

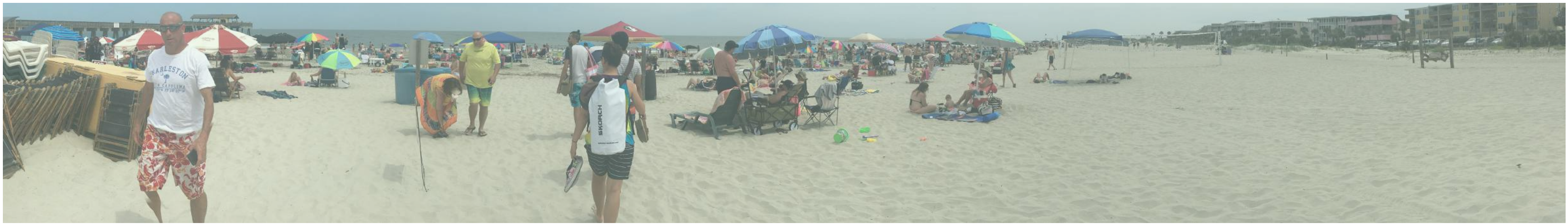
SERV 724
USER-CENTERED DESIGN FOR SERVICES

EVENTIDE

SPRING 2017 PROCESS BOOK



**A SYSTEM OF SERVICES
AND PRODUCTS WHICH
ENCOURAGE AND FOSTER
HEALTHIER SUN PROTECTION
HABITS IN THE USER.**



“

“NOTHING IS EASY.”
“PROTOTYPE THE PROTOTYPE!”
- XENIA VILADAS

”



**YUK YU
SIN, ADA**

M.F.A Service Design
Hong Kong, China



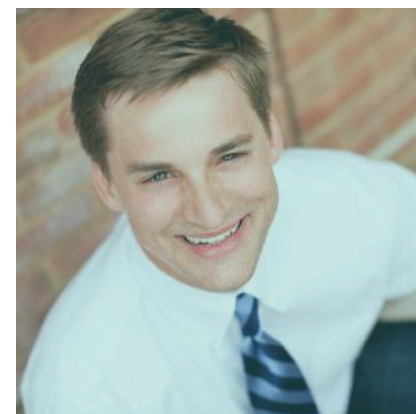
**SHREYA
DHAWAN**

M.F.A Service Design
New Delhi, India



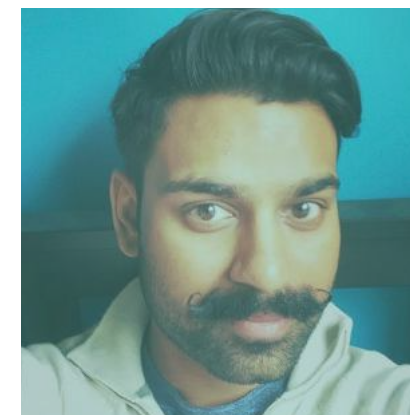
**XENIA
VILADAS**

Prof. Service Design
Barcelona, Spain



**BRANDON
ANDERSON**

M.F.A Service Design
Texas, USA



**SIDDHANT
PATEL**

M.F.A Service Design
New Jersey, USA



**JASON
HWANG**

M.F.A Service Design
Seoul, South Korea

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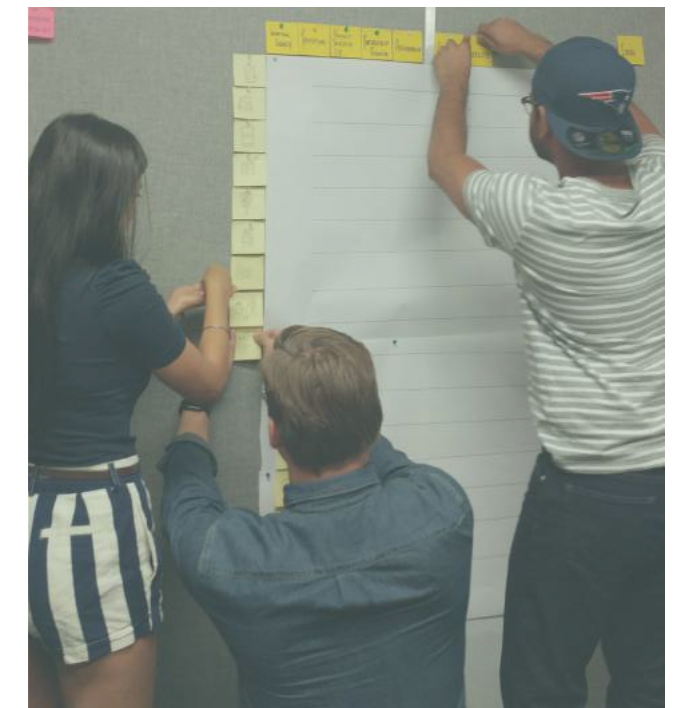
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PROJECT OVERVIEW

The team chose to focus on skincare behaviors with an emphasis on sun protection, which presented unique challenges to develop a service. The skincare market is crowded with sun protection goods. A market scan revealed a common strategy deployed by skincare and sunscreen companies to avoid commoditization, marketing their goods with deep customer segmentation by activity, environment, health and beauty focuses. However, use of sunscreen is just one possible sun protection behavior, among many possibilities. Research shows that while sunscreen sales continue to grow each year, so do the number of sun related skin cancer diagnoses. This data suggests that users are aware of the importance of wearing sunscreen, but the complementary behaviors needed to realize the benefits are still lacking. The following is an accounting of the team's process to create a service which addresses these issues.

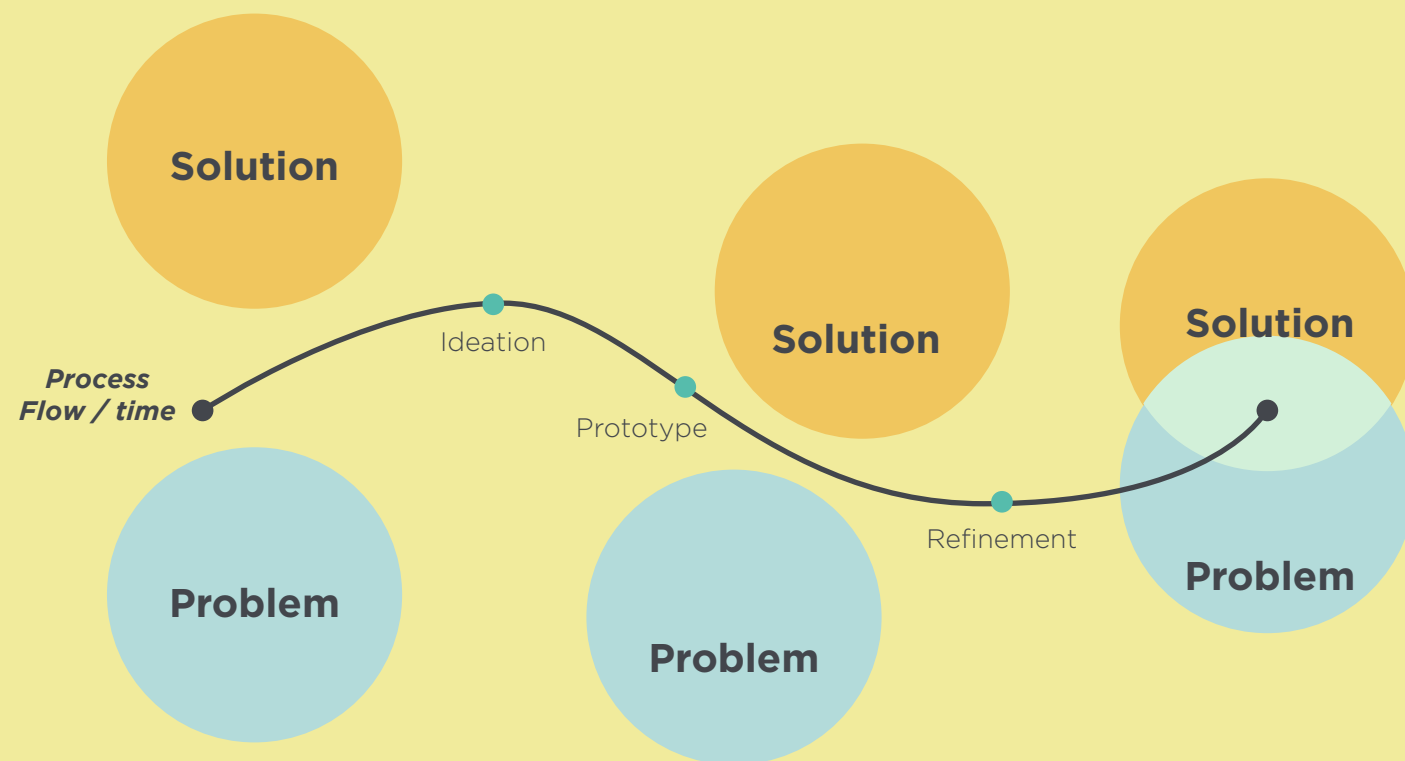


- PROJECT INTRODUCTION -

The class, user-centered design for services, challenges students to develop a deeper understanding of the service users and create an offering intended for them. Major requirements of the syllabus include developing and testing a prototype of the service, and dashboard of indicators ideated to monitor the expected performance levels and results of the system.

