Using Service Blueprinting as a Tool for Service Assessment

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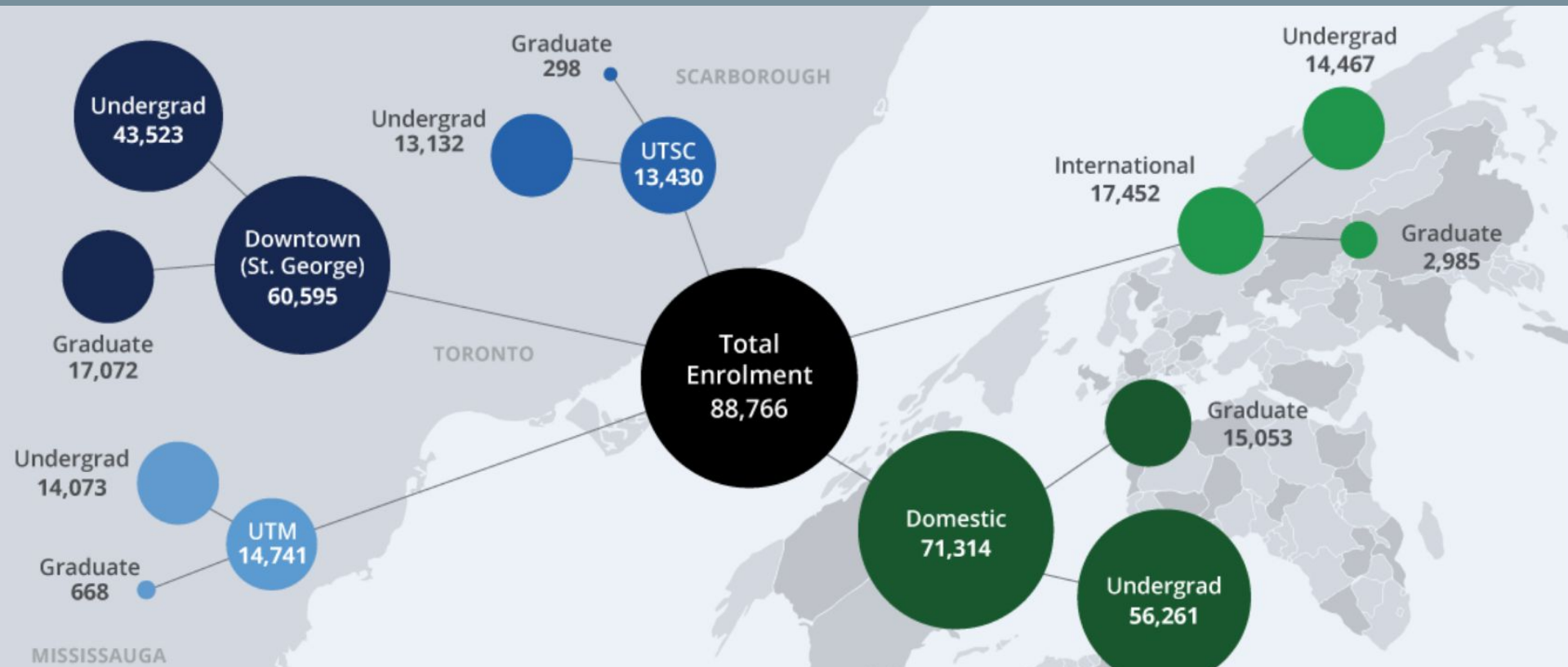
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Canadian Library Assessment Workshop 2017 - Victoria, BC

Agenda

1. Introduction to service design & service blueprinting (20 minutes)

2. Service blueprinting in libraries (20 minutes)

3. Create your own blueprint (30 minutes)

4. Debrief (10 minutes)

University of Toronto

Total Enrolment 88,766

Toronto — Downtown (St. George) 60,595
- Undergrad 43,523
- Graduate 17,072

Scarborough — UTSC 13,430
- Undergrad 13,132
- Graduate 298

Mississauga — UTM 14,741
- Undergrad 14,073
- Graduate 668

International 17,452
- Undergrad 14,467
- Graduate 2,985

Domestic 71,314
- Undergrad 56,261
- Graduate 15,053

Why are you here today?

