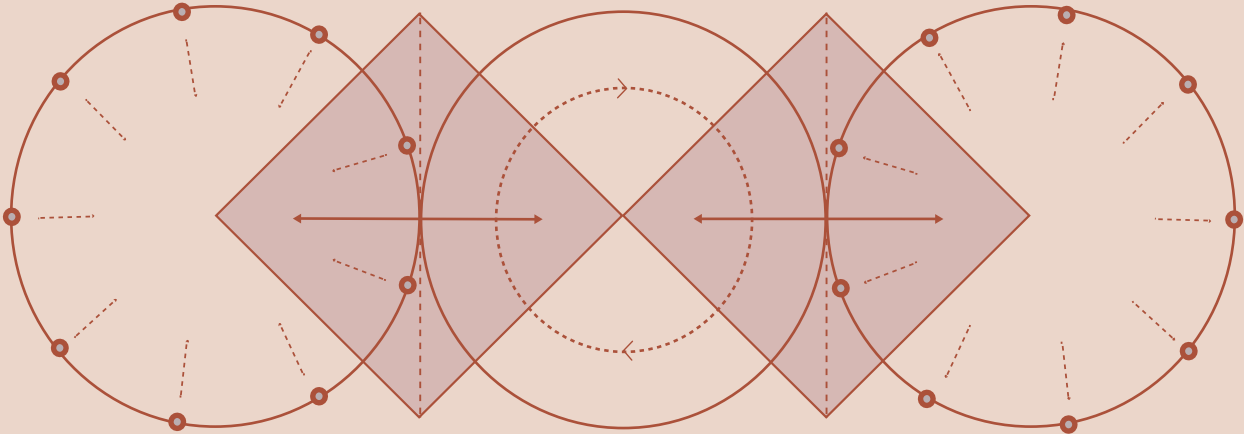# Appendix

A project by Anna Westland
for Koos Service Design

1   Original design brief

IDE Master Graduation
Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

⚠ **USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME
Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !   ⚠

family name	Westland	Your master programme (only select the options that apply to you):
initials	A.J. given name Anna	IDE master(s): ( ) IPD ( ) DfI (★) SPD
student number	4360885	2nd non-IDE master: _____
street & no.	_____	individual programme: ___ - ___ (give date of approval)
zipcode & city	_____	honours programme: (Honours Programme Master)
country	_____	specialisation / annotation: (Medisign)
phone	_____	(Tech. in Sustainable Design)
email	_____	(Entrepeneurship)

SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	Marina Bos de Vos	dept. / section:	DOS / MOD
** mentor	Giulia Calabretta	dept. / section:	DOS / MCR
2nd mentor	Marieke Maas		
	organisation:	Koos Service Design	
	city: Amsterdam	country:	Netherlands

comments
(optional)

⚠ Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

⚠ Second mentor only applies in case the assignment is hosted by an external organisation.

⚠ Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

Procedural Checks - IDE Master Graduation

TUDelft

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair Marina Bos de Vos   date 15 - 01 - 2021   signature

Marina Bos- de Vos

Digitally signed by Marina Bos- de Vos
Date: 2021.01.15 08:28:57 +01'00'

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: _____ EC

Of which, taking the conditional requirements into account, can be part of the exam programme _____ EC

List of electives obtained before the third semester without approval of the BoE

( ) YES   all 1st year master courses passed

( ) NO   missing 1st year master courses are:

name _____ date ___ - ___ - ___ signature _____

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: ( ) APPROVED   ( ) NOT APPROVED

Procedure: ( ) APPROVED   ( ) NOT APPROVED

comments

name _____ date ___ - ___ - ___ signature _____

Initials & Name A.J.   Westland   Student number 4360885

Personal Project Brief - IDE Master Graduation

Designing a tool to assess organizations on their design maturity level   project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple.
Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date   14 - 01 - 2021   11 - 06 - 2021   end date

INTRODUCTION **
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Our rapidly changing environment and the wicked problems our world faces pushes organizations to increasingly work on their ability to adapt. This is why many organizations turn to approaches like lean startup, agile and types of design: design thinking, CX design, service design, etc. Whereas design started out as a problem solving process for challenges of industrial or interaction nature, designers are increasingly involved in innovation, playing a more strategic role (Calabretta, Gemser and Karpen, 2016). Due to its human centred and iterative nature, design has proven to enable organizations to increase their adaptability (Coughlan et al., 2007).

However, a major obstacle for the successful application of any type of design is that few organizations truly understand how to apply or embed design (McKinsey, 2018; Frog Design, 2017), which is why they call for help from design specialists like Koos. In the +10 years of experience with service design, Koos has discovered different reasons why some design projects succeed whilst others don't. They have found that this is heavily dependent on the "service design maturity" of the organization and the type of project they were running. As a result, Koos started developing a Service Design Maturity model; a model that doesn't only describe the different maturity levels, but also gives advice on how to overcome certain barriers when adopting a design approach.

Currently, the Koos Service Design Maturity Model consists of 5 growth phases (figure 1) and 5 maturity elements (Figure 2). In order to be able to servitize the model in the future, validation on whether the elements cover all aspects needed to implement design in an organizations is needed. It would be valuable to connect theory to practice here, in order to make sure the model is both grounded in practice and academic research. Furthermore, the elements need to be clarified in such a way that it can be more accurately defined what maturity phase and organisation is in, and what can enable them to grow through the phases. In the current model, this can still be hard to define because the maturity elements aren't specific enough, e.g.: when does an organization have a clear vision? Therefore, the elements will have to be made more explicit or maybe even measurable.
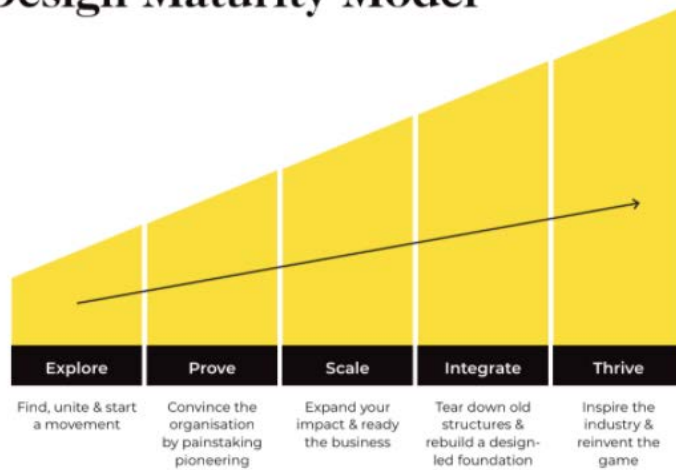
One of the challenges of this project is that the benefits of using design can be hard to measure, hard to attribute, differ by industry and company and can occur over a long time span (Frog Design, 2017). Therefore, it can be very hard to define how mature a big organization is, since there are too many factors that have to be taken into account. These factors could make it very difficult to design a tool that can properly assess the design maturity of an organization.

Another challenge is that there are many different types of design (e.g. service design, CX, design thinking, strategic design, etc.), and the definitions of those are often being used interchangeably. Although not using the right definitions is not a problem in itself, this does make it very difficult to distinguish what people mean when they are talking about design. These challenges are something to keep in mind throughout the project in order to make sure I gain enough knowledge of all different perspectives in order to develop the availability to see through all the different uses of terminology during my research, and later on to communicate my outcomes in a way that gets people on board and enables them to properly understand and implement my findings.

space available for images / figures on next page

introduction (continued): space for images

Service Design Maturity Model

Explore	Prove	Scale	Integrate	Thrive
Find, unite & start a movement	Convince the organisation by painstaking pioneering	Expand your impact & ready the business	Tear down old structures & rebuild a design-led foundation	Inspire the industry & reinvent the game

© koos 25/50

image / figure 1:   The Koos Service design maturity model with its 5 maturity phases

Five dimensions of service design maturity

People and resources	Tools and capabilities	Beliefs and behaviors	Organisational structure and systems	Metrics and deliverables
The extent to which the organisation puts people and resources into service design.	The extent to which people have the skills, tools and methodology to apply service design.	The degree to which the organisational views, rituals and habits promote service design.	The way the organisation is structured to facilitate effective service design.	The way the organisation incentivizes the intent of service design.

Personal Project Brief - IDE Master Graduation

**PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

In order to be able to help clients solve the right problems, it is important for Koos to properly understand what design maturity phase their client organisation is in. Koos has experienced in some past projects that sometimes a client asks for certain design tools or methods which they're not yet ready for to use, because the foundation to effectively make use of these design tools and methods is not there. However, it is difficult to estimate what maturity phase an organization is in just by asking them or listening to what they tell you, because this can differ per employee you ask, per department, and also depends on their understanding of what (service) design actually means. Therefore, it is important for Koos to be able to better assess how service design mature an organization is in order to understand the latent needs clients might have. This helps Koos to better adopt their service offering.

The scope of this project will be to improve the current Koos maturity model by making the characteristics of the different maturity phases more specific, and translate this redesigned model into a design maturity assessment tool. That way, it becomes easier for Koos to assess the latent needs of their clients, which enables them to better adopt their service offering.

**ASSIGNMENT **
State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Improve Koos' current design maturity model by connecting it to both literature and practice in order to make the characteristics of the different maturity phases more specific. This improved design maturity model will be translated into a tool or method that helps Koos to better assess their clients' design maturity and their latent needs, in order to better adopt their service offering.

