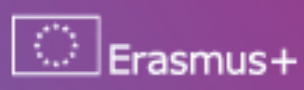


Concept development



Training program

Creative thinking for innovation

Blended Training Module 8:

Concept Development



Co-funded by the
Erasmus+ Programme
of the European Union

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Disclaimer

The CreatINNES training program has been developed as a blended training program, combining e-learning (independent study relying on online learning resources) and in-person classroom activities facilitated by a qualified trainer.

The units of this module are designed to provide learners with the most important insights regarding the subject matter of the module, in accordance with the findings of the analyses conducted in the framework of Intellectual Output 1 of the CreatINNES project.

The learning content provided here is intended to serve for independent learning and does not pretend to cover all possible aspects and related issues in terms of the subject matter covered.

Users are solely responsible for ensuring that they have sufficient and compatible hardware, software, telecommunications equipment, and Internet service necessary for the use of the online campus and modules.

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Training description

The challenge of new product or services development has tremendously increased as companies are facing major competition, disruptive alternatives, new regulations, and emerging markets. Changing customer behaviors and expectations lead companies to create a new frame to evaluate product and services development.

Latest findings from recent studies showed that successful companies pointed out 3 key best practices:

- focus on product value brought to clients rather than just on product costs
- put the customer at the heart of their thinking, when creating new products or services
- use innovative methods and frameworks when developing new products or services

Such focus on added value for customers lead them to have satisfied clients but also to find profitability growth opportunities.

These companies put in place new methods to generate and use their customers feedbacks, ideas and to find the challenges they face. All these findings were key to develop new – innovative products or services.

Our intent is to allow you to discover methods and processes, as well as tools, that “creative people” and successful companies use. And also, for you to learn how to integrate them into the conceptual development phase of a project.

This knowledge will help you select successful strategies for each different steps of your projects. You will be more innovative and more aligned to your customer core needs, particularly in the development phase. Some of the key components of a successful project.

Objectives of this training module

After the module completion, you will be able to:

- Understand what concept development means: theory and practice
- Get into the core subjects without wasting time
- Understand different creative methods used in the conceptual development phases
- Be able to use your potential customers feedback to build a solution to their needs
- Define critical and analytical capacity to evaluate your projects

Target groups

- Members and stakeholders which operates into tourism sector and fintech industry.
- Freelancers from the Cultural and Creative Industries (CCI *)
- Startups in the Cultural and Creative Industries sector.
- Entrepreneurs that want to use creativity in their marketing and dissemination activities.
- Regional multipliers.

(*) The CCI are “those industries which have their origin in individual creativity, skill and talent which have a potential for job and wealth creation through the generation and exploitation of intellectual property” - Creative Industries Mapping Document, DCMS, 2001

For further information, please review this [document](#) from UNESCO.

Competencies and skills after finishing this module

After taking this module:

- You will be able to develop a concept keeping in mind the most important factor: your client
- You will be able to go through an easy creative, though solid process
- You will learn how to be creative thanks to your customers feedback

Training method

CreatiNNES learning philosophy promotes a unique engaging training method, based on the following aspects:

- Short-burst learning sessions which feature well-structured learning content.
- A deep sense of involvement, merging action and awareness.
- A sense of control and how to deal with the tasks that you will find at the end of the module.
- Enjoyment and provoking further interest.

CreatiNNES focuses on an interactive training approach:

- The modules are training material for self-learning.
- Using the interactive CreatiNNES online training platform: moodle.creatinnes.eu
- Group training sessions facilitated by a professional trainer.

Be aware that you will not get the same guidance and directions that you can get from a lecturer into a face-to-face classroom.

Please note that you have to take responsibility for the time management and for the control of your learning progress.

Unit 1 – What is Concept Development?

Tags:

Definition; customer; new product development; service design; creativity; exploration; requirements; innovation;

Unit 1 - Introduction

In this unit, you will understand:

- What Concept Development is and is not;
- Its role into the innovation process;
- What strategic role it plays in the development of a new product or a new service;
- Why and how it differs from Product Development;
- How to add value to Concept Testing;

Definition of Concept Development

Concept Development is a “set of activities that are carried out early in the process of creating a new product or service (1) to collect and prioritize operational needs and challenges, (2) develop alternative concepts to meet the customer needs, (3) and select a preferred one as the basis for further development and implementation.”

