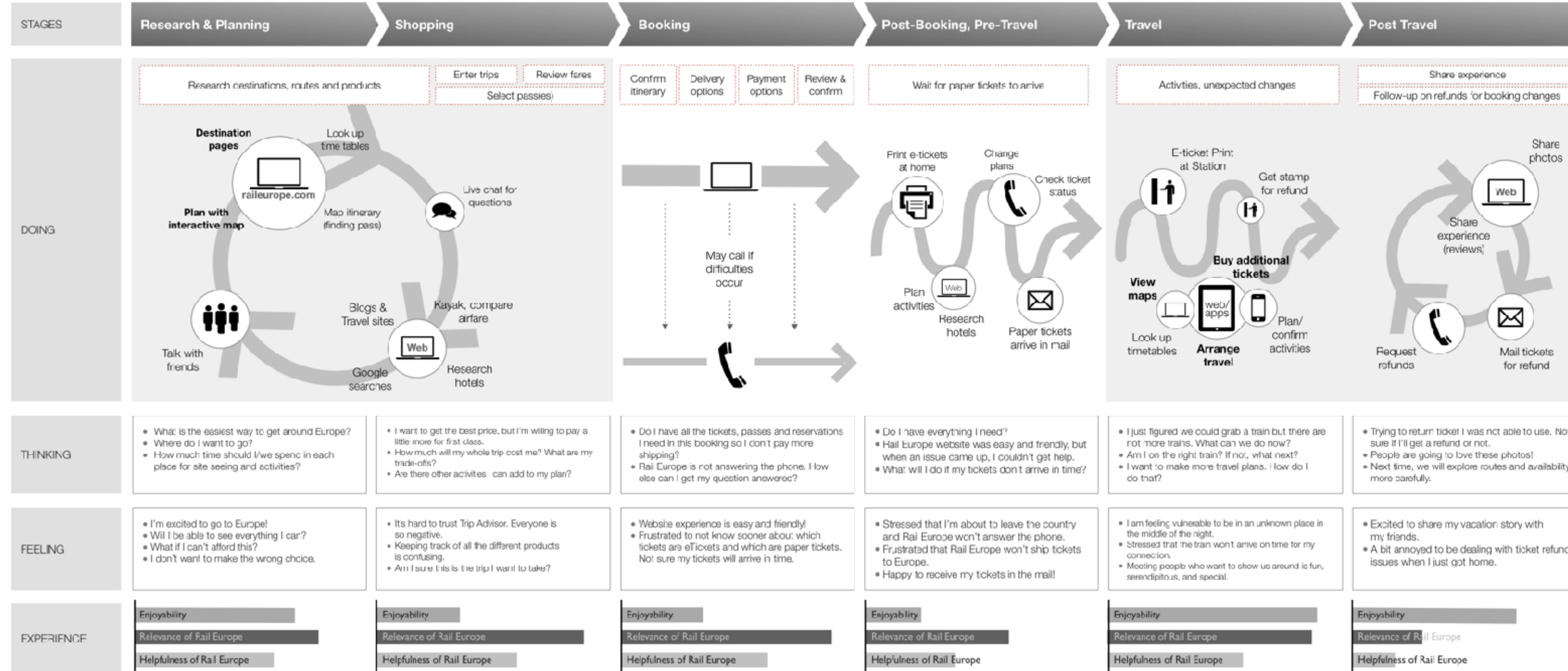
People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

People value service that is respectful, effective and personable.

Customer Journey



Opportunities

GLOBAL	PLANNING, SHOPPING, BOOKING	POST-BOOK, TRAVEL, POST-TRAVEL
<p>Communicate a clear value proposition.</p> <p>STAGE: Initial visit</p>	<p>Enable people to plan over time.</p> <p>STAGES: Planning, Shopping</p>	<p>Improve the paper ticket experience.</p> <p>STAGES: Post-Booking, Travel, Post-Travel</p>
<p>Help people get the help they need.</p> <p>STAGES: Global</p>	<p>Visualize the trip for planning and booking.</p> <p>STAGES: Planning, Shopping</p>	<p>Accommodate planning and booking in Europe too.</p> <p>STAGE: Traveling</p>
<p>Support people in creating their own solutions.</p> <p>STAGES: Global</p>	<p>Arm customers with information for making decisions.</p> <p>STAGES: Shopping, Booking</p>	<p>Proactively help people deal with change.</p> <p>STAGES: Post-Booking, Traveling</p>
<p>Make your customers into better, more savvy travelers.</p> <p>STAGES: Global</p>	<p>Connect planning, shopping and booking on the web.</p> <p>STAGES: Planning, Shopping, Booking</p>	<p>Communicate status clearly at all times.</p> <p>STAGES: Post-Booking, Post Travel</p>
<p>Engage in social media with explicit purposes.</p> <p>STAGES: Global</p>	<p>Aggregate shipping with a reasonable timeline.</p> <p>STAGE: Booking</p>	

Information sources

- Stakeholder interviews
- Cognitive walkthroughs

Customer Experience Survey

- Existing Rail Europe Documentation



Lens

Journey Model

Qualitative Insights

Quantitative Information

Takeaways

GUIDING PRINCIPLES EMERGE AS YOU BEGIN TO UNDERSTAND THE JOURNEY.