Through a combination of literature research and interviews with both designers and non-designers on the topics of design maturity, maturity models, customer centric organizations and implementation of design within organizations, I will refine the growth phases and elements that organizations go through / encounter while implementing design. After redesigning the current Koos service design maturity model based upon foundations from both theory and practice, I will use this knowledge to design a tool or method that supports Koos to define how design mature their clients are, and how they can adopt their service offering to help them grow through the stages.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 14 - 1 - 2021   11 - 6 - 2021 end date
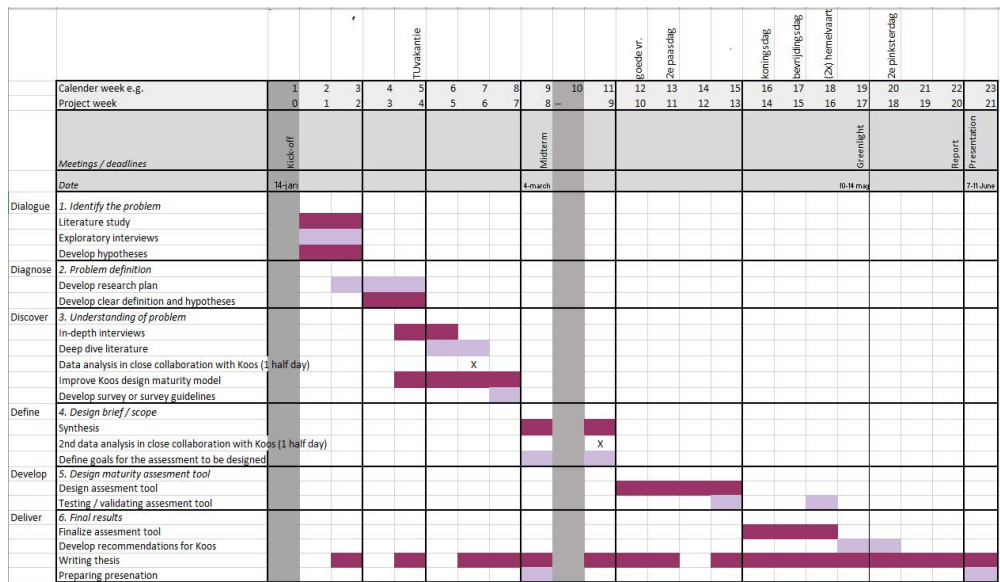
Note 1: I didnt count the week of my kickoff as a week, because the kickoff will take place on thursday and I plan to have my brief finalized, with the feedback from the kickoff, on friday. I will start the project on monday 18-01-21.

Note 2: I planned the project to take 21 weeks instead of 20, since there will be 7 national holidays / collective free days throughout the second part of my project (as shown in the top line), which I won't be working. In calander week 10, I plan to take the first 3 days after my midterm free. Minus these 10 free days, the project will take exactly 20 weeks.

I've structured my planning based upon the tripple diamond approach: dialogue, diagnose, discover, define, develop, deliver.

Personal Project Brief - IDE Master Graduation

Why this assignment?
Throughout my DSP half year projects, I have experienced that companies have big interest in organizational design and design thinking as a problem solving approach, but they often struggle to actually implement this within their way of working. Because this struck my interest, I took an MBA elective on leadership & management at RMIT Melbourne. Based upon these experiences, I think there is a lot of territory for design to be gained within organizations, and I would like to gain in-depth knowledge of what is needed to help organizations implement design within their ways of working.

Due to the working-from-home situation with covid19, I let go of my initial plan to do an internship at a design consultancy before I started my graduation. I wanted to do an internship because I wanted to know what working in a design consultancy is like, compared to working at the design department of a bigger company (which I have seen more of during the half year courses of SPD). Therefore, I am very happy to have found the opportunity to do my graduation for Koos, so that I can get both get a sense of what working at a service design consultancy is like and graduate at the same time.

What I would like to prove / Competences i'd like to improve/acquire:
Since most of the projects during this master program were group projects, I was always only responsible for only a part of the tasks. I am excited to be responsible for managing the whole design process on my own, and would like to prove my ability to deliver high quality work throughout all stages of the project.

A habit I recognize from previous projects is that I tend to focus on executing new tasks, but that I tend to start a bit late with reporting the outcomes. As I would like to present my final deliverables in a thorough (yet concise) and good-looking way, I would like to make sure I start reporting early on. I'm looking forward towards presenting results and deliverables that I'm proud of at the end of this graduation.

Additionally, I would like to improve my ability to work with research and design methodology in general. I have noticed that in past projects, my team members and I often just decided on our approach intuitively and went with the flow, not really sticking to methods. I would like to use this graduation project to make considerate decisions on which methods and tools would best fit a specific task in a specific context.

2 List of interviewees

Experts

Stephan Lems	Partner Innovation Boosters	E1
Erik Hesseling	Management consultant Nova Reperta	E2
Niels Corsten	Lead CX VodaFone Ziggo	E3
Marzia Arico	Design Director Livework	E4
Kasper Dortland	Innovation Rabobank	E5
Stefanie van Orsauw	Change consultant	E6

Clients

[Anonymous]	[anonymous]	C1
[Anonymous]	[anonymous]	C2
[Anonymous]	[anonymous]	C3
Wendy	VGZ	C4

Employees Koos

Transformation / business related funtions

Jules	Co-founder / transformation squad	K1
Robbert-Jan	Co-founder	K2
Marieke	Business development	K3
Hidde	UX Lead / service designer	K4
Eloi	New business Portugal	K5
Kasper	Commercial lead	K6

Designers

Nathalie	Senior service designer	K7
Nynke	Senior service designer	K8
Serena	Senior service designer	K9
Joost	Senior service designer	K10
Justin	Senior UX designer	K11
Emma	Senior service designer	K12
Boris	Senior service designer	K13
Jette	Medior service designer	K14
Lisa	Medior service designer	K15
Joris	Junior service designer	K16

3   Barriers and tips for embedding SD in each phase

Explore

I am not allowed to / don't have time to apply service design

There is very little knowledge and awareness about service design

There are no resources to do service design

It is hard to find colleagues interested in service design

Colleagues have other responsibilities and work

Don't ask for permission

Follow the energy. Don't try to convince non-believers (for now).

Just start doing. Don't mind roles or function titles.

Organize meet-ups or jams

Nurture your first followers

Prove

I am not allowed to / don't have time to apply service design

Not having the right know-how to successfully run a project

Doing service design 'wrong', ruining future growth possibilities

A failure-averse culture

Seeing customer journey maps as an end-deliverable, not measuring real impact/end results

Create urgency by uncovering customer pains that impact business

Look for a customer-centric sponsor

Use expert service designers to elevate project success rate

Run a "trojan horse" project

Measure your project impact in relevant business metrics

Scale

Employees feel it is an interference to the existing way of working

The perception of service design being extra workload

Inconsistent language and way of working for service design

Persistent focus on business metrics

Being among non-believers, making it impossible to apply new skills

Evangalize your project evidence

Unify the language and methodology used for service design

Train in three different levels of expertise: literacy, application and leadership. Try to train entire teams.

Spread the former project team and start multiple projects throughout the organisation

Integrate

Lacking holistic metrics or KPIs to drive customer-centric innovation

Defective bonus systems that reward siloed thinking and delivery

Separate teams constantly 'reinventing the wheel'

'Old' roles and responsibilities, like management responsibilities

Fear of losing ones job

Implement design principles, design systems and service patterns

Assign new roles that facilitate holistic thinking (Journey Owners)

Create a continuum by combining agile and service design

Train for total awareness. Build a knowledge sharing community within the organisation.

Make it super easy to do service design. Create labs, panels or guerilla research methods.

Thrive
The very rigid methodology feels restricting and limiting
Methodology and process have become unmanageable on a company scale
Other methodologies come up and interfere with new ways of working

Move from actively driving change to protecting the core principles
Make sure a strong vision is still articulated by C-suite
Allow for experimentation with the methodology, simply because the mindset is right
Facilitate and stimulate knowledge sharing between teams

Lessons to take home
Know your level: be aware that the maturity stage can differ over company departments, teams and even persons. The organisation can be assessed on any level, but often explains tensions or resistance throughout the company

Work the weakest link: we advise to always focus your efforts on the weakest pillar and department, to prevent enlarging the gap and create more resistance

Movement and mandate: With a bottom-up movement, proving service design value to each individual employee and working against organisation systems and structures is the hard part. Top-down mandate migh smoothen the progress, but is no silver bullet. Proof is still needed.

Don't force everyone into becoming a designer: Yes, everyone should know the basics in order to work holistically. BUt as long as the mindset is shared, you only need a few expert facilitators. Training different levels of expertise wil make the transition more fluent.

Mind your changing role: moving through the maturity stages, the role of service designers change from scout to hand-on doer, to trainer, facilitator and ending at the leader. Each of those roles requires different mindset and capabilities.

4   Interview guide case studies

Introductie
Ten eerste: welkom en dank
Voorstellen, ik ben Anna, student TU Delft, SPD, afstudeeronderzoek naar design maturity, implementatie en transformatie
Duurt 60 min
Sessie wordt opgenomen
> Privacy e.d. (checken of form ondertekend is, zo niet, meteen doen)
Opnemen - maar ga de beelden niet gebruiken. Inzichten halen en eventueel wat quotes.
> Vragen hoe te anonimiseren

Doel project
Koos wil klanten helpen met design maturity. Verbeteren implementatie SD projecten dmv te kijken naar organisatiecontext

Doel onderzoek
Beter beeld krijgen van wat er aan de klant-kant komt kijken bij implementatie, en welke factoren in de organisatie hier effect op hebben

Introductie interviewee
Kunt je kort iets vertellen, achtergrond e.d.
Rol bij [organisatie]

Reden voor samenwerking Koos
Waar kwam de behoefte voor een samenwerking met Koos vandaan?
Hoe past dit project binnen de grotere strategie van [organisatie]?
Wat is de toegevoegde waarde van Koos voor [organisatie]?

Tijdens de samenwerking
Hoe heb je de samenwerking met Koos ervaren?
Hoe waren de rollen verdeeld?
Uitleggen wat jouw rol bij was bij de samenwerking met Koos
Wat ging er goed?
Waren er tegenslagen?

Resultaten van de projecten
In hoeverre zijn deze resultaten blijven hangen?
Wat moest er intern bij [organisatie] gebeuren om de SD-projecten tot een succes te maken?
Welke factoren hebben een positief effect gehad op de mate van implementatie?
Welke hebben tegengewerkt?

Indien nodig, vragen naar specifieke factoren:
> houding tov SD: Was er support vanuit de organisatie voor deze samenwerking met service designers?
> Is er support vanuit management?
> Hoe matchen de resultaten van de SD projecten tot nu toe met de bestaande manier van werken in de organisatie?
> Waar botsen de resultaten met manieren van werken?
> Is er de capaciteit om de resultaten te implementeren?

Verbeteringen
Zijn er factoren waar Koos rekening mee had kunnen houden om de implementatie te verbeteren? Welke zijn dat?

Toekomst
> Wat moet er bij CWS verbeteren om CX naar een nieuw level te tillen?
> Wat zijn hierin de grootste barrières?

