Self-assessment by
Nevo Hadas

I currently work as a/at:

I am a partner at dy/dx, a digital transformation practice that utilizes service design across a variety of projects. www.dydx.digital

My LinkedIn profile:

www.linkedin.com/nevohadas

My social media channels:

https://medium.com/@nevo

My educational background:

My background has led me across a number of varied paths, with degrees in business & arts and a variety of certifications including design thinking from Darden, mathematical modelling, organizational analysis (Stanford), Digital leadership (insead). My practical experience, however, has come from years of actively working in the field of innovation, both in large corporations, where I have led digital transformation and within our own practice. This has provided me with a broad set of perspectives and experiences. Further studies have occurred through extensive reading, webinars, involvement and discussions.

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

Key service design theories

Service Design is an orchestration function that helps multi-disciplinary teams identify an executable solution through an ongoing process of problem, analysis, synthesis, solution and Evaluation. It seeks to create beneficial experiences for ALL stakeholders (customers, employees, partners, shareholders).

This is based on the following key concepts:

Service Design is Executable :- great service solutions must be deliverable by the customer organization requiring not only improved systems/processes and approaches but also the soft skills, behavioral changes and internal organizational support to implement the changes. The roll-out and not just the solution are thus critical.

Non-creatives are designer:- design is the process of understanding a problem and forming a solution. A key component is enabling anybody to

be a designer and form creative solutions. Orchestration and unleashing stakeholder creativity to resolve challenges that improve customer experience is key.

Solution Frames: There is no "perfect" solution, solutions rely on frames to meet value requirements.

Research & Empathy :- utilising multiple frames and contexts of a process to develop a strong model that allows the design team to empathise with multiple actors and roleplayers in the process. What delivers a beneficial experience (value) to them.

Constraint and boundaries :- solutions are rooted in the real world and often must work within legislated, organizational risk, organizational culture, customer culture and other constraints. While constraints should be questioned as any assumption, they must also be respected once validated as true.

Design and solution:- understanding the solution from a systemic view (lifecycle) and not as isolated touchpoints or elements.

Quality frames :- What is the impact of the solutions and how will they be measured.

Service design is not just for customers :- While much service design literature focuses on customers as end users, it is clear that internal and inter-company functions benefit from service design approaches too.

Design for simplicity :- where possible, design processes that meet a specific requirement/customer need and deliver value more effectively i.e. more processes that are simple are better than a single process that is trying to achieve too many things and is hard to execute well. Processes should have few dependencies, breaks and measure only key lead or lag metrics (the less the better).

Protoype, test and iterate : - There are many ways to prototype a service and communicate its impact, from journey maps to blueprints, role-playing etc. the importance of building communicable solutions, test them with stakeholders and iterated on key areas is key to success.

People, Process, Systems :- This triumvirate is critical in deploying changes.

People - soft skills and behaviors are critical both to implementing change and to creating new processes. Often it is key to train and educate as part of creating change.

Process - the process follows the needs of the customer/value creation, various frames and roleplayers. Processes should be prototyped and designed before being turned into systems.

Systems - the computerization or codifying of processes to increase their efficiency, systems should support people in executing the process more efficiently. Data is arguably part of systems as it provides feedback and service performance benchmarks for future evaluation.

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

This is service design doing, This is service design thinking, This is service design methods - provide a great basis for the structure of the process.

ADKAR, a model for change - is great to explain change management and move into implementation

Service Dominant Logic - provides a different lens on products versus services (mostly theoretical and economics centred)

The art of thinking in systems - provides a strong basis for systems based thinking and understanding feedback loops in service design

Jobs to be done: theory to practive - practical guide to JTD and understanding the reason for actions and how to solve service design problems vs symptoms

Validating product ideas - a great set of easy to implement lean testing methods that i find really makes the idea of prototyping land

Change by design - a classic on the importance of design thinking

There are so many more books and I am always reading on medium and linked in, that it is a never ending stream of inspiration

I have X years of working experience in service design:

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I have particular experience in the following service sectors:

Financial services, health insurance, Internal company systems, media

These are the service design projects I have successfully delivered:

Vodacom - a digital transformation project that required redefining the work process between vodacom's marketing team and 6 partner agencies as well as internal business units. Using user journeys and blueprints, we helped both client/agency see the operational challenges and identify how to improve their processes. The project required facilitating new internal processes between the parties that ended up in the implementation of new workflows. The process has led to 90% adoption of the new platforms by all parties and rapidly increasing utilization within 60 days. While the benefits of the process enhancements are still being measured, the project has been widely adopted within vodacom. https://www.youtube.com/watch?v=mSrgWx7zdfY&feature=youtu.be

