



# Digital Innovation

Digital Innovation  
Processes for Services

1 <sup>st</sup>	2 <sup>nd</sup> LEVEL	3 <sup>rd</sup> LEVEL
OPPORTUNITY IDENTIFICATION	1. Gathering customer insights	Market Research Customer Interviews Identifying nuggets and user stories Identifying dimensions of user behavior Creating timelines e.g. day-in-the-life timelines Gathering information about consumer's preferences e.g. in form of photos or videos
	2. Identify areas of opportunity	Study new trends, approaches and technology Define innovation challenge Identify Job-to-Be-Done and outcomes for each job Desktop research Problem scoping
	3. Identify needs for digital services	Fundamental research Observational or Ethnographic research Participant observation Non-Participant observation Separation of user experience into phases Testing initial assumptions Prepare preliminary roadmap for observation and interviewing
IDEATION & IDEA MANAGEMENT	4. Idea generation	Generating ideas for products, services and environments Generating ideas with different perspectives e.g. customer-oriented, technology-oriented, cost-oriented Generating ideas using different methods e.g. brainstorming, customer journey, touchpoint approach, story telling, lead user method Questioning and challenging existing assumptions Explore solutions through various combinations and substitutions Identify new paradigms for potential solution generation Seek solutions from outside knowledge databases Apply solutions from nature's problem solving Include customers by letting them provide ideas interaction with service ecosystem actors
	5. Idea scoping	Visualizing and detailed descriptions of ideas using sketches, service blueprints or customer journeys Stakeholder analysis Problem scoping and definition Determining customer demands using skills workshops, life cycle analyses or trend analyses Focus ideation efforts on specific performance metrics
	6. Idea assessment	Determining implications of ideas (people, time, cost) Finding practical uses for ideas Assessment according to solving problems and needs of users/customers Assessment according to attractiveness, risk and alignment with existing projects Evaluate ideas against the same specific performance metrics to determine which ideas will get the job done
	7. Idea prioritizing & selection	Sorting and prioritizing ideas Evaluating against outcome expectations Strengthen and shaping ideas
CONCEPT DEVELOPMENT	8. Concept generation	Very detailed ideation with concepting activities More detailed research activities e.g. about customer behavior Soliciting feedback from potential users Logical or intuitive concept generation techniques e.g. morphological analysis, brainstorming, sketching or word association
	9. Concept description	Creating concept descriptions using use cases, blueprints or service process description Building use cases Formulate value proposition Discussion of background processes Build rollout plan
	10. Concept selection	Selecting concepts based on decision tools and prioritization methods
	11. Concept testing	Creating first prototype (first drafts of e.g. service user interface visualization) Determining learning goals Refining concept designs into many prototypes (products, services and process concepts) Validating prototype by testing concepts with handful of stakeholders and customers Acquiring feedback from users or customers (iteratively)

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(SERVICE) DEVELOPMENT	12. Implementation of changes	Complete detailed design of new service Technical and system-based implementation or integration activities like software development Develop test plan (integrated rollout plan)
	13. Experimentation/Simulation of implemented ideas	Setting up pilot systems Prototyping Detailed tests Marketing and operation plans Including customers as co-creators and testers
	14. Development of different service elements	Finalizing service elements like user interface design Design of systems that allow and sustain new user experience Further rounds of prototyping and testing Pilot service development
	15. Preparation for validation	Planning of customer and user interviews Planning of usability tests Design reviews
TESTING & VALIDATING PILOT SERVICE	16. Installation and deployment of services	Preparational activities for pilot service
	17. Setting up pilot service	Setting up a way to showcase pilot service e.g. a pilot store with service and tangible components of service solution
	18. Testing and validating	Doing customer tests: user or field trials (testing service under actual use conditions) Beta tests In-home tests Trial sell and usability tests Collecting data from customers and users: behavior or feedback Finalizing designs and service components
LAUNCH	19. Commercialization	Implementation of market launch plan and operations plan Generating sales Continuous solution verification