What do you hope to get out of this workshop?

Service Design

What is Service Design?

"Service design is a holistic, co-creative, and user-centered approach to understanding customer behavior for the creation or refining of services"

(Marquez & Downey, 2015, para. 7)

Service design examples

- Service design used across industries & sectors
- Can be used for service creation or assessment
- Defining features:
  - Holistic
  - Co-creative
  - User centred
  - Iterative

Ideal for complex service environments

Experience map

Rail Europe Experience Map

Guiding Principles

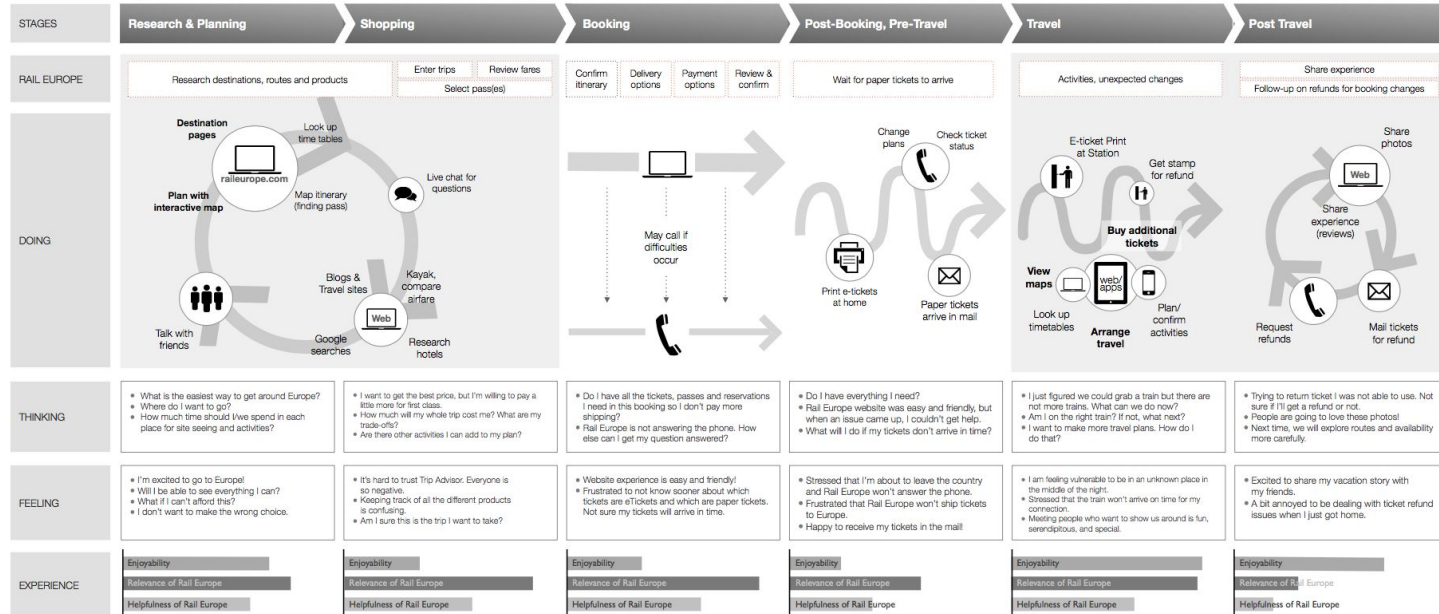| People choose rail travel because it is convenient, easy, and flexible.	Rail booking is only one part of people's larger travel process.	People build their travel plans over time.	People value service that is respectful, effective and personable.

