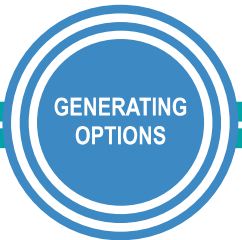
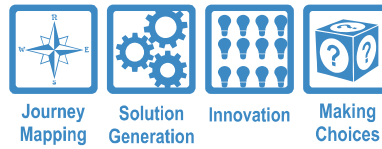




# SUCCESSFUL SERVICE DESIGN

Turning innovation into practice

THE STAGES



# THE ROUTE MAP

to successful service design



CONTINUOUS IMPROVEMENT

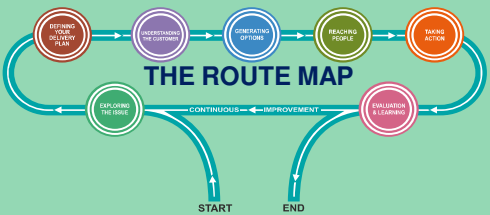


START HERE

END

If you are not familiar with this process, we suggest you start by visiting the 'User Guide'

Click on any Stage for a one-page summary of how to approach it...  
...and on any Tool to see how it works and how you can use it.



**THIS IS IMPORTANT BECAUSE...**  
 You need to be clear about the change needed in specific customers' behaviours and attitudes - what you need them to do and why - if you're to achieve your targets and objectives.

**SUCCESS LOOKS LIKE...**  
 Being able to express the challenge as 'get these sort of people to do this sort of thing in this sort of way'.



**Before you go on, review these...**

**ACTION CHECKPOINTS**  
*Have you...*

• Dug below the high level target to identify specific customers and stakeholders, and specific changes in what they do and their attitudes, that will make a difference to you achieving your objectives?

• Sense checked that your proposed project is big enough to achieve a measurable change, but focused enough to be deliverable within time, budget and resources?

• Related your project to the reality of how chosen people live their lives or do business, so you can write your objectives from the customers' viewpoint?

• Confirmed that this is an area where government should be spending money?  
 • Ensured you have considered the risks inherent in acting – and in not acting?



**HARD EVIDENCE**  
*You can demonstrate or produce...*

- Evidence that you've considered different customer groups; that you understand what they do and why they do it, and how what you are going to do will make a difference.
- A review of key stakeholders and influencers, what their role may be, and how you plan to engage them.
- A clear rationale why each customer group has been chosen or rejected.

- Data on how many people you will reach in what time scale. Can you really show that's feasible?
- The quantified difference you will make to the issue. Do you have hard numbers?
- Evidence that demonstrates you can deliver it..
- Clarity on how to deliver this project effectively to match your needs, resources, limitations and deadlines.

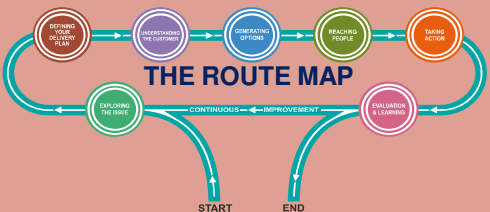
- Some robust evidence about current customer knowledge and attitudes and current experience – relevant both to your specific issue and to related issues/behaviours.
- Evidence you've thought about how this impacts the delivery of the project..

- Who else you've considered who might deliver it.
- Real benefits arising from government involvement in this project – and evidence that government is better placed than other stakeholders to do this successfully.
- A risk assessment that concisely captures the key implications of your plans.

**HELPFUL TOOLS**



[Click here to skip animations](#)



**THIS IS IMPORTANT BECAUSE...**  
 It tells you what your objectives are, how you are going to achieve them, and how long it will take.

**SUCCESS LOOKS LIKE...**  
 Clear project objectives, with a plan for achieving them over a specified time period, and contingency plans to deal with major changes that may arise.



**STOP!** Before you go on, review these...  
**ACTION CHECKPOINTS**  
 Have you...

• Agreed a set of clear SMART objectives, with quantified targets that will enable you to demonstrate that you have achieved them?

• Developed and agreed a delivery plan with milestones and timings, and identified where the project can move quickly, and where there is more substantial work to be done?

• Ensured that relevant learnings from previous projects have been included in your plan?

• Identified and agreed project team members and stakeholders, and carried out a project risk assessment?

**HARD EVIDENCE**  
 You can demonstrate or produce...

- Evidence about how many people you will impact, by when.
- A rationale as to what change or response you will see, to what degree, and by when.
- Costings, including what (if any) savings will be made.
- Which other objectives you have considered and why those other options have been rejected.

- Justification for the decisions you have taken about where the project will move quickly, and where more substantial work will be done. What makes you certain these decisions are appropriate for the scale of the project (size, complexity, risk)?

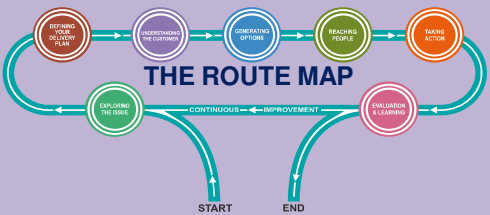
- Some robust evidence about current customer knowledge and attitudes and current experience – relevant both to your specific issue and to related issues/behaviours.
- Evidence you've thought about how this impacts the delivery of the project..