By applying such processes and methods in order to develop new products or service increase the opportunity to have a sustainable competitive advantage. Whatever is the targeted markets, and even in the CCI industry.

Developing a new range of jewelry can be sustainable or not. Success will depend on your ability to create the new jewels, but also on how potential clients will react when seeing your production. If you decide to remain locked in your office, you might not be able to imagine what they would like. If you don't create the opportunity to discuss your company product/service development with them you might find later on that they are NOT interested about your product.

The use of Concept Development methods is crucial in the CCI industry. Product and services in the CCI industries rarely meet a basic purpose. It is complex decision making that lead a client to buy the product or service.

Talking of concept development means talking of service and product development models.

If you want to develop a good service and product, you need to ensure you use the right models to the set the proper background to start your design.

The time you will dedicated to the design that background is what we call the concept development. Success lays in your ability to make sure you get the best from two major actors:

- You, as the creative person, an artist..., in designing and then creating.
- And your customers, in explaining what they expect at each stage of their relationship with your product or service.

Customers have to play a role in your content development. Our business experience shows that very often new services or products are created with no customer input. Furthermore, they also suffer of lack of strategic focus upon new product/service development.

Main objectives of content Development

At first glance, a company owner can think he is the best person to conceive a new product or service.... And in the CCI industry, it is more than often the case. However, that thought is also the best way to fail, to fail to meet your market needs or to miss the true potential of a market.

There is a flaw when thinking alone. One person's point of view is not enough. Your opinion, thoughts are influenced by your life, your education, your environment... and that is generally somehow different from everyone around you. Therefore, not identical to most potential customers. Considering that needs are constantly changing in a marketplace it might be a good idea to challenge one's opinion.

The world is constantly changing. Operational and development needs, requirements cannot be viewed as unique and static. User needs are various and numerous, and also changing. Their priorities change. The technology changes. Disruptive solutions bring new alternatives to customers.

During the Concept Development process, the goal is to create a model sufficiently elaborated so that customers can assess whether the concept (future product or service) is useful to them, and whether the product/service is technologically feasible and affordable (at what cost).

Successful product design and development means finding a solution that is functional, operational and financially viable.

Advantages of the Concept Development as part of an innovation policy

Innovation create bigger opportunities and is critical for the survival, economic growth, and success of a company.

Innovation means - developing original concepts which can be drivers of business optimization and new opportunities.

Innovation is too often seen as technical or scientific breakthrough. But even in the CCI industry you can innovate and optimize or get better opportunities.

Companies that innovate are able to set the organization in a different paradigm in order the best methods to solve current problems and to identify new business opportunities. Using Concept Development methods involving your clients is a source of innovation.

Innovation most often emerges from a process of tactical 'tinkering', i.e., continuous process of identifying problems or opportunities, finding a solution at an operational and delivery level.

Such problems and its related issues are directly linked to your customer. This is the main reasons why innovation is directly linked to how you are prepared to listen and watch your customers and stakeholders' behaviors, identify their innate and unexpressed needs and motivations, and finally, satisfy them.

The image bellow illustrates the process from idea to concept:

