The WHAT & the WHY of Service Blueprints

why do we love a good service blueprint

Instead of just mapping the end to end customer's experience, as you would in a Customer Journey Map, a Service Blueprint maps the entire service experience as a whole. This includes: the customer's needs; the employees needs; business operations; the backend systems and processes.

By mapping the current state of a service, you are then able to identify the operational, technical, or systemic areas for improvement, in order to meet customer needs and/or reduce friction points in the service.

You can also use a Service Blueprint to visualise and communicate the organisational complexity in delivering a service, including the multiple teams and stakeholders involved. .

let's get started

So, you've done some research on the Current State of your product or service. Use the Service Blueprint to capture the current state end-to-end customer experience, including what needs to happen internally in order to improve on this experience. Make sure you consider researching all the actors involved in a service. This could include talking to customers, frontline staff, internal stakeholders, and management where relevant and appropriate to do so

📖 Keen to know more, check these out
https://blog.practicalservicedesign.com/the-difference-between-a-journey-map-and-a-service-blueprint-31a6e24c4a6c
https://www.nngroup.com/articles/service-blueprinting-faq/

❗ This template is designed to be flexible and provides you with the basic components required to build out your service blueprint, as well as additional components that may not apply in all circumstances or teams. We're aiming for a consistent approach towards our blueprinting, but we know that every team and product differs so want to ensure the approach can be adapted accordingly.

Some initial considerations...

🤔 **Know what it is that you are mapping**
You want it to be an end to end experience, but the important part is it needs to be not too big (or you will just get tangled up) and not too little or discrete. For example, you probably wouldn't map just renewing your registration, you would map the entire journey of owning and maintaining a car.

Service blueprint should represent a specific scenario
A service blueprint should represent a specific scenario. This scenario should have a specific task or goal associated with it. What is the user trying to accomplish through the set of actions you want to represent in the service blueprint? For instance, customer wants to apply for Dine & Discover. See more about it here.

☎️ **Consider all potential Channels**
You will need to understand how a customer navigates the digital experience, as well as how our Service Centre or Contact Centre provide support, guidance or even process the application.

You might find it easier to map the different channels through the use of icons to code your data or as seperate swim lanes, it just depends on how much difference there is.

🏁 **End to end is important**
The Service Blueprint starts the moment a customer becomes aware of the Product or Service, through to how they apply and use the product over time, whether they upgrade or renew it and how they may cancel or close it when it is no longer required.
The stages - Discover, Consider, Commit etc should remain the same, no matter what you are mapping. The difference might be that for some services a particular stage might be very simple and may only contain one action.

🎭 **Behind the scenes is critical**
Don't forget to look into what processes might happen once a product has been approved - is an email sent, is there a manual check completed by Middle Office, does data go into Salesforce or another database. This can help you identify dependancies or even areas that require change management that weren't previously considered.

🌱 **This is a living document**
The Current State helps us understand in detail how our customers are experiencing our products or services today. It's really important the current state contains what we know currently happens today (before we make any changes!).
Once this is mapped, we shift our thinking to the Target State (our first deliverable of improvements) to inch us closer and closer to a better customer experience. The Target State is where we can map out what these improvements will look like and the pain points we can overcome based on these changes.
Eventually we will land on the Future State which is our aspirational goal of what we want to achieve over a longer period of time

Current State ➡️ **Target State** ➡️ **Future State**

How do I navigate this template?

Required Lanes vs Optional Lanes
The first column contains your headings for each swim lane, these should be consistent across all service blueprints.
Some headings are required in all instances, other are optional and depending what your are mapping you can chose to include or exclude them.

Above the Line vs Below the Line
Basically, it maps out what happens in front of the customer vs what happens internally behind the scenes

Need some help?
The second column has some examples in there for you based off the Seniors Card transaction, and each swim lane has a section explaining what to include there along with some hints and tips. You can remove this column once you've got the hang of it.