Round-up
Dit dekt voor mij alles wat ik wilde vragen. Zijn er nog dingen die je zelf graag zou willen toevoegen?
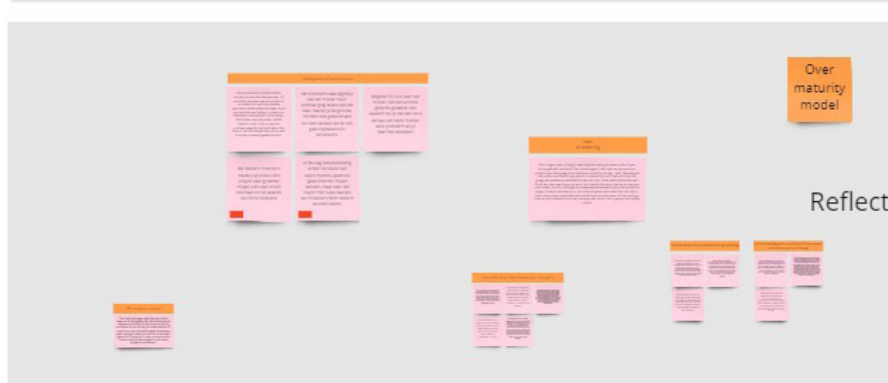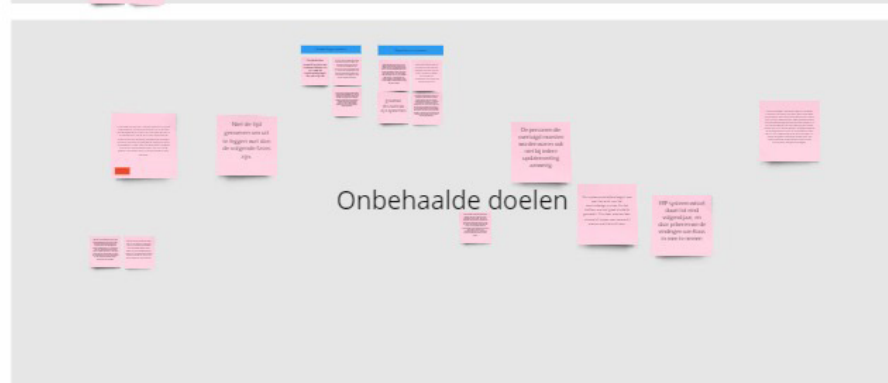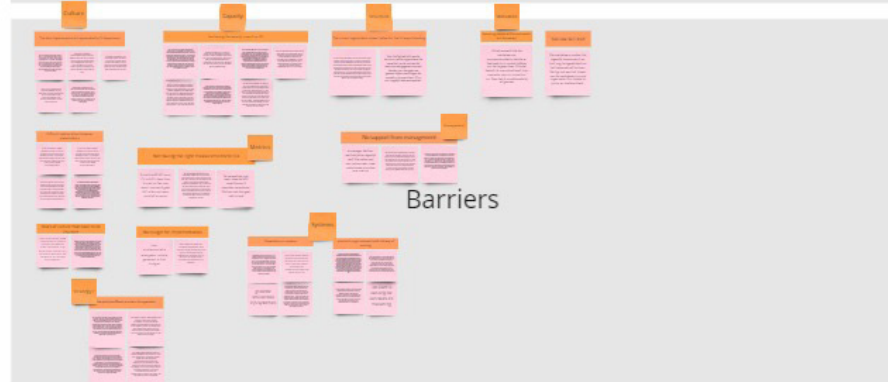
Dank & afsluiting
Nogmaals privacy check:
> Privacy e.d. (checken of form ondertekend is, zo niet, meteen doen)
Opnemen - maar ga de beelden niet gebruiken. Inzichten halen en eventueel wat quotes.
> Vragen hoe te anonimiseren

5 Client interview data clustering overviews

Enablers

People understand SD when they've experienced the process first hand

Resultaten

...agement needs to see proof first

Macro

Meso

Micro

Klant | Er is een context waarin een behoefte is | Besluit om met Koos te werken | **Project**

Koos | Proposal | Kickoff | Empathize | Defin

Na
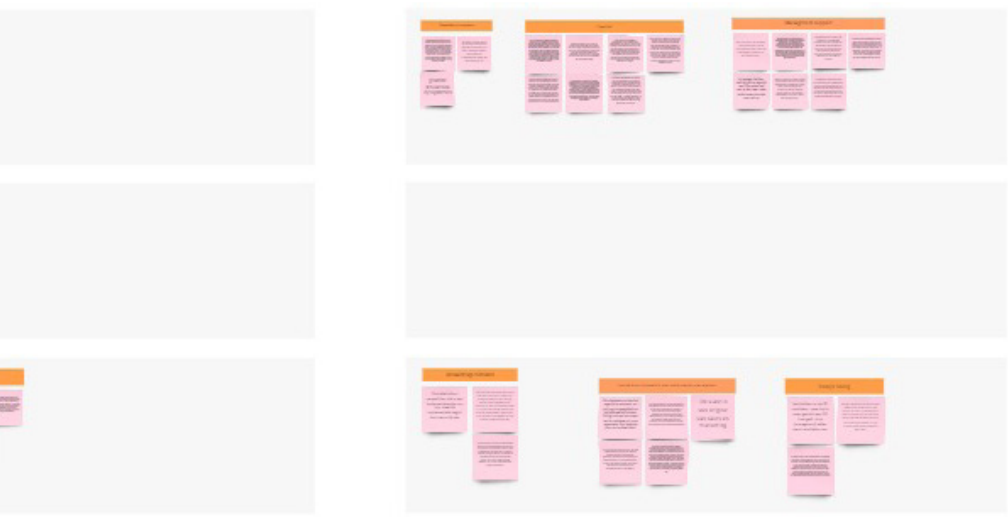
Project levert wel/niet gewenste resultaat op

Ideate | Prot/test | Present | Round-up | Evaluate

Budget

Visie implementatie wat gevraceerde groeivsi is het budget

Metrics

Connecting the efforts to metrics at some level

Systems

People capacity

Culture

Difficult relationships between stakeholders

Strategy

Structure

procese emaliseiklck zijn systemen

Figure X: The McKinsey 7-S Model

Culture

Capacity

Structure

Management

No support from management

Metrics

Not having the right measurements for CX

Difficult relationships between stakeholders

Years of culture that have to be changed

No budget for implementation

Systems

Ways of working

Strategy

Skills

6 Data modelling workshop templates

Voor

Tijdens

Macro

Meso

Micro

Klant — Er is een context waarin een behoefte is — Besluit over wat er nodig is — Externe hulp

Koos — Proposal — Kickoff — Empathize — Define
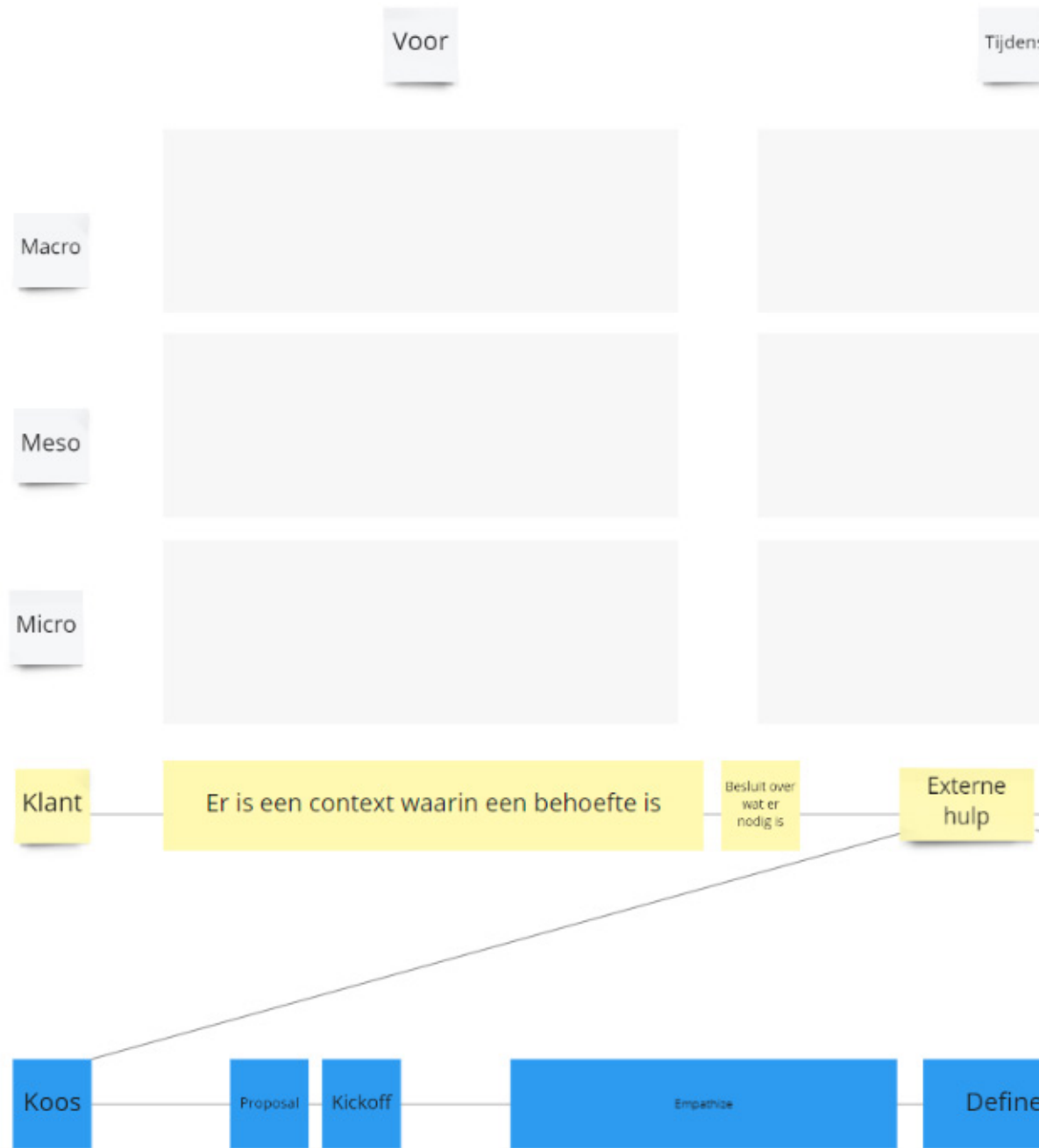
Na

Implementeren (of niet)

