

# Palvelumuotoilun avaimet muutosjohtamiseen – sitoutuminen, dialogi ja osallisuus työyhteisössä

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## **PALVELUMUOTOILU ON EMPATIAA**

Palvelumuotoilija toimii fasilitaattorina kuunnellen, yrittäen oppia ja ymmärtää ihmisiä (Steen, Manschot & De Koning 2011).

Palvelumuotoilija auttaa ihmisiä tunnistamaan mahdollisia ratkaisuja ja auttaa suunnittelemaan ne loppuun.



## ASIAKASKESKEISET YRITYKSET KATSOVAT TOIMINTAANSA ULKOA SISÄÄN

Ulkoa sisään (outside-in) katsominen tarkoittaa, että palvelumuotoilija käyttää palvelumuotoilun työkaluja kartoittaakseen käyttäjäkokemuksen (UX), sen palvelumahdollisuudet, jakavat loppukäyttäjän motivaatiot ja palvelupolut kosketuspisteineen niin kuin ne ovat yrityksille (Bates and Davis 2009).

Palveluiden kehittäminen, tuottaminen ja jakelu rakentuvat asiakaskokemuksen ympärille (CX).

## INTUIT

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*“We have a thirteen people strategic customer insights group. This is about XD (experience design) research, we have more (software) product design and product strategy rather than market research side. We get deep, deep insights that help in making decisions, prioritize and seeing what is more important than something else. And organizing information in proportion. ”*

*“We are in located next to the management. There is only their secretaries between. It is important that the top management sees us every day.”*

*“Operational mechanics like the way organisation works are important meetings to be involved in.”*

*“Fearless, brave, a great person. Really amazing person. The only reason I work here.”*

## GE @ San Ramon

*“We have sort of our own brand of design-thinking, Agile, Lean, we call it Fastworks. Eric Ries (lean startup) has been a consultant to us for the past two and a half years, he helped us develop the Fastworks-program, and we’ve been proliferating that through the entire organization, so everyone is practicing this Fastwork-methodology. More recently, with the creation of this software center, and the teams over her.”*

*“Greg Petroff was the leader of the design team, he started it. He came from SAP, a lot of his legacy is also evangelizing design, the entire organization, throughout GE. I think with the help of methodologies like Lean startup, which already incorporates human-centered design-thinking. Beth Comstock, she was the CMO of all GE, the chief marketing officer, she has now moved into another role within a business we call Current, which is looking at smart cities, smart lighting, all that kind of stuff, in IOT. So she’s in that business now, but she is the one who brought on Greg, she believed very much in UX, and all our processes that come with it. And I think she’s also-, having that person at that level has really been helpful for us. I believe, and I feel, that this is a very design company now. “*

NEW YORK TIMES BESTSELLER

"In addition to being a fascinating and colorful read, this book is an indispensable guide to organizational change." —WALTER ISAACSON, *from the foreword*

# TEAM OF TEAMS

NEW RULES OF ENGAGEMENT  
FOR A COMPLEX WORLD

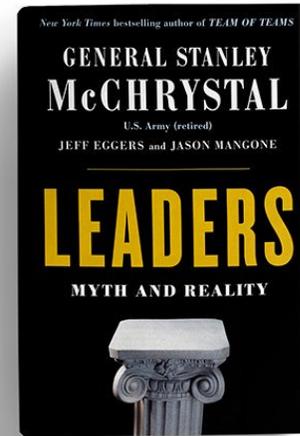
GENERAL STANLEY  
**McCHRISTAL**

U.S. Army, Retired

with Tantum Collins, David Silverman,  
and Chris Fussell

THE WALL STREET JOURNAL.

BESTSELLER



# HUDDLE – STANFORD HEALTH CARE

*”A key component of this improvement in early discharges has been the introduction of twice-daily huddling with senior administrative and physician leaders to address the crowding situation. The huddles have consistent leadership presence; are multidisciplinary; and focus on quick escalation, real-time problem solving and a rapid feedback loop. Huddle teams receive specific information about the crowding situation and what key issues need attention, so they can quickly begin making decisions and taking action.”*

POWER OF MONEY

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ROBO ADVISORS IN INVESTING

NEW MONEY

FRICITIONLESS PAYING

KAISER PERMANENTE

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PROTOTYPES AT HEALTH CENTRES

ANALOGIES DESIGN INNOVATION AIR CONTROL TO INTENSIVE CARE

SERVICE DESIGN IS STRATEGIC: ABB, KONE, LAPLAND HOTELS, PENTIK, LAPPSET (HUMANSEE)

*SERVICE DESIGN ENABLES SHARING HUMAN CENTRED, AUTHENTIC AND EXPERIENTIAL KNOWLEDGE INSIDE COMPANIES.*

*STORYTELLING AS A WAY TO DEVELOP ALSO INTERNAL PROCESSES.*

*CO-DESIGN SAVES RESOURCES AND MAKE THE PROCESS MORE EFFICIENT.*

*MAKE USE OF INTERNAL EXPERTISE. DIFFERENT EDUCATIONAL BACKGROUNDS, WORK DESCRIPTIONS AND SKILLS COMPLEMENT EACH OTHERS.*

*DEVELOP SERVICE DESIGN TOOLS THAT CAN BE EMBEDDED IN YOUR COMPANY'S PROCESSES.*

**It is critical for every business to understand the customer's world and ideal value. In service design, this understanding is created through an understanding of the cultural context and the system of values and meanings. Service design tools are used to create in-depth insights that can be analysed and used to create value propositions that respond to customers' needs in a concrete way. Value is created by helping the customer to achieve his or her goals.**



## **VALUE PROPOSITIONS**

What are the customers jobs to be done?

Service propositions are often based on interaction and co-production with customers. To create a viable service product, it is necessary to not only communicate with the customer but also to have a dialogue and hear what the customer has to say. A viable service product must be based on customers' and stakeholders' knowledge, skills and activities.

**Service designers need to create business opportunities and revenue around users' profiles and behavioural patterns.**

**As service systems are becoming more complex, it is no longer enough to simply profile the user; rather, the profile must be created around the greater business ecosystem, including the stakeholders.**



**CREATE ECOSYSTEMS**  
How to design for complexities?

Service design contributes to achieving business goals by understanding customers' value creation processes . The service design process should result in cost savings and additional revenues, as industrial service design aims for growth. Service design should also increase customer loyalty, lead to the discovery of new unique selling points, result in higher margins and speed up the innovation process

**In the public sector,  
the customer perspective should be  
discussed in terms of multi-  
organisation offerings and creating a  
good service experience for  
customers.**

**Users move horizontally while service  
providers move vertically in their own  
silos. This causes hiccups and  
bottlenecks in the service experience  
from the customer's point of view.**



## **SCALE UP**

How to overcome barriers?

The complexity of service design projects has increased, with the projects including multiple stakeholders inside and outside an organisation. The customer perspective needs to meet the organisational structure and strategy. Collaboration is needed to realise inside-out thinking, which motivates employees, and an outside-in approach to share customers' view of the organisation.