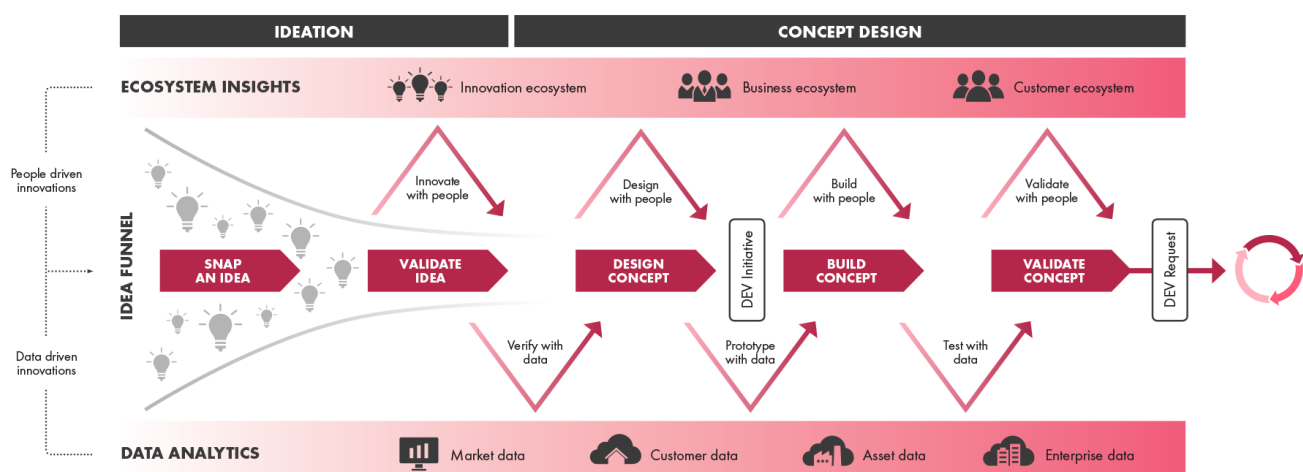


Image 1 : Innovation process

Source: Website Business Technology Standart

<https://www.managebt.org/content/uploads/2018/12/2.5.1.png>

Recommendations for Further Reading

CreatINNES recommends taking also *Blended Training Module 4: Growth Hacking, Unit 1 Creativity and Marketing* where you can obtain valuable insights in terms of developing innovative product and services.

References for Unit 1:

1. Alexander Kossiakoff William N. Sweet Samuel J. Seymour Steven M. Biemer. (2011). Systems engineering: principles and practice. John Wiley and Sons, Inc Publication
2. Jerry W. Thomas. (.). The Magic of Idea-Centric Creativity in New Product Development. Website and videos : <https://www.youtube.com/watch?v=LU9xLT3NyrU>
This video shows an approach to concept development that focuses on innovation and ideation.
3. Jerry W. Thomas. (2016). Innovation and Ideation for Concept Development:
4. Product Development and Management Association (PDMA) : <https://www.pdma.org>

Unit 2 Focusing on the market to enhance creativity

Tags:

Customer needs; consumer co-creation; listening and observing; interaction; creativity; customer experience; empathy; user centric; co-creation;

Unit 2 - Introduction

This unit will make you enter into the fabulous world of your client's needs. You will understand how working with clients can help you identify their strategic needs and transform them into functionalities and opportunities of business.

What do you know about your customers?

For the purpose of Concept development, we can classify Customers in four groups:

- Past Customers: they have stopped doing business with you.
- Prospective Customers: they are your future customers; you are likely to sell to them
- Existing Customers: you already know them and actively serve them
- New target Customers: you haven't sold to them yet, but you are interested to sell to this new group.

At any given point of time, hearing and learning from all those customers will provide you with useful insights. As their needs, motivations and expectations are changing, the risk is that none of them will buy your new product or service it if they don't want it or believe they don't need it. Your past success is not a key factor of success as itself.

The more you know about your customers, the more effective your sales and marketing efforts will be. It's well worth making the effort to find out:

- who they are?
- what they buy?
- why they buy it?

Questions / answers	B2C	B2B
Who they are	gender, age, marital status and occupation	size and kind of business
What they do	occupations or interest	what their business is trying to achieve
Why they buy	I order to understand the benefits they get from your service or product	
When they buy	If you approach a customer just at the time they want to buy, you will massively increase your chances of success.	
How they buy	From a website or in a store?	Face to face, with a purchase order?
How much money they have	Getting to know the budget helps to match what you're offering to what you know your customer can afford.	
What makes them feel good about buying?	What makes them tick?	
What they expect of you?	Reliability, quality, price?	
What they think about you	Their feedback from conversations	Organize some satisfaction questionnaires
What they think about your competitors	your customers view of your competitors, to stay ahead of your rivals	

Customer needs from their own point of view: how to use interactions with customers to help the creative process of development of your new product or service?