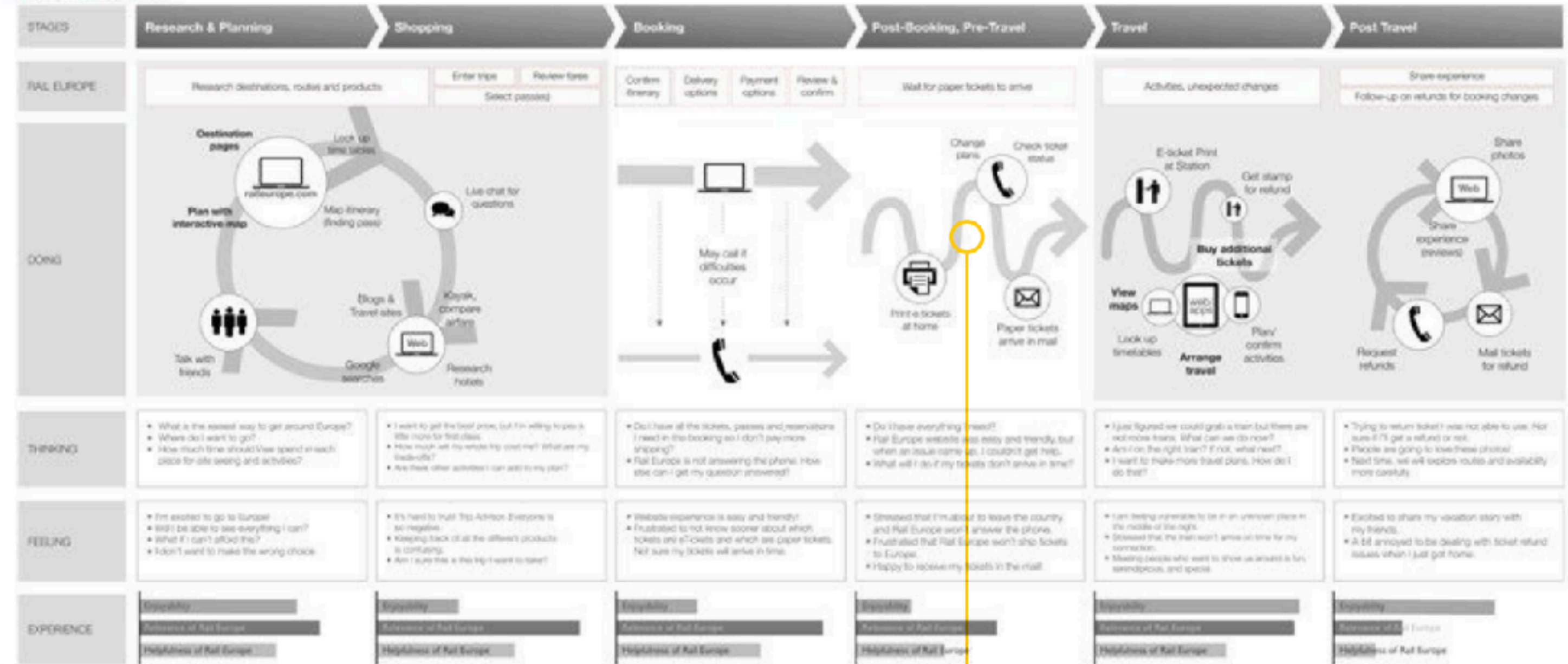
IDENTIFY THE STAGES OF THE TYPICAL CUSTOMER JOURNEY.

Rail Europe Experience Map

Guiding Principles

- People choose rail travel because it is convenient, easy, and flexible.
- Rail booking is only one part of people's larger travel process.
- People build their travel plans over time.
- People value service that is respectful, effective and personable.

Customer Journey



BUILDING BLOCKS PROVIDE STRUCTURE TO THE JOURNEY MODEL.

Opportunities



Information sources: Stakeholder Interviews, Cognitive Walkthroughs, Customer Experience Survey, Existing Rail Europe Documentation. Icons for 'Change our flow', 'User actions', and 'Feedback and data feed'.

