

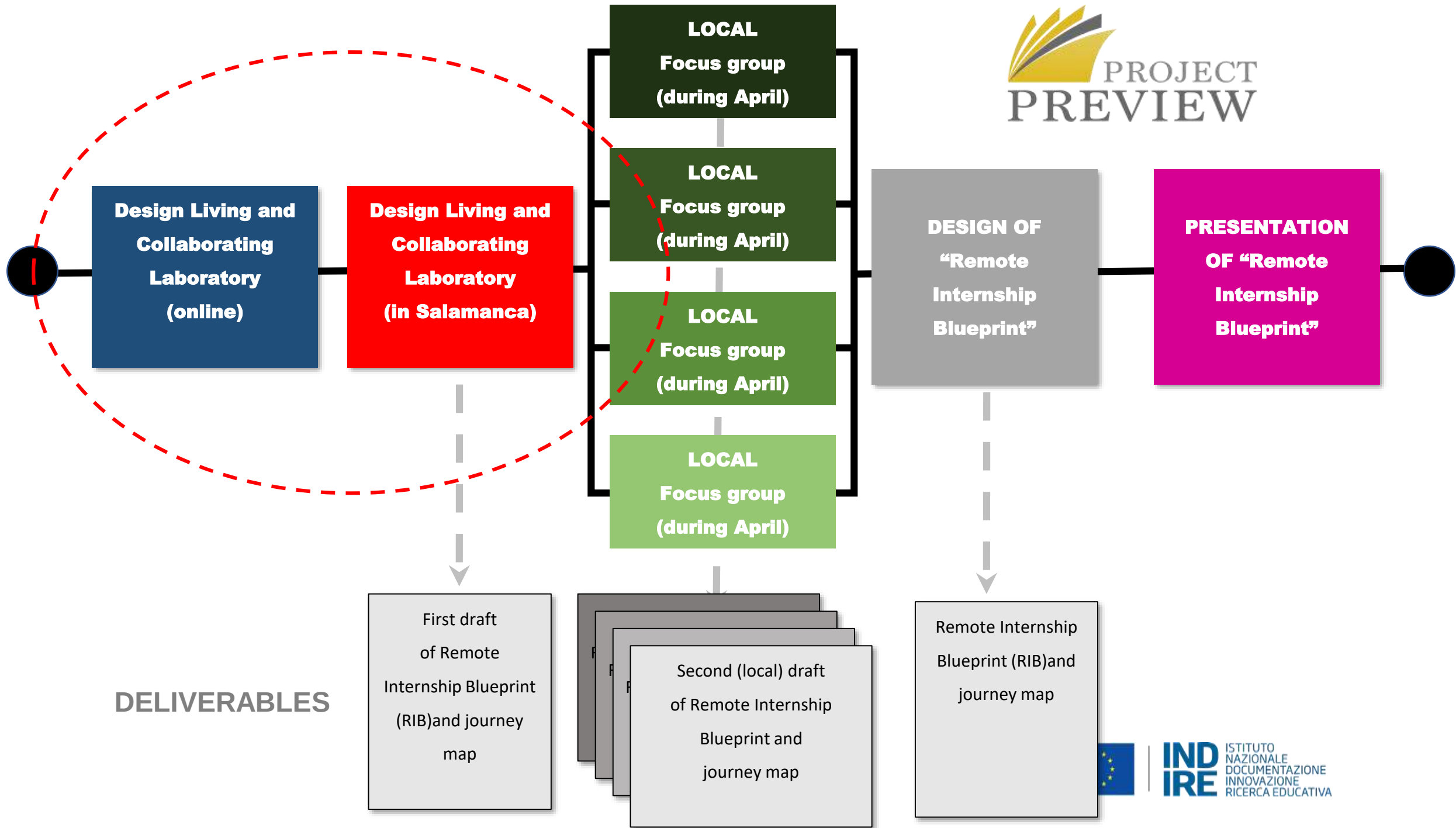


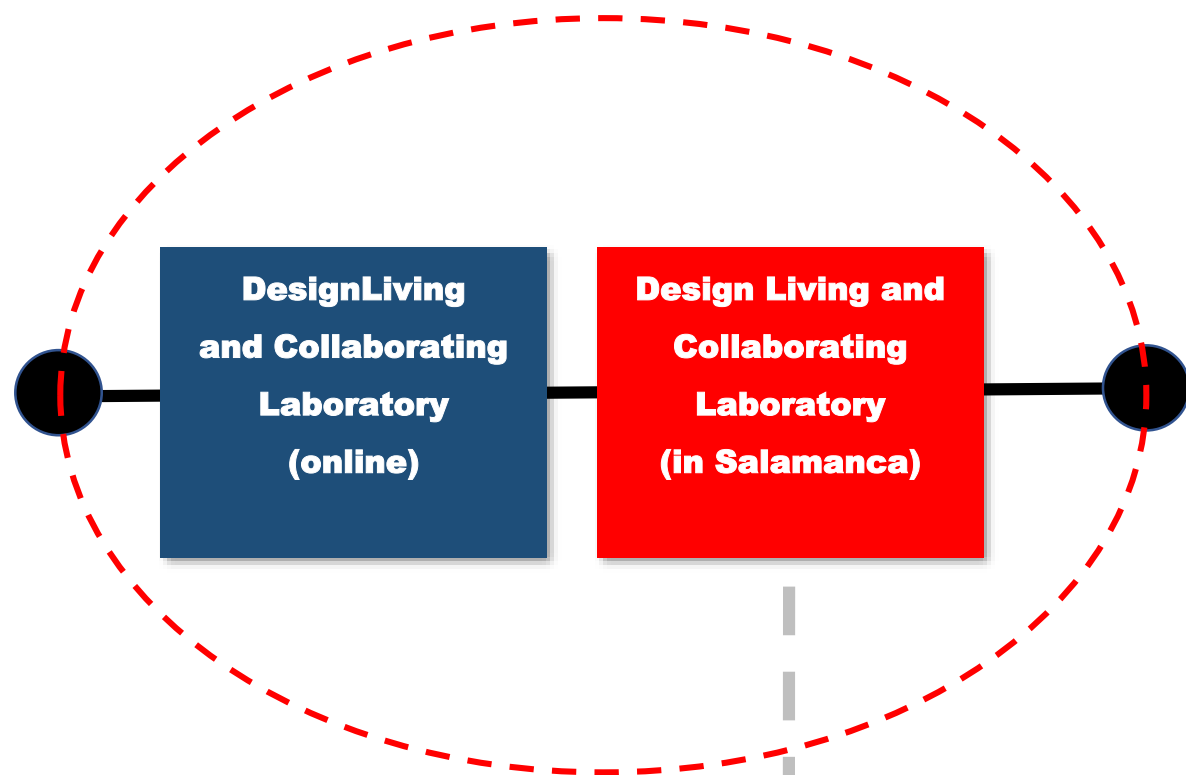
2022-1-IT02-KA220-HED-000088742

