

—— #SDDNUE19

**DOING IS**

**THE HARD PART**

**12 COMMANDMENTS OF**

**SERVICE DESIGN**

—— **Markus Horneß**

—— **Adam Lawrence**



---

# DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence





**Markus Horneß**  
Co-Author



**Jakob Schneider**  
Visual Designer



**Marc Stickdorn**  
Co-Author



**Adam Lawrence**  
Co-Author

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



## Markus Horneß

Co-Author and Editor #TiSDD

- Founder of **WorkPlayExperience**
- Instigator of **Global Service Jam**
- Service innovator and organisational consultant
- Background in theoretical physics
- Dad of two, likes to build stuff

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



## Adam Lawrence

Co-Author and Editor #TiSDD

- Founder of **WorkPlayExperience**
- Instigator of **Global Service Jam**
- Customer experience and co-creation consultant
- Background in psychology and marketing
- enjoys nature and medieval re-creation

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

# OKAY, HERE WE GO ...

- O1** What is Service Design?
- O2** Standard process vs. Process standard
- O3** Consulting vs. doing
- O4** The 12 commandments
- O5** Avoiding the bullshit

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

# FIND A PARTNER

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

01

# WHAT IS SERVICE DESIGN?

---

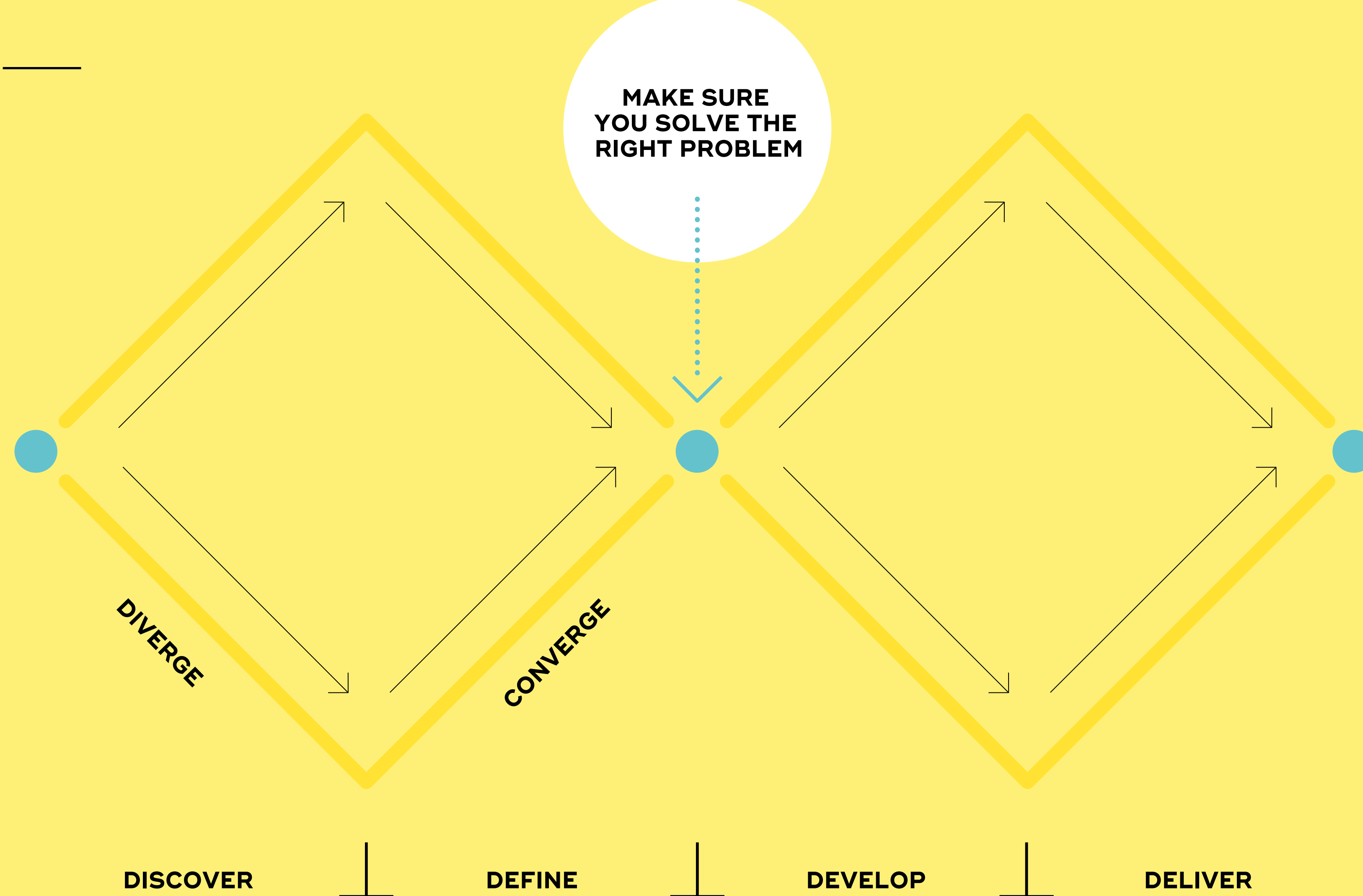
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





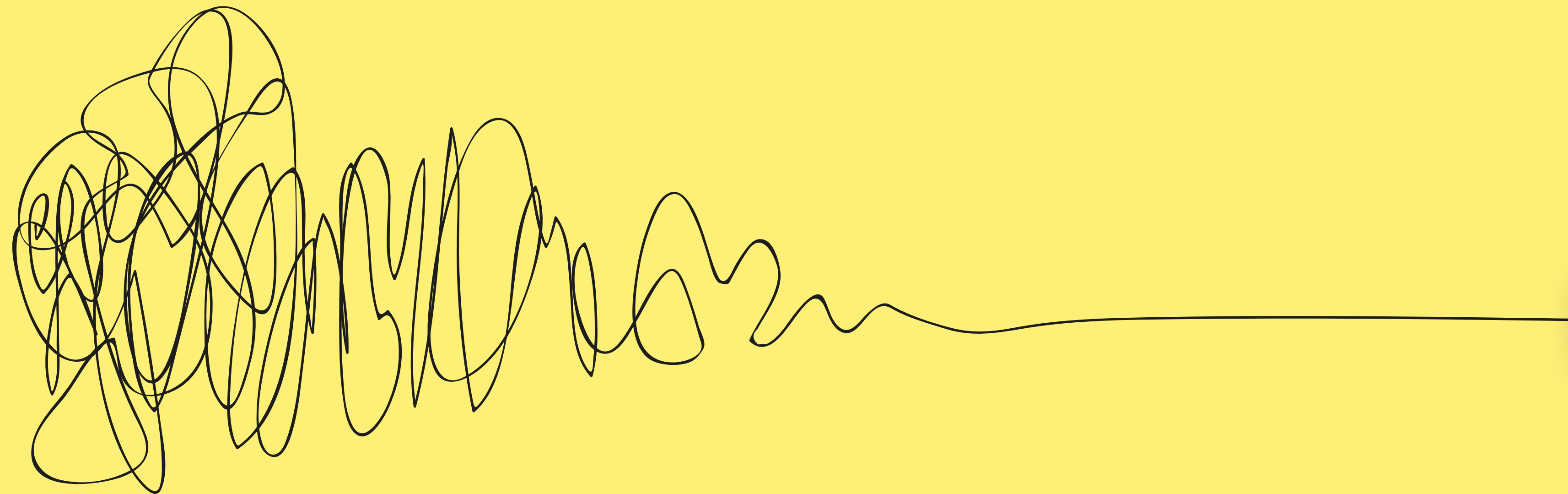
## The Double Diamond

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



**The Squiggle**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

A group of people in a workshop setting, working on projects and discussing ideas. The background is a blurred image of a modern office or workshop with people standing around tables, looking at papers and screens. The text is overlaid on this background.

# RESEARCH IDEATION PROTOTYPING IMPLEMENTATION

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

A group of people in a workshop setting, working on projects and discussing ideas. The background is a blurred image of a modern office or workshop with people standing and working at tables. The text is overlaid on this background.

# RESEARCH

# IDEATION PROTOTYPING IMPLEMENTATION

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# RESEARCH

## Quantitative

**Surveys,  
Tracking,  
Big Data,  
A/B Testing,  
Heatmaps,  
Conversion analysis,  
Customer Segmentation  
and many more**

## Qualitative

**Contextual interviews,  
Participant observation,  
Cultural probes, Workalong,  
Self-documentation,  
Non-participant observation,  
Mobile ethnography  
and many more**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



# CONTEXTUAL INTERVIEW

**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock



# OBSERVATION

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock



# WORK ALONG

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence





# AUTO ETHNOGRAPHY

A photograph of a person in a red shirt presenting to a group of people in a room with a large screen and a whiteboard. The person is holding a camera and looking towards the audience. The audience is seen from behind, looking towards the presenter. The room has a warm, orange-toned light. A large screen is visible in the background, and a whiteboard is on the right wall.

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



# MOBILE ETHNOGRAPHY

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



A group of people in a workshop or meeting room, working on projects and discussing ideas. The room is filled with whiteboards, sticky notes, and various tools. The people are engaged in collaborative work, with some standing and talking, and others sitting at tables. The overall atmosphere is one of active participation and teamwork.

# ONE METHOD TO RULE THEM ALL?

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



A close-up of Gollum from The Lord of the Rings, looking directly at the camera with a wide-eyed, desperate expression. The background is dark and blurry, suggesting a cave or underground setting.