adaptive path

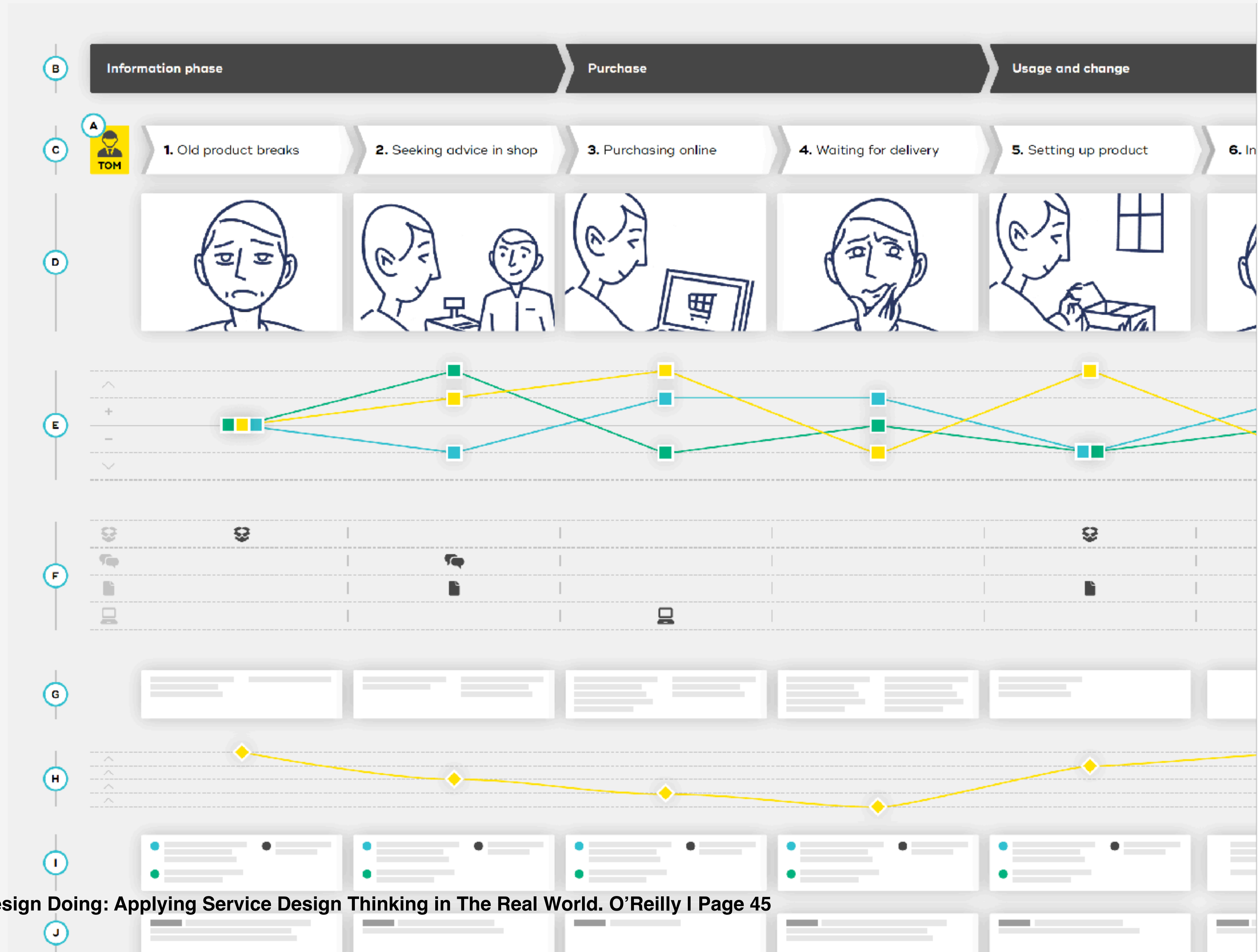
Experience Map for Rail Europe | August 2011

Adaptive Paths Guide to Experience Mapping. →

IDENTIFY KEY OPPORTUNITIES AS YOU WORK.

SHOW WHAT CUSTOMERS ARE DOING SO READERS CAN UNDERSTAND THE EXPERIENCE AT A GLANCE.