# Service Design Laboratory

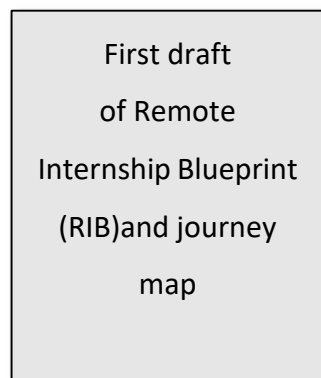
Enrico Viceconte







**DELIVERABLES**



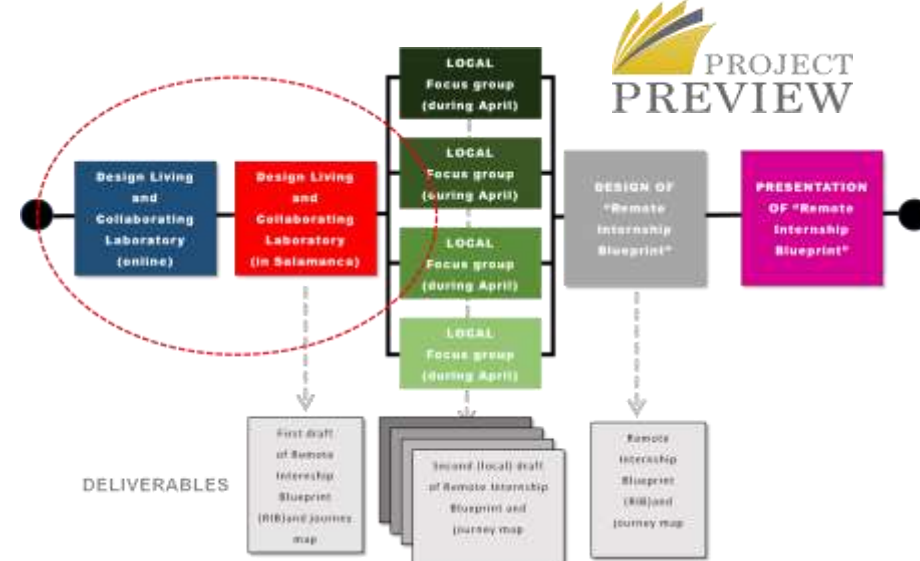
ENRICO VICECONTE

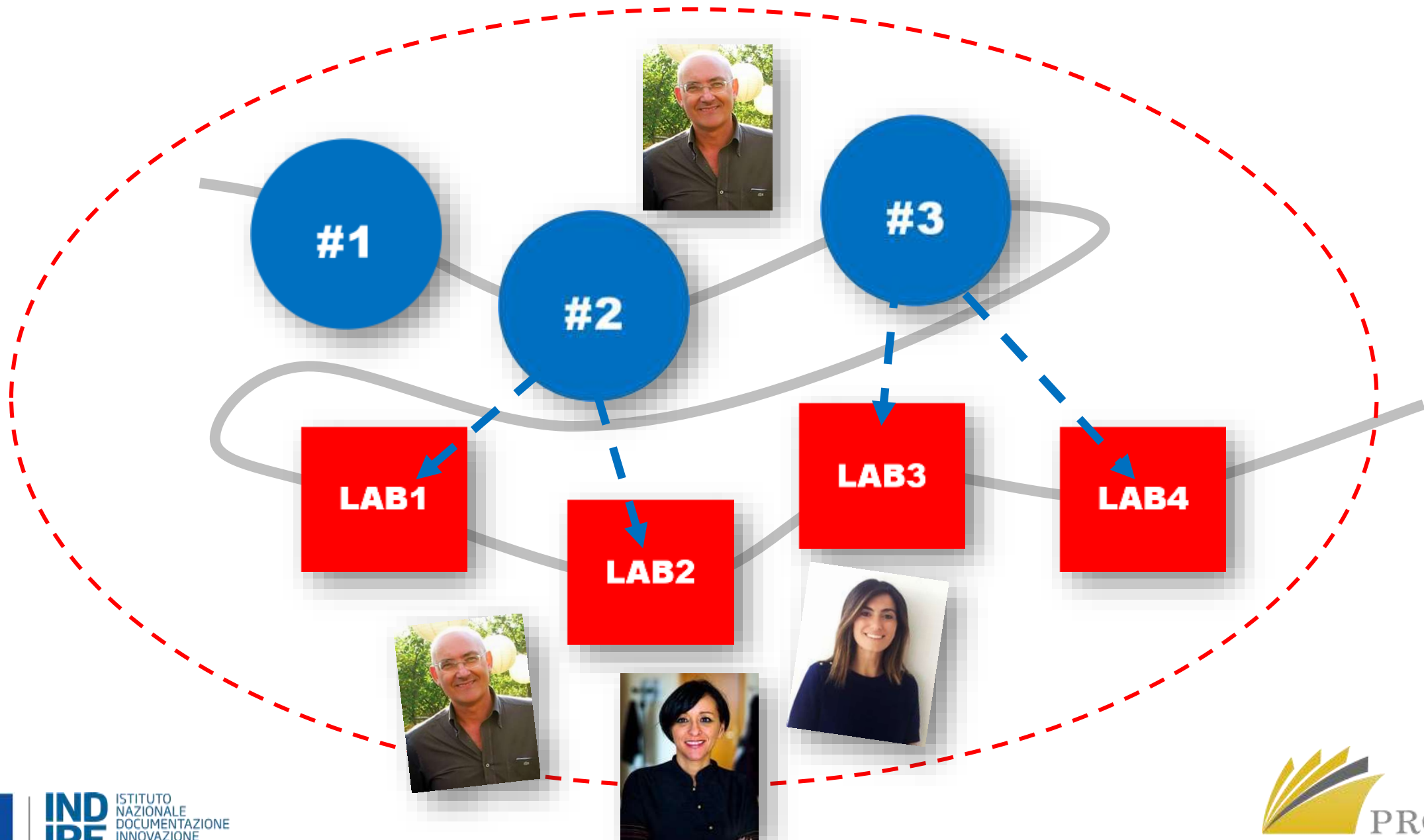


DANIELA DE GREGORIO