# MYYY METHOD...!

**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Meme based on LotR / New Line Cinema





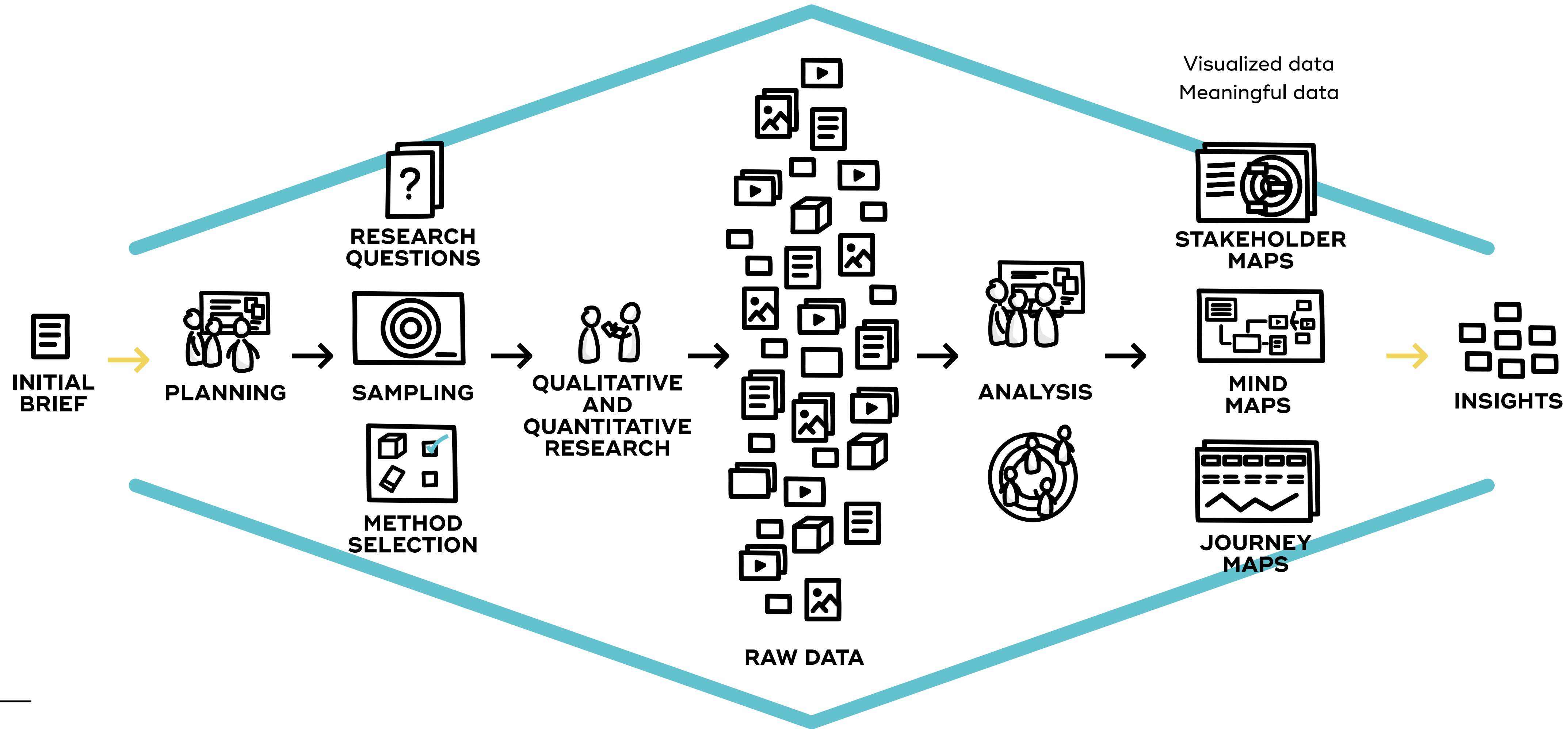
**TRIANGULATE!**  
**TRIANGULATE!**  
**TRIANGULATE!**

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





---

# RESEARCH **IDEATION** PROTOTYPING IMPLEMENTATION

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



# INSERT FAVOURITE IDEA GENERATION METHOD HERE

DOING IS THE HARD PART

SDD NUE

Markus Horneß

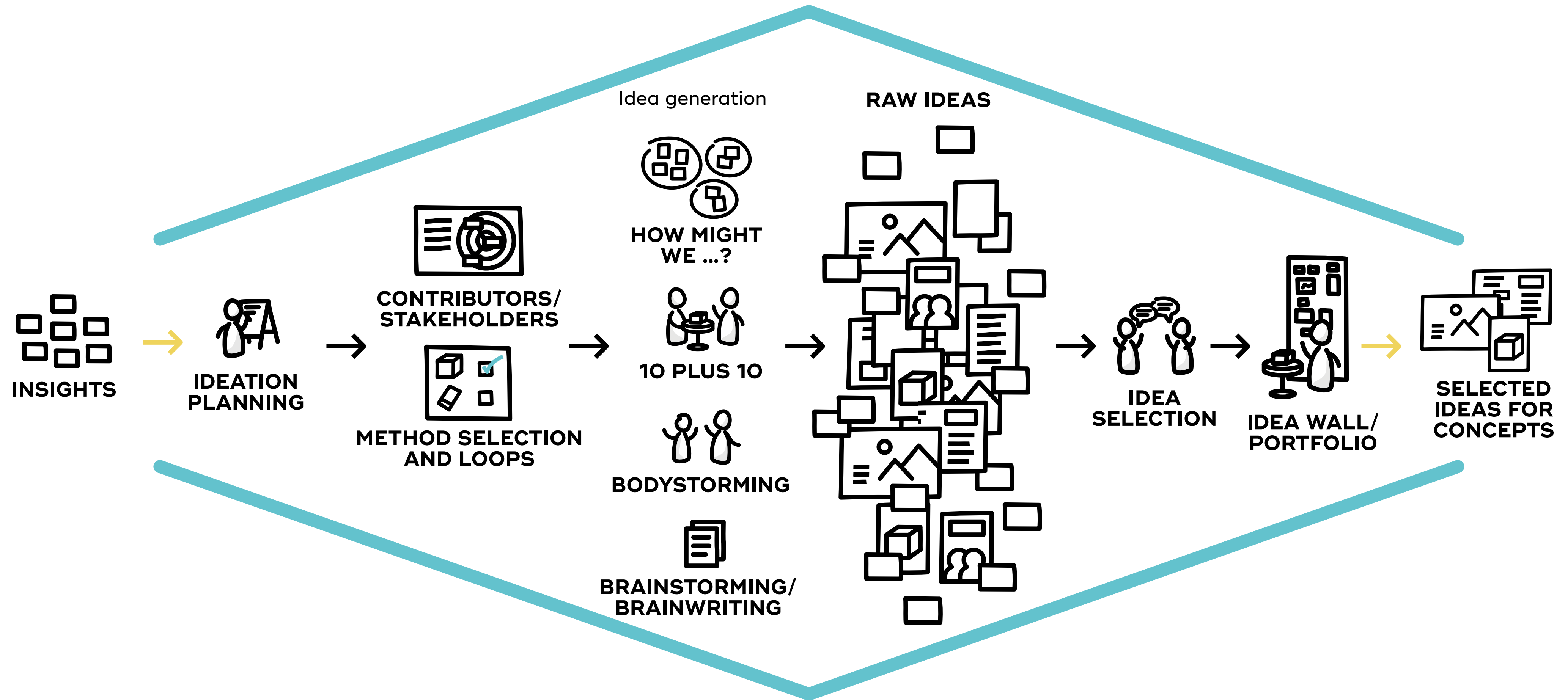
Adam Lawrence



# IDEA PORTFOLIO







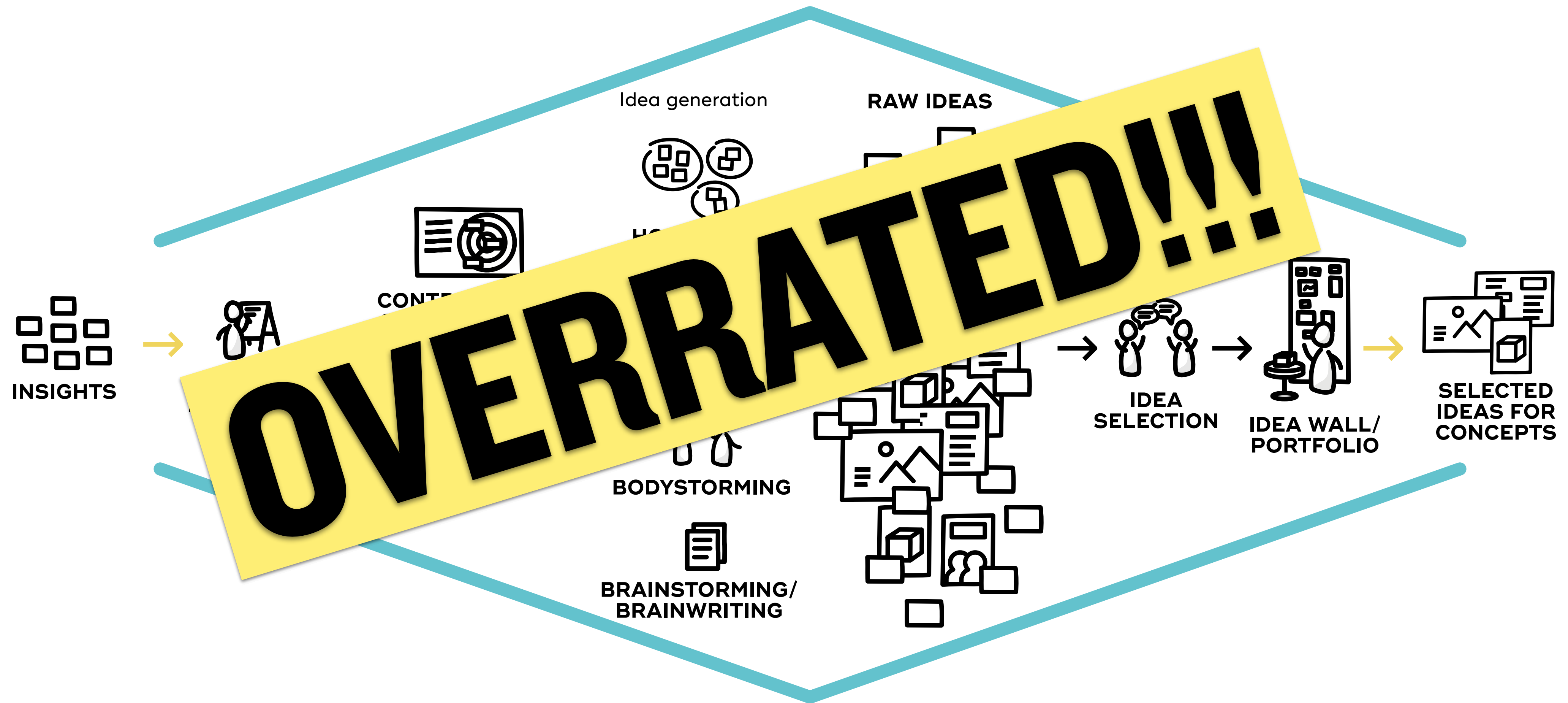
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# RESEARCH IDEATION **PROTOTYPING** IMPLEMENTATION

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



# FUTURE STATE JOURNEY MAP

A man with dark hair and a beard, wearing a purple and white plaid shirt, is shown in profile, focused on drawing on a large whiteboard. He is holding a blue marker in his right hand and a white marker in his left. The whiteboard is covered with a hand-drawn journey map, featuring a central path with various stages and branches. Several yellow sticky notes are attached to the board, some containing handwritten text and small diagrams. The background is slightly blurred, showing what appears to be a workshop or office environment with shelves and other people in the distance.