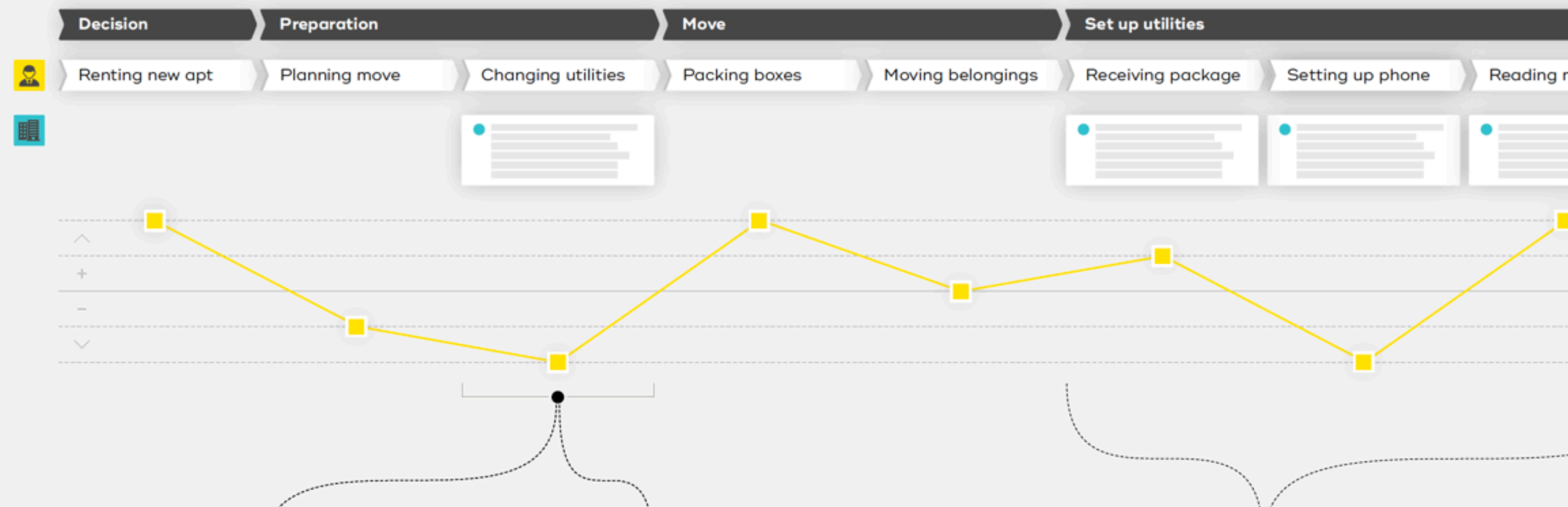
Journey Maps



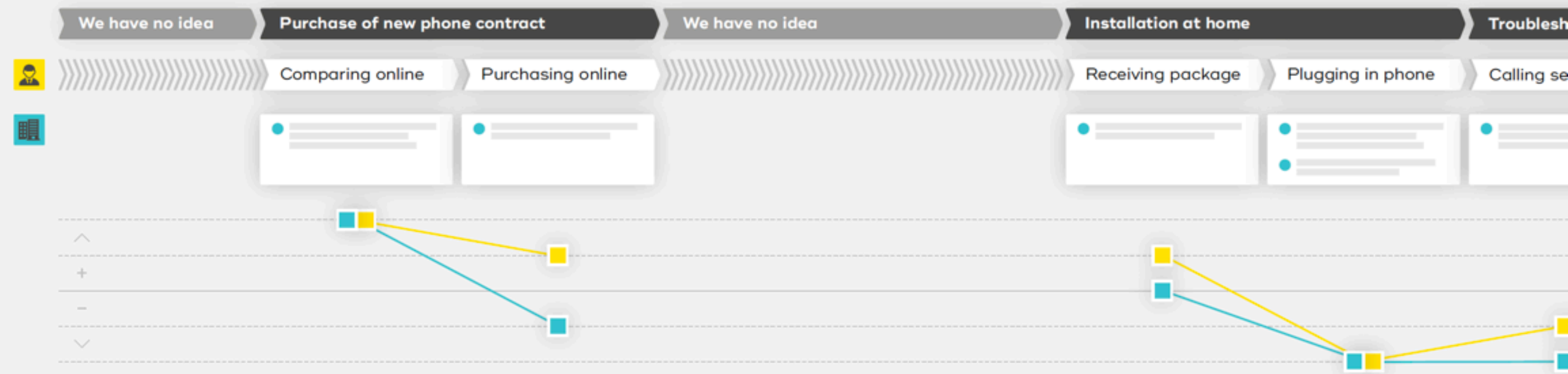
Journey Maps

Experience-centered journey maps visualize the overall experience from a customer perspective (e.g., moving from one apartment to another). In contrast, **product-centered** journey maps only focus on touchpoints, the interaction between a customer and a product/service/brand.