Customer Journey

STAGES	Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post Travel
RAIL EUROPE	Research destinations, routes and products	Enter trips / Review fares / Select pass(es)	Confirm itinerary / Delivery options / Payment options / Review & confirm	Wait for paper tickets to arrive	Activities, unexpected changes	Share experience / Follow-up on refunds for booking changes

DOING

Destination pages — raileurope.com — Plan with interactive map
Look up time tables
Live chat for questions
Map itinerary (finding pass)
Blogs & Travel sites
Kayak, compare airfare
Talk with friends
Google searches — Web
Research hotels

May call if difficulties occur

Change plans — Check ticket status
Print e-tickets at home
Paper tickets arrive in mail

E-ticket Print at Station — Get stamp for refund
Buy additional tickets
View maps — web/apps — Plan/confirm activities
Look up timetables — Arrange travel

Share photos — Web
Share experience (reviews)
Request refunds
Mail tickets for refund

THINKING

Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post Travel
• What is the easiest way to get around Europe? • Where do I want to go? • How much time should I/we spend in each place for site seeing and activities?	• I want to get the best price, but I'm willing to pay a little more for first class. • How much will my whole trip cost me? What are my trade-offs? • Are there other activities I can add to my plan?	• Do I have all the tickets, passes and reservations I need in this booking so I don't pay more shipping? • Rail Europe is not answering the phone. How else can I get my question answered?	• Do I have everything I need? • Rail Europe website was easy and friendly, but when an issue came up, I couldn't get help. • What will I do if my tickets don't arrive in time?	• I just figured we could grab a train but there are not more trains. What can we do now? • Am I on the right train? If not, what now? • I want to make more travel plans. How do I do that?	• Trying to return ticket I was not able to use. Not sure if I'll get a refund or not. • People are going to love these photos! • Next time, we will explore routes and availability more carefully.

FEELING

Research & Planning	Shopping	Booking	Post-Booking, Pre-Travel	Travel	Post Travel
• I'm excited to go to Europe! • Will I be able to see everything I can? • What if I can't afford this? • I don't want to make the wrong choice.	• It's hard to trust Trip Advisor. Everyone is so negative. • Keeping track of all the different products is confusing. • Am I sure this is the trip I want to take?	• Website experience is easy and friendly! • Frustrated to not know sooner about which tickets are eTickets and which are paper tickets. Not sure my tickets will arrive in time.	• Stressed that I'm about to leave the country and Rail Europe won't answer the phone. • Frustrated that Rail Europe won't ship tickets to Europe. • Happy to receive my tickets in the mail!	• I am feeling vulnerable to be in an unknown place in the middle of the night. • Stressed that the train won't arrive on time for my connection. • Meeting people who want to show us around is fun, serendipitous, and special.	• Excited to share my vacation story with my friends. • A bit annoyed to be dealing with ticket refund issues when I just got home.

EXPERIENCE

Enjoyability	Enjoyability	Enjoyability	Enjoyability	Enjoyability	Enjoyability
Relevance of Rail Europe	Relevance of Rail Europe	Relevance of Rail Europe	Relevance of Rail Europe	Relevance of Rail Europe	Relevance of Rail Europe
Helpfulness of Rail Europe	Helpfulness of Rail Europe	Helpfulness of Rail Europe	Helpfulness of Rail Europe	Helpfulness of Rail Europe	Helpfulness of Rail Europe

Opportunities

GLOBAL

Communicate a clear value proposition. STAGE: Initial visit	Help people get the help they need. STAGES: Global	Support people in creating their own solutions. STAGES: Global
Make your customers into better, more savvy travelers. STAGES: Global	Engage in social media with explicit purposes. STAGES: Global	

PLANNING, SHOPPING, BOOKING

Enable people to plan over time. STAGES: Planning, Shopping	Visualize the trip for planning and booking. STAGES: Planning, Shopping	Arm customers with information for making decisions. STAGES: Shopping, Booking
Connect planning, shopping and booking on the web. STAGES: Planning, Shopping, Booking	Aggregate shipping with a reasonable timeline. STAGE: Booking	