**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence



# WIREFRAME / DUMMY

Digital artifacts

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

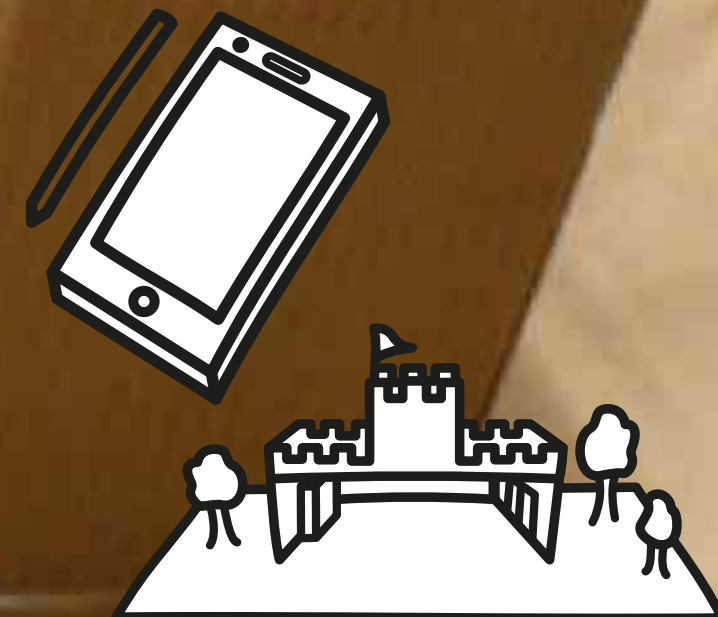


# CARDBOARD PROTOTYPE

Physical objects and spaces

DOING IS THE HARD PART

SDD NUE Markus Horneß Adam Lawrence





# SERVICE ADVERTISEMENT

Ecosystems and business value

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



# BUSINESS MODEL

## Ecosystems and business value

AFFORDANCE  
INTERACTIVE  
Transportation

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they integrated with the rest of our business model?  
How costly are they?

EXAMPLES  
Personal assistance  
Dedicated Personal Assistant  
Self-Service  
Automated Services  
Communities  
Co-creation

Self-Service  
Machines

Banks +  
payment  
vendors.

Ticket  
Machines

Channels  
Stations  
+  
travel points

Ticket

Travelling  
families

International  
tourists

Tourist  
couples

Tourists  
That want  
to explore

Lone  
Tourists

Pic: This is Service Design Doing



# DESKTOP WALKTHROUGH

(Inter)actions and experiences

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



# INVESTIGATIVE REHEARSAL

(Inter)actions and experiences

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



---

# REAL WORLD

**(Inter)actions and experiences**

---

**DOING IS THE HARD PART**

SDD NUE

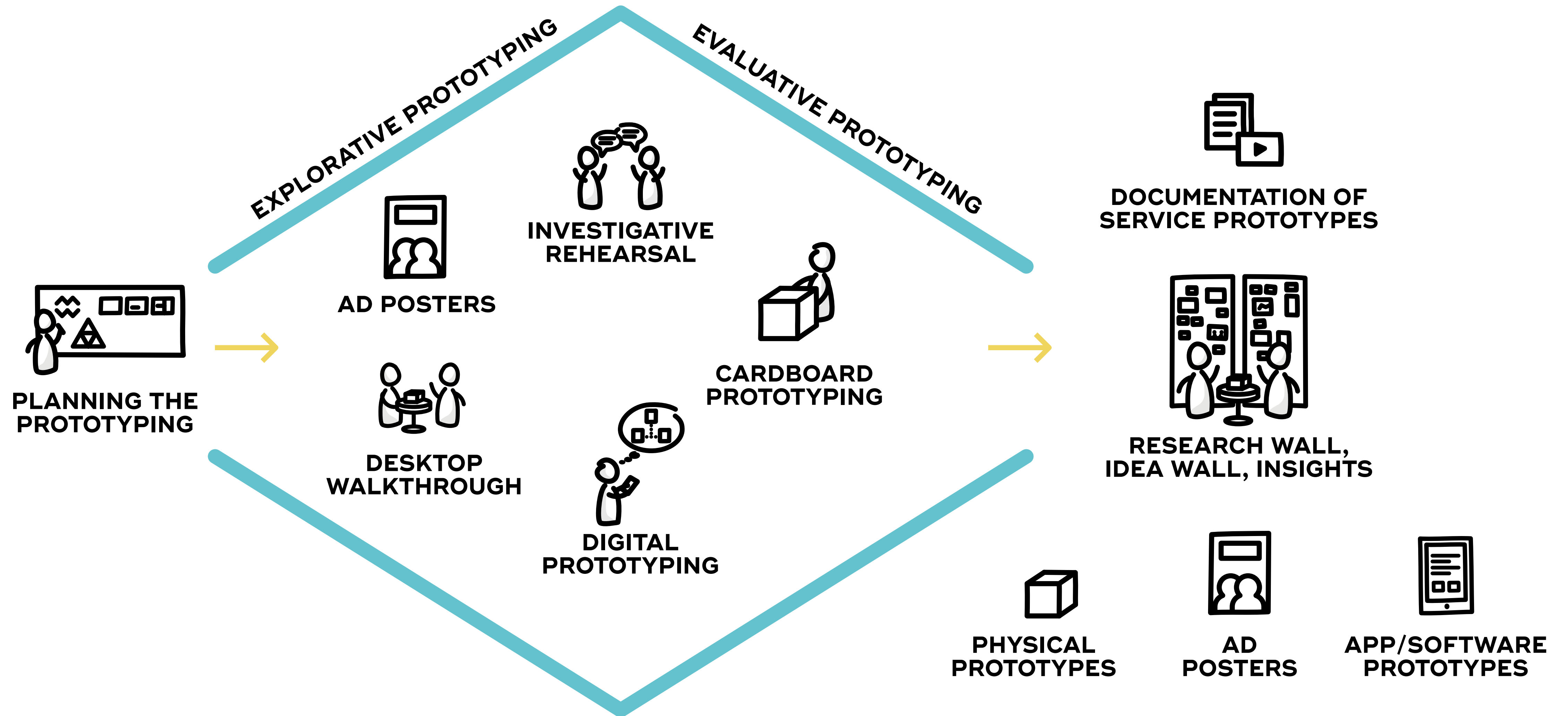
Markus Horneß

Adam Lawrence

**Credit: Shutterstock**







**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

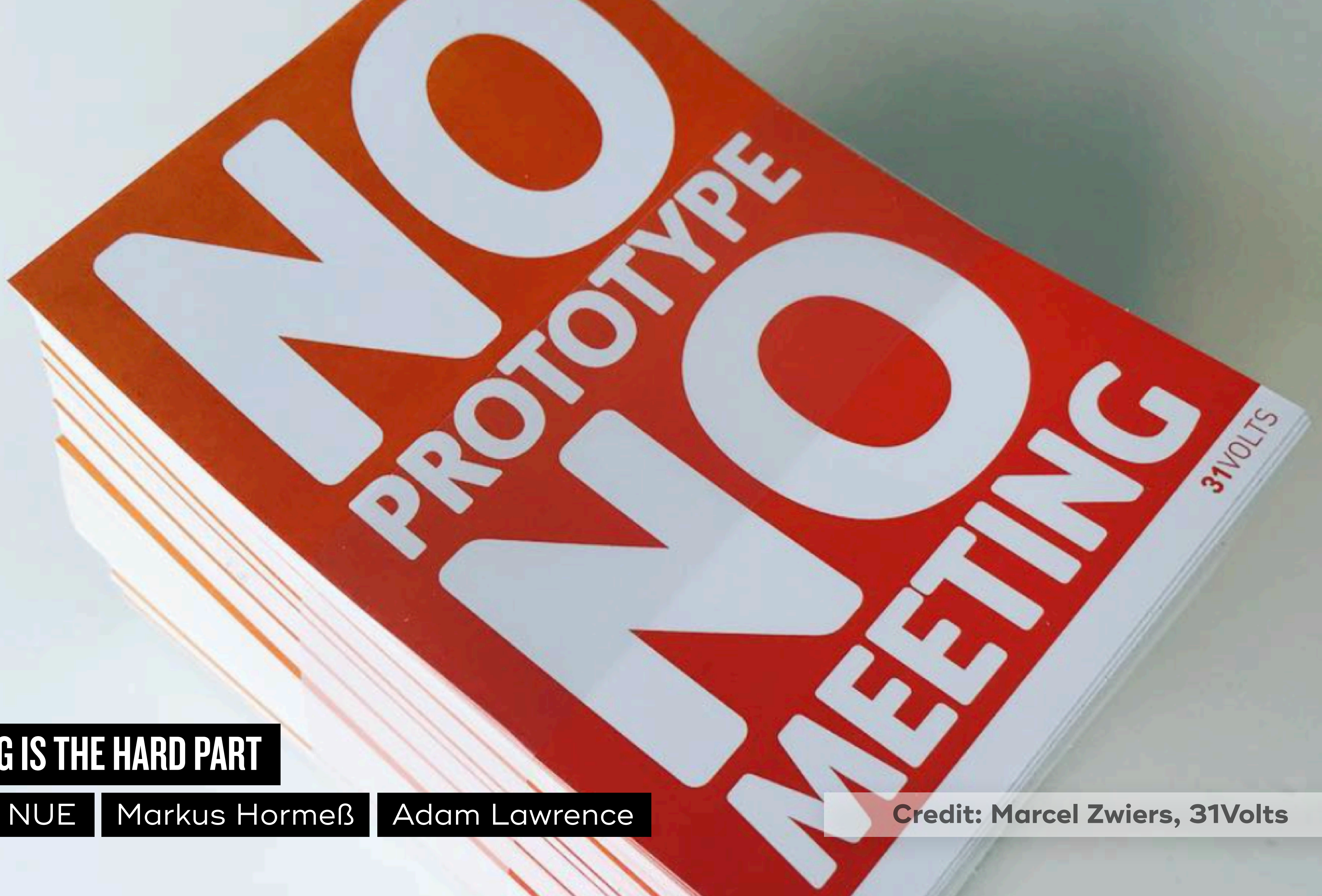
## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Marcel Zwiers, 31Volts