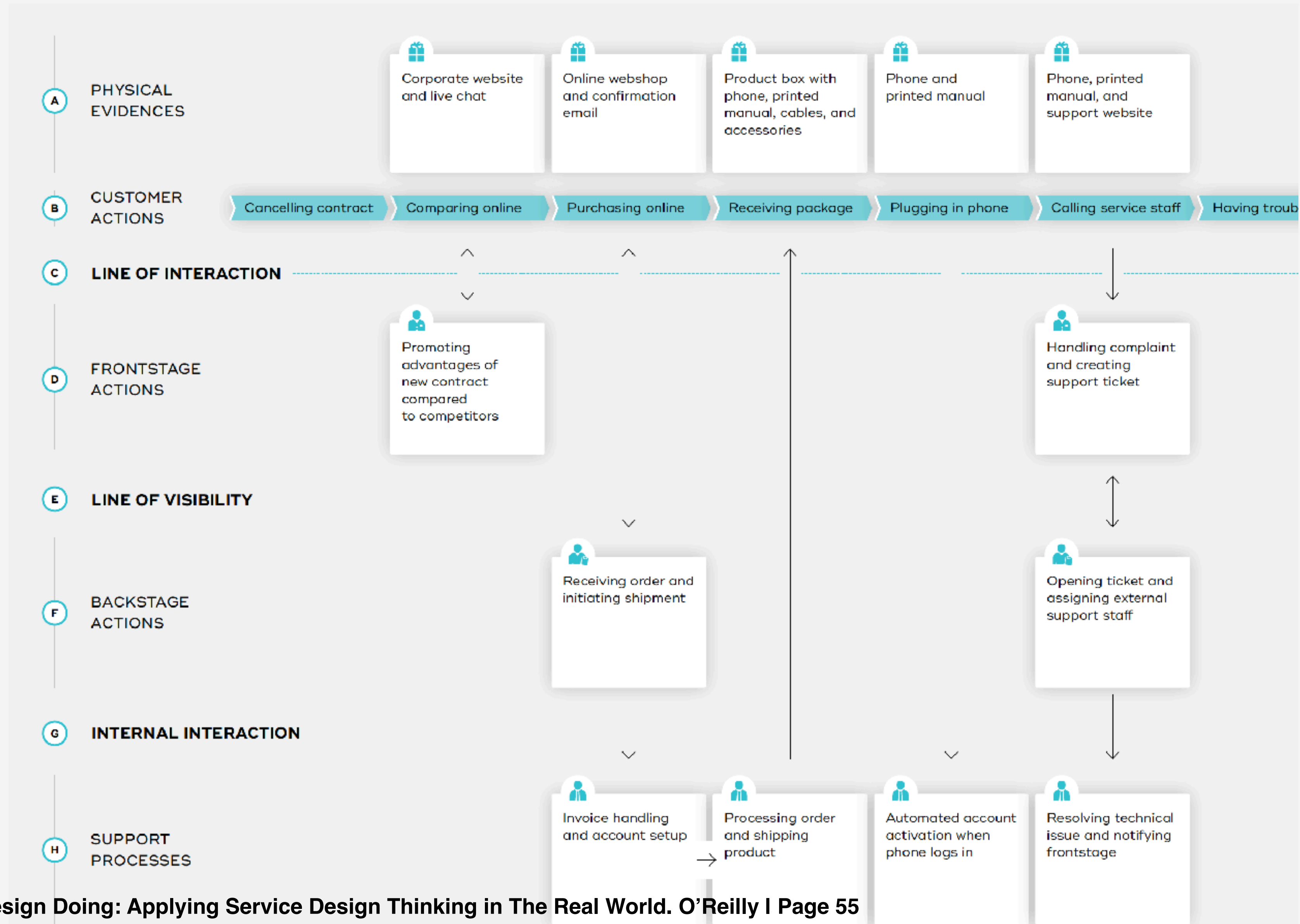
EXPERIENCE-CENTERED JOURNEY MAP



PRODUCT-CENTERED JOURNEY MAP

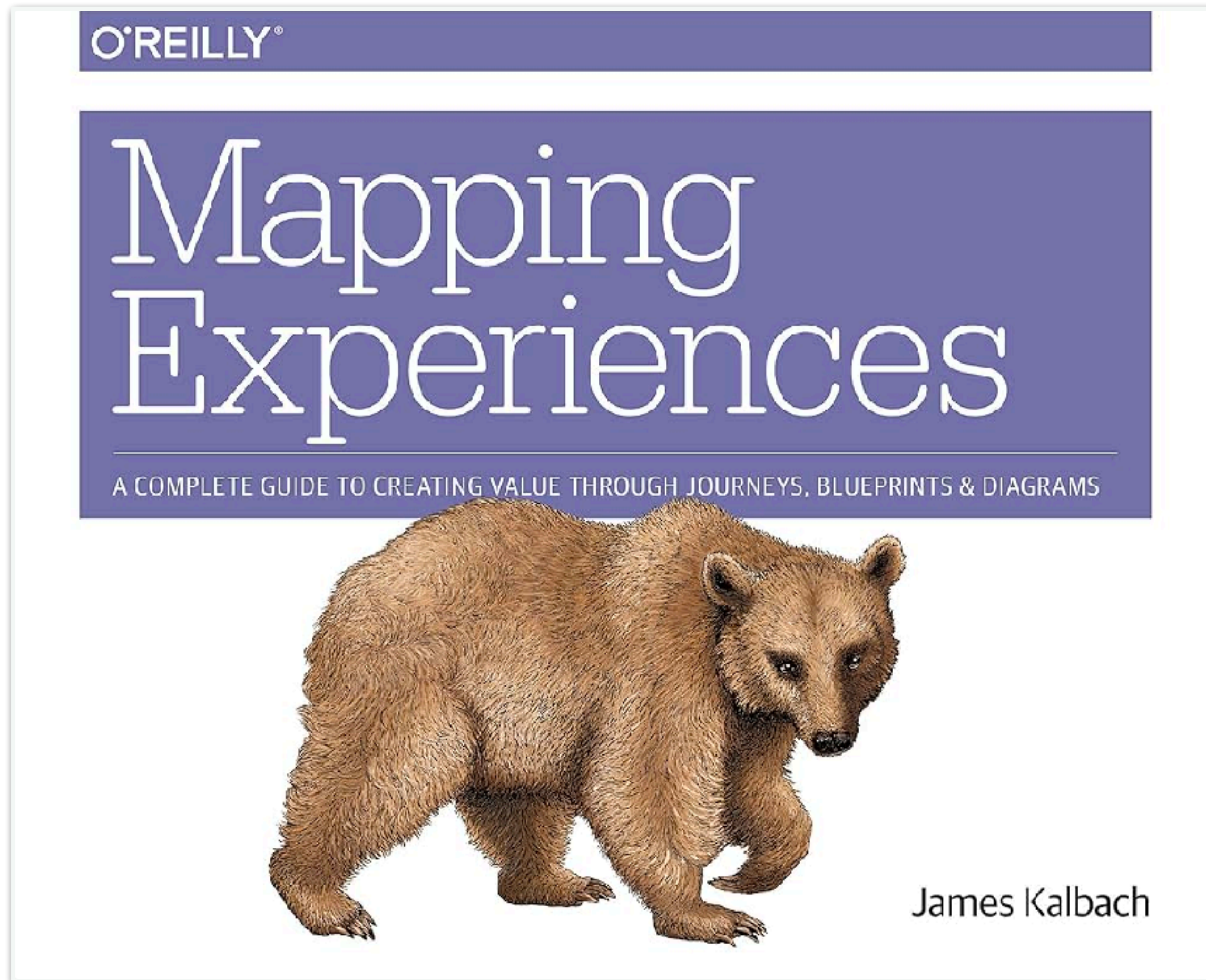


Journey Map / Service Blueprint



Experience Mapping

Book Tip



From Problem to Ideation

Design Competence

Problem Definition

Collecting Problems & Challenges

Choosing a problem and determining causes and effects with the «problem tree» method.