Our objective was to help users foster healthy skin care behaviors to avoid skin cancer.

PROJECT APPROACH



The project approach was iterative and rapid, moving quickly between the problem space and possible solution ideas. The team first focused its efforts on understanding the problem space, the challenges and frustrations of the user, and then capturing initial themes, concepts, insights, and findings which could inform the solution. Next, the team revisited the problem space to refine and

reframe it using scale, scope and customer segments as lenses to further flush out the problems we hoped to address for the user. This process was repeated moving the problem and solution concepts closer together as the service concepts emerged into something we were able to prototype and test with the users.

- OPPORTUNITY STATEMENT -

“

THE SERVICE OPPORTUNITY IS TO CREATE A SYSTEM OF SERVICES AND GOODS WHICH ENCOURAGE AND FOSTER HEALTHIER SUN PROTECTION BEHAVIORS IN THE USER.

”

SECONDARY RESEARCH

Over 40 research studies, reports, and journal articles about sunscreen, skincare behaviors, and skin cancer were consulted during the secondary research phase of the project. Additionally, the team conducted a trend analysis of innovations in the skincare and sunscreen protection space. Altogether, the findings provided a good foundation to better understand our users and to dispose of assumptions we may have previously held about skincare protection practices.



- KEY FINDINGS -

01

Children who experience sunburns are more likely to be diagnosed with skin cancer as adults.

02

Sales of sunscreen is increasing year over year while skin cancer diagnoses is increasing at the same pace.

03

Demographics - White older men are more susceptible to skin cancer risks due to possible optimism bias in their ability to "tan."

04

Sunscreen brands are attempting to differentiate their goods by elevating them to experiences, making them more social, fun, or easier to use.

05

Events - Most significant indicator of behavior change in increasing sun protection practices, were events. Individuals who have experienced skin cancer in their family, or have been diagnosed with it, were more likely to adopt new sun protection behaviors.

PRIMARY RESEARCH

Our team also conducted primary research in two contexts in Savannah, Georgia, at Tybee Island Beach, and Forsyth Park. These two contexts allowed our teams to conduct observations with a focus on understanding what the journey of individuals was to enjoy at the beach or the park.



- KEY FINDINGS -

01

Users carry a lot of goods to the beach or park when they are going to be there for the day. It can be burdensome to collect, transport, and maintain those goods.

02

Users are good at applying sunscreen initially, but are not consistent with reapplying sunscreen over the duration of their time in the sun.

03

Users don't always remember to take sunscreen and either borrow some, or rely on other barriers for protection (e.g. hats, sunglasses, clothing, shade).

04

Mothers were particularly vigilant in applying and reapplying sunscreen to their children.



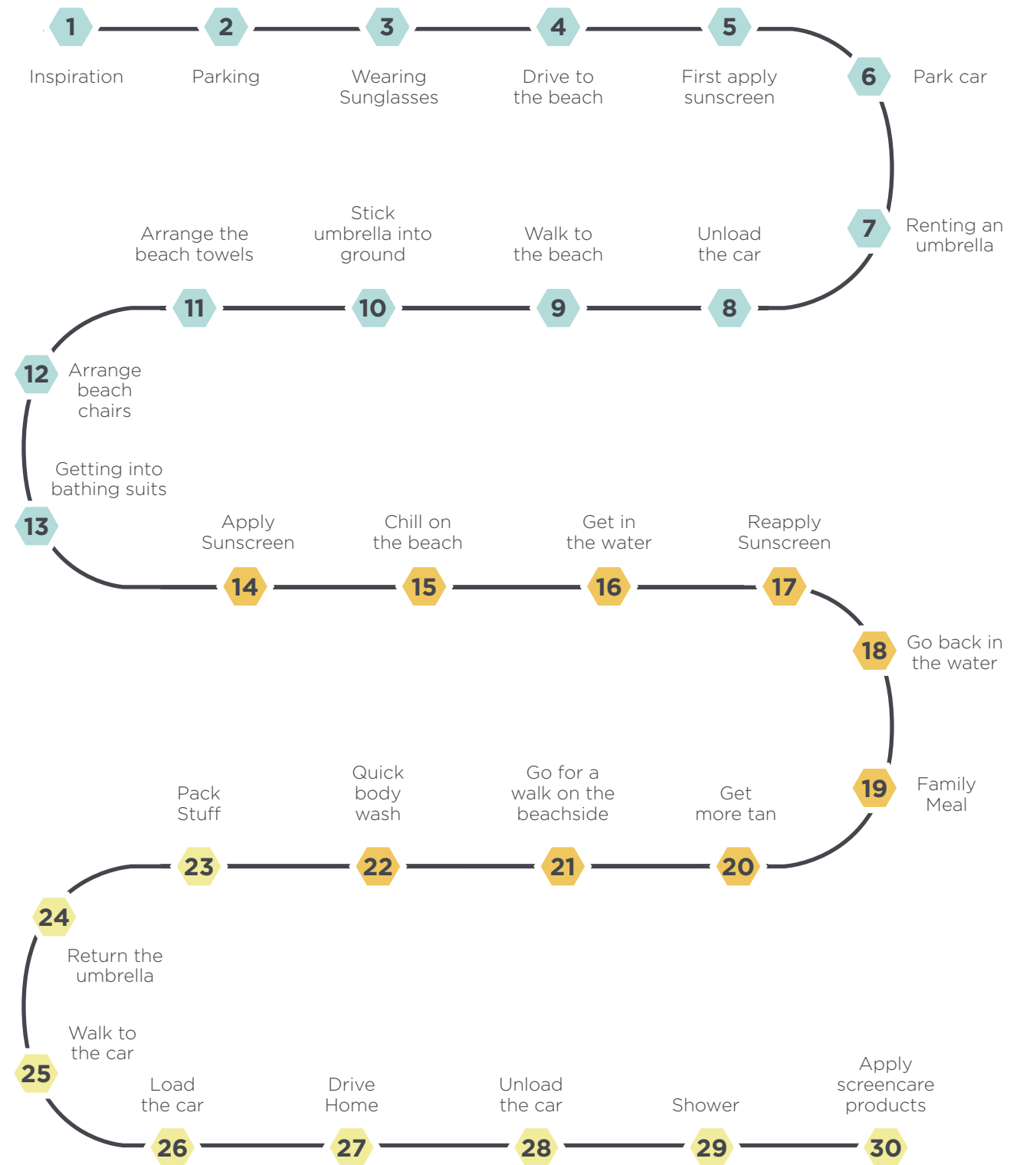
USER JOURNEY MAP

Our team constructed a user journey map for a trip to the beach by a family, noting the physical evidence, activities, and touchpoints along the way. The map was constructed based on key observations from primary research to Tybee Island, Georgia. This journey map served as a way for the team to begin considering sun protection service concepts which may be applied, created, removed, or extended at various points along the journey.