Why is it in a table?
Adding each step into a cell within a table will help if you need to move things around in future. As you add items to the table it will embed within that cell making shifting and resizing much easier. Add extra columns or even new tables as required.

It doesn't have to be sequential
You don't have to go through it step by step, top to bottom, left to right. You can fill it in based on what data you have available to you. However, to avoid it feeling overwhelming, we recommend starting with the customer need. This is something all designers would be familiar with.

Name: e.g. Dine & Discover Vouchers

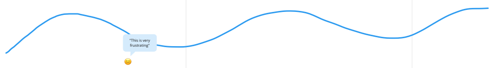
Current State / Target State / Future State *(remove what doesn't apply)*

About this service blueprint: *(a brief description of what the service blueprint)*

Version: *(last time it was updated)*

Designer: *(your name)*

Service Blueprint Template

	Stage		*Examples*	DISCOVER 👮	CONSIDER 🤔	COMMIT 🛍️	START 🛣️	USE 🎟️	EVOLVE ♻️	LEAVE 🚪
Front stage	**Customer moment** 🖼️		I am impacted by a financial crisis							
	Customer task ✅		Visits website							
	Customer need 🧚		I want to find out what government supports are available to me							
	Touchpoint / Channel / Communication ☝️		🖥️ Screens (website) 📱 App 📞 Call contact centre 📩 Emails 🏢 Service centre							
	User flow Could be thumbnails of the screens or a simple map of the user flow 🤹									
	Emotional experience What are they thinking and feeling? Map out the experience 🎢		😁 Confident/happy 😐 Apathetic 🤔 Skeptical 😬 Stressed 😠 Unhappy/angry							
	Customer pain point ⚠️		Unsure what services are available							
	Opportunities Could be framed as "How might we statements" or high level solution 💡		**How might we** make it easier for customers to......?							
	LINE OF INTERACTION									
Back stage	**People & Teams** 👪		Service centre Contact centre Business concierge Customer care specialist							
	Employee task / Business process 🧮		Case created in Salesforce							
	LINE OF VISIBILITY									
	Support processes 👩‍💻		Outbound emails							
	LINE OF INTERNAL INTERACTION									
	System & Platforms 🌐		Salesforce							
	Data & Metrics 📊		Avg 2,000 enquiry calls p/mth							
	Policy & Regulation 🗃️		Privacy Policy (incl link)							

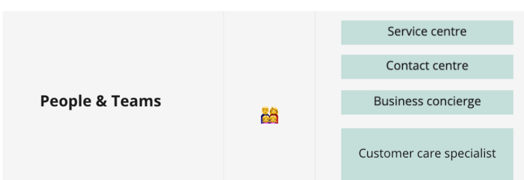
People & Teams

Who is involved in bringing this experience to life?

If we are looking at the customer experience across all channels, there will usually be a variety of people and teams who are involved in bringing this to life. This might range from Product Teams, Service Teams, Operational Teams, even down to specific roles or people who might have approval limits etc.

Where can I find this info?

- It will most likely be highlighted through your internal research, when you speak to people, often a good final question is - 'Who else should I speak to?' This way you're never left with a dead end and you might stumble across a team who you weren't aware of
- Process documentation can also be useful to understand who is involved



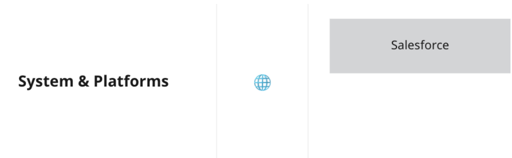
Systems & Platforms

What systems or platforms support your experience?

Normally there will be multiple systems or platforms that support your experience end to end. This could include customer facing platforms like a website or an app, through to internal systems that the Service Teams might interact with.

🔍 Where can I find this info?