There are four types of interactions with customers, and each one is crucial equally for the quality of the relationship and your content development process:

- General interactions: usual interactions such as enquiring about the prices, specific features or expected date of delivery
- Predictable interactions: they are not regular but are predictable. For example: car maintenance, change tires every 30 000 km.
- Unpredictable interactions: your website shuts down during a transaction: it is unpredictable and can't be planned but you have to be ready for it
- Unwanted Interactions: the customer doesn't agree at all for those interactions. For example, paid options that they didn't asked for and delay process annoying buyers.

Interactions are really an invaluable way to learn about your customers and have a sense of what they want.

Companies often pay for conducting market research, but it's available for free when interacting with customers on a day-to-day basis.

Creativity and co-creation

Why not going as far as co-creation with your customers?

In that case, you make your clients active participants in both the design and the development of your product or service. It is often the case in the CCI sector when you product on purpose (example: production of a sculpture, the bust of the client or his representation in painting).

Co-creation means being fully client-centric.

Some studies in management shows that:

- Co-creation is beneficial to both the consumers and your company
- It provides the opportunity to generate and co-create knowledge. Directly involving consumers in the process leads to a better fulfilment of their needs
- It also allows needs, which are 'sticky' and difficult to articulate to be uncovered

"Truly great brands don't create products and services just to fulfill customer needs. They create for wants, desires, beliefs, behaviors and unexpressed worldviews".

Keys to co-creation practices with customers are:

- An innovative culture and state of mind,
- To be selective in the selection of the consumer implicated
- To be able to analyze and learn from the work done with the customer
- To work with and to learn from customers
- And to be creative and skilled in relationship building.

The good news is that web based technologies give now entrepreneur many ways and methods to carry out co creation activities at a low cost.

Recommendations for Further Reading

A number of useful methods will be illustrated in unit 3, e.g. *Unit 3: Methods for accurate Content Development*. However, in order to get fundamental knowledge that would expand your interests and perspective, we recommend taking *Blended Training Module 6: Problem solving and critical thinking*, *Unit 2 Critical thinking upon your proposition*.

References for Unit 2:

1. Gemser, G., & Perks, H (2015). Co-Creation with Customers: An Evolving Innovation Research Field. *Journal of Product Innovation Management*, 32, 660-665.
2. Von-Hippel, E. (1986) Lead Users: A Source of Novel Product Concepts). *Management Science*, 32, 791-805.
3. Von-Hippel, E. (2001). Perspective: User Toolkits for Innovation . *Journal of Product Innovation Management* 18, 247-257

Unit 3. Methods for accurate Content Development

Tags:

Co-creation ; user centered ; steps ; frame; workshops ; creative thinking

Unit 3 - Introduction

In this unit, you will learn numerous approaches to enhance creativity within your company while developing new product or service.

Those methods can be adopted by teams as well as by independent, start-upers, freelancers, all type of entrepreneurs.

Some methods are easy and fast in their set up & use, others are more complex and theoretical. However, those approaches are considered as complementary.

Methods to enhance creativity

There are numerous creativity techniques to improve and exercise creativity in the CCI sector. For example, a research article found out 74 creativity techniques used among communities that produce handicraft products in the state of Rio Grande do Norte in Brazil!!

Methods to co-create with -and learn from- customers

There is one important thing to remember: co-creation is a mindset rather than a method or a tool. You will discover that learning about and from your customers isn't always easy and requires a commitment to continual observation.

We focus below on 4 methods and tools. They were selected because of their simplicity to be implemented within any type or size of organization

#Arenas

Physical or digital, arenas are “places” where you can witness customers in action and thus shape co-creation. Digital means using analytics of websites or apps, and physical is IRL observations, for example:

- Designers working on SUV and van auto interiors interacting with families with young children.
- Sellers in a painting gallery observing the flow and traffic of visitors.