- PHYSICAL EVIDENCES -

1	2	3	4	5	6
• Mobile • Website	• Chairs • Basket	• Sunglasses	• Car	• Sunscreen	• Parking lot
12	11	10	9	8	7
• Beach chairs	• Beach towel	• Umbrella	• Cart • Baskets	• Cart • Baskets	• Umbrella • Rental shop
13	14	15	16	17	18
• Swimsuit	• Sunscreen	• Food • Books	• Beach Toys	• Beach Toys	• Sunscreen
24	23	22	21	20	19
• Umbrella	• Chairs • Basket	• Beach towel	-	• Sunscreen	• Food • Restaurant
25	26	27	28	29	30
-	• Cart • Baskets	• Car	• Cart • Baskets	• Shampoo • Towel	• Skincare products

- LEISURE - FAMILY - TYBEE ISLAND - NATURAL EXPOSURE -



- SERVICE CONCEPT -

“

**RESHAPING YOUR SKINCARE
BEHAVIORS FROM REACTIVE
TREATMENTS TO PROACTIVE CARE**

”

The team generated ideas from all aspects of skincare with an attempt to initially incorporate existing goods and services. A list of over 18 initial service ideas were generated after analyzing possible points of intervention and pain in the user journey map the team constructed. From parking meters to beach towels, the ideas covered a large range of possible goods and services. All of the service concepts were captured, documented and

assessed by the team. Each idea was then evaluated in a decision matrix against factors like innovation, feasibility, novelty, sustainability and more. The top concepts emerged and the team realized they could be combined to form a system of goods and services to provide the user with better skin care behaviors. The overall concept was summarized as: “Reshaping your skincare behaviors from reactive treatments to proactive care.”

SERVICE DESIGN PRINCIPLES

With our service concept in hand, the team began to lay the groundwork needed to design the services to be prototyped. Each team member possessed unique skills to undertake the creation of different elements of the service system. To create a sense of coherence and efficiency, the team identified key design principles which acted as guides in the development of the brand, user experience, mobile application and other key elements of the service system we intended to assemble and prototype.



OUR SERVICE DESIGN PRINCIPLES ARE AS FOLLOWS:

01

Add additional sun protection touchpoints wherever possible.

02

Extend the experience of sunscreen to other types of protection practices.

03

Leverage existing contextual behaviors to provide new services with minimal user effort.

04

Capitalize on turning awareness that users already possess into action using nudges and suggestions.

05

Increase the access of sun protection barriers.

06

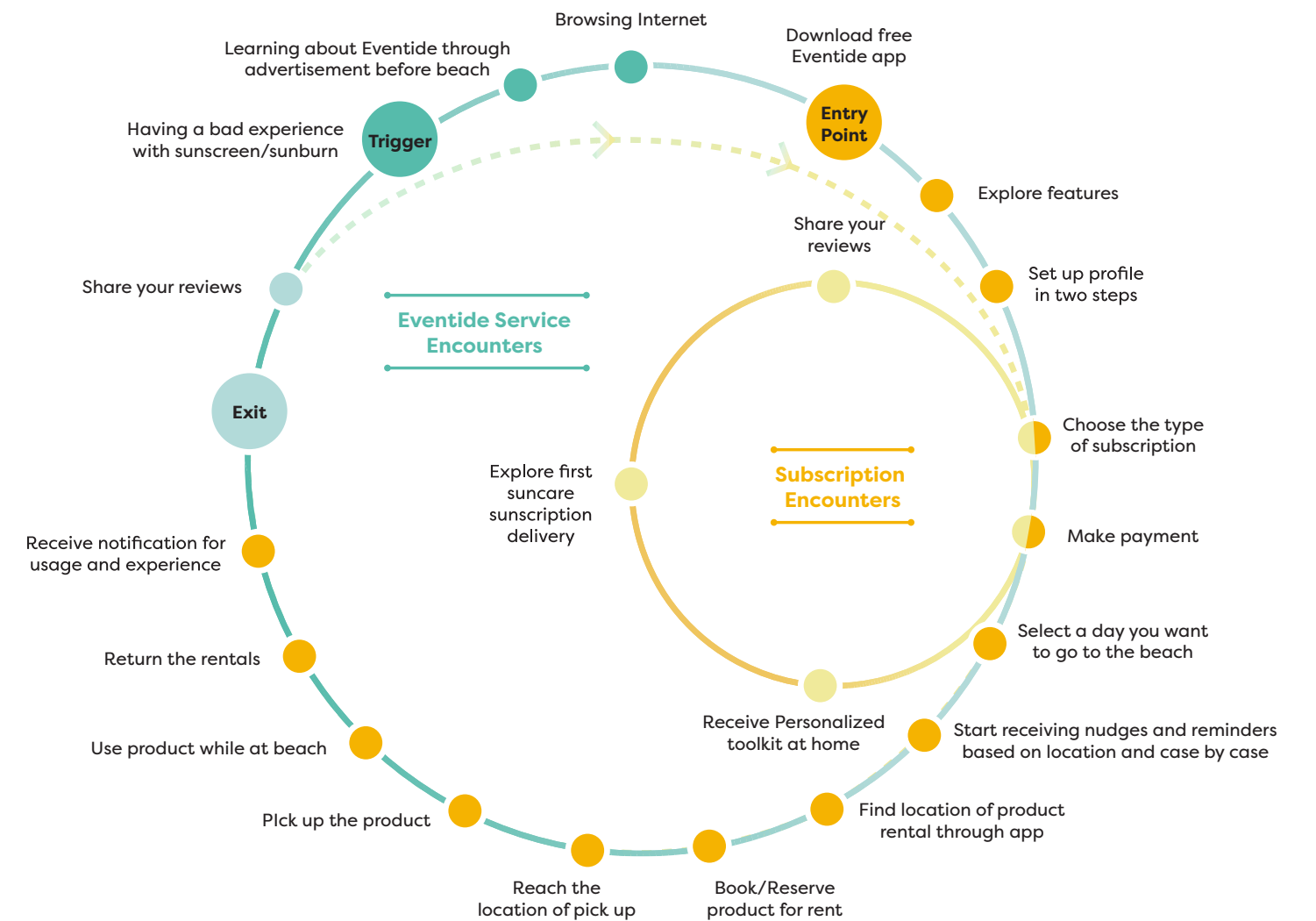
Leverage technology as a facilitator.

07

Make it fun.



SERVICE ENCOUNTERS MAP



We used the service encounters map progressively to describe the trigger and experiences of our user's encounters with our service. This map helped us look at the service from a user's perspective and describe their ideal journey with our service system. It also helped to reveal,

how and which of their interactions can be further designed. We constantly iterated this map as we understood our offerings better with time. The accompanying map is the final version of the service encounters.

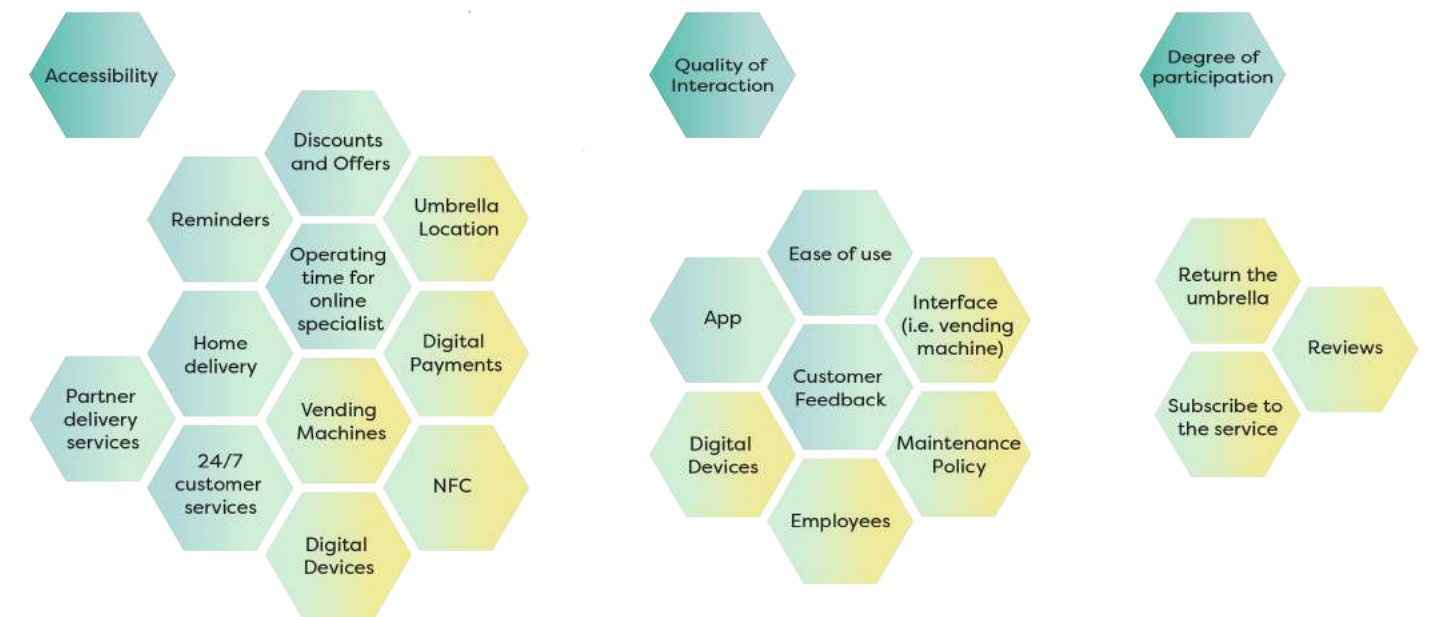
SERVICE OFFERING MAP



The team put together a service offering map to visually describe the service offered to its users. The map contains the following parts:

