

## Self-assessment by Diane Shen (沈美君)

SUBMITTED ON 16 APR 2020



### I currently work as a/at:

I currently work as Creative Director / Strategy Designer at Business Models Inc, a global strategy design agency. I also co-manage Taiwan office with the other managing partner.

<https://www.businessmodelsinc.com/>

### My LinkedIn profile:

<https://www.linkedin.com/in/dianeshen/>

### My social media channels:

<https://www.facebook.com/diane.shen>,

### My educational background:

Hi! I studied and practiced service design when I:

1. Worked in Accenture as a consultant to plan and design service strategy and assisted client operations for service management and optimization (for both B-to-B and B-to-C customer)
2. Studied in Politecnico di Milano, Master degree of Strategic Design

I started to design and delivery my own service design training in order to

1. Onboard client and empower them with mindset and skills for starting a new project
2. Share my experience and knowledge with the audience who are curious about this practice
3. Help client solve particular business challenge, such as explore new market segments, re-design service and experience, reformulate strategy to respond to context change... etc.

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

1. Product-Service-System
2. Design Driven Innovation
3. Business model design
4. Service Dominant Logic
5. Participatory research
6. Futures Thinking, Scenario Planning



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

I often recommend resources based on the level of maturity but the following are something I will definitely mention:

1. Books: "The field study handbook (Jan Chipchase)", "This is service design thinking" and "This is service design doing", "Service Design for Business: A Practical Guide to Optimizing the Customer Experience", "Experience Design: A Framework for Integrating Brand, Experience, and Value", "Mapping Experiences: A Complete Guide to Creating Value through Journeys, Blueprints, and Diagrams 1st Edition". Essentials knowledge and framework for all levels of service designers.
2. Video: The Youtube channel of service design network for the conference recordings. Great way to catchup the latest thought leadership and what's happening. Also the Slideshare of SDN is great supplement to the video too.
3. Publication: Touchpoint of course! I gave them the overview of themes which reflects the involving trail of Service Design and the journal itself contains point of view, case study, inter-disciplinary practice and experience sharing, tools and skills.

I have X years of working experience in service design:

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I have particular experience in the following service sectors:

Technology (High tech & Consumer Electronics)  
Retail  
Media  
Textile and Fashion  
Telecommunication  
Non-profit & social enterprise

These are the service design projects I have successfully delivered:

I have selected a few recent projects (finished in between 2018-2019 and duration is  $\geq 3$  months) which I am passionate about. The client type ranges from multi-national companies to startups and the context is quite different as well.

1. Name/topic of project: Branding & Value proposition realignment through customer understanding for e-commerce company  
(1) Duration: 2018.07 - 2018.11  
(2) Client: A e-commerce brand owned by a prestigious media group in Taiwan.  
(3) Outcome:
  1. Established distinguished customer profile as common language for cross-department collaboration (sales and marketing, merchandise, community operation, leadership)
  2. Identify key opportunity, redefine customer segmentation and profile, realign branding and service strategy, identify improvement required for membership operation and marketing/communication
  3. Explore potential service and product to develop for specific customer segment
- (4) Impact
  1. Client appreciated the value of contextual interview and co-creation approach with consumers. Insights are clear and lead them to realign internal strategic initiatives (e.g. offer development and tone of communication) and to kicked off internal organizational and operation change.
  2. Through co-creation workshop with selected community consumers, help the brand made impression and strengthen the relationship of brand-community.
2. Name/topic of project: Establish the component of business design and service design program for a Food-Agriculture Accelerator in Taiwan  
(1) Duration: 2018-now (2+ years)  
(2) Client: Haoshi Food-Agriculture Accelerator. client website: <https://www.hao-shi.org/program/accelerate>, case study: <https://www.businessmodelsinc.com/zh-hant/client-story/haoshi/>  
(3) Outcome:
  1. Establish business design and service design bootcamp program (from scratch and customized based on the needs of accelerator and the



startups) for the overall accelerator.

