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	Sailer
initials	TS given name Tim
student number	4767136
street & no.	
zipcode & city	
country	
phone	
email	

Your master programme (only select the options that apply to you):

IDE master(s): ( ) IPD   ( ) DfI   ( ) SPD

2nd non-IDE master: _____

individual programme: ___ - ___ (give date of approval)

honours programme: ( ) Honours Programme Master

specialisation / annotation: ( ) Medisign

( ) Tech. in Sustainable Design

( ) Entrepeneurship

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

** chair	Maaike Kleinsmann	dept. / section:	MOD
** mentor	Dirk Snelders	dept. / section:	MOD
2nd mentor	Martijn Hultermans		
	organisation: Philips		
	city: Best	country:	The Netherlands

comments (optional)
Hence my topic is about the improvement of the NSD development process, I need a specialist in SD/NSD (Dirk Snelders) and a specialist in Design driven process development (Maaike Kleinsmann).

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

T̃U Delft

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

chair Maaike Kleinsmann   date 24 - 04 - 2020   signature _Kleinsmann_

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: 30 EC

Of which, taking the conditional requirements into account, can be part of the exam programme 30 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 J. J. de Bruin, SPA-IO   date 30-0 4-2020   signature JdB

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

- the projectbrief has been submitted late
- be sure that the other work with Philips does not interfere with the graduation work

comments

name Monique von Morgen   date 11/5/2-020   signature _____

Initials & Name TS   Sailer   Student number 4767136

Title of Project Improve the way of working within the service development process

Personal Project Brief - IDE Master Graduation

Improve the way of working within the service development process

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   16 – 03 – 2020   21 – 09 – 2020   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, ...).

Context

To satisfy the growing needs of customers in our economy, we face an increasing demand for services since the last years (Nijssen et al., 2006). Nowadays, New Service Development (NSD) is an important concern for firms to achieve and sustain competitive advantage (Jaw et al., 2010). Some even argue that NSD is essential for organizations to survive the compentory economic climate. (Smith et al 2007)

Client

Philips is currently facing a big transformation from a product based,- towards a service based business source. The Philips New Services Design team of the Services & Solution Delivery department in Best plays a key role in providing healthcare solutions and maintenance services for their customers. Philips help their customers in planning services, implementation of services, optimization of services and maintaining services. The development team consists of Service Designers, Data and business Analysts, performance scientists, application specialists and validation engineers.

We see that traditional Product-oriented companies are struggling to adapt the shift towards services and fail to compete against new established service-oriented organisations (Oliva & Kallenberg, 2003; Gebauer et. al., 2005). This might due to the rigid and linear structure of the general New Product Development process (NPD process), while NSD processes follow ideally a loop structure in which a service is continuously evaluated and adapted to remain innovative and keep the customer attached. Hence, there is a need for flexibility in NSD to handle the imprecision and ad hoc characteristics which are needed for developing Services. (Montoya-Weiss and O'Driscoll, 2000)

The traditional development processes are generally highly defined, polished and well embedded in the business structure and company culture due to their long duration. New ways need to be found, how to enable incrementally more flexibility and adaption to change, without disturbing the highly synchronized and standardized proceedings of the organization.

space available for images / figures on next page

Initials & Name   TS   Sailer   Student number 4767136

Title of Project   Improve the way of working within the service development process

introduction (continued): space for images

image / figure 1:

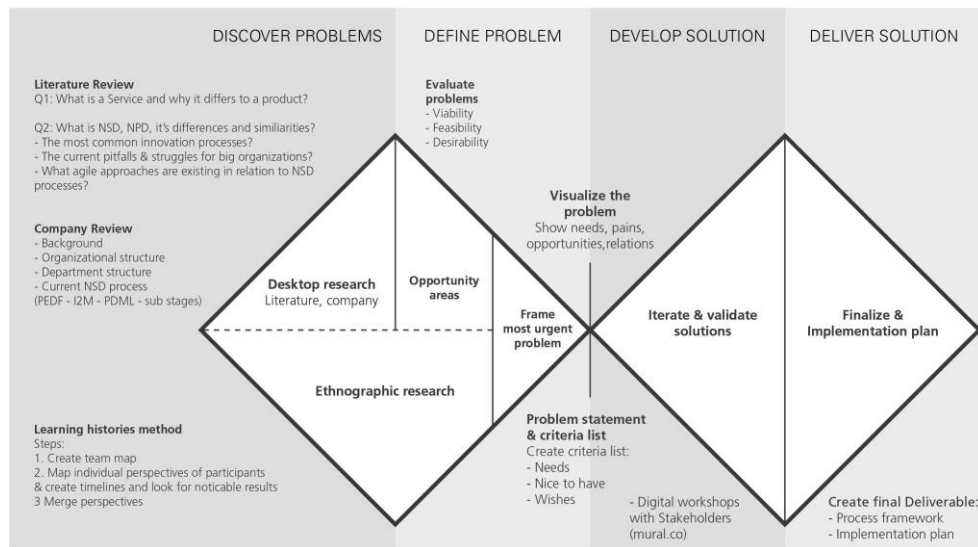**Question:** What are the problems of the PDML-S and how can they be overcome with the help of X

image / figure 2:   Project plan

Initials & Name   TS   Sailer   Student number 4767136

Title of Project   Improve the way of working within the service development process

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.

Philips has successfully developed products for more than hundred years. Switching now the mindset towards services is a big challenge. The current innovation development process for services of Philips might be still driven by a product oriented mindset, therefore it struggles with the agility and flexibility required for Services.
So overall, the question arises: How can the current NSD stage gate process of the New Services Design Team of Philips applied in a manner that fit better to the flexible and agile nature of services?