Effects & Impact

this leads to

Problem

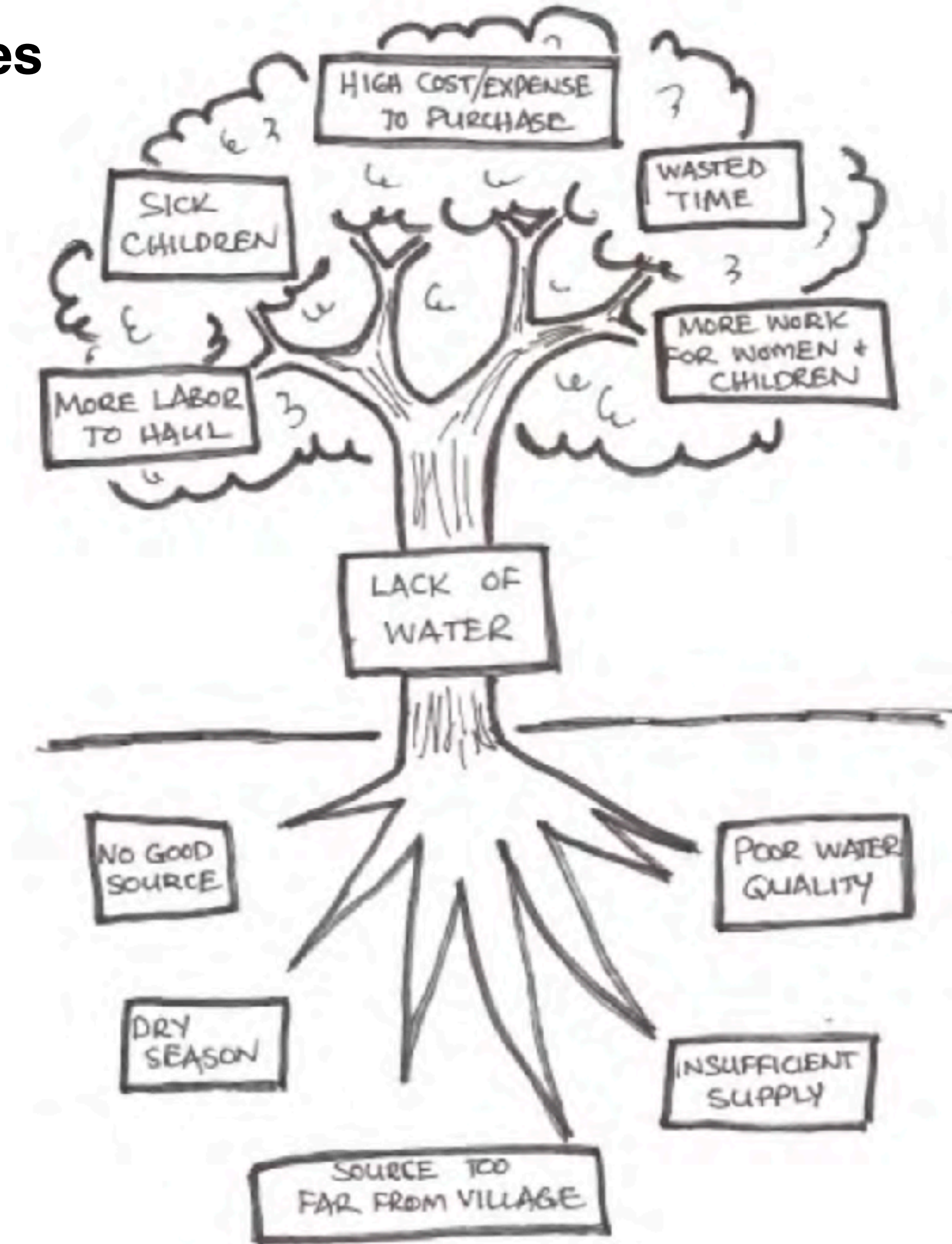
this is because

Cause

Problem Definition

Collecting Problems & Challenges

Choosing a problem and determining causes and effects with the «problem tree» method.



Effects & Impact

Problem

Cause

Problem Definition

The «How Might We» Question



Converting the problem statement into a question by introducing it with the words "How might we...?"

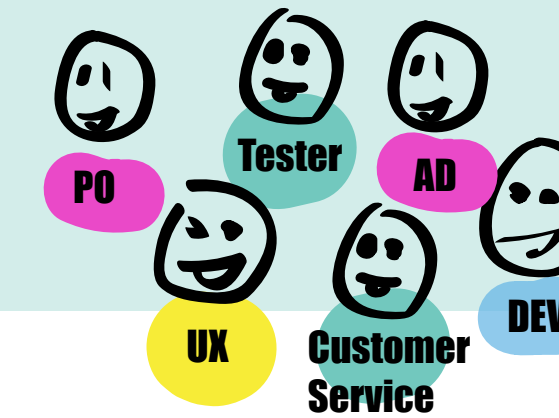
Ideation

Design Studio

Design Studio

Innovate & Discover Solutions from Different Perspectives

Diversity is key to good solutions

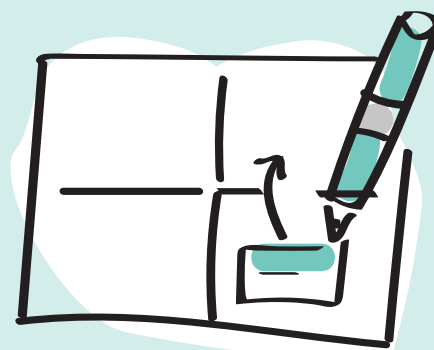


How to It is important to keep this very timeboxed. Have someone own the timer. Do 2 or 3 iterations, or until you have no new ideas. 3-5 people in each group is a good number. If possible have several teams, they will come up with different ideas, and you will be even more innovative!