An artist who creates everyday objects custom made, who observes his future user live in everyday life

Collaboration with customers

Many of your customers or end-users would be happy to give their opinions or feedbacks on your product or service. Don't hesitate to recruit the more active or talkative ones. There are three different types you want to recruit:

1. Passionate ones. They will have passion, ideas and energy;
2. Demographical targets: e.i. men between 30 and 45, or Y Gen people;
3. Early adopters: the first ones to use or buy your product or service, or the ones of your competition (user of an alternative to your proposition);

This option is interesting if you are ready to spend some time on their acculturation and training on co-creation.

Collaboration with professionals

Another option is to hire the services of professionals or expert companies, whom may not be customers nor end-users, but are trained and qualified for collaboration. For example, aircraft manufacturer working with seating manufacturers in order to develop aircraft cabins interiors.

Innovation jams

They have been made famous by IBM and are large-scale internet-enabled brainstorming events that focus on the creative energy of participants. There is no need to be IBM to launch those jams and there are some tools that can be easily used:

- listening interviews – individual or in groups
- dedicated websites (for example: <https://betatesting.com>)
- contests
- and of course, all the creative tools developed in module 1 and 6

Simulation and prototypes

Simulation, experimentation, toolkits and prototypes can be used to allow customers to experience a potential innovation in a real or virtual environment. It allows them to comment and make productive suggestions on how it could be improved.

Tips to lead Content Development process with your customers

Below you can find some tips to do without investing a lot of resources:

1. Social media monitoring
2. Ethnographic research

It means observing how someone lives and works in their native environment to give different insights

"Unlike traditional market researchers, who ask specific, highly practical questions, anthropological researchers visit consumers in their homes or offices to observe and listen in a non-directed way. Our goal is to see people's behavior on their terms, not ours. While this observational method may appear inefficient, it enlightens us about the context in which customers would use a new product and the meaning that product might hold in their lives."

Source: Ken Anderson (March 2009). Ethnographic Research a key to strategy. Harvard Business Review

3. Website analytics

Google analytics are very rich in interaction learnings

4. Blog and social media comments

Regularly read and respond to comments, questions and criticisms shared on your blog and social media posts.

5. Keyword research

A powerful tool for anyone who wants to learn what your target market wants to read, learn and buy. The words you use might not be the ones used by customers specially for something very innovative or disruptive

6. Surveys and questionnaires

Part of customer research, it is useful and if they are completed anonymously, they tend to be more honest (often very direct and not diplomatic)

7. Constantly ask questions

See every touchpoint as an interaction... and take advantage in this interaction to get feedbacks

8. Online communities

Very surprised places to find deep customer information.... on LinkedIn, Facebook or on forums

9. Customer complaints

The best way to improve your product or service! As Bill Gates once said, *"Your most unhappy customers are your greatest source of learning."*

Recommendations for Further Reading

CreatINNES suggest to expand your knowledge in that field by completing also *Blended Training Module 1 What is Design Thinking* and *Blended Training Module 6 Problem solving and critical thinking*.

References for unit 3:

1. Alessandro Di Fiore (2013) Make Your Next Innovation Jam Work. Harvard Business Review
2. Bill Thomas and Jeff Tobe (2012). Anticipate: Knowing What Customers Need Before They Do - Wiley
3. Elina Zheleva (juin 2018). How to create with clients that don't get co creation – Article on Medium Website (https://medium.com/@ellie_zheleva/how-to-co-create-with-clients-that-dont-get-co-creation-761dcd01c326)
4. Harley Manning and Kerry Bodine. (2012) Outside In: The Power of Putting Customers at the Center of Your Business. Harvest

Unit 4. Focus on the method “Service Design”

Tags:

Generic ; requirements ; user centric ; principles ; organization ; added value

Unit 4 - Introduction

In this unit, you will discover what is “service design”. It is a heavy process nevertheless essential, that allows service to be co-created with the customer. It allows organization to be aligned with their customers and maximize the efficiency of the service as well as business opportunity. Service design principles lead to specific organizational, technical, informational and data developments that designed organization set ups.

Service design makes a service easier to use, more useful and more desirable for the customers who can potentially use it.