Ideate   Prot/test   Present   Round-up   Evaluate

7   Co-reflection session overview & templates

Assignment 3

Reflection

Group reflection

Assignment 3

Reflection

Assignment 3

Reflection

Assignment 3

Reflection
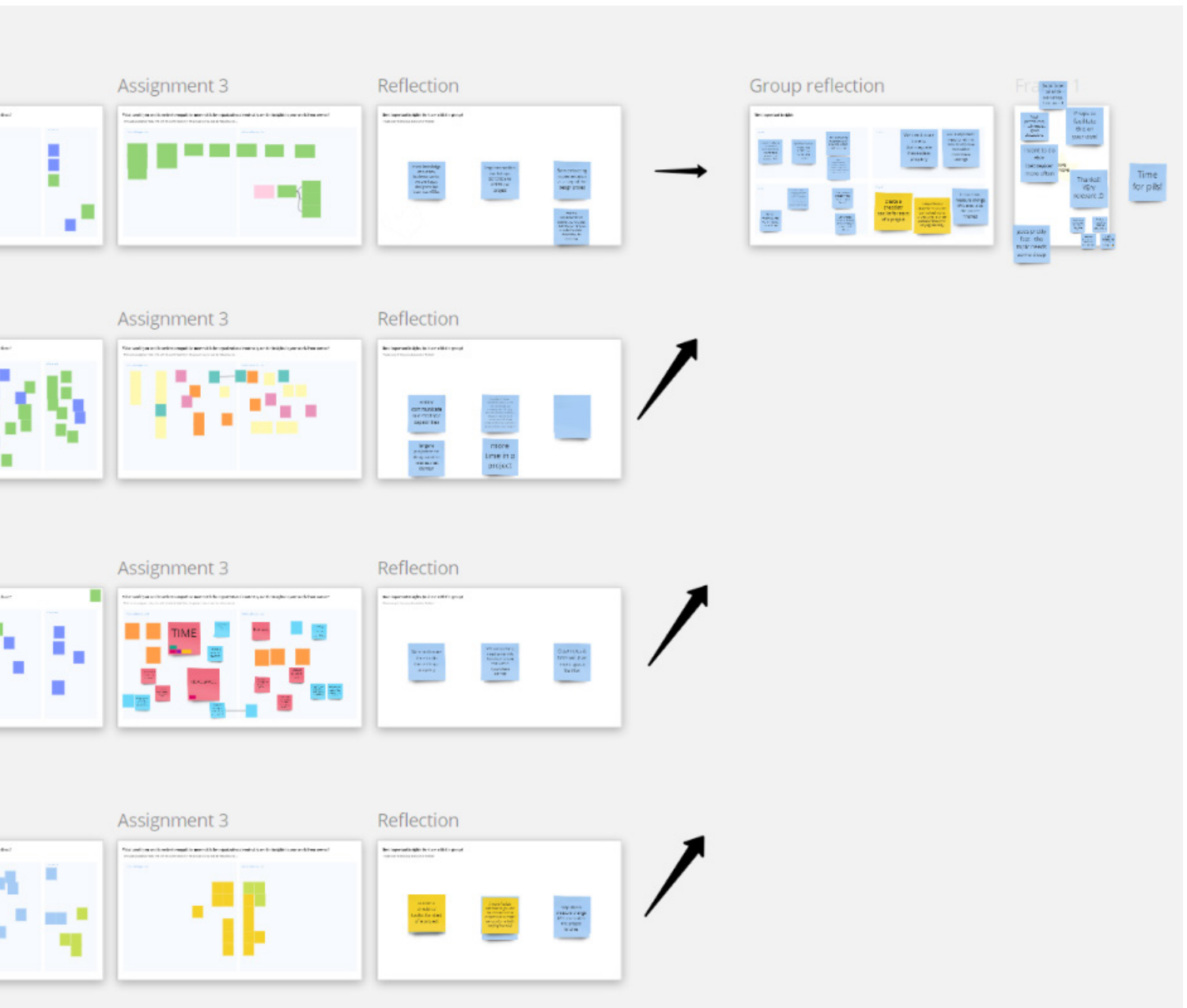
What tools/methods/approaches can we use to get an understanding of /

Use the blue post-its for tools/methods/approaches we're already familiar with at Koos, and green post-it

Understand status quo ...

Keep track of changes in ...

keep track of factors affecting implementation

for the ones Koos does not yet use for other purposes

Interviews!

Persona's

Implementation roadmaps

Observations diary

When could we use these tools before, during and after the design proce

Add your tools from ass 1 (and feel free to add new things when you think off them) and cluster them into

Before project

During project

ess with the client?

interventions

What would you need in order to empathize more with the organizations

Think about assigned roles, time with the client, flexibility in the project, do you see the relevance, etc ...

What's holding you back?

al context & use the insights in your work from now on?

What would enable you?

8   Co-reflection session data clustering

Positi...

The client does not hire Koos to do internal research

Internal research = part of strategic design

Key for Implementation

There is no mandate to ... right peop... clients' org...

hierarchy | bure...

Planning / time

Design

Project are planned too tightly, leaving no time to get to know the organization/client. There are no hours sold to do this.

Koos' agenda is not flexible enough

If implementation is considered, it is only at the end of the project

Th... struct... brie...

time to do so | Full focus on content: no space left | not enough time before project

No time

TIME

No time sold to do this

not enough time after project

"This is a mindful practice"

HEADSPACE

Finding barriers

Onboarding clients

...t enough ... reach the ... le in the ...anization

Not embed but connect

Preparing the ground

There is no direct incentive to focus on implementation or impact

Service db is design for service / strategic design

If is difficult to measure the impact of a project

build trust with a client

become part of their team

process / approach

...ere is too little ...ture in setting up ...ing, kickoff and ... project

There is lack of structure in and use of the different roles within project teams

Project deliverables are fixed, making in hard to adapt projects to clients needs

Insights by Kiki & Joris

Templates / tasks for AC and m..

fixed deliverables

Skills/knowledge

Koosjes have too little knowledge about business & organizations

Koos-wide trainings

Experience

Improve Koos' maturity model by grounding it with evidence from literature & practice

And translate this model into a method/tool that helps Koos assess their clients maturity

Why?

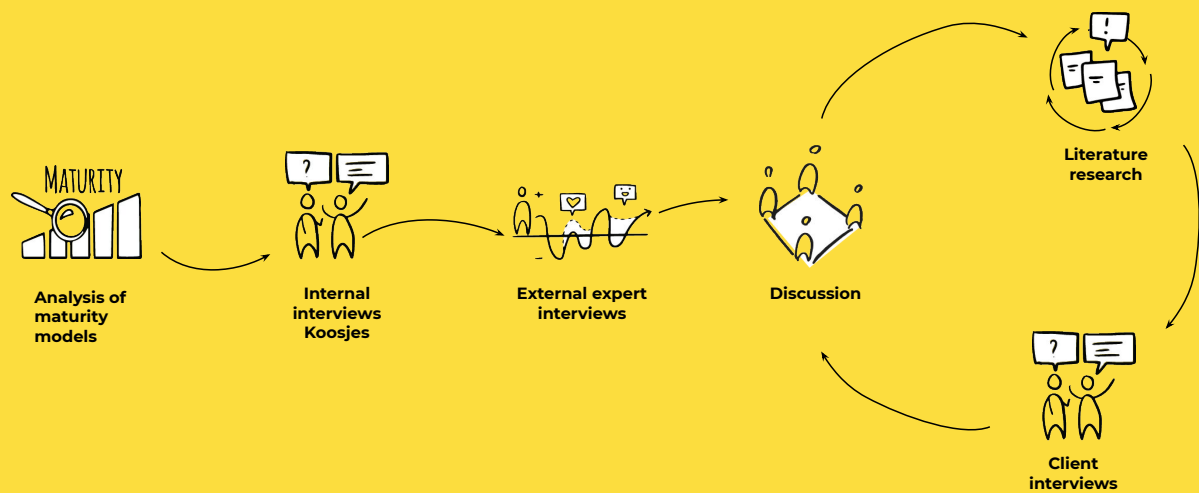# Improve Koos' maturity model by grounding it with evidence from literature & practice

And translate this model into a method/tool that helps Koos assess their clients maturity

And then?

Approach so far

Analysis of maturity models

Internal interviews Koosjes

External expert interviews

Discussion

Literature research

Client interviews

Where did this assignment come from?

Past ——————————————→ Present ——————————→ Future
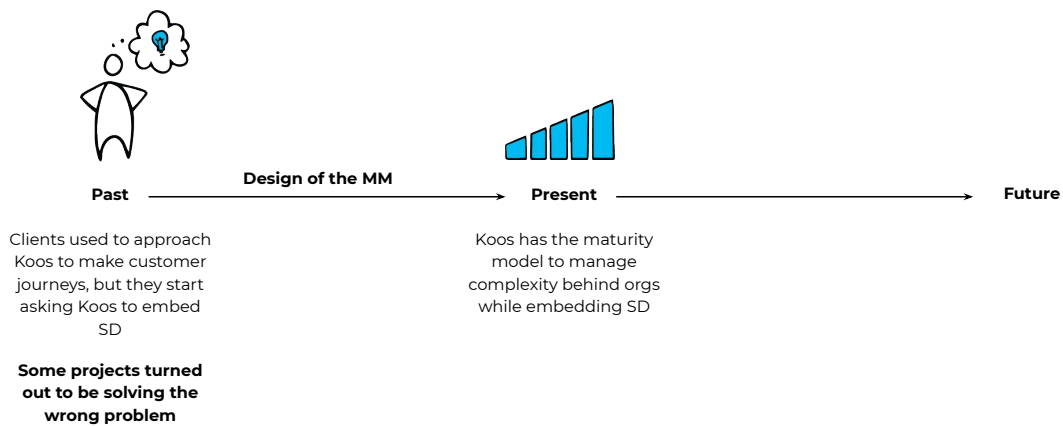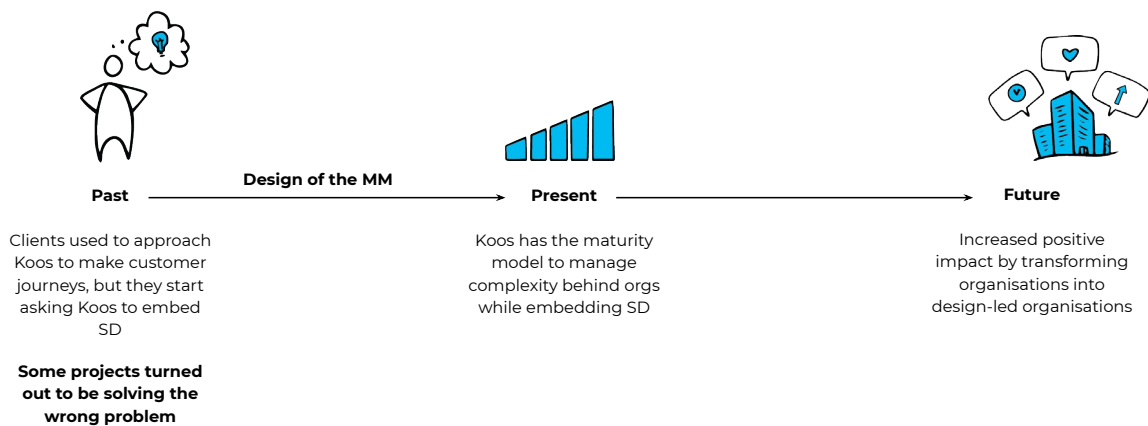
Clients used to approach Koos to make customer journeys, but they start asking Koos to embed SD

Some projects turned out to be solving the wrong problem

Where did this assignment come from?