# RESEARCH IDEATION PROTOTYPING IMPLEMENTATION

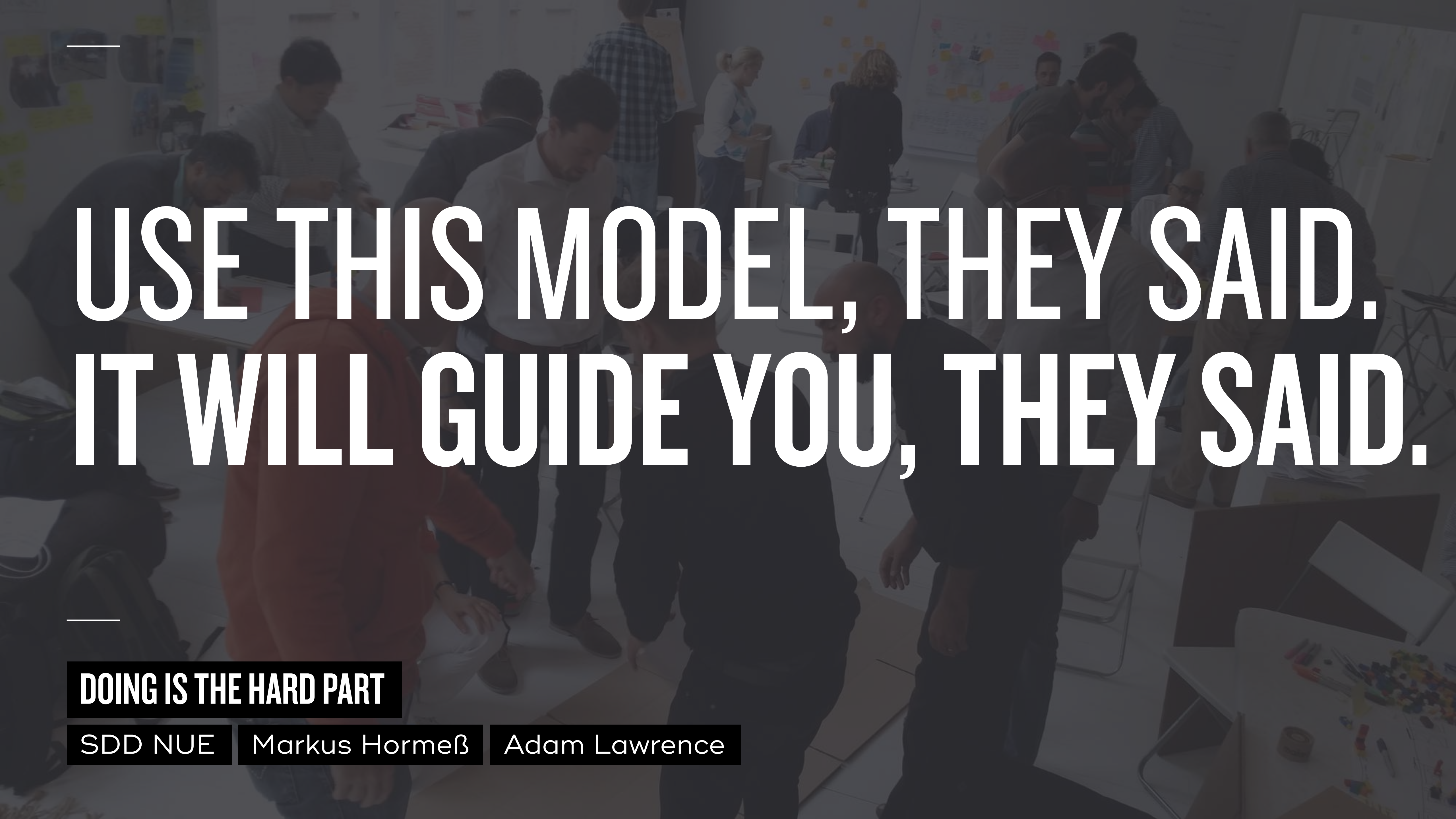
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





---

# USE THIS MODEL, THEY SAID. IT WILL GUIDE YOU, THEY SAID.

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# 02

# STANDARD PROCESS VS. PROCESS STANDARD

---

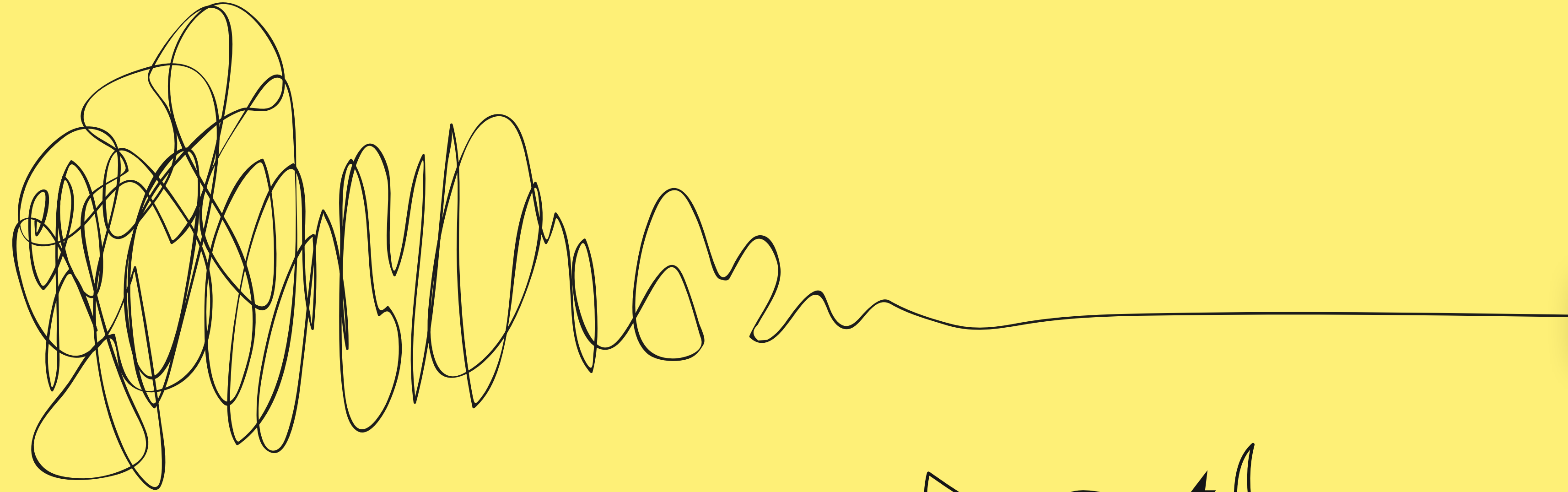
**DOING IS THE HARD PART**

SDD NUE

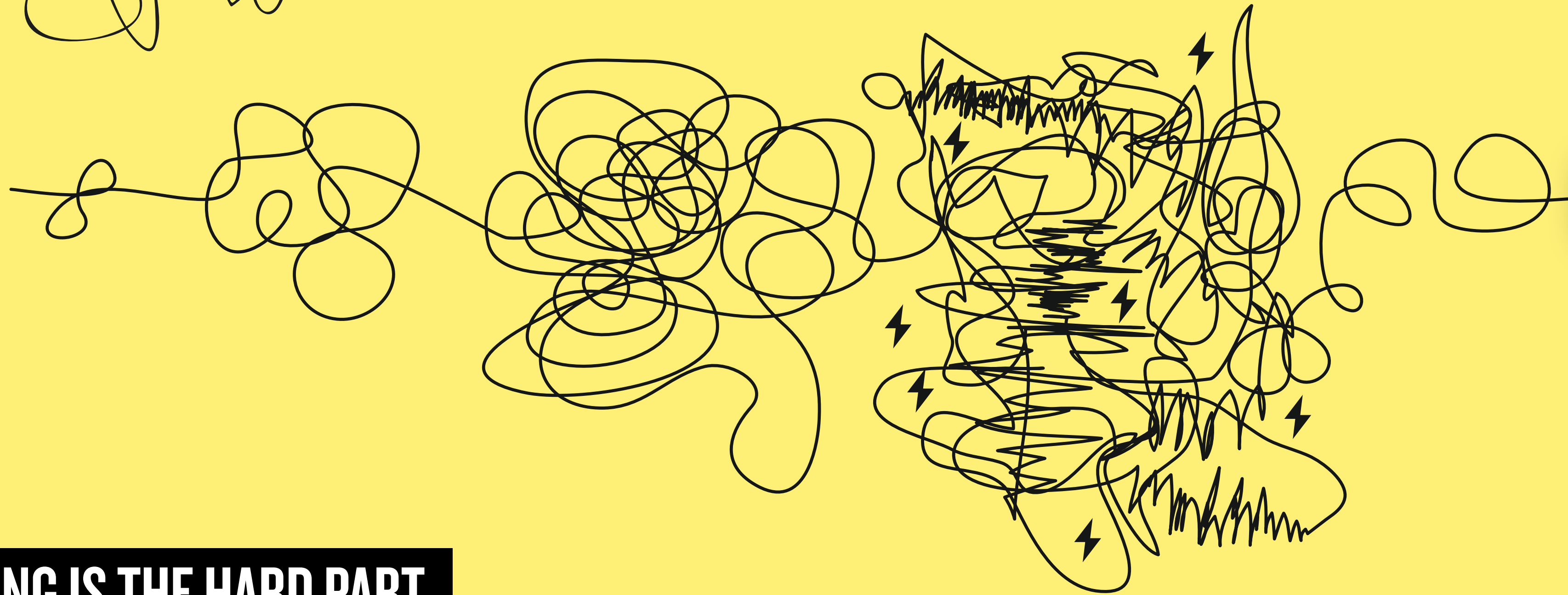
Markus Horneß

Adam Lawrence





**The Squiggle**



**The Mayhem**

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

<b>The Curtain</b>
<b>The Plate</b>
<b>The Bow Tie</b>
<b>The Squiggle</b>
<b>The Hyperloop</b>
<b>The Maze</b>
<b>The Mayhem</b>
<b>The Fountain</b>
<b>The March</b>
<b>The Autobahn</b>
<b>The Black Hole</b>
<b>The Pinball</b>



---

Meanwhile, in workshop land ...