Illuminate

Set the framing for the design studio. What is the focus? Is it a specific problem on your sprint planning, is it innovation for a new market, is a flow of a specific persona, or is it a interaction design problem?



1. Sketch

Sketch on the ideas that YOU have, from YOUR perspective. Use a big A3 paper, fold it in 4 squares, sketch one idea in each square. This should be done quietly, one and one.

Pick a time keeper in each team.

4 minutes. Set the timer.
1 minute in each square.

Second and third iteration, you might want to sketch more focused on one idea and use the full paper.



2. Present

Present your different ideas for your group in brief, dont dig into details. Present the bad ones as well, the probably led you towards a new better idea.

30 seconds presentation per person (and then do critique for each person directly in 30 sec as in nr 3)



3. Critique

If you think the idea is brilliant, you can say that. But dont start elaborating into the idea in a discussion... just steal the idea and build on it!

No negative critique is allowed, but you can ask for some short explanation on the idea.

30 sec critique for the person presenting (not for each listener)

Step 2 and 3, is one minute in total per person.



Pick your winners

Depending on the reason for the Design Studio you might want to dot vote with your team on the most interesting ideas to bring with you and work with in the sprint, or do a prototype for, test with real users, create a business case with, or a technical spike you want to do because you found some risks you where un aware of.

Dot vote with 3 votes each on what you want to move forward with.

- Never kill ideas, all are good!
- Keep time boxes!



- Build on ideas from others!
- Remember, your first idea are always throw aways!