Past — **Design of the MM** → Present ————→ Future

Past

Clients used to approach Koos to make customer journeys, but they start asking Koos to embed SD

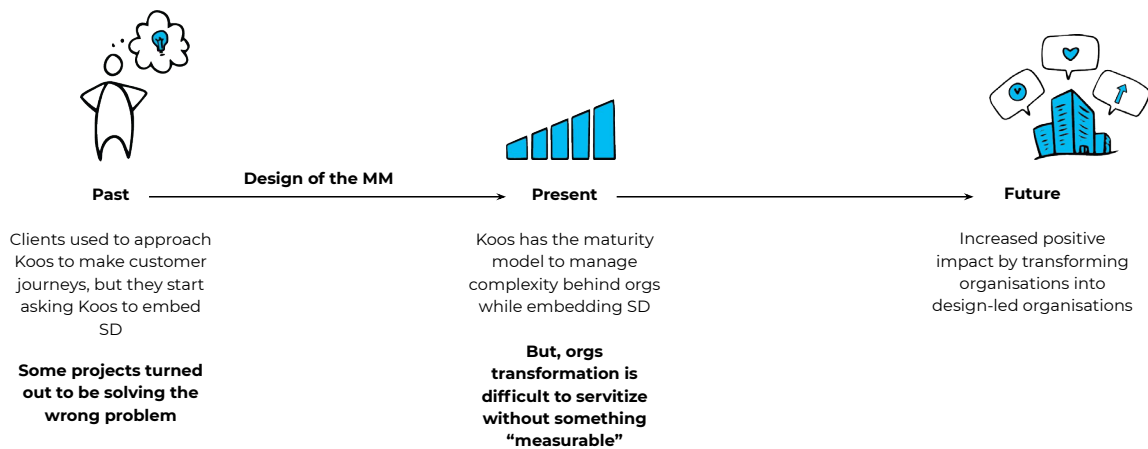**Some projects turned out to be solving the wrong problem**

Present

Koos has the maturity model to manage complexity behind orgs while embedding SD

Where did this assignment come from?

Past — **Design of the MM** → Present ————→ Future

Past

Clients used to approach Koos to make customer journeys, but they start asking Koos to embed SD

Some projects turned out to be solving the wrong problem

Present

Koos has the maturity model to manage complexity behind orgs while embedding SD

Future

Increased positive impact by transforming organisations into design-led organisations

Where did this assignment come from?

Past — Design of the MM → **Present** — → **Future**

Clients used to approach Koos to make customer journeys, but they start asking Koos to embed SD

Some projects turned out to be solving the wrong problem

Koos has the maturity model to manage complexity behind orgs while embedding SD

But, orgs transformation is difficult to servitize without something "measurable"

Increased positive impact by transforming organisations into design-led organisations

So, let's do some research on service design maturity

What do you need to scan to help orgs embed SD?

The MM compared to other models & literature

Other CX / SD maturity models are similar
But there are slight differences, depending on the goal & author

There are descriptive, prescriptive and comparative maturity models
And Koos' current model is descriptive, which means it describes a current situation and could be used as a diagnostic tool.

However, there is the ambition to
add actionable steps toward improvement (prescriptive) or use the outcomes of the scan to benchmark clients against other organizations (comparative).

Maturity models might oversimplify reality
They are a step-by-step recipe that might neglect the possibility
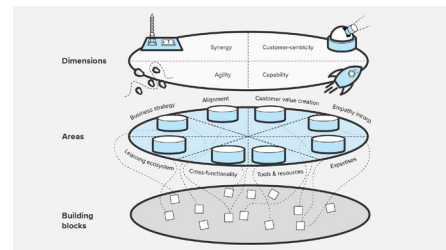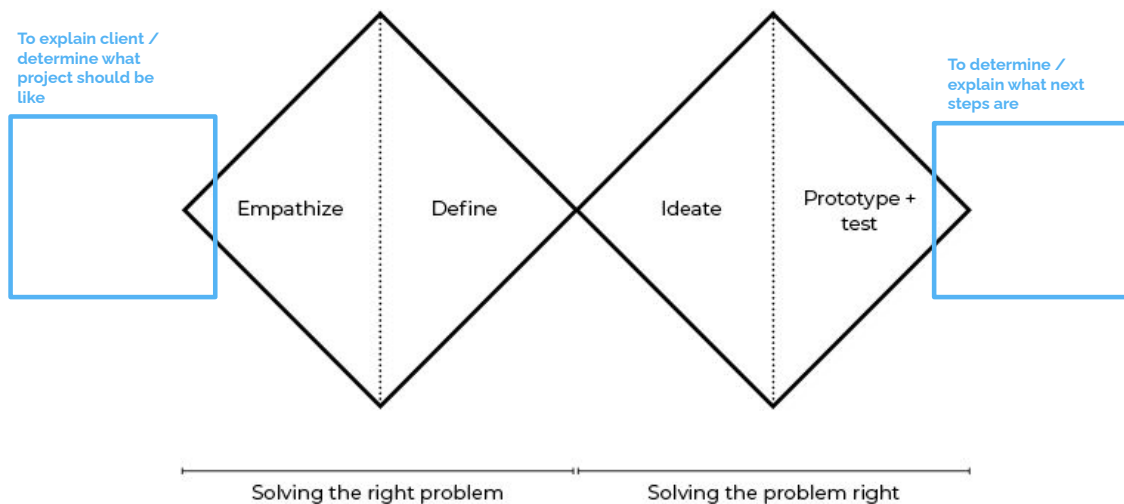of multiple paths leading to the same end-state (Pöppelbuß & Röglinger, 2011)
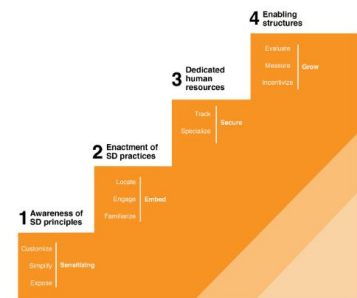
Figure 27. Transformative model of service design adoption.

When & why is it used?

To explain client / determine what project should be like

To determine / explain what next steps are

Empathize | Define | Ideate | Prototype + test

Solving the right problem | Solving the problem right

Insights internal & c

5 key elements

It's made from a designer perspective
What is in it for the client? Why do they need SD maturity?

The goal is unclear
Service design maturity? Customer centricity? Becoming design-led?

The method for growth is missing
How is service design contributing to the maturation? Or is service design the goal, and is something like change management the method?

Why
A strong purpose from a customer perspective that activates and energises people. Why are we doing this?

Tools and capabilities
The extent to which people have the right skills, tools and methodology to apply all aspects of service design.

Leadership & mindset
The adoption and mindset throughout the entire organisation. Do we see the right leadership? Are we reflecting together? What is our behaviour?
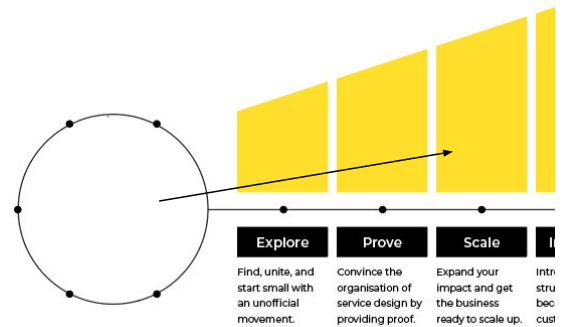
Organisational Design
The way the organisation is designed to operate; customer-centric, cross-silos and in multidisciplinary teams. What processes do we follow? What is our way of working? Do we have the right infrastructure?

Strategy & Metrics
What is our plan to fullfil our why? Do we have a strong CX vision? Do we work with supporting KPI's & metrics?

Levels of service design maturit

Explore	Prove	Scale	
Find, unite, and start small with an unofficial movement.	Convince the organisation of service design by providing proof.	Expand your impact and get the business ready to scale up.	Intro stru bec cust

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Does it make sense to have a scan

If we're not sure what the methods for improvement is, or what the goal is that we're maturing towards?

I DON'T THINK SO.

So... what does Koos have to offer?

