

Self-assessment by Cathy Huang

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A summary about me:

Cathy founded CBI China Bridge in 2003, the first insight-based innovation consulting firm in China. Most recently, she co-founded Successful Design, a social enterprise aiming to amplify the value of design.

Having broad influence both socially and in the global design industry, Cathy is frequently invited to conferences in North America, Europe, and Asia-Pacific. She enjoys adventures - from crossing the Gobi desert in Dunhuang to bungee jumping in New Zealand. Her continued dedication to challenging the limits fuels her creativity for both business and design.

Cathy has won many professional design awards, while also accruing honors for her leadership as an entrepreneur and a woman in business, such as the Innovation Category of the Women Leadership Awards presented by IPWS (International Professional Women's Society), "China's Women to Watch" award by Advertising Age, and "Female Hero Honor of Shanghai". She promotes the image of Chinese design and aims to leverage her role as a female mentor to inspire a new generation of start-ups in China.

I currently work as a/at:

Chairperson of CBI China Bridge, Co-Founder of SuccessfulDesign.Org, Shanghai Chapter of Service Design Network
<https://cbichinabridge.com/node/34>

My LinkedIn profile:

<https://www.linkedin.com/in/cathy-huang-920420>

My social media channels:

I use wechat most of the time

My educational background:

M.A. Industrial Design, Tongji University

The following theories are the key components of my approach to service design:

The dynamic created by a single user or by a small group of well-chosen users, when guided by a skilled moderator or facilitator in a Consumer Lab, can help a company or brand to collect valuable, first-hand information. This can include personal accounts of experiences, opinions, attitudes and perceptions, offer deep insights into themes, patterns and trends, or contribute to the creation of concepts and prototypes for testing, validation and refinement.

Knowledge Gathering



Identify gaps between known, unknown and assumptions within your organization and focusing on what we don't know.

Synthesis Workshops

Critically review and integrate the insights and findings.

We guide our clients through their journey to develop new products and service offerings by setting tools and strategies around portfolio planning, design management and innovation pipelines.

These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

Book: Service Design, win followers with ultimate user experience (in Chinese 服务设计，用极致体验获得用户追随)

Revolution driven by service design(in Chinese 服务设计驱动的革命)

Video:

SDN Academy training session On-demand course:

服务设计的时代机遇 - The Era of Opportunity for Service Design <https://www.sdn-academy.org/course-on-demand-era-of-sd>

I have X years of working experience in service design:

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My working experience in service design includes involvement in:

- Service design projects
- Service design consultancy
- Service design training

I have particular experience in the following service sectors:

Transport, FMCG, Finance, Education, Real Estate, etc.

I have conducted X service design projects that aim at creating improvements or innovations within organisations:

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These are the service design projects I have successfully delivered:

Organisation: DBS

Topic: Return to target customer life

& Explore service innovation opportunities

Description: HNWIs (High Net Worth Individuals) in China is growing rapidly, and their offshore activities keep active. Chinese cross-border demand will be an important entry point for DBS to seize the market opportunities in offshore wealth management and services. However, since the branches of DBS bank are located in Asia, they don't know much about the overseas life and financial needs of Chinese HNWIs.

Requested by DBS, CBi China Bridge recruited and interviewed 16 cross-border HNWIs in Shanghai, London, Sydney, and Melbourne. We built trust with HNWIs before and during research and used abundant professional research methods to gain customer insights on sensitive topics such as wealth management. From their cross-border experience and real life, we discover opportunities of future private travel service and product design and identified the driving force of customers.

The successful study has been reported to the senior management of DBS bank, as a solid research foundation for developing innovative service solutions for global Chinese High Net Worth customers.

Organisation: JDD

Topic: Opportunity point definition of financial transformation to digital technology

Description: The Internet industry is where volume is king. Consumer finance is a typical low-frequency application scenario. JD Digital (formerly JD Finance) is eager to find a breakpoint that can bring stable and high-quality volume. After discussion with different parties, the it was decided to start from the campus. But with so many campus scenarios, what products could become an instant hit?

CBi China Bridge together with the master Liang Ning designed and presided the co-creation with the team of JD Digital and the target user.



After the completion of 50 user interviews with the team of JD digital, the team screened scenarios according to the conditions of "broad spectrum and high frequency" and produced innovative concepts based on the idea of "prying up and leaving no room for the next comers". Finally, the product milestone plan and full link wireframes were determined.