- a. Core Service: the primary service offered by Eventide**
- b. Facilitating Services: the services enabling our core service**
- c. Supporting Services: the service enhancing and making our service unique**

AUGMENTED OFFERING MAP



The augmented offering map describes how users will get access, participate and interact with our service. This tool helped us to understand the service through different lenses and define our unique offerings that would attract our targeted user base, co-create value, and characterize the relationship between our service and customers.

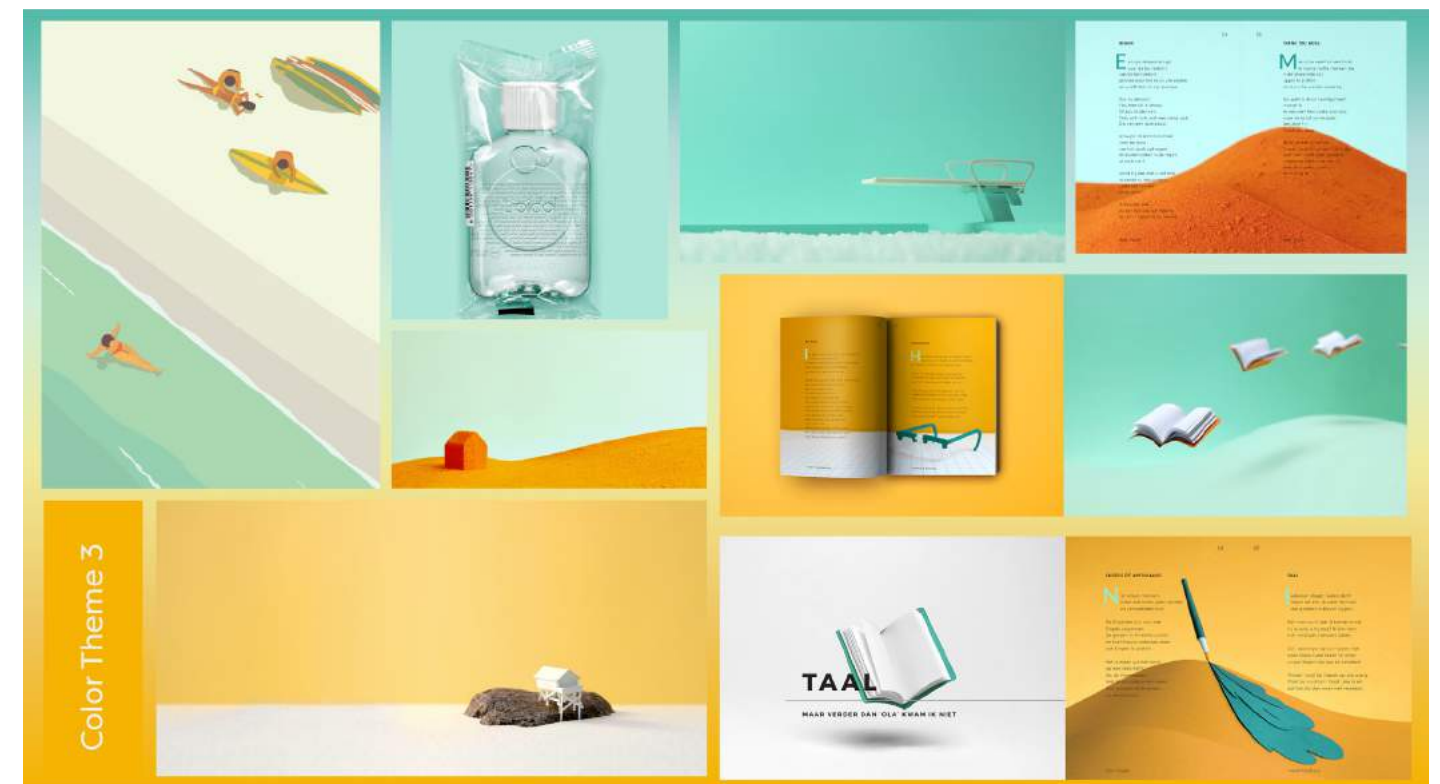
BUSINESS MODEL



While the service offering and the augmented offering maps helped the team to clarify the core elements and factors of the service, the analysis from these tools were critical considerations and possible inputs in the business model in key areas like value proposition, customer segments and key relationships with partners. With these elements of the service simplified, it was now appropriate to consider the possible approaches to commercializing the service

from the service provider's perspective. An analysis of the business was conducted through Osterwalder's Business Model Canvas to articulate our customer segments and their value propositions, our key partners, revenue streams and how they will be balanced with our running costs. The result was a high level business examination and analysis of what it might take to operationalize the service.

BRANDING DEVELOPMENT



Now that the team had a grasp on the users of the service, it was time to begin to develop an identity for it. The team converged on key themes and characteristics to inform a brand identity and development which resonate with our users and target customers.

- BRAND NAME -

We referenced the design principles we developed as a team, especially the “make it fun” principle in developing the brand. Three graphic identities and logos were developed along with accompanying styles for typefaces, color schemes and brand concepts. The team settled on the name “Eventide” for the following reasons:

Ritualistic associations: The word *eventide* describes the evening time and often is a term for a religious service which take place in the evening. Borrowing from this, the theme supports and reinforces the service’s aim to create and sustain behaviors to become new rituals for users, which quite literally revolve around sun protection.

Descriptive associations: The word *eventide* when broken into its two root words, “even”, and “tide” suggest a connection to the service which conveys both a sense of quality (even, e.g. even application, even protection) and context (tide, e.g. connection to the ocean or beach, sense of the environmental).

Descriptive: communicates the purpose of the company

Metaphor: alludes to a quality of the company

Eventide

Definition:
The time of evening

Mood: The “Golden Hour”