POST-BOOK, TRAVEL, POST-TRAVEL

Improve the paper ticket experience. STAGES: Post-Booking, Travel, Post-Travel	Accommodate planning and booking in Europe too. STAGE: Traveling
Proactively help people deal with change. STAGES: Post-Booking, Traveling	Communicate status clearly at all times. STAGES: Post-Booking, Post Travel

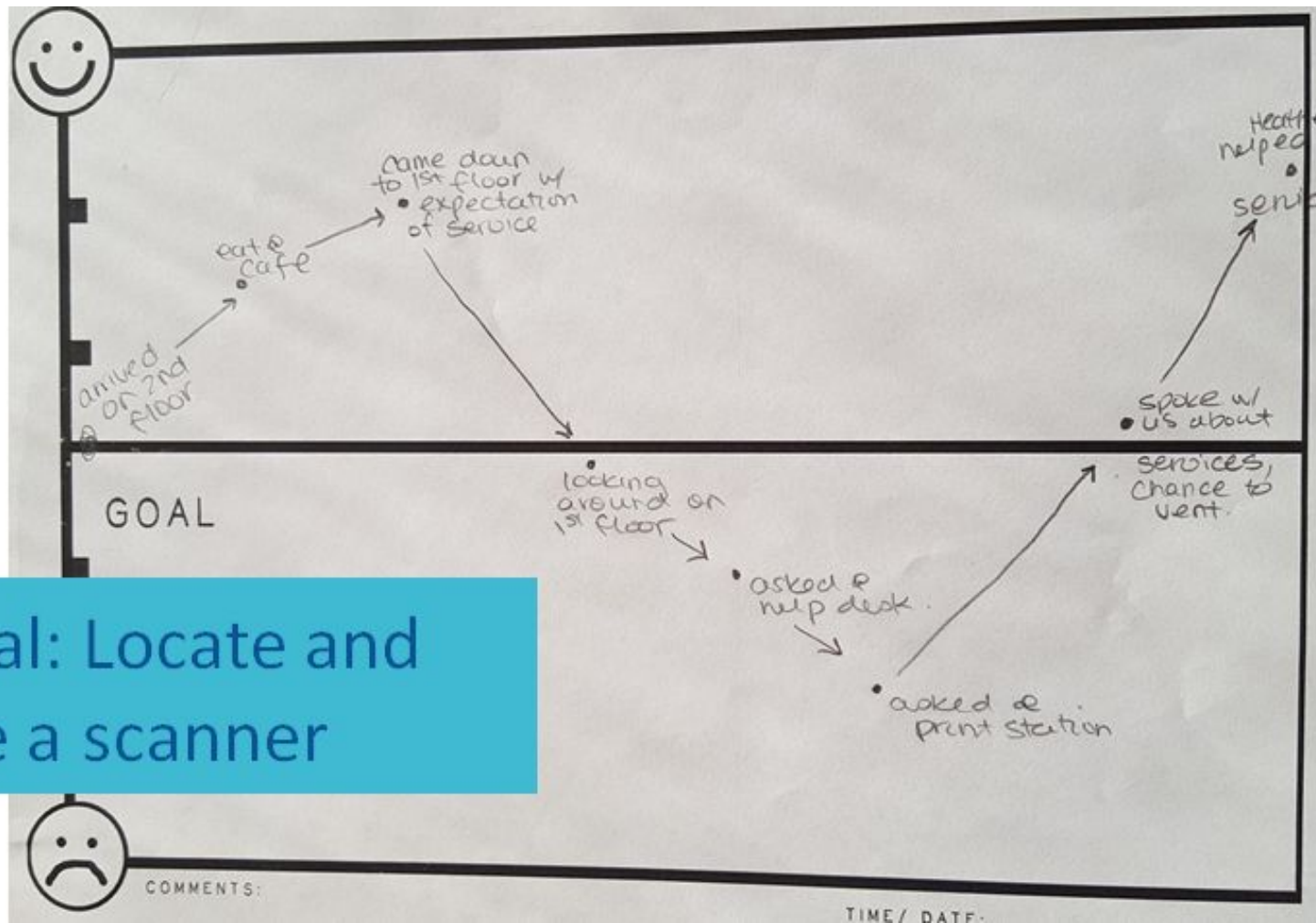| Information sources	Stakeholder interviews / Cognitive walkthroughs	Customer Experience Survey / Existing Rail Europe Documentation	Ongoing, non-linear — Linear process — Non-linear, but time based

adaptive path

Experience Map for Rail Europe | August 2011

User journey map

Goal: Locate and use a scanner

Reflect on your service environment

Think about a ongoing, systemic service problem in your library and list out the ways you have tried to solve it.