Whether creating an entirely new service or improving an existing one, service design focuses on what customers really need at each stage of their interaction with an organization.

The context of emergence of Service design

To understand service design, you first need to understand that the way we see “service” in business has changed.

In the past, a service and a product were really two different things. Products were tangible items you kept (example: a TV, a car ... or a massive buffet designed by a cabinet maker), while a service was something intangible (like the postal logistic service when sending a letter). Most companies would primarily offer one or the other. Today, the difference is fuzzy, tenuous. For example, yesterday you were buying a paper agenda for your schedules, today you use the service of a "calendar" (ie google calendar) ... Today you buy some products if a maintenance service is provided... You expect to find an online service that provide information, or data, so you can decide whether or not to buy the product or service.

It means whether you sell a product or a service, you first sell a service.

Service Design means designing a user-centric service so that it is useful and easy to be used.

The success of such a discipline can be explained by the profound transformation of our information society, in which the value of use is getting far more important that the value of

possessions. Just look at all this “pay per usage” disruptive models that are being launched (renting car, bikes, but the same in insurance policy...).

The basic principles of Service Design

Services should be designed as following:

1. based on a genuine comprehension of the purpose of the service, the demand for the service and the ability of the service provider to deliver that service.
2. based on customer needs rather than the internal needs of the business.
3. to deliver a specific and efficient system rather than on-per-case basis which can lead to poor overall service performance.
4. based on creating value for users and customers and to be as efficient as possible, meaning saving time to the end-users.
5. Based on the understanding that special events (those that cause variation in general processes) will be treated as common events (and processes designed to accommodate them)
6. with input from the end-users of the service
7. in conjunction with a clear business case and model
8. and delivered in collaboration with all relevant stakeholders (both external and internal)

And in addition:

9. Services can and should be prototyped before being completely developed.
10. Services should be developed as a minimum viable service (MVS) and then deployed. They can then be iterated and improved to add additional value based on user/customer feedback.

To better understand what are services correctly designed, let's discover the nine basic categories or ways in which organizations fail in service design :

Making it hard to achieve the goal. It should be easy for a customer to cancel an account or service, or to get a human on the phone who can answer a question. But opening an account is often much easier than closing one ! Behavioral economics says the more effort it requires to perform a task, the less likely humans are to make those efforts. When it is hard for the user to achieve the goal, it means that the customer was not considered when the service was designed. In fact, in many of these instances, there was no consideration given to service design at all.

Anonymizing the service : there is nothing worse than feeling as though you are just another number on a company's books. When organizations take the time and effort to personalize their service, it tempers that feeling of anonymity we sometimes get. One of the best in that personalization is APPLE. They have placed the customer first and make a special effort to personalize the service received.

Placing the business needs before the user's needs. For example the annoying pop-up ads on websites that play videos unrelated to the content on the page you navigated to, or paying for services that should be included at cost are just a few.... Those offers are good for the business but not for the customer ! In those cases, business needs have been chosen over the design of the service.

Letting the customer asking. Putting the customer needs first means also serving them before they ask ! For example, in a restaurant, if the customer eats something messy it means dropping off extra napkins. Most often, you have to ask those extra napkins, don't you ?

The runaround. You have obviously already experienced being lead from department to department and finally end up right back at the initial place you started. It also happens often when we are on the phone. This is not good service design? Good one would

make the employee to serve as an ambassador, to lead you smoothly through the process.

No follow-up calls nor interest for implementation. This process allows a business to ensure everything is going smoothly for their customer, and to answer any questions he might have. It's simple to implement. This means no annoying follow-up emails after minor online purchases ! There is a difference between truly caring for your customer and shamelessly seeking another star in a ratings engine.