- Who else you've considered who might deliver it.
- Real benefits arising from government involvement in this project – and evidence that government is better placed than other stakeholders to do this successfully.
- A risk assessment that concisely captures the key implications of your plans.

**HELPFUL TOOLS**

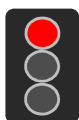


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**THIS IS IMPORTANT BECAUSE...**  
 It is fundamental to getting the required behaviour change, and doing so in the most impactful and efficient way.

**SUCCESS LOOKS LIKE...**  
 A detailed understanding of the customer for this project, what they need and want, what 'makes them tick', and the barriers and incentives to them changing their behaviour.



**STOP!**

**Before you go on, review these...**



**ACTION CHECKPOINTS**

*Have you...*

• Thought about how to segment people in relation to this issue, and identified and specified in detail the most important customer for this project ?  
 • where there is more than one group, prioritised them?



• Deeply understood your customer, what they want and need, what 'makes them tick'; hence can predict how they will respond?



• Worked out how to get the result you need by fully understanding drivers and barriers to behaviour change?



• Reviewed and updated your delivery and stakeholder plans, taking into account what you have now learnt about the customer groups?



[Click here to skip animations](#)



**HARD EVIDENCE**

*You can demonstrate or produce...*

• Evidence that you have considered different groups of customers, with a comprehensive rationale as to why they have been chosen or rejected.  
 • a prioritised list of customers (where the project has more than one target customer group), with evidence to support the prioritisation.

• Proof that your insight reflects something significant in chosen customers' lives, and that it is applicable to the task or issue.  
 • Evidence that it rings true with you AND with your customers.  
 • Agreement that you can really envisage people acting or thinking differently if you implement your plan well.

• Robust evidence that shows what your chosen customers know and feel about the issue.  
 • Evidence that demonstrates what barriers are stopping them and what incentives are pushing them to act.  
 • A rationale for where to focus your efforts to deliver behaviour change, e.g. on removing barriers, or increasing understanding.

• An updated delivery plan which takes into account your learnings from this stage of the project.  
 • Evidence you have informed and consulted stakeholders in line with your plan.

**HELPFUL TOOLS**



Segmentation



Insight



Behaviour Change




Planning the Approach



**THIS IS IMPORTANT BECAUSE...**  
 It gives you different ways of looking at your issue, allowing you to choose the most powerful solutions, using the best mix of policy, communication and delivery.

**SUCCESS LOOKS LIKE...**  
 A solution that will really move the needle against your original objective and targets.



**STOP!** Before you go on, review these...  
**ACTION CHECKPOINTS**  
 Have you...

• Fully understood all aspects of what your most important customers experience now, including how they think and feel about it?

• Generated a wide range of options for driving change with those customers?

• Chosen from a range of options a solution that best addresses your objective in the simplest, most impactful way?

• Taken into account the options generated, the opportunities for innovative approaches, and updated the delivery and stakeholder plans?



**HARD EVIDENCE**  
 You can demonstrate or produce...

- A comprehensive description of the current customer journey start points and end points; steps taken in order; thoughts and feelings at each step; and who else is involved.
- Evidence of which steps are most important, and why.
- Information showing you know how to improve customer experience at each step.

- The comprehensive list of options generated.
- Proof you have thought innovatively in generating potential solutions. Are some of your potential solutions really radical?
- Evidence you have considered the short, the medium and the long term when generating solutions.

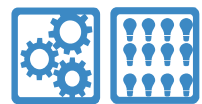
- The criteria you have used to assess all the potential solutions generated.
- Justification both for the criteria and the resulting decision you have made. These criteria must directly relate to the project objectives.

- An updated delivery plan which takes into account your learnings from this stage of the project.
- Evidence you have informed and consulted stakeholders in line with your plan.

**HELPFUL TOOLS**



Journey Mapping



Solution Generation Innovation Generation

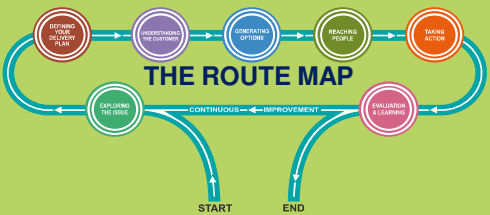


Making Choices




Planning the Approach

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**THIS IS IMPORTANT BECAUSE...**  
 Careful planning of channels helps you target interventions effectively, which maximises your chances of changing behaviour, both effectively and efficiently.

**SUCCESS LOOKS LIKE...**  
 An approach to the customer at the best time, in the best place, through the most appropriate channel.



**STOP!** Before you go on, review these...  
**ACTION CHECKPOINTS**  
 Have you...

• Identified potential places, times and channels for serving the customer, taking a broad approach rather than simply repeating what may have been done before?

• Chosen the approach that will maximise your chances of achieving your objectives?

• Chosen the approach that represents good value for money, and maximises the amount the customer is in control, as much as they are willing and able?

• Taken into account the progress made so far on the project, and reviewed and updated the delivery plan and stakeholder plan?