2. Execute the program and received positive feedback from startups as the program helped them to learn new mindset to understand business context and market, explore opportunity by understanding stakeholders, connect new learnings to design alternative business models and learn how to execute experiments to validate assumptions

(4) Impact

1. After the 1st year assessment, the accelerator is happy with the result (e.g. startup pivots, new skills and mindset) and continue to collaborate for the 2nd year

2. Several startup team applied the skills of customer understanding and value proposition design, adjusted their service and product, pivoted, and gained fundings from investors.

3. Name/topic of project: Future of Circular Textile: how might we envision and co-create the future of circular textile

(1) Duration: 2018, 2019, 2020

(2) Client: Taiwan Textile Research Institute

(3) Outcome

1. Design and manage a Co-Innovation Lab for Future of Textile as a collaborative innovation sandbox. 1st multi-party innovation ever for the textile industry.

2. Invited cohorts from textile value chain, including brands, retailers, manufacturers, distributors, policy makers, administrative and even consumers to co-create solutions driven by circular principles.

3. Cohorts worked on 6 opportunity areas and priorities focus to continue the 2nd year collaboration.

4. Design a multi-party mechanics to invite cohorts to join and trust the process in order to create economical, social and environmental impact

(4) Impact

Textile industry companies are conservative and more technology-oriented. This program offered them different perspectives of (1) understand consumer behavior could help identify new possibilities for "recycling/collecting/sorting" used textiles (previously cohorts were only focusing on technical solutions) (2) By joining working group of multidisciplinary professions, it opens a new protocol to explore options (3) This mechanic demonstrated an effective way for administratives, public sector and private sectors to work together as a team. (4) The lab experiment will continue in 2020.

4. Name/topic of project: Redesign the innovation process for a Global Japanese ICT Company

(1) Duration: 2018 - now

(2) Client: Global Japanese ICT Company

(3) Outcome

1. Assess the existing internal process and re-design New Business Development process, tools and metrics.

2. Implement the redesigned process

3. Plan and execute change management

4. Design and produce "Process playbook" and deployed to the divisions. The playbook including how to understand customer's needs, how to do interviews, how to use customer journey and service blueprint to draw to-be scenarios, how to plan and execute experiment...etc.

(4) Impact

1. Selected pilot team has started to use the re-designed process and tools to search for new business opportunities.

2. Client has deployed the process and playbook to the internal divisions.

3. Client has announced their new offering and disclosed the process is based on the result of the project (credential)

**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:**

I used to think that training execution was not so interesting as I prefer project delivery.

Until I started to design and execute my own training session per client's request, I realize that for a person to deliver a effective training session, it requires several skills, experience and personality to master: empathy (understand expectation, situation awareness, understand



different people's learning patterns), pragmatic experience, sense of humor, responsive (during the class and after the class when audience apply the skills and encounter difficulties), non-stop learning (as the problem is evolving, the coach needs to evolve as well.)

Not an easy job, but I started to enjoy it as empowering people rewards me a great sense of achievement :)

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

Since 2014, I conduct corporate training sessions along with strategy/consulting project almost every month. Participants usually range from 15+ to 40+ depending on the purpose. Topic range from: 'Design a better customer journey' (related to customer journey mapping, service blueprint, persona and customer profile), 'Customer Experience Design', 'Circular Business Model Design', 'Circular Service Design', 'Social Innovation', 'Culture eats strategy for lunch: New mindset, New skills, New tools', '10 things I wish I knew about Strategy Design'

For the public listed mini workshop and master class, please refer to the following links:

1. Mini workshop event list: [https://www.facebook.com/pg/BMINCTW/events/?ref=page\\_internal](https://www.facebook.com/pg/BMINCTW/events/?ref=page_internal)
2. Master workshop - "Design a Better Business" <https://designabetterbusiness.com/> (as lead facilitators, 2017 and 2018, 1 edition in English and 1 edition in Chinese)