TOMMASINA PIANESE



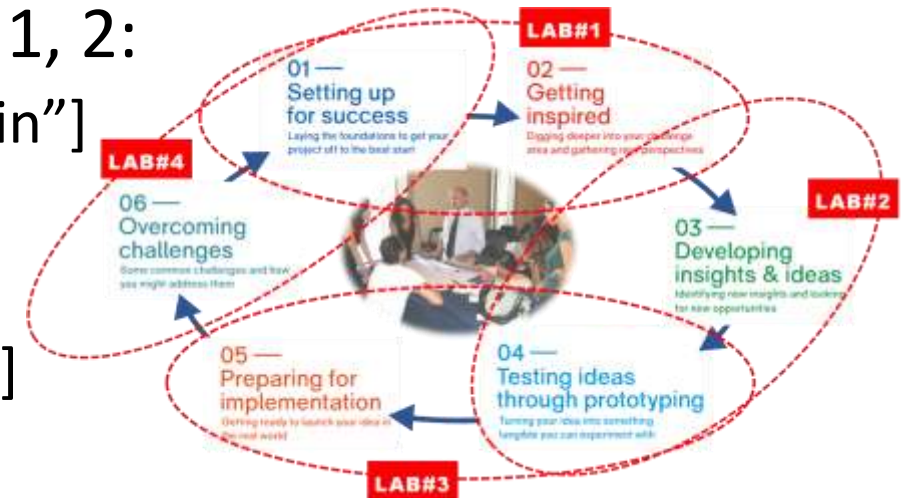
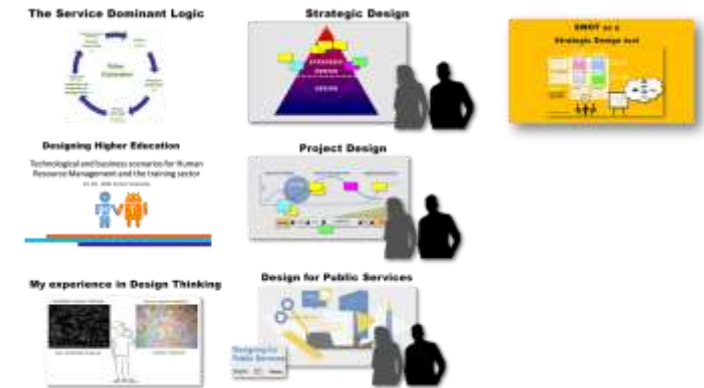