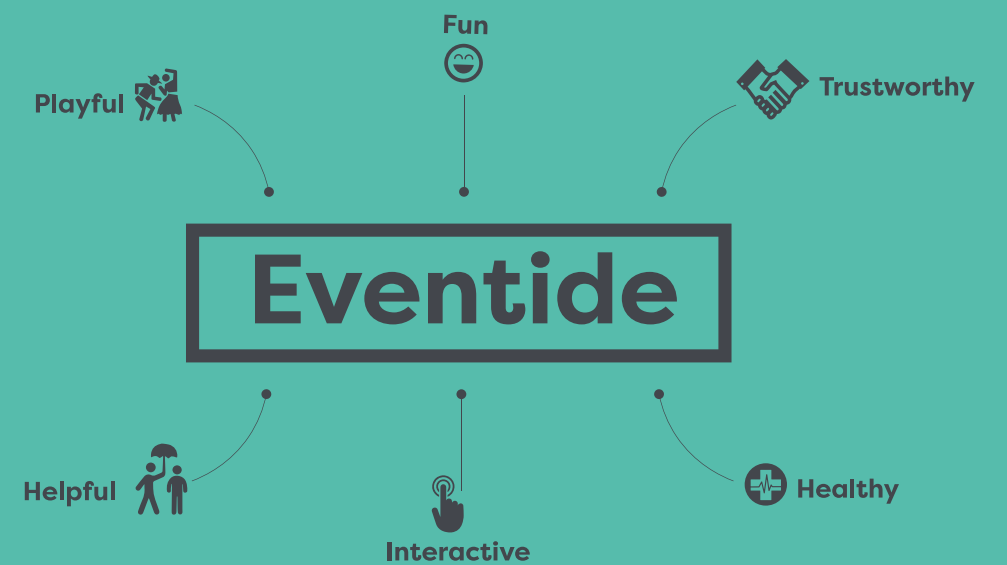
Spending time at the beach

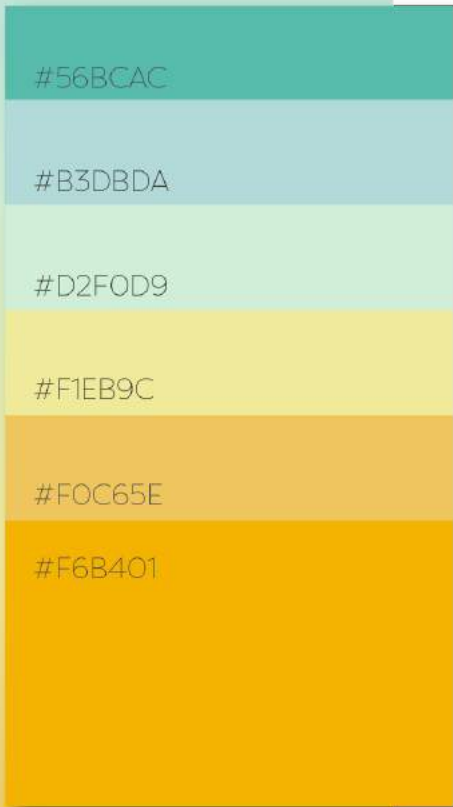
Sunrise to sunset

Eventide

Evening/ apply sunscreen evenly/ consistency

Sea and water





Font. 13pt

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Regular
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 abcdefghijklmnopqrstuvwxyz
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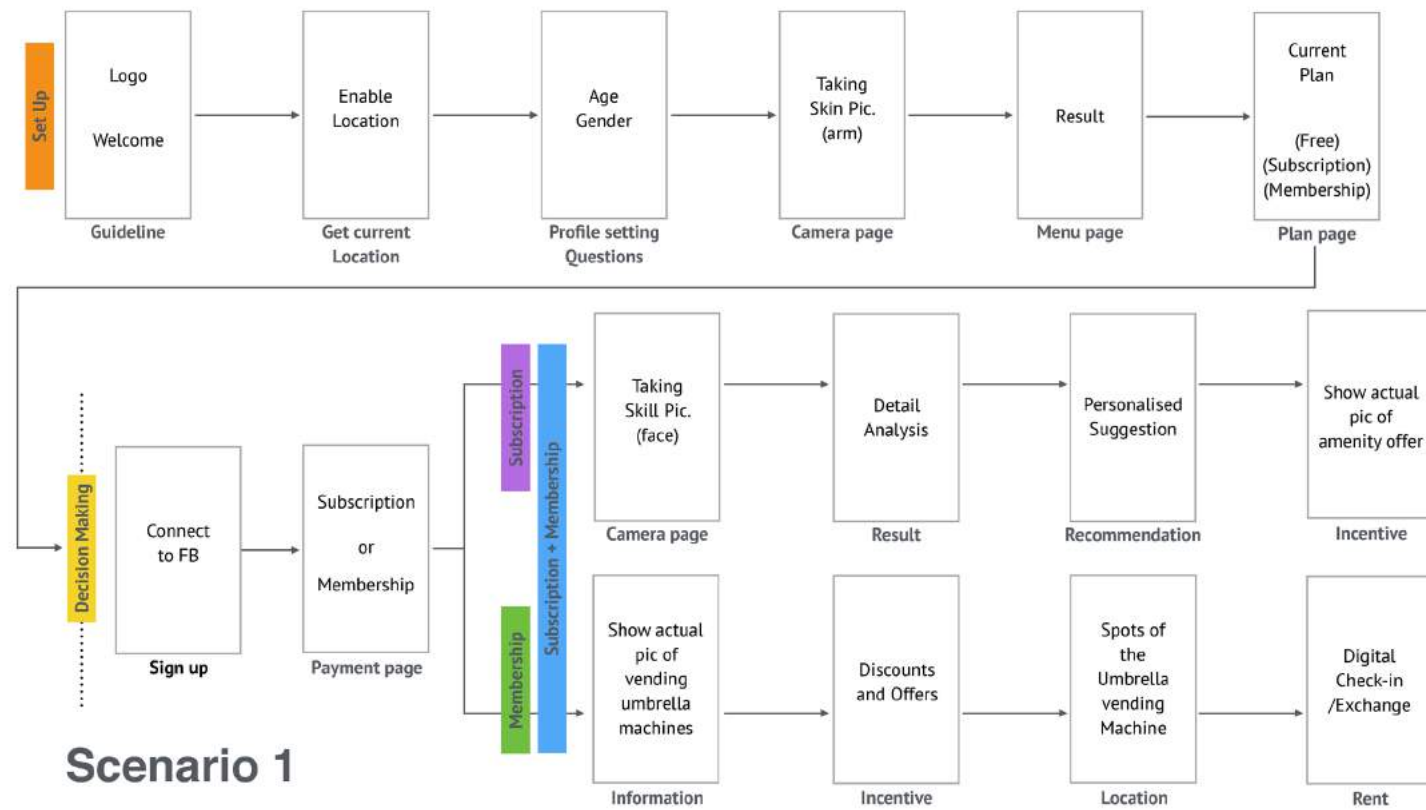


The logo design chosen conveyed a sense of fun, the sun and features an umbrella, a lighthearted allusion to a key element of our service system provided to our customers. The color scheme chosen is bright, refreshing and playful. It was chosen because of its perceived appeal to families and suggests the hues reminiscent of the sun and surf.

The brand elements went through two iterations in rapid succession with minor alterations to the orientation of the umbrella in the logo. Ultimately, the identity created here would be applied to the range of the service system's various components from user experience design to goods packaging. The final brand elements are featured above.

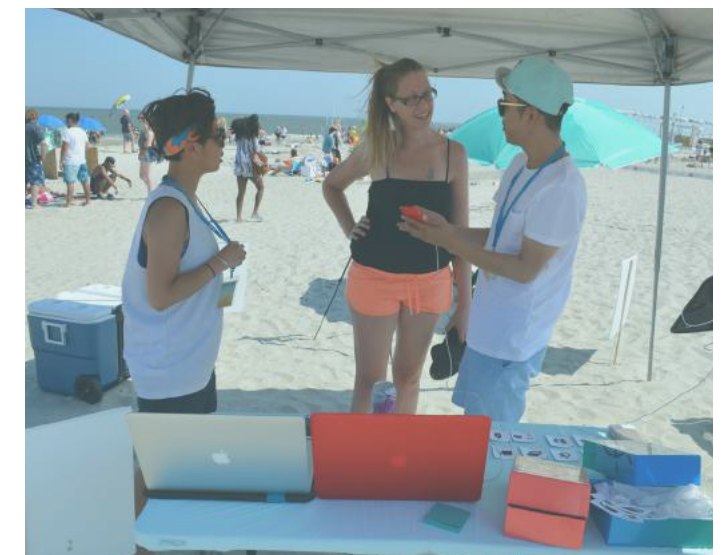
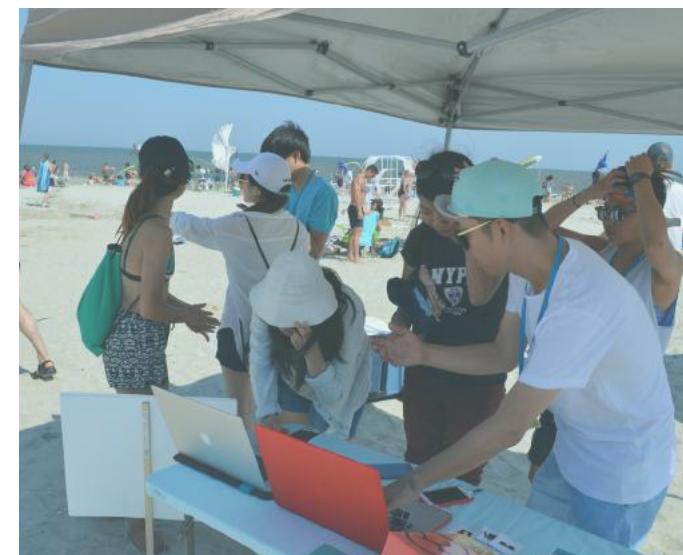