"Facing the users directly and immersing ourselves in the scenario of the users gave us a huge shock, which made us jump out of the self-centered zone." This project brought a brand-new way of product innovation to JD digital. Turning individual decisions into collective consensus is the first step in the transformation.

Organisation: VIPKID

Topic: The opportunity behind anxiety

Description: VIPKID grabbed the opportunity lied in the English study buzz in China and made rapid development in the last three years.

However, the soaring of user led to a sharp increase in problem reporting, which wore team out in patching over problems, while users were still not satisfied. VIPKID urgently need to understand users' real needs, as well as to solve the problems at their core.

We comprehensively utilized the ethnographic methodologies of participant observation, in-depth interview, experience diary etc. and found that that prevailing anxiety of Chinese parents elevates their expectations on kids' study outcome. However, current online English education programs place more importance on the learning experience rather than on the outcome, so that parents are not provided with a good way to evaluate it. This gap results in many "picky" parents.

Our insights help VIPKID to improve the work related to outcome evaluation, providing objective comparing method, setting courses that parents buy as a whole and presenting visible outcome continuously.

Organisation: Huawei

Topic: New Retail Experience Audit

Innovation Coach

Description: Users' demand for products will change along the change in retail. The rise of online stores in the past few years has not only affected the way users purchase smartphones, but it has also affected their demand. The rise of new retail has given Huawei a brand-new perspective. What are the changes in users in the new retail era? What does this mean for Huawei's product development?

With this in mind, we designed a new retail experience for dozens of Huawei executives. To help Huawei executives have an in-depth understanding of what is new in the new retail, we combined case studies and tool design methods to enable them to break down the user experience of the new retail from a professional perspective, while we led the discussion on the significance of product research and development for Huawei.

This project was highly approved by Huawei. The results will not only be applied to product development as expected but also affect Huawei's own retail experience.

Organisation: JingRui real estate

Topic: Real-time Customization

Description: With the increasing competition in the real estate industry in recent years, JingRui real estate has chosen "customization" as an innovative strategy to provide differentiated services for consumers. However, it needs to build a brand-new purchase journey which could let the consumers fully realize the benefits of customization.

By sorting through the current purchase journeys of various commercial buildings, we found that the they are highly similar, and the concept of customization lacked an effective communication method to avoid misunderstandings. To grasp the pain point that "customization" could not be visualized, we changed the functional layout of traditional sales offices with MR hybrid reality technology, so that the consumers could see the customized effect and adjusted it in real time. In this way, it not only brought new experience to the consumers, but it also made "customization" visible, as the first Chinese MR application in the purchase journey.

This project has been officially implemented, which brings new experience to consumers and injects customization into JingRui's brand spirit.

Organisation: Covestro

Topic: The next stop in technological innovation

Description: As the world's leading material manufacturer, Covestro has achieved material technological innovation in industries like automotive, electronics, and many others. Their new challenge was to apply their new carbon-fiber materials to footwear. But how could a group of technicians successfully conquer the B2C segment?

In about two months, CBI China Bridge and Covestro developed the value proposition of the new products based on the understanding of the



needs of shoes' brand owners and designers. Moreover, the two teams together clarified the market opportunities and the product benefits, further defining the product portfolio and the corresponding communication strategies.

The project helped Covestro launch the new product on the market as scheduled. More importantly, the project provided the team with a complete set of working ideas and tools, such as customer demand understanding, analysis, and the product and marketing plan formulation. It is highly valued by customers.

I have provided service design training sessions and/or other educational experiences for X years:

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My philosophy as a trainer is:

Having broad influence both socially and in the global design industry, Cathy is frequently invited to conferences in North America, Europe, and Asia-Pacific. She enjoys adventures - from crossing the Gobi desert in Dunhuang to bungee jumping in New Zealand. Her continued dedication to challenging the limits fuels her creativity for both business and design.

With the transformation of global industrial structure from "industrial-based economy" to "service oriented economy", service design has emerged as the product of the new era. It is not only a new-rising subject but also a systematic methodology. It is the entire business system related to design and service, which helps you to grasp new thinking for the business world in the post-product era, and gains insight into innovation, then push the limit of growth.