The first conversation with the team of Philips unveiled several potential areas to focus on: 1) enable a customer-centric way for the current NSD stage-gate-process. 2) Combining the different perspectives of the multidisciplinary team to a same way of thinking. 3) How to achieve and transfer insights, information and knowledge reliable throughout the whole stage gate process. Ideally, modularity and scalability should be considered in all cases aswell as feasibility, viability and desirability.

Which of the directions should be followed will be ideally defined after the initial research phase, where the service development process itself and its context gets analysed. This has the advantage to get a holistic perspective on the current situation, analyse the most urgent issue and deliver a reasonable long-term solution.

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.

What are the problems of the current Service Development Process of Philips and how can they be overcome to create a faster and better development process that fits optimally with the agility and flexibility of services.

The final outcome should be an improved process framework which will be, depending on the research results, focus at one particular stage, several stages or the transition space between the stages. The new framework should adress at least one of the problems stated before.

1) Analysing the current development process and the individual steps and pinpoint the problems. This happens via ethnographic research methods (learning histories method) and desktop research (company documents and literature review).

2) Based on the pains & needs of the mapped process, a list of criteria/guidelines will be defined. Now an improved process framework can be iteratively developed and finally be demonstrated.

Initials & Name ___TS___ ___Sailer_____   Student number _4767136___

Title of Project ___Improve the way of working within the service development process_____

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   16 - 3   - 2020   21 - 9   - 2020   end date
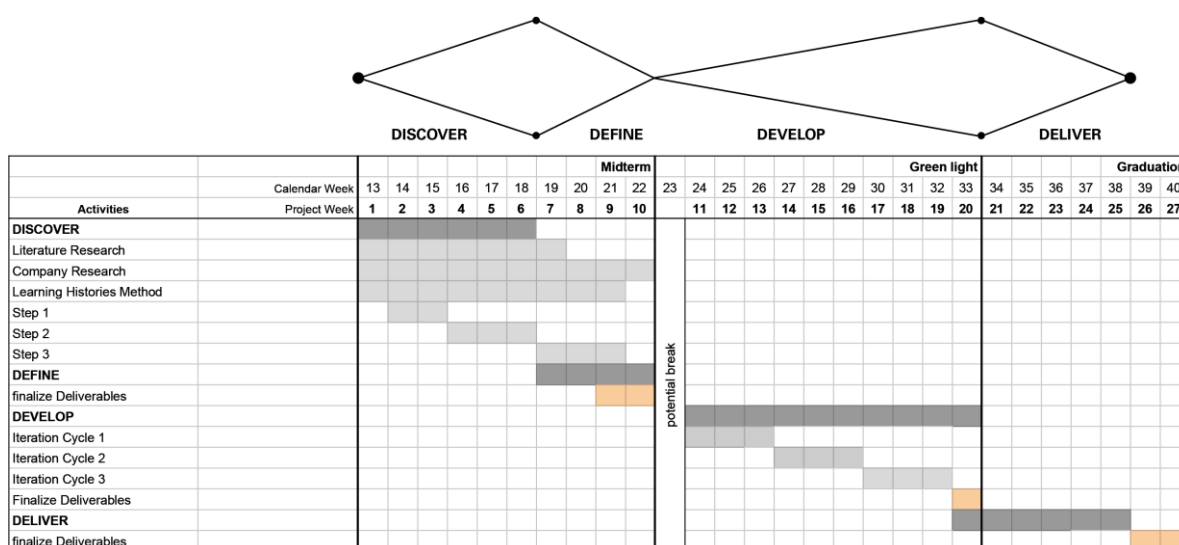
Using the double Diamond, the process will be split in an initial discover & definition phase followed by a development & delivery phase.

Discover & Definition
In this phase, I want to develop an understanding of the current NSD processes at Philips. This will be achieved through internal company documents and semi-structured interviews with practitioners and, if possible, ethnographic research. Moreover, literature will be reviewed to understand why product based companies struggle to successfully transition towards services and how this can be overcome.
At the end of the phase there will be a visualization of the problem showing needs, pains, opportunities . This results in a problem framing and a criteria/guideline list for a design direction.

Development & Deliver
Since the problem is framed, the solution will be iteratively co-created & tested together with the internal stakeholders before the final solution is proposed and delivered in form of a new framework.

I will work 4 days per week on the thesis project and 1 day will be dedicated to other projects of Philips. This will extend the time span, but I think this day holds a great chance to get a deeper understanding of the company culture and hands on experience of the current way of working.

Initials & Name   TS   Sailer   Student number 4767136

Title of Project   Improve the way of working within the service development process

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

By chosing this topic I can combine two interests that I developed during my master. The first one is organizational design which I experienced during the Design strategy Project (DSP) in my first year of the MSc at TU Delft. I learned how complex processes and organizational hurdles can be and how much effort it needs to come up with a sustainable and realistic solution. I still consider this project as one of my best where I learned a lot and enjoyed most. Second, in the Service Design blockcourse I experienced how challenging and complicated it is to develop a truely useful and satisfying service. Aswell as the importance to think about complex stakeholder relations, its value flows and freedom and control in human relations.

Overall, the project is a great opportunity to combine my interests in Service Design, Organizational Design and Innovation management .

Moreover, the project is located in the field of healthcare, where I conducted the majority of my design projects and therefore collected lots of experience. So far, I mainly worked for smaller companies, therefore I want to experience the atmosphere, the way of working and distinct challenges of larger corporations.

I want to achieve more technical knowledge of innovation processes to become a design expert for service innovation processes. In addition to that, this particular project will give me the opportunity to discover more about the area of innovation management, in which I developed a growing interest over the last months. Finally, I hope that I can learn more about data-driven Services and how I can effectivly use my skill set to contribute to those.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Initials & Name   TS   Sailer   Student number 4767136

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