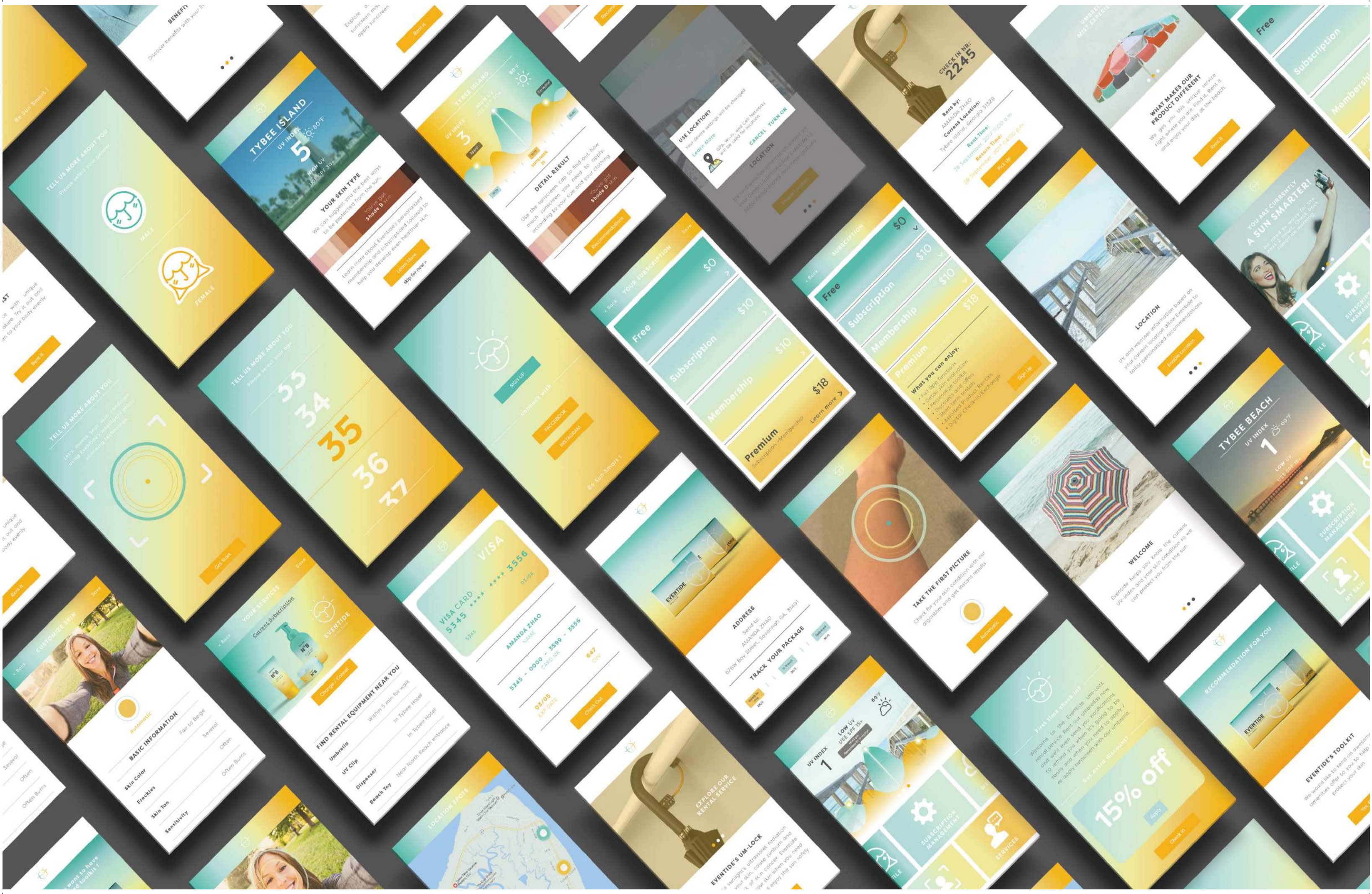
APPLICATION DEVELOPMENT



Eventide required a powerful facilitator of the service system. The team evaluated various technical approaches and platforms to bring the range of possible services together for the user. The best approach was to develop a mobile experience for the user to interact with at various touchpoints of the goods and service system in the form of an application. This application was developed using two scenarios and based on user stories and tasks needing to be performed such as, profile creation, subscription

selection, and key business process integrations for Eventide. This process was initiated by developing early wireframes to construct the structure and the flow of the mobile experience. The team worked on fleshing out tiny details of each interactive screen and ways to incorporate the branding into the mobile application. The mobile experience went through multiple rounds of feedback and iterations to be ready for the prototyping day.





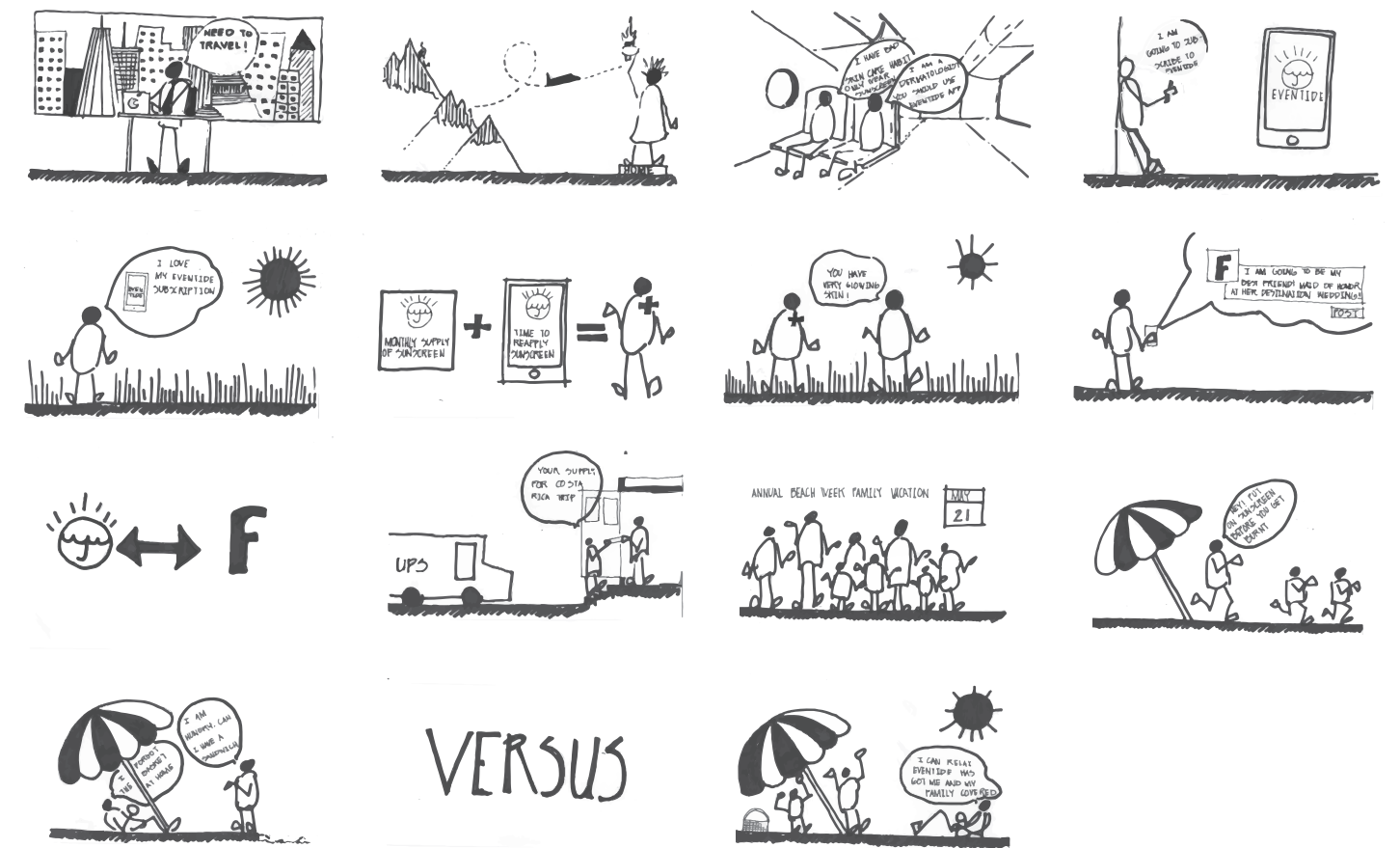
PROTOTYPE



Developing the service concept and its offerings was just one major part of the course objectives; the next part required the team to produce a prototype of the service concept and offerings to satisfy the objectives for the course. The team would gain valuable learnings about prototype planning, process, execution and analysis or what we would later refer to as “prototyping the prototype.”