Why couldn't you solve this problem?

What were the road blockers (systems, people, timing, budget, etc)?

(5 minutes)

Service Blueprinting

Service blueprinting

Gain a holistic understanding of how users experience your services

- Includes all service touch points: both in-person and online
- Understand both highlights and pain points
- Cuts through departmental silos
- Visualize underlying processes, policies, and systems
- "A blueprint is not just an artifact; it is a means to drive change."

Why use the service blueprint method?

Holistic service inquiry and assessment

- Your service is more than the end-to-end experience
- Exposes surface-to-core information about your service
- Ideal for cross-channel services with multiple touchpoints
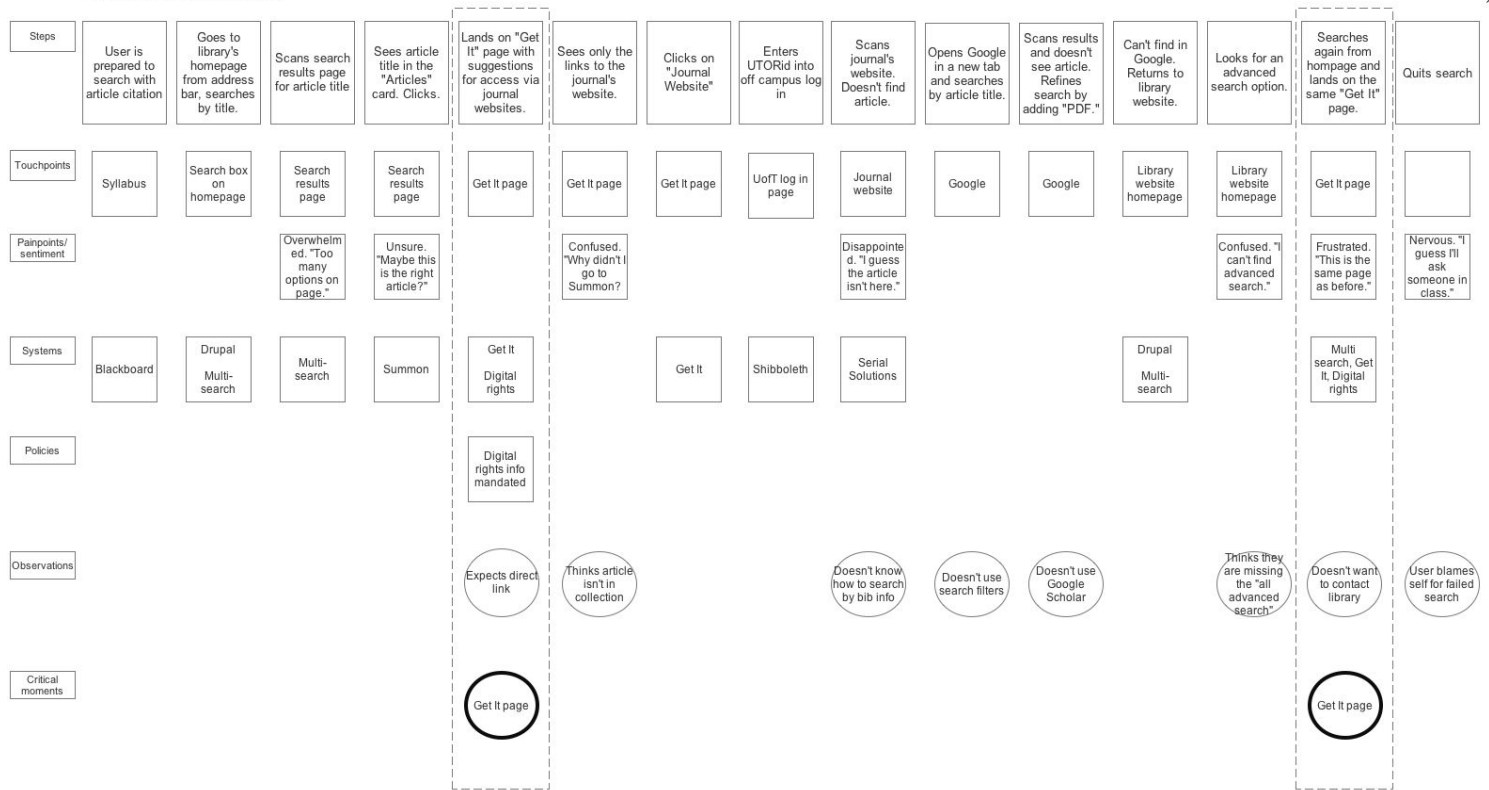- Opportunity for team work
- Produces artifact