Let's take a step back and look into the relationship between service design and organizational transformation

Definition of SD

Service Design is the practical and creative application of design tools and methods, with the goal to develop or improve services. It is the activity of orchestrating people, infrastructure, communication and material components of a service in order to create value for all stakeholders involved, build a distinctive customer experience and maximise business potential

- Koos (2020)

But SD is still evolving

Service design will become increasingly important in organisations on the strategic level. […] Service design is on the one hand a process, on the other hand a systematic and methodically supported approach. But above all, it is an attitude and mindset that can have a profound influence on the cultures and structures in companies. […] You cannot change the frontstage if you don't impact the backstage

- Birgit Mager (2021)

SD in relation to SD maturity
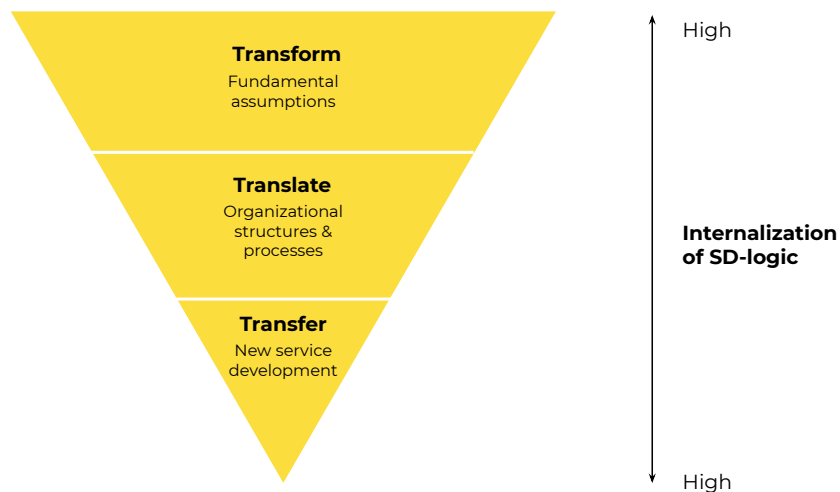
Transform
Fundamental assumptions

Translate
Organizational structures & processes

Transfer
New service development

High

Internalization of SD-logic

High

Transformation needs implementation

The real value of SD is in the implementation
If the concept can be implemented and it has great impact, the next thing will be to scale it. The project itself makes little impact if it cannot be implemented (Mager, 2020; Rutkowska et al., 2020)

Implementation brings transformation
Instead of expecting immediate results in the form of new services and satisfied customers, managers who experiment with implementing SD should prepare for organization-wide transformation that includes changes in mindsets and routines (Kurtmollaiev, 2018; Vink, 2019).
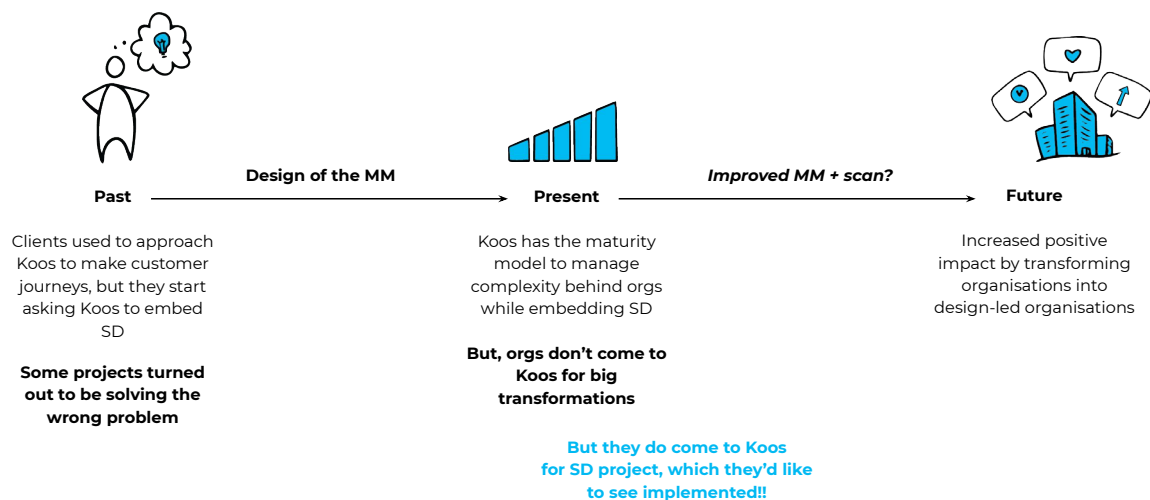
Transformation needs implementation
Either top-down or bottom-up, successful transformations are the result of starting small, proving effect & going viral (Kurtmollaiev, 2018; Minnaar & de Morree, 2020).

So... Every project can be the starting point / part of of a bigger transformation
if the results are delivered not only based on desirability but also feasibility and viability considering the organizational context.
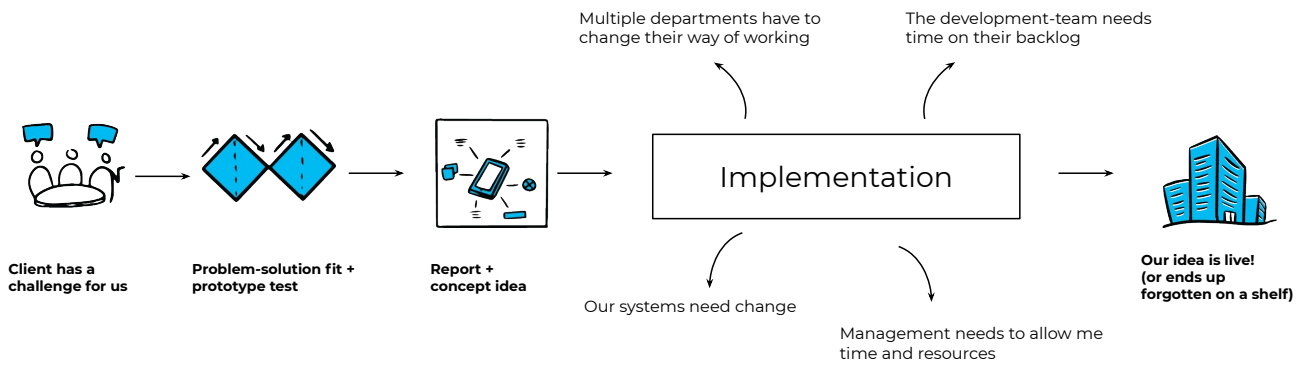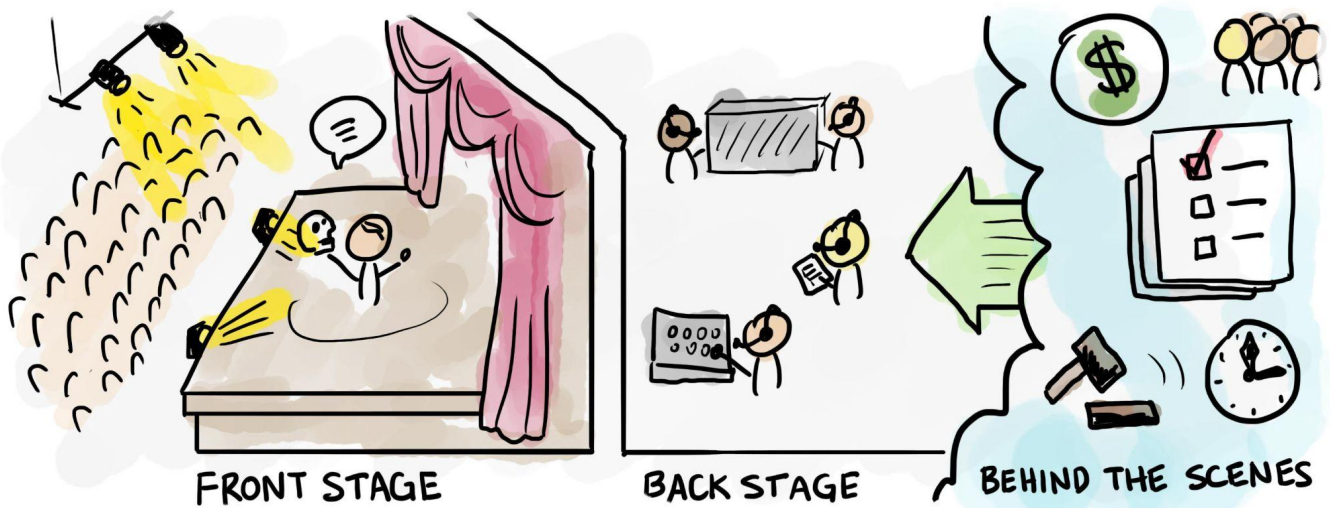

Implementation   **Transformation**

And that's great news!

Past	**Present**	**Future**
Clients used to approach Koos to make customer journeys, but they start asking Koos to embed SD	Koos has the maturity model to manage complexity behind orgs while embedding SD	Increased positive impact by transforming organisations into design-led organisations
Some projects turned out to be solving the wrong problem	**But, orgs don't come to Koos for big transformations**	

Design of the MM → Present

Improved MM + scan? → Future

But they do come to Koos for SD project, which they'd like to see implemented!!

So rather than making a scan to attract clients interested in a full transformation

Let's make a start ninja transforming clients through implementation

# There is room for improvement in implementation

Multiple departments have to change their way of working

The development-team needs time on their backlog

Client has a challenge for us

Problem-solution fit + prototype test

Report + concept idea

Implementation

Our idea is live! (or ends up forgotten on a shelf)

Our systems need change

Management needs to allow me time and resources

So, what do we need?

FRONT STAGE   BACK STAGE   BEHIND THE SCENES

What is an organization?

Organizations cannot change, only individuals can.

- Peter Senge, The Fifth Discipline

koos 28

Insight from ex-client interview

Practice what you preach;

If we want your clients to work in a customer centric way, we should work in a customer centric way ourselves as well, and empathize with our customers more: the people in the client organization