In addition to understanding how to move from concept to execution of the prototype, the team would be gaining feedback on the service itself in the prototype phase. Once complete, this data would be analyzed and used to reiterate on the service concept and prototypes. For the requirements of the class, however, our prototyping would conclude after this initial iteration.

APPROACH AND JOURNEY



To validate and refine our service concept, the team created a series of working prototypes based on three user stories that were inspired based on the customer segments and activities which the team drew from the secondary and primary research. These stories helped to guide the creation of the prototypes and bound them together in an attempt to convey a cohesiveness to the prototype tester. The prototypes

included a working version of Eventide’s mobile application, Eventide’s sunscreen dispenser with membership recognition sensors, models of Eventide’s monthly skincare goods subscription, and Eventide’s sunscreen misting umbrella rental. Together, these prototypes represent the key elements of the system of services designed to create better skincare habits in the user.

EXECUTION AND REFINEMENT



Our team was eager to get the prototypes in the hands of our target users and get their feedback. We created a conceptual “servicescape” using a tent on Tybee Island Beach during a busy day full of events at the beach on a main thoroughfare of foot traffic. We marketed ourselves through signs along the way, and even created a SnapChat geolocation based filter for Eventide to advertise to beachgoers. This helped to draw users to test and experience the Eventide system of goods and services. The team worked various stations to introduce the prototype tester to the overall concept and prototyping activity at each station. We deployed several methods of capturing feedback from our users, from recording behaviors on the mobile application, documenting with photographs and video, and logging probing conversations and feedback from the prototype testers. In total, the prototypes engaged over 25 testers who provided valuable feedback to the team for improvement and validation of the Eventide system.

The insights gathered from individual and group experiences were collated and affinitized to conclude the learnings into two aspects - service improvements and prototype improvements. Some of our key learnings were:

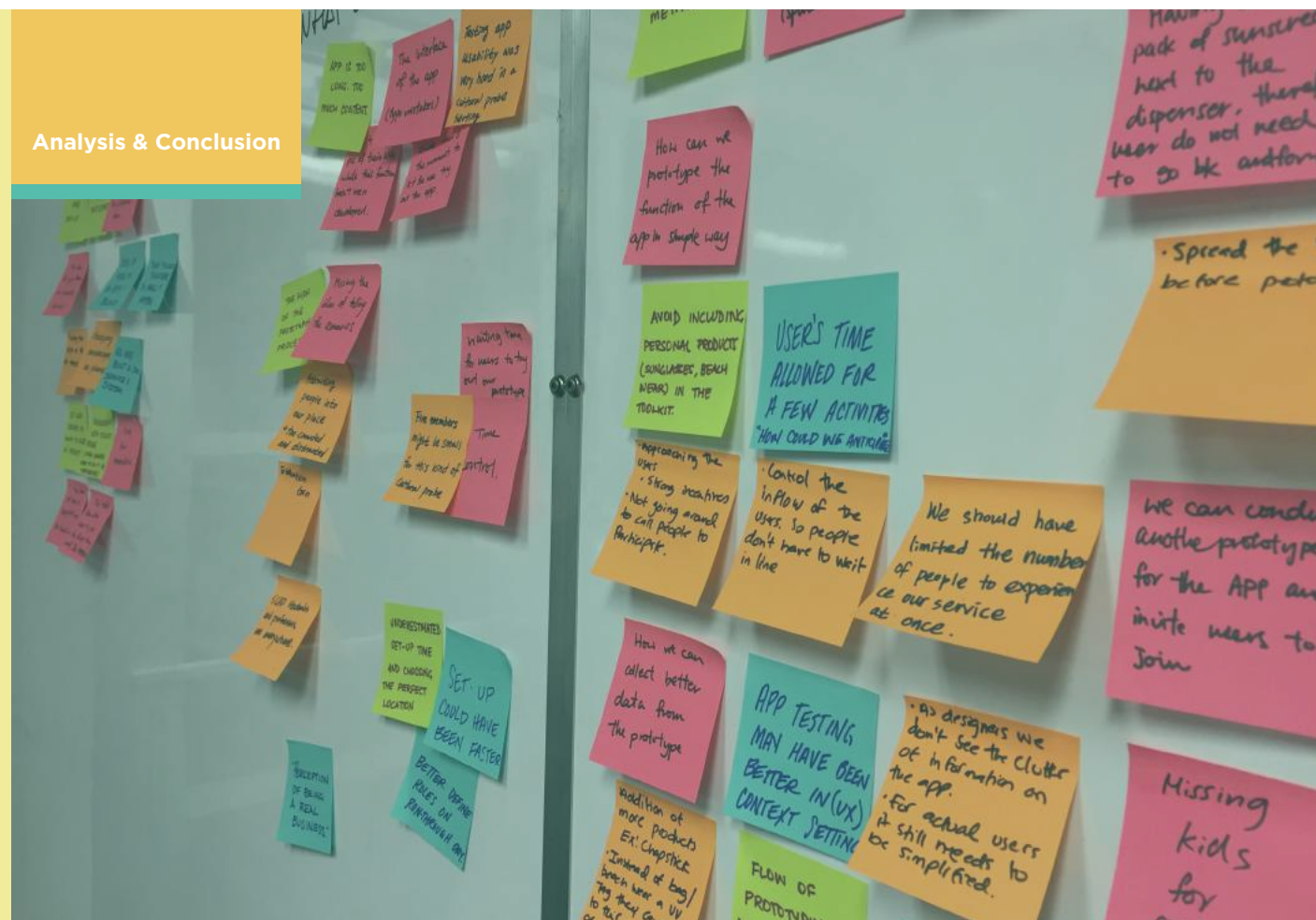
Our service is desirable to younger users who value subscription models and rentals. Customer demographics and segments will require higher level of sophistication for positioning and marketing of various offering. Customer engagement and preference feedback with various elements of the service were marked by age and gender.

Customization is key; the choice of offerings have to suit the targeted user in context. Feedback indicated customization and user preferences for particular goods in the subscription were perceived to be highly valuable to customers.

Additionally, the team identified ways in which we would improve the prototype execution and experience itself, what went well, and what could be improved for next time. Ultimately, these findings reiterated the importance of planning, storytelling, flow management of prototype testers, and the careful consideration of context for prototypes.