These are the service design training sessions and/or other educational experiences I've facilitated within the last year:

date:2020

duration: 45min

title of training: On-demand course:

服务设计的时代机遇 - The Era of Opportunity for Service Design

client: SND Academy Online:

link: On-demand course: 服务设计的时代机遇 - The Era of Opportunity for Service Design

date: 2020

title of training: Why we need service design

number of participants: 1000+

link: <http://chinabridgeinstitute.online/#/mini/page/501086>

I mostly provide my training offerings in the following language(s):

Mandarin

I mostly provide my training offerings in the following countries/cities:

Shanghai, Online

I cover the following topics during my training offerings:

- User research/deep customer insights
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Prototyping of services
- Implementation of service design concepts
- Business model development
- Leadership/management of service design projects
- Building in-house service design capabilities



My training participants typically have the following level of experience:

- Fundamental (basic knowledge)

These are my favourite cases I use to inform participants about the impact and value of service design:

CO-CREATING A BETTER AUTOMOTIVE EXPERIENCE <https://cbichinabridge.com/co-creating-better-automotive-experience>

FROM CONTEXT TO ACTION, CADILLAC IN CHINA <https://cbichinabridge.com/context-action-cadillac-china>

TURNING TO DESIGN RESEARCH FOR VEHICLES OF THE FUTURE <https://cbichinabridge.com/design-research-for-car-design>

RETHINKING EXECUTIVE FURNITURE DESIGN WITH CHINESE CHARACTERISTICS <https://cbichinabridge.com/rethinking-executive-furniture-design-chinese-characteristics>

LENOVO YOGA <https://cbichinabridge.com/lenovo-yoga>

These are the service design methods and tools that I use during my sessions:

Behavioural Map:

- Understand on how people utilize space to perform activities.
- Understand how users interact with people and objects.

Brainstorming

- Provide a visual support to keep track of this quick and iterative approach
- Let the team members express spontaneously help to generate new and disruptive idea.

Business Model canvas

- Help companies or organizations to see themselves from another point of view
- Bring clarity to a company or organization, identifying strengths, weaknesses and priorities.
- Provide an update "snapshot" of any organization attempting to implement the result of a service design project

co-creation Workshop

- Helps to deal with a large amount of data thanks to an extended team or to the knowledge from different specialists involved in a project.
- Very useful to create new ideas or validate them.

concept auditing

- Provide an impartial and objective analysis of the concept, product or service, based only on evidences. • it potentially ensure continual improvement in the system.
- Help to reduce quality cost, the cost of error in an organization.
- Like an inspection, it helps to identify deficiencies and establish relevant objective for the company.
- Help to increase the understanding of the customer's requirement and supplier limitations.

consumer co-creation

- By involving consumers during the design phase, we can quickly assess their reactions and get valuable feedback insights on where to focus and how to refine our design.

cross channel view

- Enable to design a Channel-neutral experience and define each channel specific requirements.
- Help to manage the development and implementation of a service working on every single delivery part.

cultural probes

- Understand similarities and differences on perceptions and behaviors within or across culture and their implication for project

experience Map

- Provides a framework to organize knowledge about users.
- Helps identifying areas that are crucial for building positive service experience and to gain insight in order to orchestrate service touchpoints over time and space.

experience prototyping

- Allow the design team to test and refine their solution directly with potential users.
- Quickly test ideas, gather feedbacks and then iterate revised design solutions.

After successfully attending my training sessions, participants will typically be able to:

Hold co-creation workshop



Create a customer experience journey
Brainstorm to develop innovation
Use ideation and prototyping to test ideas

I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:

After-class questionnaires, Enterprise return visit, In-depth interview with stakeholders.

I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:

We hold a service design class every month. After that, we will collect the questionnaire and adjust the content and cases accordingly. So far, the satisfaction rating score of the course has been rising, and the average score has increased from 4.3 to 4.8 (out of 5).

In terms of enterprise customized training, we not only use the questionnaire scoring mechanism, but also use the conversion rate to evaluate: we believe the course converted into practical projects is the most convincing proof for effectiveness and satisfaction.

I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:

- SDN Global Conference
- SDN Academy Course

I actively support the local or national service design community through:

SDN Conference

I have participated as a speaker in the following events:

2015 , 2016 , 2017

SDGC

Perfect Storm , Multiple-channel business model: Bridging Service Innovation in China, Organization Powered by Service Design

I have published the following books/articles on service design and related fields:

SDN Touchpoint Journal Vol.8

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