- It will most likely be highlighted through your internal research, when you speak to people
- Process documentation can also be useful to understand what systems are involved



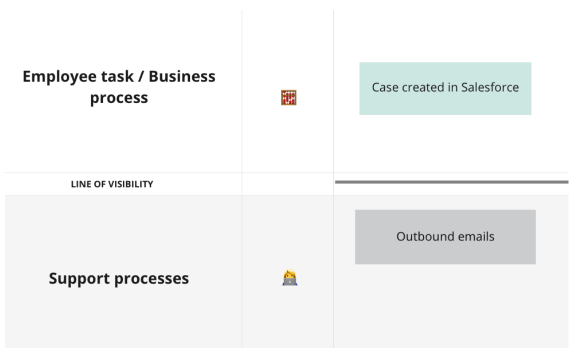
Employee task / Business process / Support processes

Processes that help the organisation achieve the desired experience

You don't have to go into the process in detail, just call out what processes exist at various points throughout the experience. It can also be useful to link to any documentation as an easy reference.
Processes are often HOW an organisation does something. Depending on your project requirements, you may not have to go into the process in detail, but sometimes a blueprint is ALL about the processes.

Where can I find this info?

- Speaking to the different teams will help you understand what they do and why which will help you uncover the various processes.



Data & Metrics

Data that helps to measure the success (or failure) of the customer experience

Many teams will have in place a variety of different reports to help measure the success of their particular product. Bringing it together though will help us to understand where we can focus. Starting with clear current state metrics will help you to measure your service improvements over time.

Don't feel constrained by just focusing on customer facing metrics, they could be focused on the back end processes as well.

Where can I find this info?

- Tableau can often have useful data, as well as Google Analytics
- Service teams might also be able to share some metrics they measure

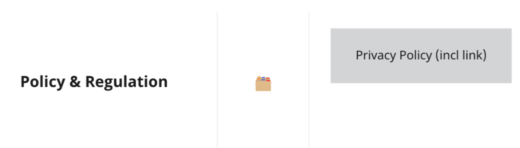
Policy & Regulation

Is your experience regulated by any specific policy?

Many of our experiences are governed by specific policy or regulation. Calling out the specific components of this, that impact and influence the customer experience will help provide you with guard rails when starting to look at your target state service blueprint

Where can I find this info?

- Desk research can help surface some of this, looking at various terms and conditions, and policies that are part of the current experience.
- You might already be aware of specific regulations based on previous work you have completed.
- The Policy Team can also sometimes provide guidance.



Opportunities

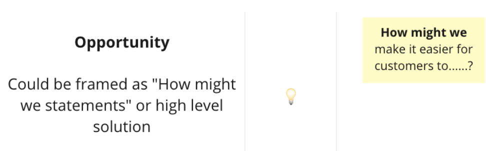
Identifying and listing all the areas where improvements can be made

Through all your research and documentation you should have identified a number of different opportunities where you can improve a part of the customer experience. It doesn't have to be big, it can be just some small changes that creates a better outcome for the customer.

Trying wording them as HMW's to make is super easy to move on to ideation workshops.

Where can I find this info?

- The synthesis and documentation of all your findings throughout the service blueprint will help you identify the opportunities.



Touchpoint / Channel / Communication

What is a customer interacting with, or what are they receiving

Here you have a bit of flexibility in what you might want to show. A touchpoint is the point that a customer has an interaction with the product or service. They might view a website, receive a flyer. You may want to just call out the specific channel the customer is using.
Sometimes a touch point alone will require an entire re-design e.g. the Kiosk in a service centre.

🔍 Where can I find this info?

- Try going through the experience yourself or asking a service delivery member for a walkthrough
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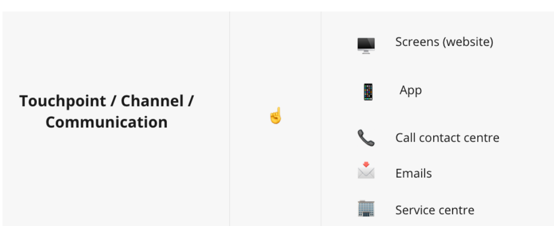
Depending on what you are mapping, you might find the channels can be represented by a seperate swim lane, or by adding icons.