**TRUST THE PROCESS!**

---

**DOING IS THE HARD PART**

SDD NUE

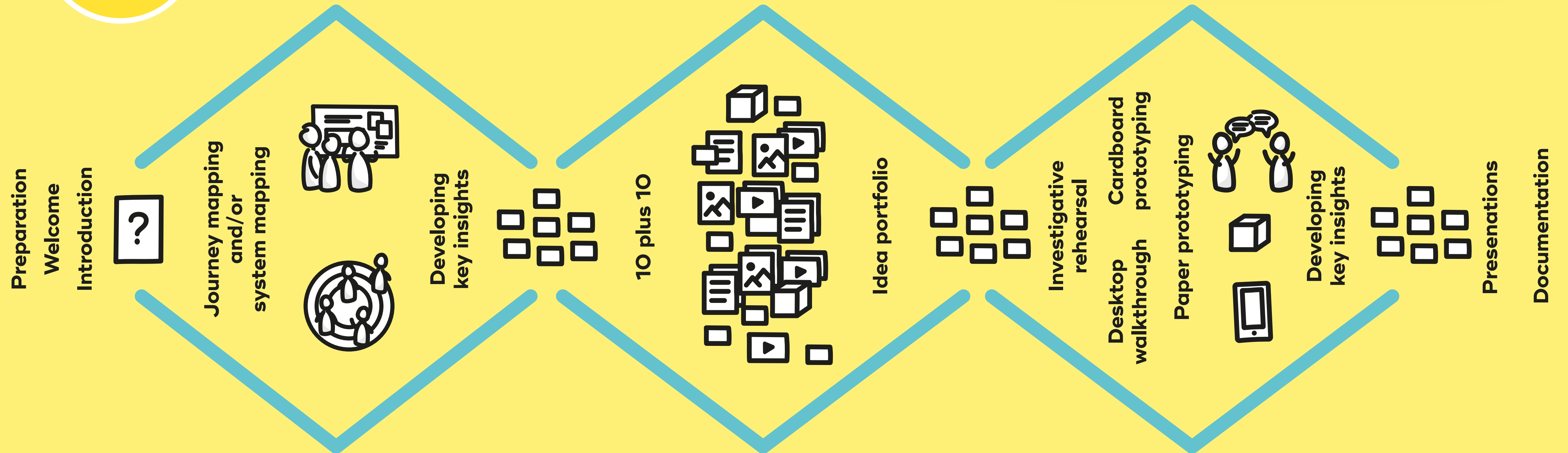
Markus Horneß

Adam Lawrence



4-8  
HOURS

## introduction workshop



DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

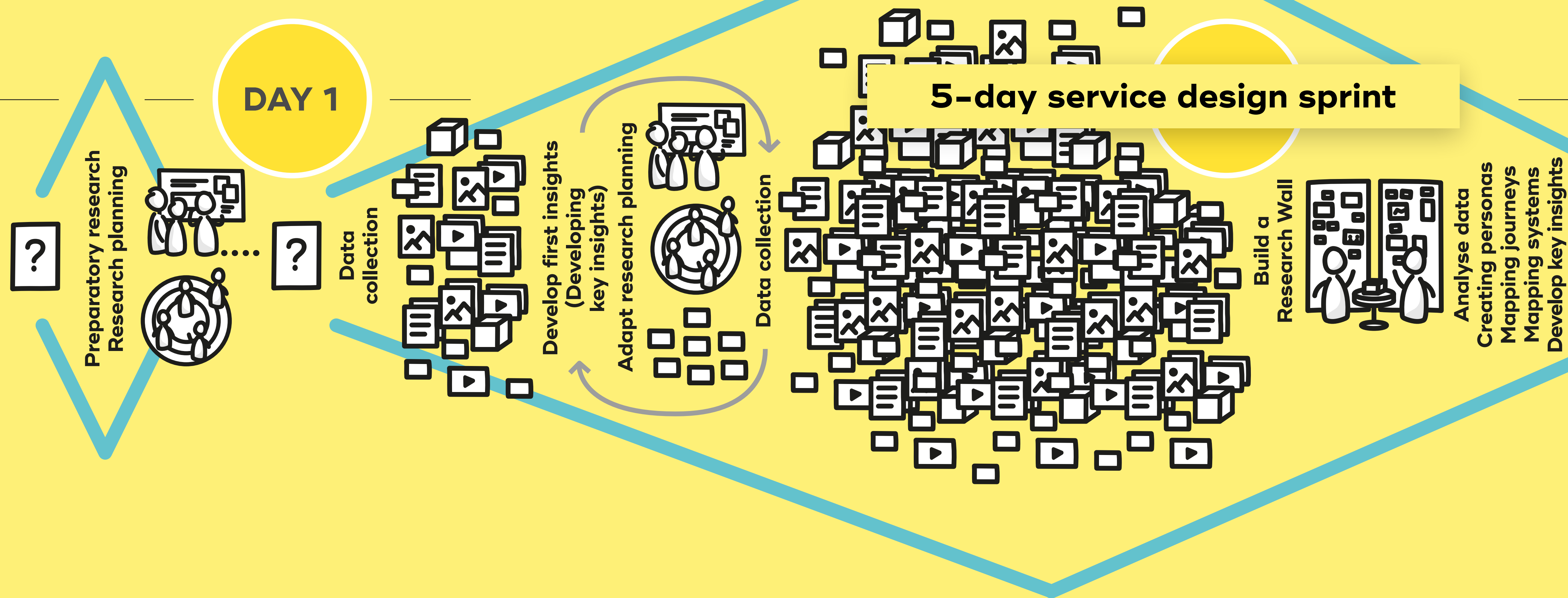


# DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence





---

DON'T TRUST  
**ONE**  
PROCESS

---

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**innovation challenge**

**introduction workshop**

**teaser stunt**

**service design sprint**

**3-day service design session**

**5-day service design iteration**

**pilot project**

**2-year cultural change**

**incubator session**

**experience pitch**

**1-year service design implementation**

**DON'T TRUST  
ONE  
PROCESS**

---