University of Toronto example

Students experiencing issues with retrieving articles online

"Sometimes finding an online article using the catalogue is frustrating. There will be a link for the article, but when I click that link the article will be unavailable." - Undergraduate student, 2016 LibQUAL

Second year iSchool graduate student, familiar with the library's website and resources, searches for a known journal article by title from off campus

Time: approx 10 minutes to complete →

	Steps	Touchpoints	Painpoints/ sentiment	Systems	Policies	Observations	Critical moments
	User is prepared to search with article citation	Syllabus		Blackboard			
	Goes to library's homepage from address bar, searches by title.	Search box on homepage		Drupal Multi-search			
	Scans search results page for article title	Search results page	Overwhelmed. "Too many options on page."	Multi-search			
	Sees article title in the "Articles" card. Clicks.	Search results page	Unsure. "Maybe this is the right article?"	Summon			
	Lands on "Get It" page with suggestions for access via journal websites.	Get It page		Get It Digital rights	Digital rights info mandated	Expects direct link	Get It page
	Sees only the links to the journal's website.	Get It page	Confused. "Why didn't I go to Summon?			Thinks article isn't in collection	
	Clicks on "Journal Website"	Get It page		Get It			
	Enters UTORid into off campus log in	UofT log in page		Shibboleth			
	Scans journal's website. Doesn't find article.	Journal website	Disappointed. "I guess the article isn't here."	Serial Solutions		Doesn't know how to search by bib info	
	Opens Google in a new tab and searches by article title.	Google				Doesn't use search filters	
	Scans results and doesn't see article. Refines search by adding "PDF."	Google				Doesn't use Google Scholar	
	Can't find in Google. Returns to library website.	Library website homepage		Drupal Multi-search			
	Looks for an advanced search option.	Library website homepage	Confused. "I can't find advanced search."			Thinks they are missing the "all advanced search".	
	Searches again from hompage and lands on the same "Get It" page.	Get It page	Frustrated. "This is the same page as before."	Multi search, Get It, Digital rights		Doesn't want to contact library	Get It page
	Quits search		Nervous. "I guess I'll ask someone in class."			User blames self for failed search	

Opportunity: Redesign Get It Page

Key tasks of improved Get It page:

• communicate article availability
• help users access available content
• improve search completion rate

#1 - Edit content and emphasize action messaging
Add copy confirming that: the user is in the right place; the library carries the article; and the next steps required to get the article.

#2 - Consolidate contact information
Currently six links on this page to contact the library. Decide which contact points are most relevant for this part of the user's journey; include only those links.

#3 - Relocate digital rights information
Move the Permitted Uses bar further down the page. Users first require the bibliographic information to complete their seach on the journal website.