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

Chinese (Taiwan/China)  
English

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

1. Taiwan / Taipei
2. Netherland / Amsterdam, Eindhoven
3. US / San Francisco

**I cover the following topics during my training offerings:**

- History of service design
- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding
- Relationship of service design to agile, scrum and lean
- Service dominant logic
- User research/deep customer insights
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Visualisation techniques
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts
- Business model development
- Measuring impact of service design, relating it to Key Performance Indicators (KPIs)
- Building in-house service design capabilities
- Working with complex service systems
- Service design for cultural change
- Organisational development

**My training participants typically have the following level of experience:**

- Fundamental (basic knowledge)



- Advanced (practical application)
- Expert (recognised authority)

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

I read different articles and cases and there are always different reflections to share with the audience even for the same case. For example, how Airbnb reProfiled their host/guest profile to redesign the experience and embed the culture within the organization. And there are always amazing examples from Touchpoint and the past SDGC conference. I always refer to those resources whenever I can.

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

Framework/Disciplines. too many to list but the most important ones for me are:

1. Double diamond
2. Double loop (BMI)
3. Design Driven Innovation

Tools. too many to list but the most important ones for me are:

1. For understand and empathy of human/users: research (quali/quant), cultural probes, contextual research, in-depth interview. Tools including: persona or customer profile (customized), value proposition canvas, consumer/customer journey map (quali/quant), service blueprint
2. For understand the business context and purpose: context analysis, vision map, business model canvas
2. For ideation: blank paper and pen (free drawing), ideation/triggering questions designed based on the context
3. For prototyping: all kinds of digital or physical prototyping tools (I love handy materials), e.g. MARVEL, POP, VIDEO recording tool, storytelling board, desktop walkthrough tools
4. For validation: experiment design, assumption design, Kanban

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

1. understand
2. learn customer profiling and segmentation skills
3. learn how to map customer journey to identify opportunity (to improve service experience, create new service and it might lead to new service model or business model)
4. assess backstage service process and identify opportunity
5. apply strategic thinking to formulate individual initiatives to service strategy

### 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:

I asked direct feedback right after workshop and use Typeform and Surveycake to get assessment and feedback.

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

1. Speak slower
2. Too much content and too little time

### 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 National Conference

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

1. Collaborate with other community (e.g. IXDA Taiwan, UiGathering, MIX conference team, Lady that UX, GirlsInTech) who shares similar



interest and audience to share the experience and application of Service Design

2. Support study group for questions or doubts of practice

3. Serve as SDN Taiwan Chapter Co-founders and led the initiatives to select and compile Touchpoint article into Traditional Chinese version for 2 consecutive years.

### **I have participated as a speaker in the following events:**

2016 HPX User Research workshop, User research in a bigger picture: strategic value creation

2017, MIX Innovation & Design Conference @ Taiwan, Strategic Thinking! New mindset, skills and tools 2017 User Friendly Conference (workshop) @ China, Customer Experience Strategy

2017 Circular Economy salon: Future Perfect @ Taiwan, Circular Service Design

2018 Front End Design Conference @ Taiwan, 10 things I wish I knew about strategy design

2018 UiGathering member meetup @ Taiwan, Culture eats strategy for lunch: observation from the field

2019 Circular Economy salon: Future is Now @ Taiwan, How to design Product-as-a-Service

2019 European Innovation Academy @ Hongkong, Business model pattern and revenue model design

2019 Asia Pacific Circular Economy Roundtable @ Taiwan, Business Design for Circular shift

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

I am not an active writer but I use spare time to write and share my experience related to service design and business design in:

1. "Design a better business" as a content contributor

2. "SDN Taiwan facebook page": initiated a project to translate and summarize Touchpoint articles and SDGC videos. The project has lasted for 2 + years since 2018.03 with 3 other team member's effort.

3. "Business Model Shift" (to be published by Business Models Inc)

### **Contact details:**

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