**DOING IS THE HARD PART**

**SDD NUE**

**Markus Horneß**

**Adam Lawrence**





# DESIGN THE PROCESS ITSELF!

– This is Service Design Thinking, 2010

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

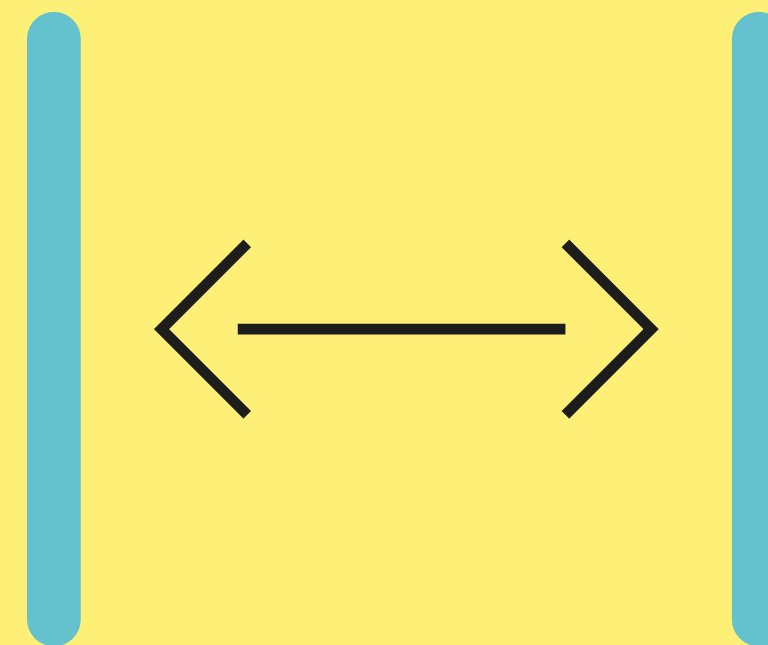


---

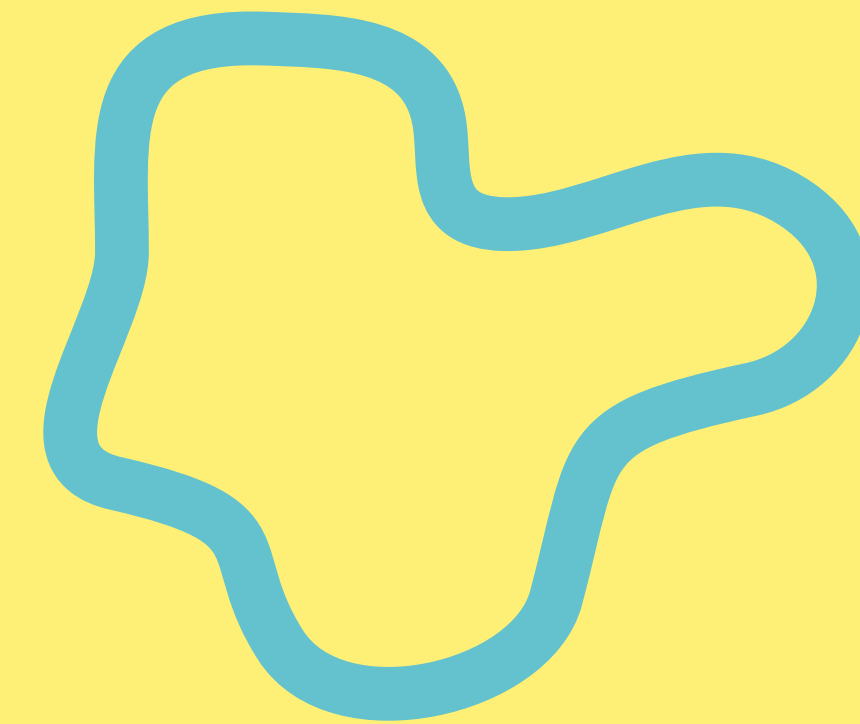
**Constant**



**Constraints**



**Process**



---

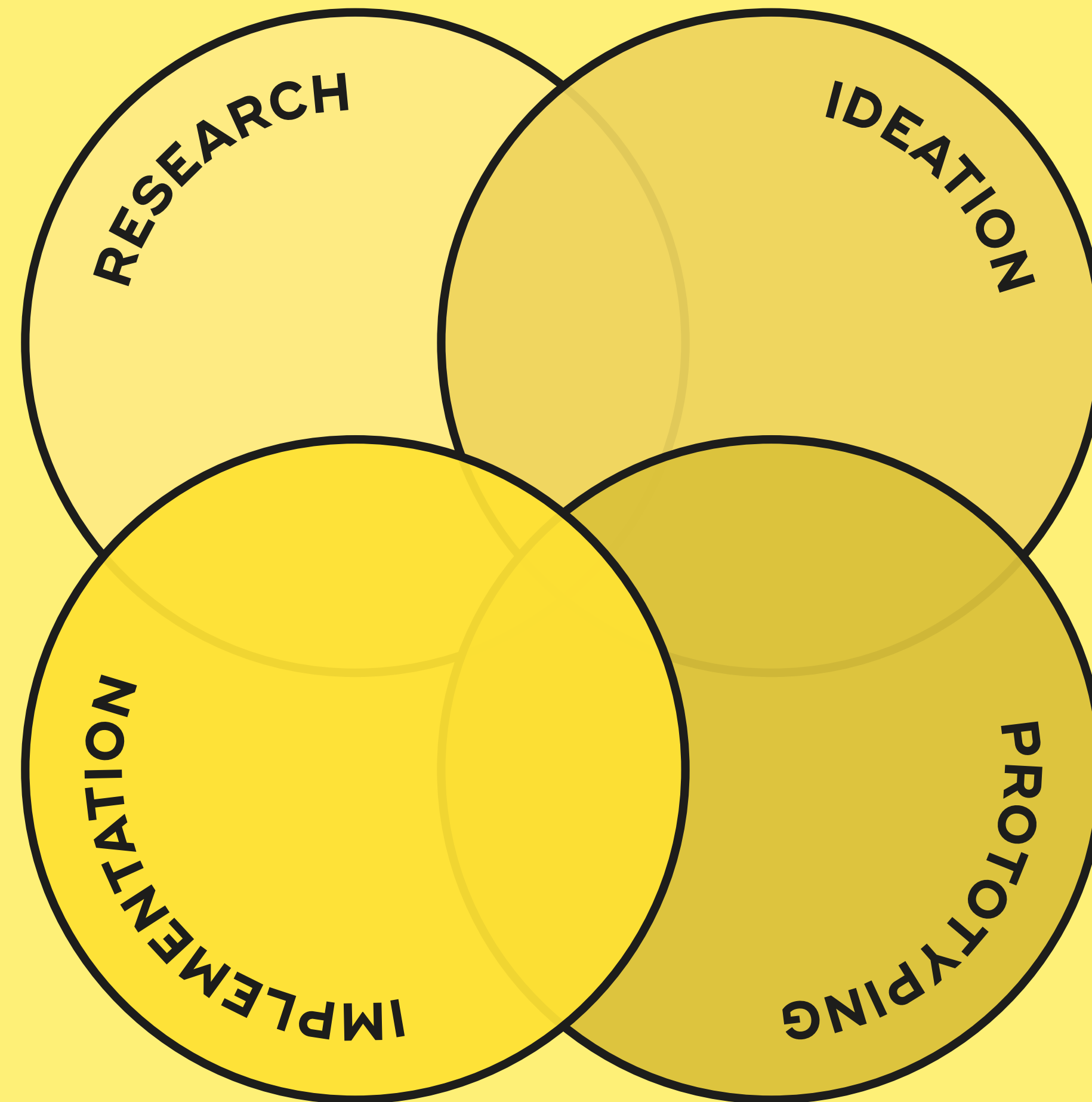
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





**Activities**

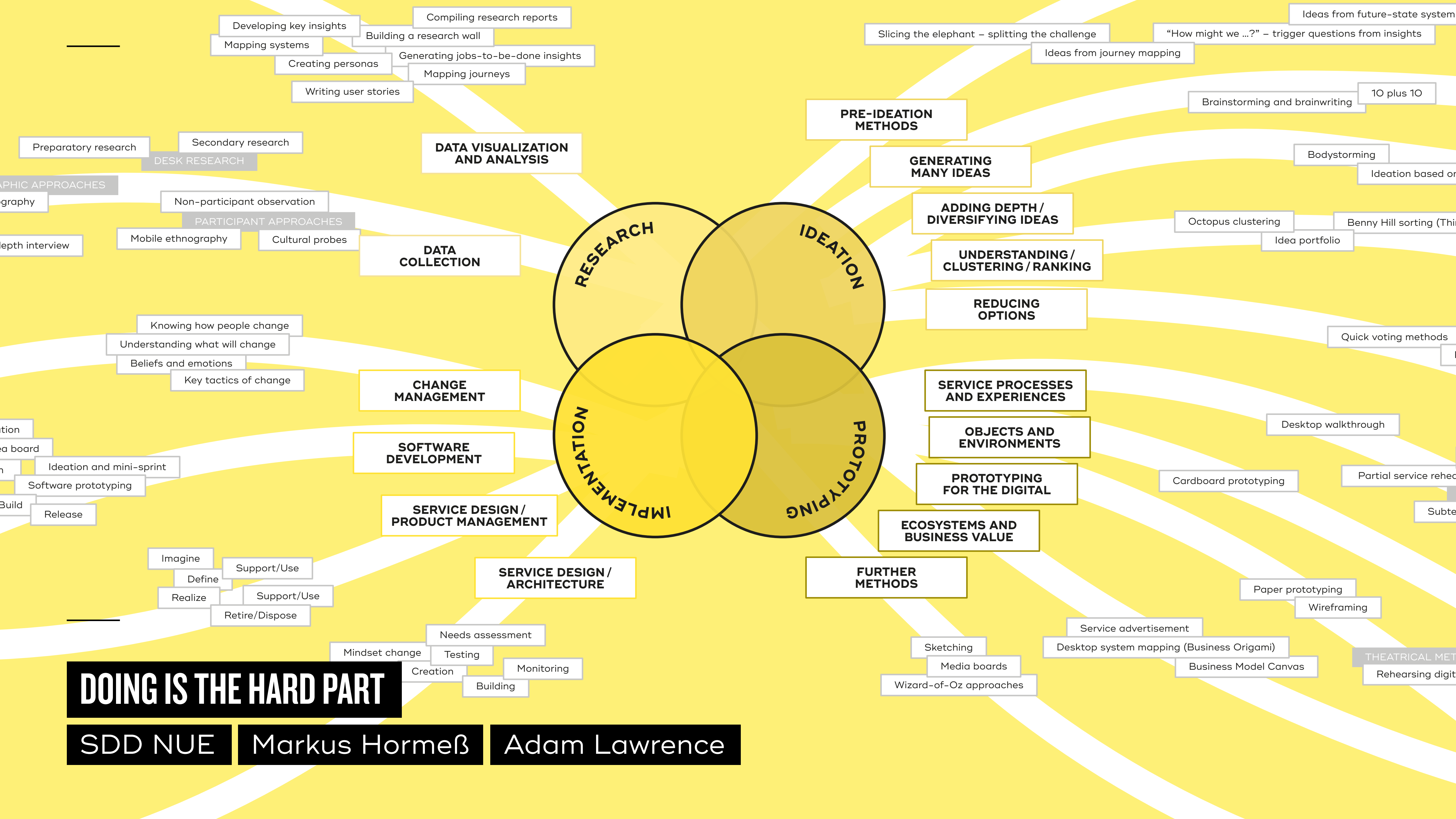
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence







---

# FREEDOM?

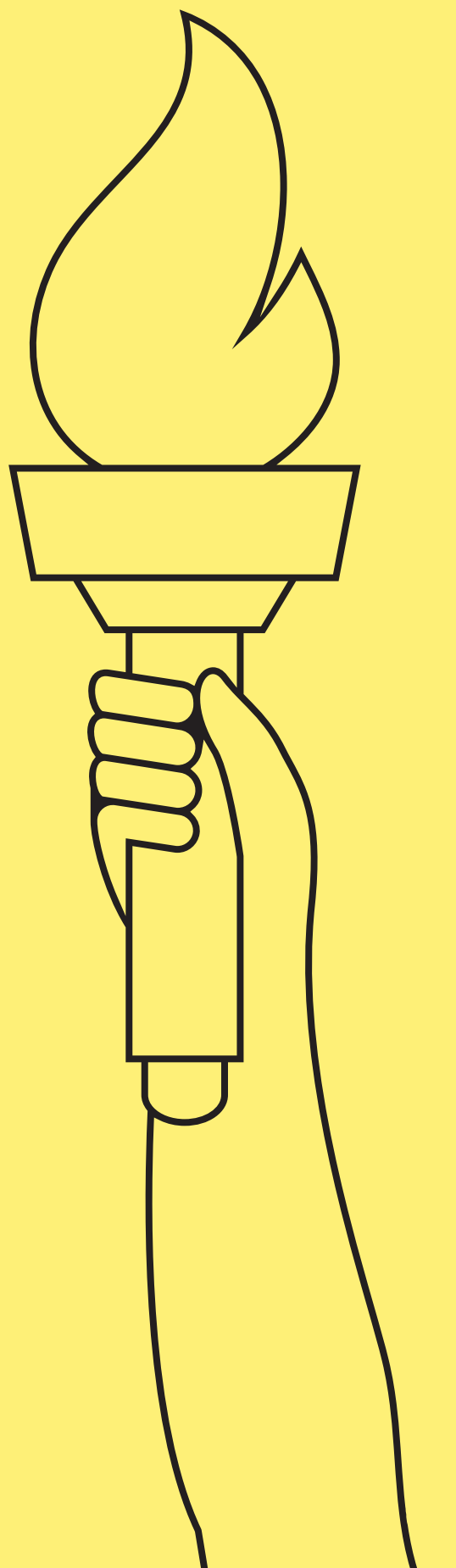
---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





---

# ANARCHY?



---

**DOING IS THE HARD PART**

SDD NUE


Markus Horneß

Adam Lawrence



---

When people are  
are involved ...