Information sources

Issue review:
• ITS JIRA tickets
• Reference desk data and staff observations
• Reference email questions
Observation - graduate students' search behaviour
Informal interviews - ITS staff involved in Get It page design and maintenance

The service blueprinting process

1. Explore the opportunity space
2. Choose your scenario
3. Blueprint your scenario
4. Collect critical moments and ideas
5. Identify themes
6. Take action

Blueprint layers

- Step definition
- Touchpoint
- Actor
- System
- Observation/Fact
- Metric / Data
- Policy / Rule
- Follow up questions
- Critical moment
- Idea

Other things to include:
- Title
- Set the scene with an example scenario
- Cite your data
- Call out recommendations

Service Blueprinting Activity

Service blueprinting group activity

Pick a scenario from the list provided or agree on a scenario
- Discuss the scenario together, thinking through the issues, actors, and other layers
- Complete an assessment service blueprint using paper and post it notes (provided)
- Create 3-5 recommendations from the blueprint

Steps to guiding your blueprinting activity
1. Create a statement that represents the scenario, from the users' perspective
2. Build out a typical user journey, end to end
3. Work through the blueprinting layers, end to end
4. Review your steps and fill in any missing pieces
5. Analyze your blueprint and identify the pain points
6. Build recommendations based on your pain points

Second year iSchool graduate student, familiar with the library's website and resources, searches for a known journal article by title from off campus

Time: approx 10 minutes to complete

Steps																
	User is prepared to search with article citation	Goes to library's homepage from address bar, searches by title.	Scans search results page for article title	Sees article title in the "Articles" card. Clicks.	Lands on "Get It" page with suggestions for access via journal websites.	Sees only the links to the journal's website.	Clicks on "Journal Website"	Enters UTORid into off campus log in	Scans journal's website. Doesn't find article.	Opens Google in a new tab and searches by article title.	Scans results and doesn't see article. Refines search by adding "PDF."	Can't find in Google. Returns to library website.	Looks for an advanced search option.	Searches again from hompage and lands on the same "Get It" page.	Quits search

Touchpoints

| | Syllabus | Search box on homepage | Search results page | Search results page | Get It page | Get It page | Get It page | UofT log in page | Journal website | Google | Google | Library website homepage | Library website homepage | Get It page | |

Painpoints/ sentiment

| | | | Overwhelmed. "Too many options on page." | Unsure. "Maybe this is the right article?" | | Confused. "Why didn't I go to Summon? | | | Disappointed. "I guess the article isn't here." | | | | Confused. "I can't find advanced search." | Frustrated. "This is the same page as before." | Nervous. "I guess I'll ask someone in class." |

Systems

| | Blackboard | Drupal Multi-search | Multi-search | Summon | Get It Digital rights | | Get It | Shibboleth | Serial Solutions | | | Drupal Multi-search | | Multi search, Get It, Digital rights | |

Policies

| | | | | | Digital rights info mandated | | | | | | | | | | |

Observations

| | | | | | Expects direct link | Thinks article isn't in collection | | | Doesn't know how to search by bib info | Doesn't use search filters | Doesn't use Google Scholar | | Thinks they are missing the "all advanced search". | Doesn't want to contact library | User blames self for failed search |

Critical moments

| | | | | | Get It page | | | | | | | | | Get It page | |

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Reflect with your group

- What are your overall impressions of the blueprinting activity?
- What did you like about the activity?
- What were some challenges?
- Did anything surprise you (e.g. findings, multifaceted problems, amount of actors, etc)?
- Is this something that you could bring back to your organization?

Share findings

- What scenario did you pick?
- What did your blueprinting process look like?
- What recommendations came out of the blueprint?
- What was one highlight and one pain point of the activity?

Sources

- Practical Service Design
- Practical Blueprinting Guide and Facilitator Guide
- Tools and Templates
- Introduction to Service Blueprinting Online Course
- Library Service Design: A LITA Guide to Holistic Assessment, Insight, and Improvement
- Service Design: An Introduction to a Holistic Assessment Methodology of Library Services
- Practical Service Design Slack team

Contact us

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