☝️



Stages

We've chosen generic stages to ensure consistency across all service blueprints

Being able to ladder up our experiences to a consistent set of stages will help us understand overlap and how different products and channels might interact at different times

We suggest adding all the stages across the top, some might be long and some might be really short, and that's ok.

Discover - the experience of the customer first becoming aware of the product or service
Consider - the customer is considering their options and weighing up how/when to apply, or considering our product or service against other options
Commit - the customer is ready to apply and commit to the product or service
Start - the customer has applied and either receives their product, or receives confirmation their service has commenced
Use - the time at which the customer holds the product or service, and engages with it over time
Evolve - the product or service goes through a renewal or changes/updates
Leave - the point where the product or service is no longer required and the customer leaves, or it expires

Pain Point

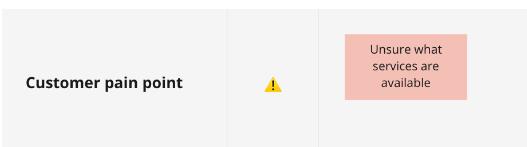
What creates pain for our customers?

Documenting the pain points helps us know where to start and what to solve, they can really help you determine your HMW's.

Reminder: they should always be framed from the customer's perspective. If they are staff pain points, they can go in their swim lane

🔍 **Where can I find this info?**

- These pain points should come from your research, various observations as well as speaking to frontline teams



⚠️

Customer Task

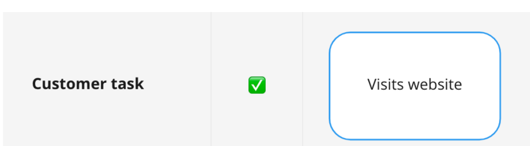
What are our customers doing?

By now you should have a good understanding of what your customer is actually doing?
Does what they do differ depending on where they are e.g. at home on a computer, in a Service Centre, using the App.

We've given you a few extra rows in case you want to split out these different actions depending on the channel.

Where can I find this info?

- Knowledge Articles for the Contact Centre or Service Centre are a great starting point -- Service Centre Contact Centre Middle Office
- Try going through the experiences yourself
- Speak to teams that supports customers with this experience



Customer Need

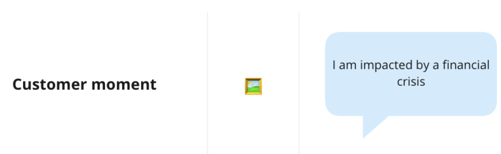
Starting here can be helpful.

Let's think about what our customer's need at each point in the experience, are they looking for information, or a simple and quick outcome, they might want to have a detailed conversation with someone?
We also need to include how customers feel about this experience, do they feel supported, frustrated, confused, informed?

Alternatively, you can start with an assumptive Blueprint, relying in SME's inside your organisation. This will later need to be validated through customer research though

Where can I find this info?

- It will most likely come from your customer interviews and research



User flow

The digital screens a customer might interact with

This is a chance to bring in any websites or various digital screens a customer might interact with. This will help bring to life existing pain points that can be solved and whether there can be improvements to the flow.

Where can I find this info?

- Try going through the experience yourself to understand in detail what happens

User flow Could be thumbnails of the screens or a simple map of the user flow		

Emotional Experience

Do you have some fabulous quotes from your customer research?

Add your quotes in here, and map out how your customer is feeling at different points in the experience

Where can I find this info?

- It will most likely come from your customer interviews and research

Use emojis to help bring it all to life

Customer Moment

The key moments that your customer encounters
These are often very high level and will be the standout moments that often cause your customer to react.

These are sometimes referred to as "Moments that Matter" and can become key points for improvement metrics to be measured

Where can I find this info?

- It will most likely come from your customer interviews and research

Customer moment

I am impacted by a financial crisis