# YOU NEED MORE STRUCTURE THAN YOU THINK

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

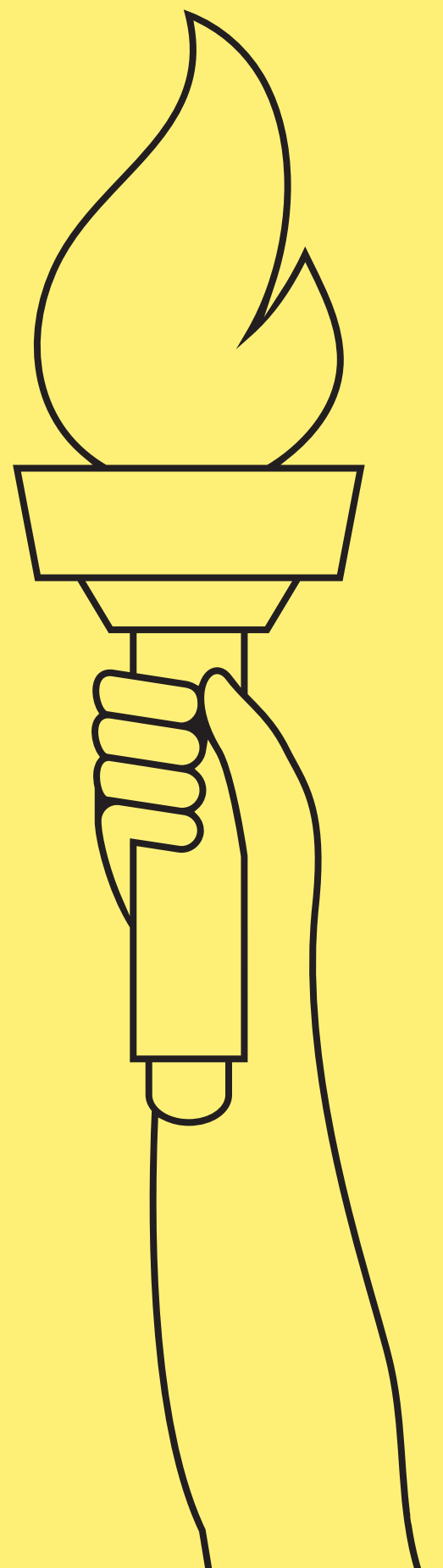
Adam Lawrence



---

**THE MORE  
FREEDOM  
YOU WANT**

**THE MORE  
STRUCTURE  
YOU NEED**



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# 03

## CONSULTING VS. DOING

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

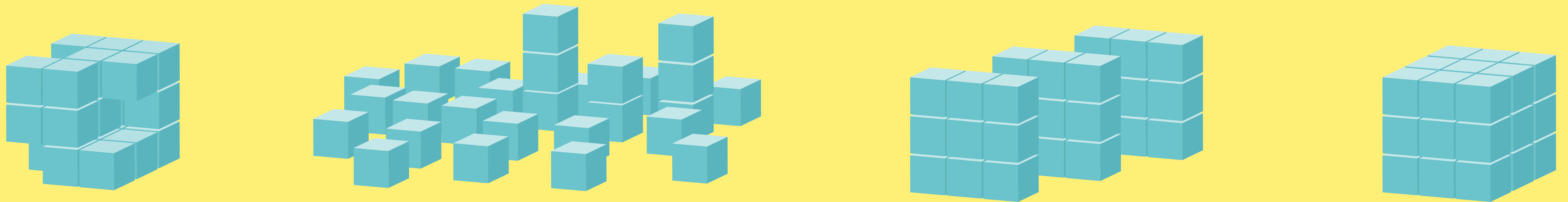
Adam Lawrence



---

Just work with these ...

# 4 CLEAR STEPS



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**It's easy and clear with these ...**

# **7 DEFINITE STAGES**



---

**DOING IS THE HARD PART**

**SDD NUE**

**Markus Horneß**

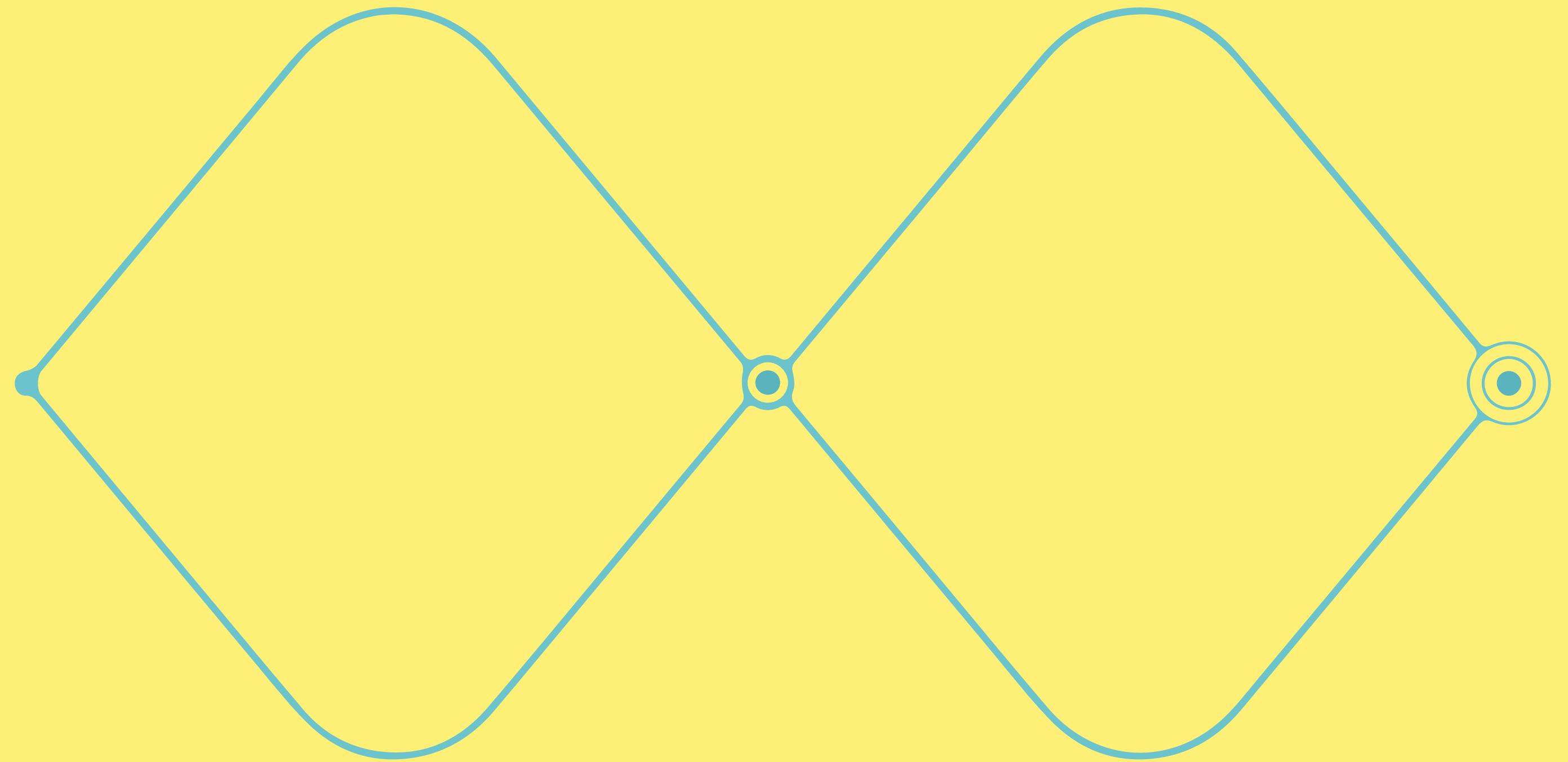
**Adam Lawrence**



---

It's just this simple ...

# DIVERGE/ CONVERGE



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

Just follow these ...

# 5 PHASES



---

**DOING IS THE HARD PART**

SDD NUE

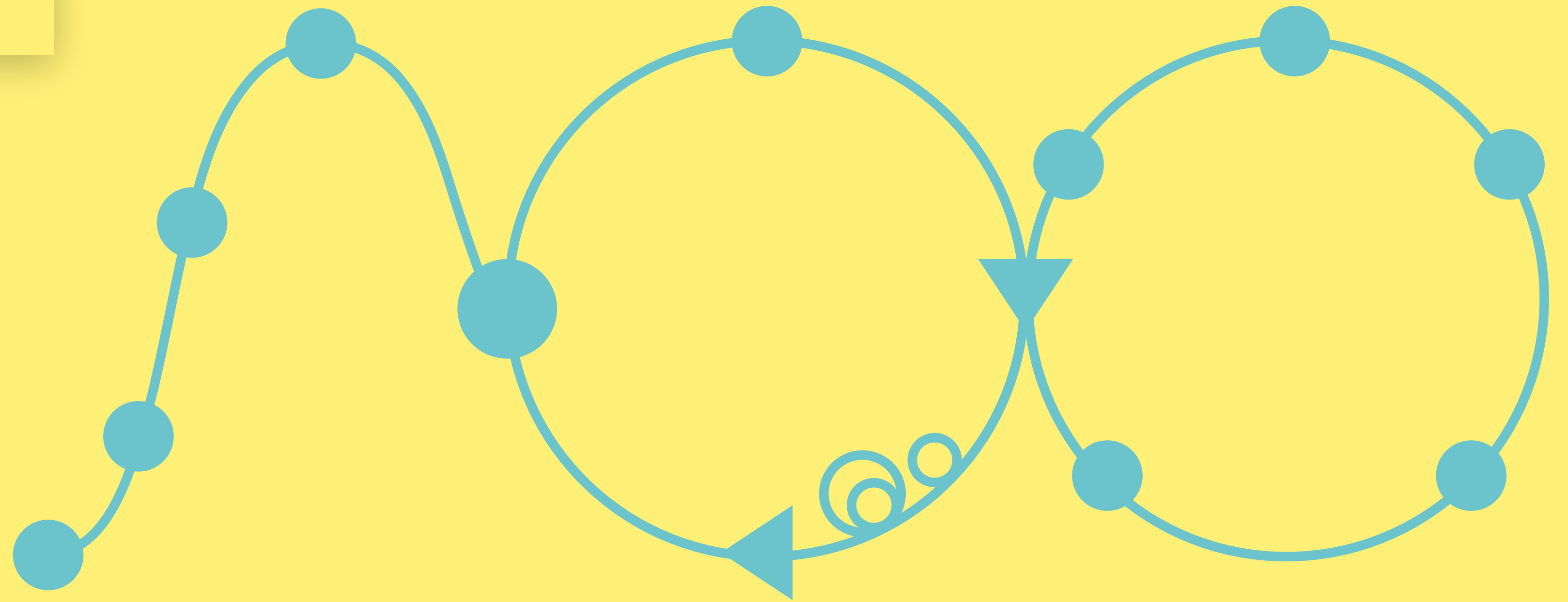
Markus Horneß

Adam Lawrence

---

You're safe if you're living ...

# CIRCULAR SINE CIRCLES



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

Meme based on Futurama by Matt Groening





**NOT SURE  
IF REAL ADVICE**

**OR CONSULTANT  
BULLSHIT**

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

Meme based on Futurama by Matt Groening



---

Don't we just talk about ...