DANDY PEOPLE

POSTER BY
mia.kolmodin@dandypeople.com
Agile Coach, Trainer and Speaker

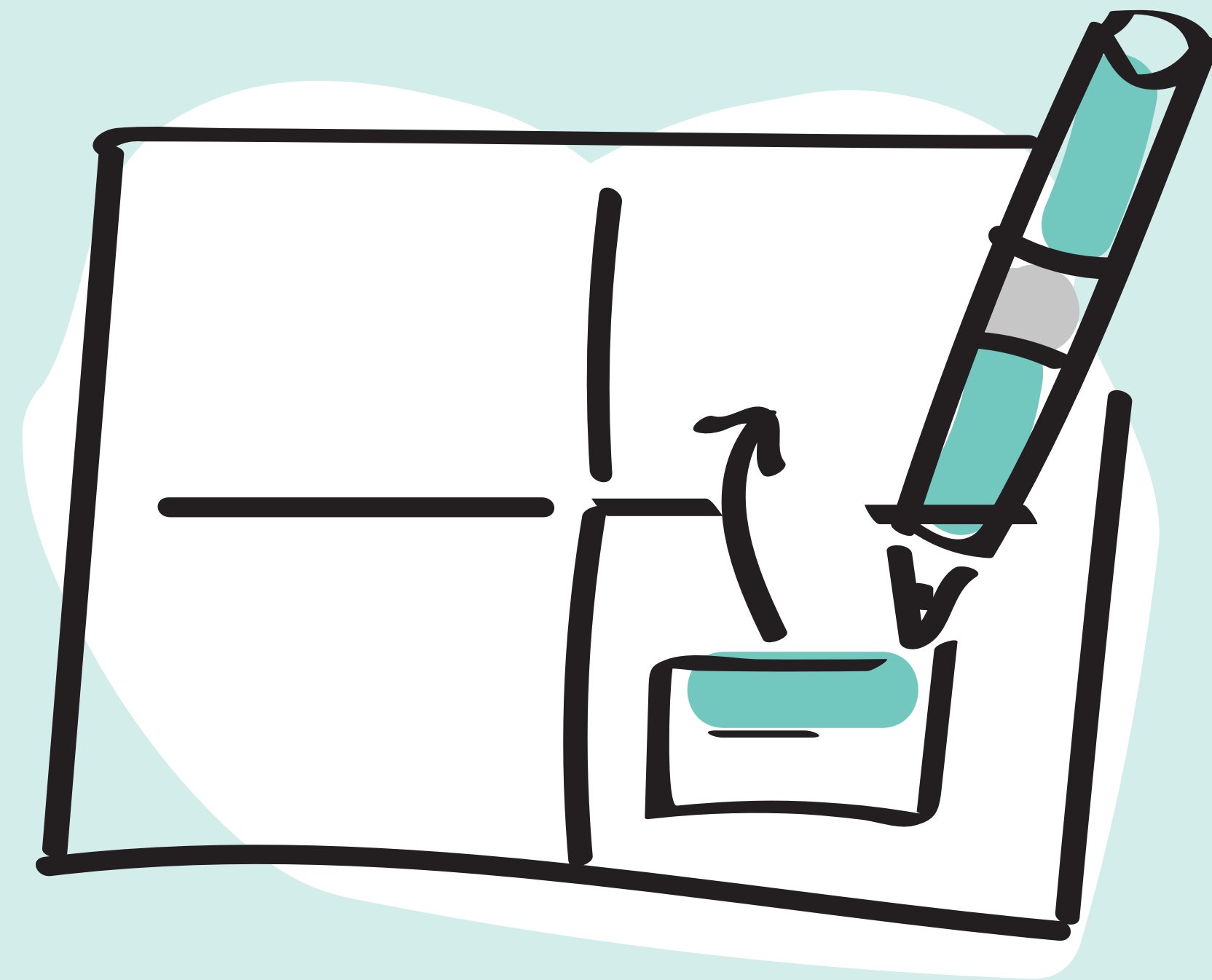
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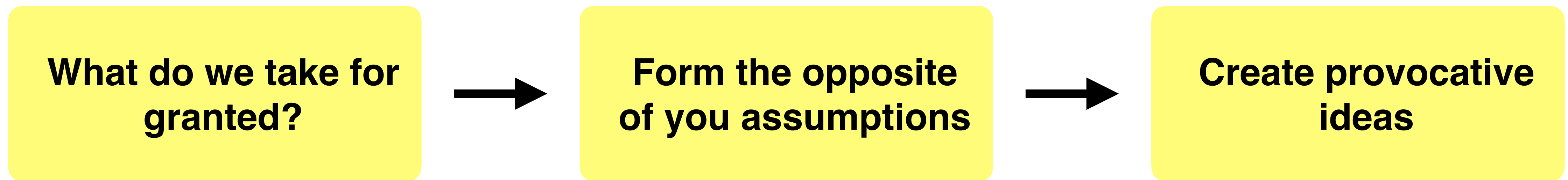
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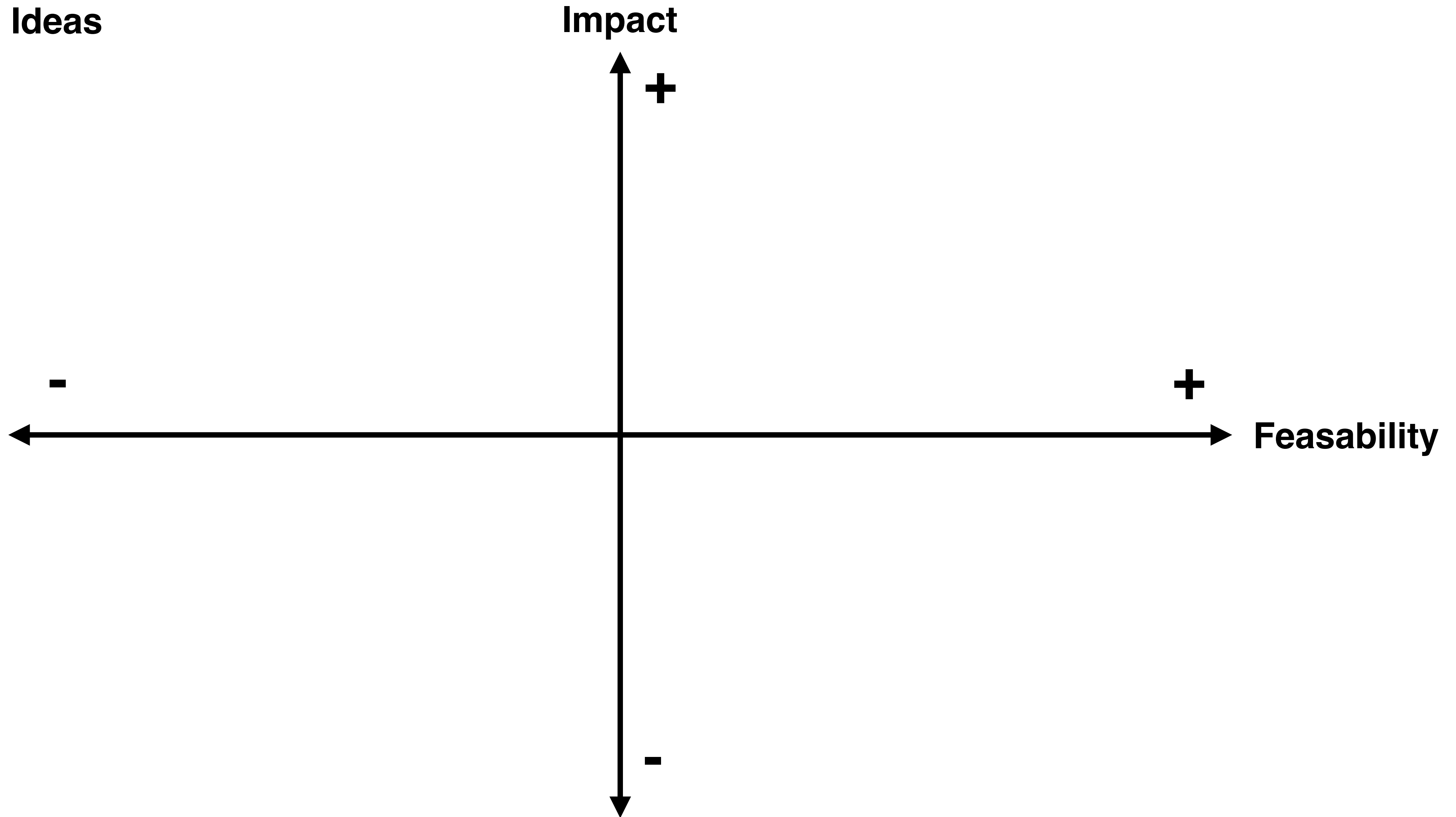
Ideation

Provocation Ideation by frog design



Ideation

Prioritize Ideas



Thank you!

Florian Wille
florian.wille@zhdk.ch

Z

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Zürcher Hochschule der Künste
Zentrum für Weiterbildung