The Primacy and Recency effects. First time you fly with a new company : suppose you arrive at the airport where you find no help for register (you have a baby) and the hostess is rude to you when you eventually manage to find one. Once you are waiting for boarding, you have to wait an extra hour because of a plane delay. That's a bad way to start the customer's experience. But, suppose that once in the plane, you are offered a Business seat and given extra attention to your baby— a total surprise to you. It is likely you'll overlook the bad beginning and, instead, remember the good ending in your memory. This is known as the Peak-end Rule in memory where we remember the peak and ending of an experience in greater detail. Ideally, both the beginning and the ending of an experience will be carefully designed. The beginning of an experience can flavor everything that comes after. This is called the Primacy Effect. The ending of the experience works on the Recency Effect where we are better able to remember the most recent portion of an experience.

Duplicate efforts. Asking the customer to duplicate their efforts, something often seen in healthcare is contrary to good service design. In that case it means filling out pages and pages worth of information concerning your medical history only to fill the same paperwork out again at the next doctor's office. Forcing users to duplicate their efforts is not only poor service design, but also poor systems design.

Not mitigating the wait. Waiting in line is not at all a comfort for your customer, nor being on hold for 30 minutes on the phone, or waiting in line at a store where there are 30 checkout lanes and only two cashiers working registers. These are all crimes against good service design !!

Source : Chris Kiess blog

Customer Service Design User Experience/UX . Articles 9 Principles of Service Design

It means some actions have to be taken while going through Service Design:

1. Any activity/steps that fails to add value for the customer should be eliminated or minimized
2. Work is always structured around processes and not around internal limitations (the company should overcome) such as functions, geography, product, etc.
3. Work involves everyone among the stakeholders. This enables accountability and responsibility from each single individual and reduces delays, rework, etc. It encourages creativity, innovation and overall ownership of the process.
4. Processes should be as simple as possible.
5. Processes should reflect customer needs and many versions of a process are acceptable if customers have different needs.
6. Work groups are to be organized so that they match the processes and the competencies required
7. Individual workers will be given sufficient autonomy to make useful decisions
8. Work will take place in a location where it is done with the most efficiency

9. Technology should always be used to enable a service; but it should not be the driver of a service.
10. Technology should be pulled into a service design rather than pushed into it.
11. Technology design is to be flexible enough and agile enough to allow fast modification in the face of changing customer requirements

Recommendations for Further Reading

We suggest to take also *Blended Training Module 6: Problem solving and critical thinking, Unit 1 Brand Awareness*, where you will understand how to build up an effective brand awareness for your company by defining your Unique Selling Point (USP) and Emotional Selling Point (ESP).

References for Unit 4:

1. Andy Polaine and Lavrans Løvlie and Ben Reason (2013). *Service Design: from Insight to Inspiration*. Rosenfeld Media.
2. Marc Schneider (2012). *This Is Service Design Thinking: Basics, Tools, Cases*
<http://thisisservicedesignthinking.com>
3. Yu-Yuan Ko Po-Hsien Lin and Rungtai Lin (2009). *A Study of Service Innovation Design in Cultural and Creative Industry*. pp 376-385 *International Conference on Internationalization, Design and Global Development*. IDGD 2009: Internationalization, Design and Global Development

Exercises

Exercise 1 Customer feedback on the net

If you already have a business, look through the internet to see what your customers think or say about it.

If you don't, then look at what is said of similar product or service or what is said about identified competitors to be.

What to do?

Have a look at the review left on websites: yours or competition, or of independent review website ...

Look at the posts on social media, where your brand or product or service is tagged

Don't forget any online mentions of your product/brand anywhere people might see it.... which is pretty much anywhere on the Internet.

What analysis can you do from this information?

List all the information, determine the 5 to 10 (max) different criteria that come more than once or that you believe of high importance. Then define 4 degrees of satisfaction (very satisfied, satisfied, not fully satisfied, totally unsatisfied). Put that in a matrix and fill out with each feedback you found. You will see some lines of improvement very easy! Please note that you can find one comment that for you is "but of course". Make sure then it makes sense for everyone around you...

Exercise 2 Co-Creation workshop

Select 3 or 5 close and reliable customers for this exercise. Ask them if they would agree to spend 2 or 3 hours working with you.

Select one of the co-creation methods listed above (arenas, collaboration with clients...).

And ask clients questions to help you create the new version of product or service.

What to do?