# ACTIVITIES



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# THE PROCESS™

Version 367.2.7

---

DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



---

**Suitable and  
feasible activities**



---

**DOING IS THE HARD PART**

SDD NUE

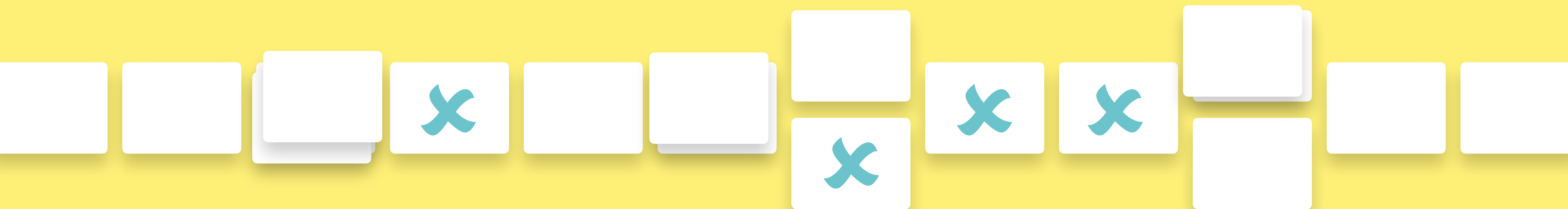
Markus Horneß

Adam Lawrence



---

**Adaption to  
real-world constraints**



---

**DOING IS THE HARD PART**

SDD NUE

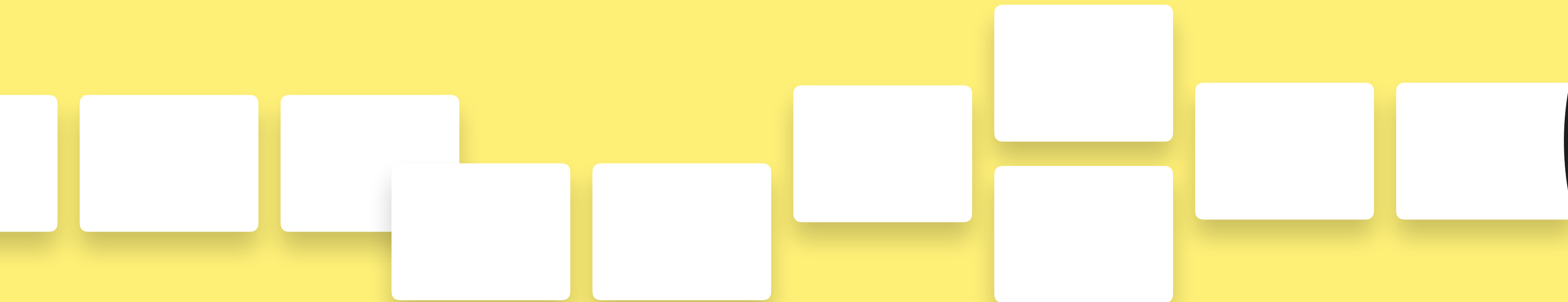
Markus Horneß

Adam Lawrence

---

# AND THERE WE GO.

Version 367.2.8



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**The single most  
important question**

**WHEN IS IT**



**?**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

04

THE 12  
COMMANDMENTS

---

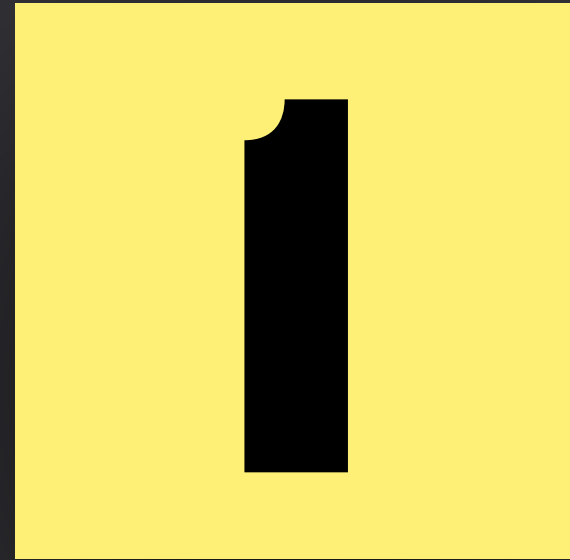
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





**CALL IT**

**WHAT YOU LIKE**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**2**

**MAKE**

**SH!TTY**

**FIRST DRAFTS**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**3**

**YOU ARE**

**A FACILITATOR**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**4**

**DOING**

**NOT TALKING**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**5**

**YES, BUT ...**

**& YES, AND ...**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**6**

# FIND THE RIGHT PROBLEM BEFORE SOLVING IT RIGHT

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**7**

# PROTOTYPE IN THE REAL WORLD

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**8**

**DON'T PUT  
ALL YOUR EGGS  
IN ONE BASKET**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

**9**

**IT'S NOT ABOUT TOOLS ...  
IT'S ABOUT  
CHANGING REALITY**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**10**

**PLAN FOR ITERATION ...**

**THEN ADAPT**

---

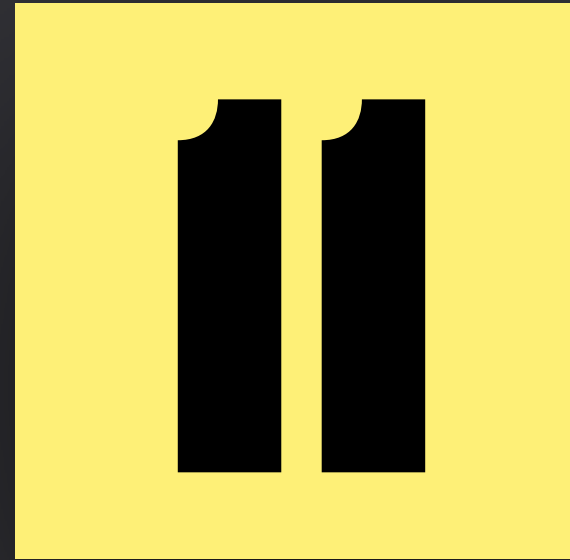
**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





# ZOOM IN AND ZOOM OUT

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**12**

**IT'S ALL**

**SERVICES**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# 05

## AVOID THE BULLSHIT

---

**DOING IS THE HARD PART**


SDD NUE

Markus Horneß

Adam Lawrence

---

**We went out  
to do it differently ...**



**LET'S NOT BE THE  
CONSULTANCY  
WE NEVER  
WANTED TO BE.**

---

**DOING IS THE HARD PART**

**SDD NUE**

**Markus Horneß**


**Adam Lawrence**



---

**PEOPLE DON'T WANT  
SERVICE DESIGN,  
THEY WANT THEIR  
PROBLEMS SOLVED.**

---



**Yes, it sounds  
a bit trivial.**

**DOING IS THE HARD PART**

**SDD NUE**

**Markus Horneß**

**Adam Lawrence**

---

Service design

SEARCH STOCK

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



## DOING IS THE HARD PART

SDD NUE Markus Hormeß Adam Lawrence

**Credit: Shutterstock**





**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock





**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock



A man with a balding head is sitting in a light-colored leather armchair. He is wearing a red long-sleeved shirt. He has his right hand pressed against his face, covering his eyes and nose, with his fingers spread. His expression is one of distress or exhaustion. The background is a plain, light-colored wall with some faint lines.

## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence



---

**Let's look at ...**

# **[HOSPITALITY EXPERIENCE]**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

A woman with dark hair tied back, wearing a black t-shirt and a red apron, is standing behind a wooden counter in a cafe. She is looking down at a clipboard she is holding with both hands, and her right hand is holding a pen, ready to write. On the counter in front of her are a glass coffee siphon and a black cup on a saucer. In the background, there is a glass display case filled with pastries, a potted plant, and a blurred view of the cafe's interior.

## DOING IS THE HARD PART

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock





**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock





## DOING IS THE HARD PART

SDD NUE | Markus Horneß | Adam Lawrence

Credit: Shutterstock



---

## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock

---

**Let's look at ...**

# **[AVIATION EXPERIENCE]**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence





## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock



A man with short brown hair and a beard, wearing a black t-shirt and blue jeans, is seated in an airplane cabin. He is looking out of a circular airplane window with a thoughtful expression, his hand resting on his chin. He is also holding a smartphone in his other hand. The airplane seats are black with yellow accents. The lighting is soft, coming from the window.

## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock



---

## DOING IS THE HARD PART

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock



---

## DOING IS THE HARD PART

SDD NUE

Markus Horneß

Adam Lawrence

Credit: Shutterstock



---

**Let's look at ...**

# [MOBILITY EXPERIENCE]

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



A woman in a blue suit and a man in a light blue shirt are walking through a car dealership. The woman is holding a tablet and pointing at it, while the man is looking at it and gesturing with his hand. They are standing in front of a dark blue car. In the background, there are other cars and a large glass window.

**DOING IS THE HARD PART**

**SDD NUE**

**Markus Horneß**

**Adam Lawrence**

**Credit: Shutterstock**



A man with short brown hair and a beard, wearing a blue long-sleeved work shirt, is standing in a warehouse aisle. He is holding a tablet in his left hand and reaching up with his right hand to a blue bin on a high shelf. The shelves are filled with many similar blue bins, some containing small parts or bags. The background shows more shelves and boxes, creating a sense of a large inventory space.

**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock



A full-page photograph of a male worker in a dark blue jumpsuit, yellow hard hat, safety glasses, and large red earmuffs. He is holding a laptop and looking at the screen, which displays a complex industrial control interface with various graphs and data points. He is standing next to a piece of industrial machinery with a green frame. In the background, other industrial equipment and robotic arms are visible in a factory setting.

**DOING IS THE HARD PART**

SDD NUE Markus Horneß Adam Lawrence

Credit: Shutterstock



---

**Final task: your key take-away**

**WHAT WILL HELP YOU ACTUALLY  
DELIVER SERVICE DESIGN?**

---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence

---

**WELL, LET'S  
CALL THIS ...**



---

**DOING IS THE HARD PART**

SDD NUE

Markus Horneß

Adam Lawrence



---

# THANK YOU!

**SMART GUY**

Markus Hormeß

**BEAUTIFUL GUY**

Adam Lawrence

**SLIDE DESIGN GUY**

Jakob Schneider

---

**DOING IS THE HARD PART**

SDD NUE

Markus Hormeß

Adam Lawrence