koos 29

So, how to make sense of these elements?
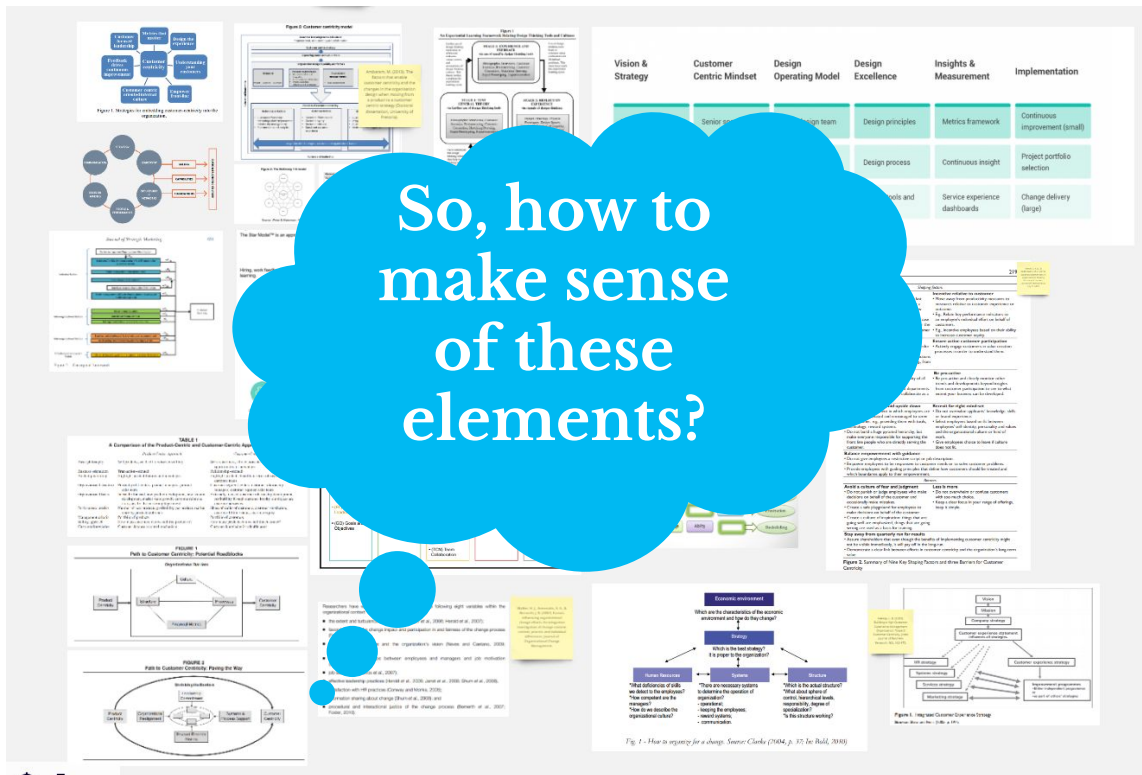
By not stating them as rigid elements forming a system, but as context factors interacting with people
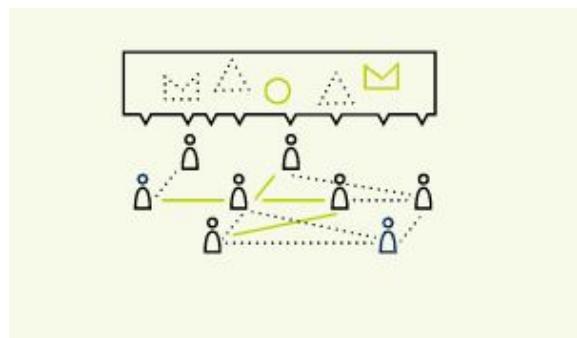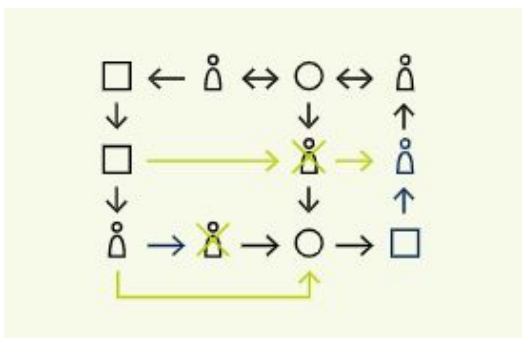
If we want to design implementable SD projects, we need to consider the ...

Motivation

Understanding and agreement of what is being asked and why this change makes sense

Capability

The psychological and physical capacity to engage in the change

Opportunity

The external factors that make the behavioural change possible or prompt it

... of stakeholders relevant to the project

If we want to design implementable SD projects, we need to consider the ...

Motivation

Understanding and agreement of what is being asked and why this change makes sense

- **Mindset**
- **Purpose**
- **Metrics**

Capability

The psychological and physical capacity to engage in the change

- **Skills**
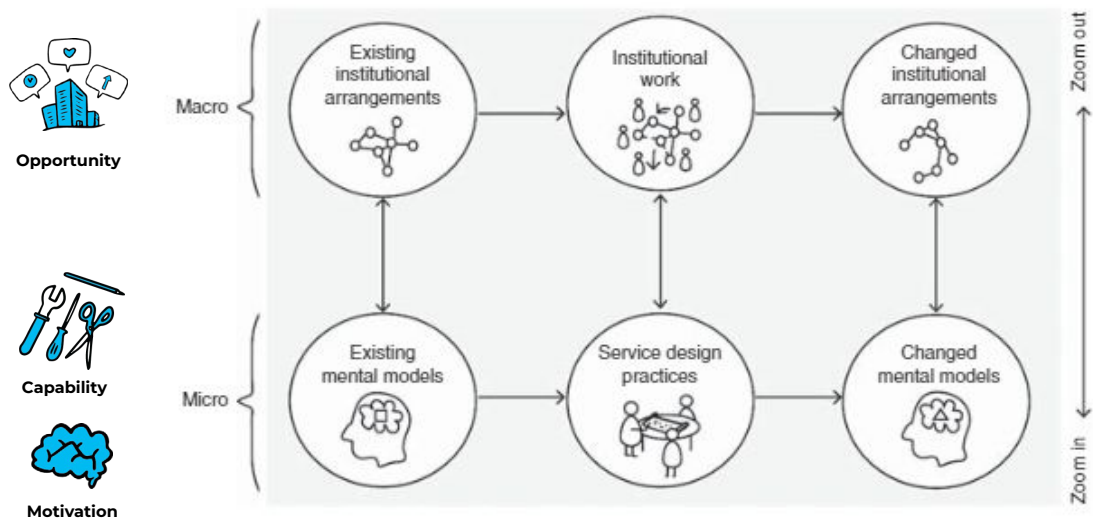- **Knowledge**
- **Talent**
- **Tools**
- **Capacity / time**

Opportunity

The external factors that make the behavioural change possible or prompt it
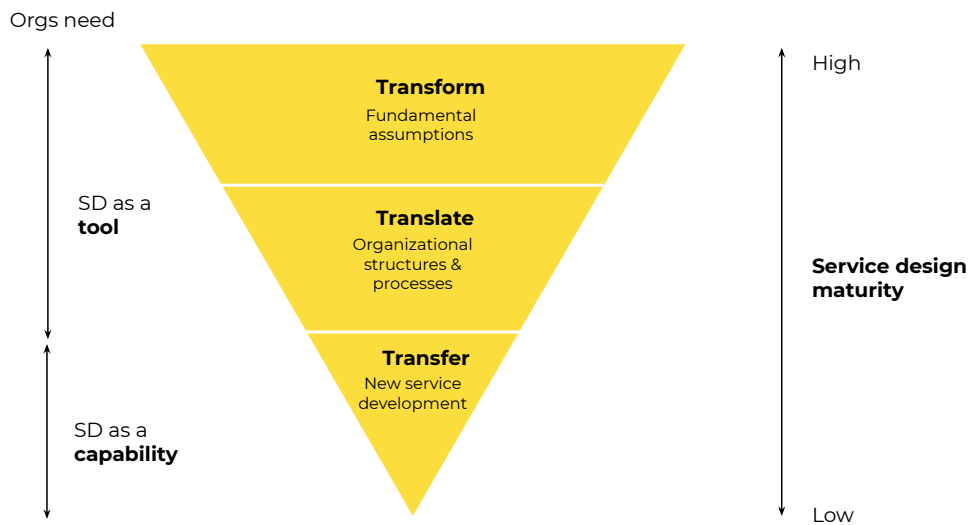
- **Systems**
- **Processes**
- **Culture**
- **Leadership**

... of stakeholders relevant to the project

SD as a tool for micro and macro level change

And we have to consider what the org needs

But still, we need to identify these elements

So don't we still need a scan?

Yes, but no

Scan to learn, not to assess

No list of elements to scan for, so that you can embed SD afterwards

But a scanning attitude to learn about opportunities and needs for implementation

It's not about embedding design, but connecting new SD practises to the existing ways-of-working

"We as service designers, have to regard our clients as users and we have to apply our design thinking to the way we work with them. We have to respect and understand their organizations, the way they are structured and organized. We have to understand the tools they are already using to innovate their services. We are not alone in this world."
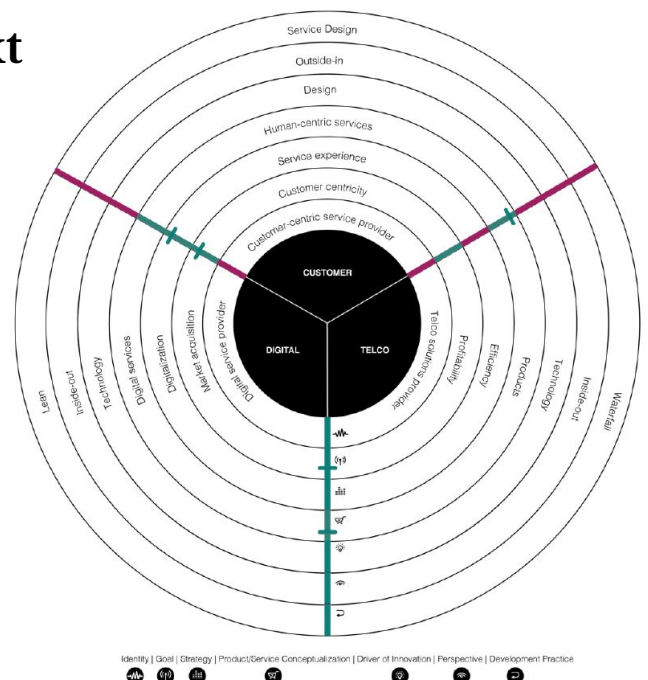
- Birgit mager @ Koos

"If designing is a core organizational activity and if designing takes place every day somehow somewhere within organizations, the challenge for service designers is not to introduce and to embed design. Instead, they have to be able to connect their work to existing design practices, design approaches and design methods, in short, the organization's design legacies."

- Junginger, 2015

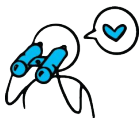# Understanding of the context

Understanding of ways-of-working

Competing & cooperative relationships

Aricò, M. (2018). Service Design as a Transformative Force: Introduction and Adoption in an Organizational Context. Frederiksberg: Copenhagen Business School (CBS).

How is that different from the maturity scan?

"Classic" SD project

Complicated problem solving:
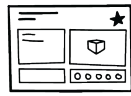
Sense   **Analyse**   **Respond**

Organizational transformation

Complex problem solving:

Probe   **Sense**   **Respond**

Klitsie, J. B., & Wegener, F. E. (2020). Going from Service Design to Organisational Designing. Touchpoint, the Journal of Service Design, 11(3), 52-57.

What is a probe?