Undertake the workshop following the rules

- Put your clients at ease.
- All along the workshop, note their comments, reactions, perceptions, suggestions and ideas.

Note how you run the discussion (be neutral, avoid influencing their perceptions...). Be ready for criticisms. It is not about you; it is about improving a service or a product.

Don't forget to make a feedback to the participants: how did their participation helped generate such "innovation", improvement or add value. And thanks them.

Exercise 3 Using the service design score card

Using the service design score card to identify and prioritize ideas

The score card is a tool that you can use easily with different degrees.

For this exercise, list all the new idea of product or service you have a fill out this table. It will help you take a decision following the Service Design principles.

CRITERIA	STRATEGIC VALUE	DESIRABILITY	VIABILITY Business value	FEASIBILITY	TOTAL SCORE
	Does the idea align with my strategy?	How likely is it to connect with new targeted clients? How much value does the client get in return?	How many potential customers? How much revenue might be raised?	How easy will I be to build/produce conceive? How will it be easy to implement new resources/ technologies?	
	1-too far 2-Tolerable 2-Good 3-perfect	1-Does not satisfy 2- Neutral 3-Highly desirable	1- Insignifiant 2- Medium 3-very large	1-very difficult 2- Possible 3-Easy	
Idea N°1					
Idea N°2					
...					

Good Practices

Good Practice 1 Lego: The power of customer co-creation

LEGO has always had a reputation for creativity. The company's commitment to innovation helped rescue the brand from a challenging financial situation in the early 2000s when facing brand dilution, competition, over-extended product lines, and excessive growth.

In 2004, a change in leadership resulted in a fresh approach to open-source product development and the creation of LEGO Ideas. Since then, the crowdsourcing platform has received suggestions from over 1 million people, with fans voting on the most popular ideas.

In return for contributing a winning idea, the creator could contribute to final approval for the end product, be recognized on all packaging and marketing, and even earn a percentage of product sales.

This innovative approach helped drive the launch of 23 dedicated LEGO Ideas sets, which have proven very popular with LEGO fans. Not only that, but the commitment to co-creation has helped lift revenue, saving this beloved company from dire straits.

LEGO's embrace of customer co-creation shows how this kind of collaboration can help create new communities of fans around the world. The LEGO Ideas initiative has also driven a lot of media coverage and has strengthened customer loyalty.

Good Practice 2 Winners projects of the Service Design Award

On October 11, 2018, during the Service Design Global Conference in Dublin, Head of the Jury Kerry Bodine and President of SDN Birgit Mager took the stage to co-host the Service Design Award Ceremony and announce the finalists and six winners selected by the international jury of service design experts. Below a link towards the slide presenting the six winners.

<https://www.slideshare.net/sdnetwork/sdgc18-service-design-award-winner-presentations>

What is the Service Design Award?

The Service Design Award, founded by the Service Design Network in 2015, is the most prestigious award honoring service design excellence from around the world.

Good Practice 3 Service Design best practices

Visit the website bellow:

<https://www.servicedesigntoolkit.org/cases-older-citizens.html>

And you can read its siblings on the same website are good examples of what can be done with service design

About CreatiNNES

This blended training module is a part of **Training Program “Creative Thinking for Innovation”**, developed within the EU project **CreatiNNES – Strategic Partnership for Innovation and Business Skills Development in the Cultural and Creative Industries Sector**, funded by the Erasmus+ funding scheme 2018-2021.

Our blended training programme contains the following 8 modules:

- Module 1: What is Design Thinking?
- Module 2: E-commerce Done Right
- Module 3: Visual Branding
- Module 4: Growth Hacking
- Module 5: Brainstorming and Advertising Techniques
- Module 6: Problem Solving and Critical Thinking
- Module 7: Creating Attractive Social Media Content
- Module 8: Concept Development

All modules are created by the guidance and support of the international CreatiNNES team of business developers and players in Creative industry sector, based in five European countries: Bulgaria, France, Germany, Hungary, and Macedonia.

You can find more information at the project’s homepage: www.creatinnes.eu.

THANK
YOU