SUSU healthcare - SUSU (susu.fr) is a new form of healthcare based in Paris and offering services to the diaspora for their family back home. Our team developed the service flows following extensive on the ground interviews with patients, doctors and the customers (diaspora in Paris). Following a lean methodology, we constantly developed and refined the service flows alongside testing, business modelling, legal and technology streams - creating a multi-disciplinary roll-out. The service design includes CX (in-country call centre), forms and key data as well as nurse visit protocols. The processes are in MVP but we were able to go from concept to operations within 18 months with a multi-national team. The project was recently awarded the healthtech prize at vivatech for the care of chronic diseases. https://youtu.be/c6bLSHMllys

Old Mutual - 22Seven is a Personal Financial Management application and service that allows customers to manage their finances more effectively. Part of a project for them was the identification of the opportunity to create a new service that detected fraudulent debit orders or unauthorised increases in existing debit order. The project expanded beyond UX into exploring the full-service flow of how to respond to a fraudulent event through integration with banks (which were manual) and feedback to customers. The feature and flow have been hugely popular with the services customers.

Smollan - Smollan provides store services (shelf packing, promotions, etc) for leading global FMCG companies and employs more than 80 000 workers. In an attempt to digitise their processes we have worked with the operational teams to redesign and re-imagine their workflows using service design and service design blueprints. Following review by the CEO and executive team, the process has led to 5 key priority projects and millions in potential savings. These projects are currently in executions.

Gcwalisa - Rethinking how a retail distribution model would work without packaging. This exciting project started as a design thinking project and has evolved into a supply chain project. With packaging being so environmentally harmful, it is critical we rethink how we ship products. Using service design we mapped the revised distribution processes and are currently redeveloping them with our clients to support placing smart dispensers in low income areas. by reducing packaging we also reduce price and increase food security for families. https://www.youtube.com/watch?v=fnyaoIARwSk

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:
The sessions should be split between theory, skills, practice and a sense of accomplishment/reflection by students. Theory is aimed at arming students with required background knowledge to contextualize the materials. Skills - teach students how to use frameworks or techniques required. Practice drives practical doing within a team and/or individual environment. Reflection - closes the loop and allows students to reframe what they have learned increasing absorption.

These are the service design training sessions and/or other educational experiences I've facilitated within the last year:
Vodacom (over 4 months) - internal training with teams and agencies to implement new processes. +/- 100 trainees.
UCT (business school) - service design in social innovation, the importance of research and iteration. +/- 30 attendees
HEC Paris - the importance of service design in the innovation process. +/- 20 attendees
Red & Yellow creative school of business - R&Y is a South African registered university. I created and teach the design thinking course created with over 200 certified attendees. The course is delivered online.

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

English

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

South Africa

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)
- Leadership/management of service design projects
- Building in-house service design capabilities
- Working with complex service systems
- Exploration of systems
- Service design for cultural change
- Organisational development

My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)

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

I use a number of examples though many arent SDN related and are based on our experience:

Vodacom - This is a great example of using service design in an ecosystem i.e. across multiple organizatons not just one, which is often the case with digital transformation

Susu - reworking healthcare and what we learned during that process, very practical to the challenges in developing countries and what you experience in the field with data collections

Apple - ipod/itunes how a product can be extended into services and how the complexity of making the experience is hidden from the users

Tsogo Sun - a Hotel case study where our in-depth research showed that the hotels which did not follow company rules actually had better service levels. Simple things that they can do to improve service to hotel guests systemically.

there are many more that i dot through the talks - though we do tend to use a lot of practical case studies from our experience.

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

there are so many, but i focus on the following because i want students to feel that they can achieve it:

Research: research plan, questionnaire design, deep listening

Empathy building: JTD, Persona, user journey (for each role), Rich map

Problem analysis: current state mapping (a blueprint method i designed that brings the thinking, doing, feeling aspects over time & material type studies), problem ranking, How might We

Solutioning: how to run ideation workshops (variety of exercises and tools), opportunities to improve, future ways of working service blueprint, prototyping (paper/role playing/ technology), final blueprint

Planning: change plan (people), implementation plan (tech/process), business case

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

understand the importance of research/listening

know how to collaborate more effectively

create a persona

creat a user journey

analyse a service blueprint and understand its principles

understand how to think about systems in service design

understand how to build consensus

understand the importance of change management and planning to create a shift

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 always do a capstone project approach, i.e. a physical outcome that shows that they know how to use the tools and have applied the thinking effectively to it for an outcome to be achieved.

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

Too much information - i reduced the amount of areas i covered after receiving this feedback, simplifying the theory covered and focusing more on practical examples, I found that people learned by example more than by theory

Too fast - I used to move very quickly and some were left behind. I now have a much better understanding of what I am going to leave out depending on the level of experience.

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:

• not yet

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

We have just started the SDN SA chapter which we aim to grow significantly. I am a founder of this chapter.

I have participated as a speaker in the following events:

I have spoken at many global events but never specifically on service design. Below are some links where i speak about design thinking https://dydx.digital/design-thinking/ , https://www.youtube.com/watch?v=gzSdFbgeZBo.

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

My articles can be found on linked-in predominantly

I put together and am the main lecturer for a course on design thinking https://www.redandyellow.co.za/course/design-thinking/

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