Every client interaction can be a probe
Use workshops, conversations and co-design sessions to test how clients react to new things

But you could use your designer skills to design probes as well
Use things like games, visualization assignments or roleplays to test how an organization reacts to alternative ways of working, and see if they react in the way you expect
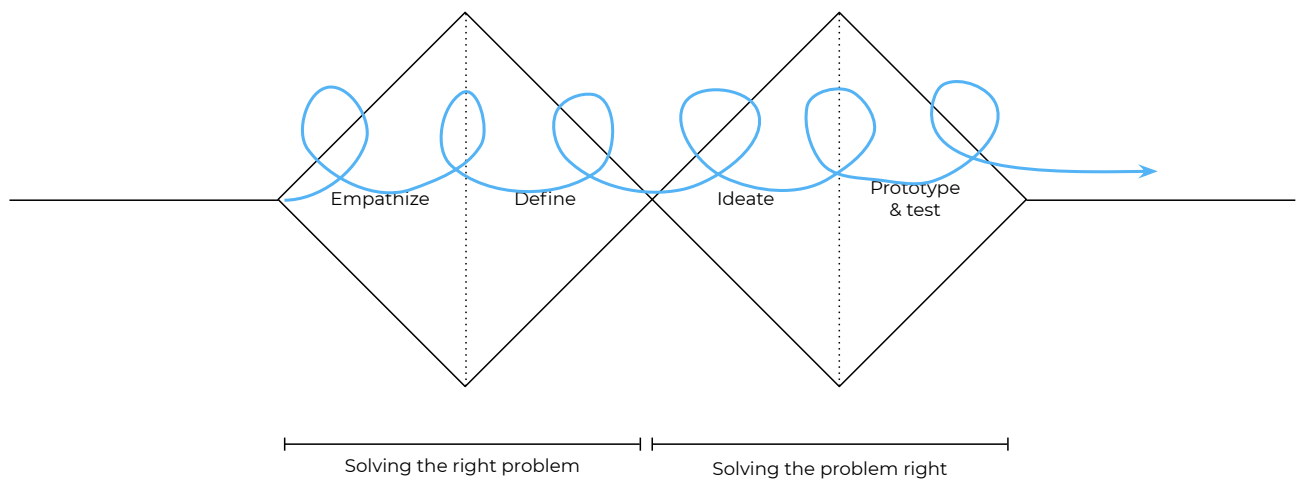
Probe

Sense

Respond

Implementation starts on day 1

Empathize   Define   Ideate   Prototype & test

Solving the right problem   Solving the problem right

How to sense?

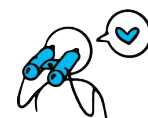**Continuously observe clients' behaviour**
Tools, language, co-worker relationships,
reactions, questions, etc

Discuss with your SD-team
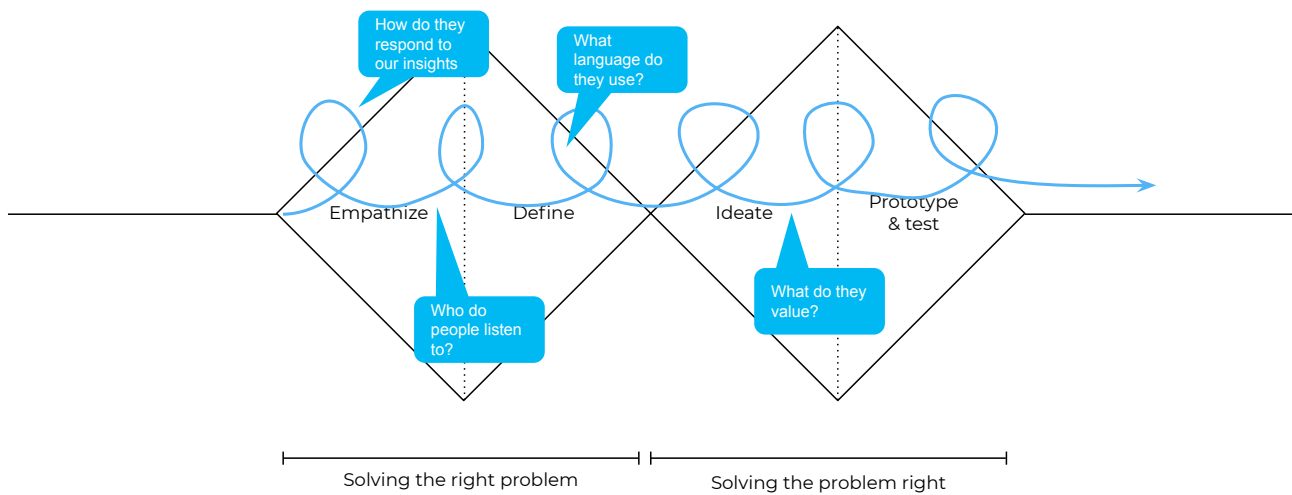You might notice other things than your
fellow designers

Probe

Sense

Respond

Implementation starts on day 1

Empathize | Define | Ideate | Prototype & test

How do they respond to our insights

What language do they use?

Who do people listen to?

What do they value?

Solving the right problem

Solving the problem right

How to respond?

By developing solutions that clients can act upon after Koos has left / ended the project. So the deliverables should make sure there is:

Capability
- Make sure solutions that fit the systems / capacity

Motivation
- Talk their language
- multi-level proof
- Relate the project to real world
- Plan beyond the service design project

Opportunity
- Question the status quo
- Prototype / experiment with organizational changes as well
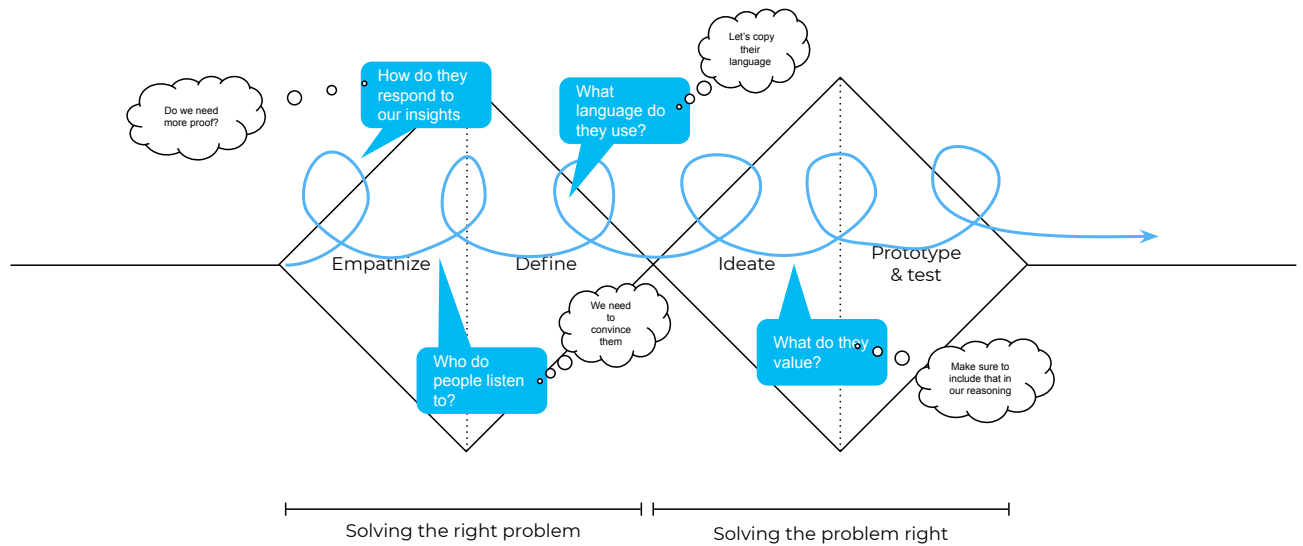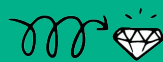

Probe

Sense

Respond

Implementation starts on day 1

Do we need more proof?

How do they respond to our insights

What language do they use?

Let's copy their language

Who do people listen to?

We need to convince them

What do they value?

Make sure to include that in our reasoning

Empathize Define Ideate Prototype & test

Solving the right problem Solving the problem right

What to take away?

If we desire our clients to mature, we need to go beyond what we do

We can gain experience with organizational transformation by focussing on implementation

Scan to learn, not to assess

Rather than having a static list of elements and an end state, we need to scan to learn and connect to the existing design legacies of our clients

Improve Koos' *own* maturity ~~model~~ ~~by grounding it with evidence~~ ~~from literature & practice~~

~~And translate this model into a~~ *to* ~~method/tool that~~ helps Koos ~~assess~~ *to continuously learn about* their clients ~~maturity~~ *organizational context*

so that Koos can make more impact through implementation

What do we need?

Time in the process

In order to empathize more with the organizational context of the client

Continuous awareness

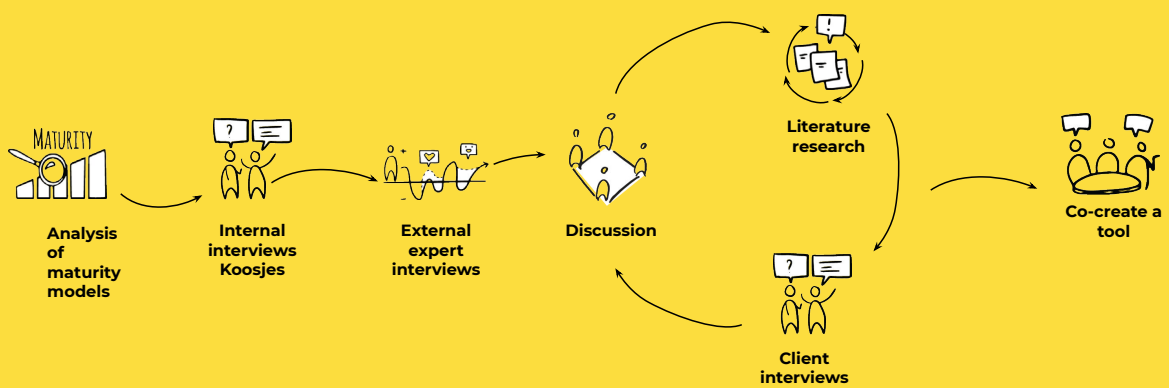We need to train ourselves to constantly observe the client, and be surprised about their behaviour

Tool kit

Tools

To keep track of our observations, so that we can share them and get insights out of them

Next step: co-creation

Analysis of maturity models → **Internal interviews Koosjes** → **External expert interviews** → **Discussion** → **Literature research** / **Client interviews** → **Co-create a tool**

That's it for now!