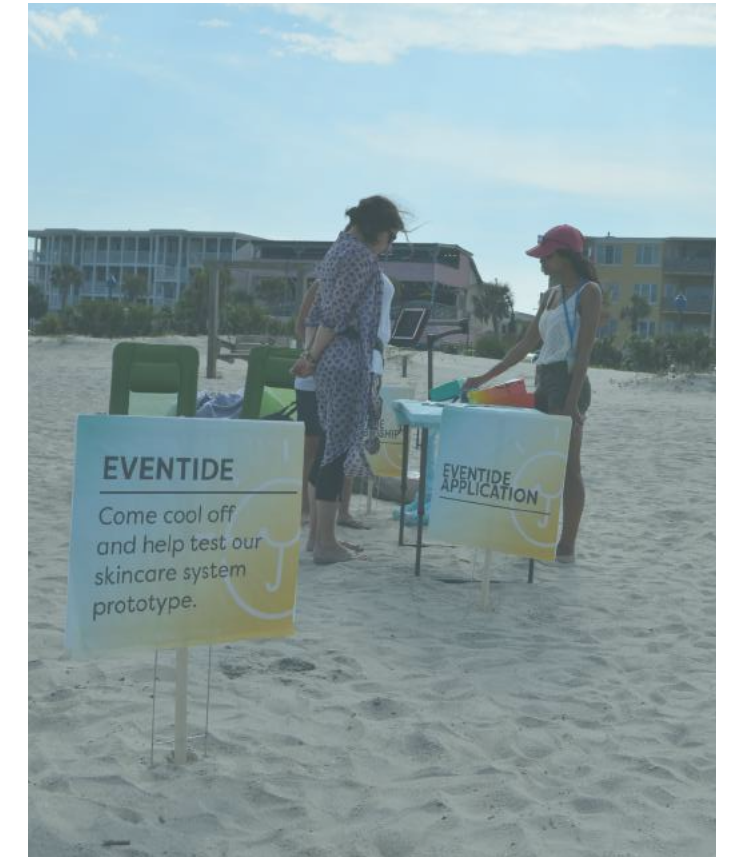
Analysis & Conclusion



- STRATEGIC GOALS -

Our team decided to think of Eventide as a newer business in the early stages of getting established, building a brand and delivering value to its customers. As such, the team considered strategic goals for a company at this stage related to the user and customer experience and serve as the guide for development of key performance indicators. The following are Eventide's strategic goals:

- 1.) Deliver an excellent customer experience.
- 2.) Keep innovating goods and services which surprise and delight customers.
- 3.) Make goods and services which cater to all customer segments.



KEY PERFORMANCE INDICATORS

Using the strategic goals as a guide, we created Key Performance Indicators (KPIs) for Eventide, using the Balanced Scorecard as an initial framework and then distilling down to only the customer related indicators in accordance with the course focus on user centricity. The team went through a list of possible KPIs and considered which would be the most important and effective at helping the leadership of Eventide see leading and lagging indicators of customer growth, satisfaction and adoption. The following are the key indicators the team chose to include in the final dashboard visualization:

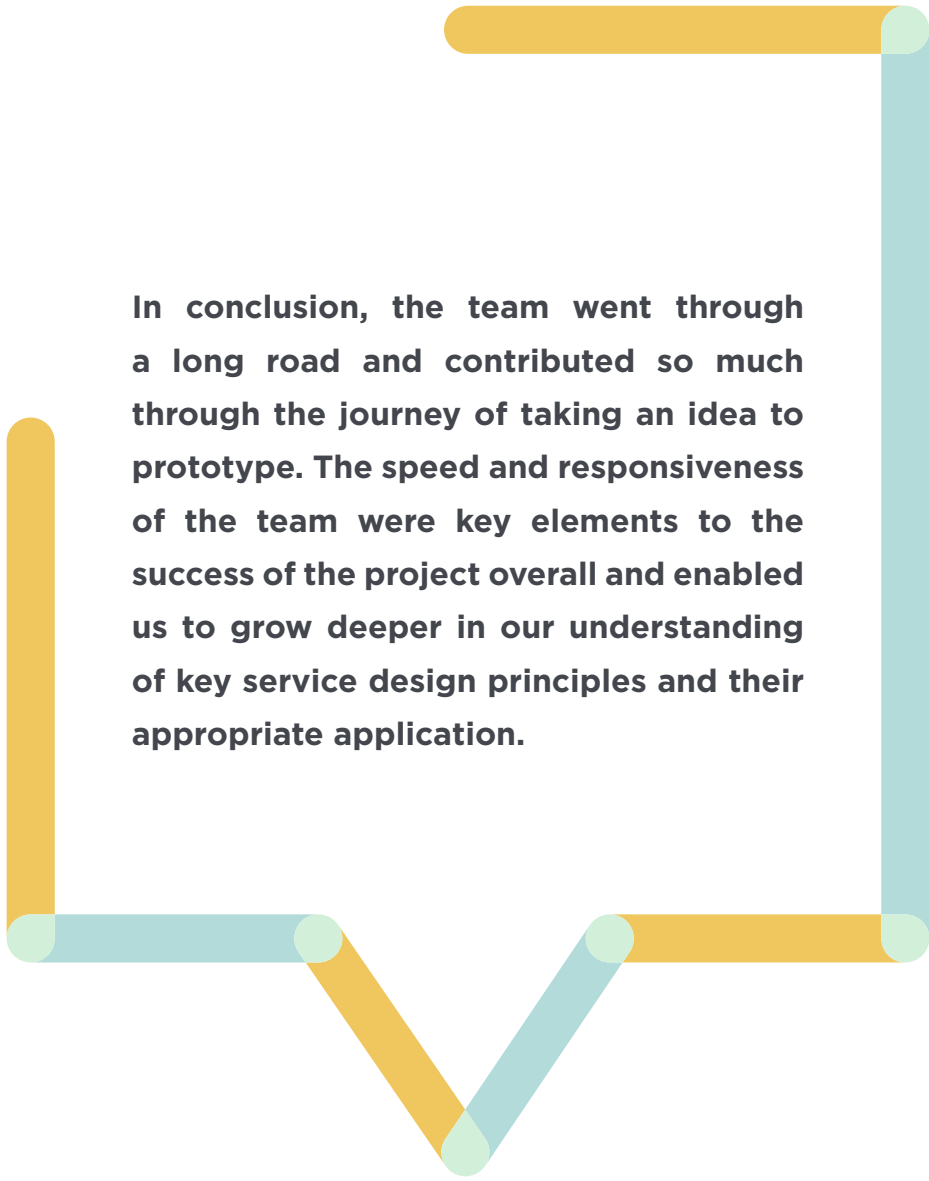
1.) Customer Segments and Demographics - Age, Gender, Skin Type, Geographic Location

2.) Customer Value - Service Revenue, Customer Lifetime Value, Average Revenue per User

4.) Customer Satisfaction - Satisfaction Score, Conversion Rate, Net Promoter Score

3.) Customer Adoption - Usage by Product, Usage Ratios and Session Length, Usage and Access by Platform





In conclusion, the team went through a long road and contributed so much through the journey of taking an idea to prototype. The speed and responsiveness of the team were key elements to the success of the project overall and enabled us to grow deeper in our understanding of key service design principles and their appropriate application.

- POSSIBLE FUTURE SCENARIOS-

Eventide was developed as a stand alone company and brand, however, the team captured several possible futures, we could imagine for the service system in other form



Go it alone: Eventide would set out on its own, and along with key partners continue to refine their value proposition and offerings as they gained further insight into the user preferences and behaviors.



Avoid commoditization: Eventide could have been developed and deployed as a bold marketing move for an existing sunscreen or skincare brand or health conscious lifestyle brand (e.g. health club brand, or spa brand) seeking to extend their reach beyond providing a commodity, but an experience or lifestyle to their customers.



Take a public health angle: Eventide could be reimagined as a public health or corporate social responsibility initiative though this scenario focused on the reduction of skin cancer diagnosis. Though it would require completely different business models.

- CONCLUSION -

“ I learned the importance of having good team members to count on and how to work collaboratively in a comparatively larger team to identify and solve a user centered problem through application of service design frameworks and principles, and being a kind of users ourselves. I had never prototyped at this scale before, the execution of which was a learning experience in itself ” – Shreya

“ I learned how to conduct a real prototype and how important it is to design and carefully consider the flow of experiences in this process based on User-Centered Service Design approach. I also learned how important it is to pivot when things don't work out as expected. ” – Ada Sin

“ I have learned the importance of prototyping. Have read about prototyping and its importance but the practical learning of prototyping is very different. One not only get to learn about the flaws in the service which has been designed but also how to prototype. The importance of testing the prototype before testing with the users of the service. ” – Sid

“ I learned how important context and story are to any attempt to understand the user. At every turn of this course from discovery to prototype execution, effective storytelling came up again and again as imperative to this project. As service designers, we have to be good storytellers. Also, I learned how much work it is to prototype something, but can be fun too...especially if its at the beach! ” – Brandon

“ I've understood that it is the most important to establish a radical collaboration with team members during all the steps of the process and to develop a team's idea rather than an individual's idea. In addition, with a series of class activities, I've realized that showing ideas and building visual solutions would also help figuring out how to solve the problem, instead to arguing about which problem to solve. The most valuable lesson I've learned from this course is that the User-Centered Service Design approach should a repeatable practice, it starts with the people we're designing for and it ends with new solutions that are tailored to fit their needs. ” – Jason

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