**HARD EVIDENCE**  
 You can demonstrate or produce...

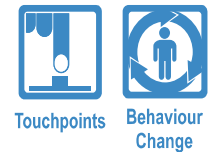
- A comprehensive list of the places, times and channels that have been considered.
- Evidence that your list includes innovative and unusual/new ways of serving the customer, as well as tried and tested routes.
- An approach which delivers both short and long term solutions, including how to migrate between channels over time; e.g. from face to face to an online solution.

- A robust justification for the choices you have made.
- Data that shows you have chosen the best time, place and channel, based on what you know about how your target customer makes choices.
- Evidence that you have made it as easy and pleasant as possible for both customers and staff to do what they need to do.

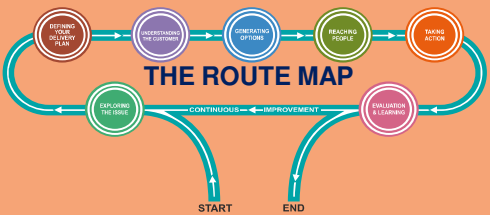
- Costings for a range of potential solutions.
- Justification for your choice based both on cost and value for money.
- Evidence that demonstrates you have put the customer in control as much as they are willing and able.
- Evidence that you have minimised contacts with the customer to those necessary to achieve a good result.

- An updated delivery plan which takes into account your learnings from this stage of the project.

**HELPFUL TOOLS**




[Click here to skip animations](#) ▶▶



**THIS IS IMPORTANT BECAUSE...**  
 Delivering a good customer experience is important both to get change, and to ensure that changes achieved will be maintained over time.

**SUCCESS LOOKS LIKE...**  
 A flawlessly executed solution which has lasting impact.



**STOP!** Before you go on, review these...  
**ACTION CHECKPOINTS**  
 Have you...

• Agreed final targets for success, and a process to measure results over time?  
 • Ensured chosen targets will deliver the most appropriate customer experience?

• Agreed clear roles for policy, comms and delivery?  
 • Confirmed the delivery team knows why you are doing the project, and what's expected of them?  
 • Agreed a continuous improvement process?

• Ensured there is confidence the change will be sustained over time? ensured there is confidence the change will be sustained over time?

• Taken into account the progress made so far on the project, and reviewed and updated the delivery plan and stakeholder plan?

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**HARD EVIDENCE**  
 You can demonstrate or produce...

• Evidence about how many people you will impact, by when.  
 • A rationale as to what change or response you will see, to what degree, and by when.  
 • Cost/Benefit analysis, including what (if any) savings will be made.  
 • Evidence these targets will drive the most appropriate customer experience.  
 • An unequivocal way to track results and determine success.

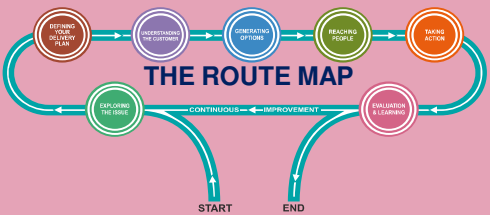
• Evidence that everyone involved can describe what they have to do, when they have to do it, and why.  
 • Proof that everyone involved knows what success looks like and is motivated by it.  
 • A process for getting rapid feedback from customers and a continuous improvement process to respond to results.

• A list of key risks that could undermine the sustainability of the changes.  
 • Detailed actions that have been taken to address these risks.  
 • A management information system that has been set up to track the key measures and prompt the right response to ensure progress.

• an updated delivery plan which takes into account your learnings from this stage of the project.  
 • Evidence you have informed and consulted stakeholders in line with your plan.


**HELPFUL TOOLS**





**THIS IS IMPORTANT BECAUSE...**  
 It is critical to learn from your experiences, and therefore be able to continue to raise the standards of your customer interactions.

**SUCCESS LOOKS LIKE...**  
 Continuously improving interactions with customers.




**Before you go on, review these...**  
**ACTION CHECKPOINTS**  
*Have you...*

- Concluded whether you have achieved your objective or not, and whether the change has been/will be sustained over time?
- Determined what worked well and what you would like to do differently next time, both with regards to the project and the process of delivering it?
- Agreed when and how learnings from this project will be actioned in the future, including making changes to the service you have designed in this project?
- Updated stakeholders?



**HARD EVIDENCE**  
*You can demonstrate or produce...*

- Hard numbers that will prove the success or otherwise of the project versus your original targets.
- Measures of numbers of people impacted by the project, whether those impacted were who you expected, and whether they behaved as expected.
- The cost of the project overall and versus the budget.
- A list of learnings, both regarding the project and the process, including matching MIS and other data, to fully understand impact and progress.
- Evidence of what has contributed most to success or failure.
- A list of who you need to share these learnings with.
- Clear triggers that will indicate the need to change, improve and further upgrade the service designed here.
- Evidence that gives you confidence your learnings will be acted on by the right people.
- Understanding of the barriers to the learnings being acted on, and ideas of how you will overcome the barriers.
- An update for stakeholders, both thanking them for their support for the project, and informing them about how they can help going forward.

**HELPFUL TOOL**



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