# Service Design Laboratory

- Online workshops: February 20, 21, 22
  - #1 (Feb. 20) [Knowing about what we know]
  - #2 (Feb. 21) [In The Shoes of the User]
  - #3 (Feb. 22) [Generativity in action]



- Labs in Salamanca: February 27, 28; March 1, 2:
  - Lab #1 Discover & Define [Searching “outside-in”]
  - Lab #2 Define [Searching “inside-out”]
  - Lab #3 3Develop [Modeling and Making]
  - Lab #4 Deliver [Presenting and Action planning]



# What are the expected outcomes from a Design Thinking course?

- Motivation to investigate the details of the methodologies in the available literature.
- hands-on experience in design thinking to improve benefit realization and project success of a new service.
- Motivation to use visualization as a means for more precise communication between the project team and with stakeholders.
- Start experimenting innovative and adaptive techniques for user needs research and requirements elicitation not only at the beginning of the project but also the “emerging” ones along the project duration.

# Workshop #1 (09:00-13:00)

## [Knowing about what we know]

**#1**

# Workshop #1

1. The Service Dominant Logic
2. Strategic Design (with an example)
3. Focus on Higher Education
4. Project Design
5. My experience: Why designing services matters?

# THEORY

# METHODS

# TOOLS

#1

## The Service Dominant Logic



# PRACTICES

## My experience in Design Thinking



# SCENARIOS

## Designing Higher Education

Technological and business scenarios for Human Resource Management and the training sector

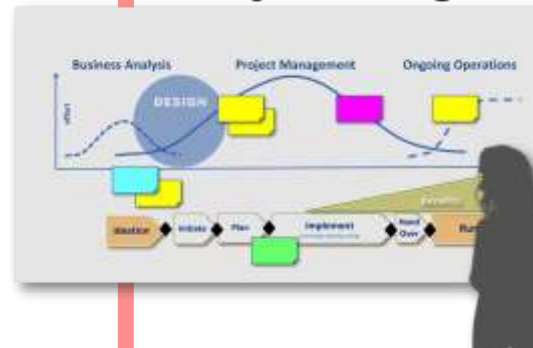
24-03-2021 Enrico Viceconte



## Strategic Design



## Project Design



## SWOT as a Strategic Design tool



**INDIRE** ISTITUTO NAZIONALE DOCUMENTAZIONE INNOVAZIONE RICERCA EDUCATIVA

## Design for Public Services

Designing for  
Public Services

IDEO | Design Council | Nesta...

### 01 - Setting up for success

Setting up for success

### 02 — Getting inspired

02 —  
Getting inspired

### 03— Developing insights & ideas

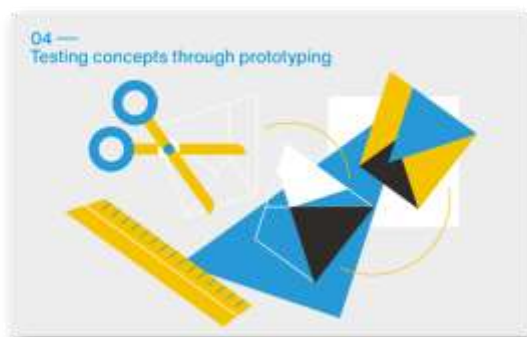
03—  
Developing insights & ideas



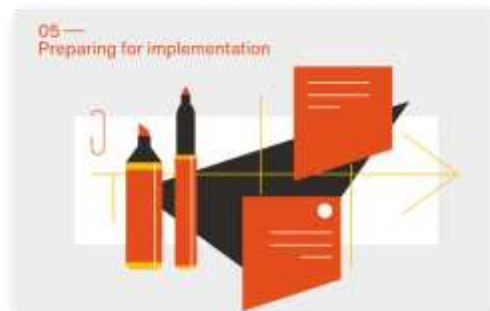
## Design for Public Services



### 04 — Testing concepts through prototyping

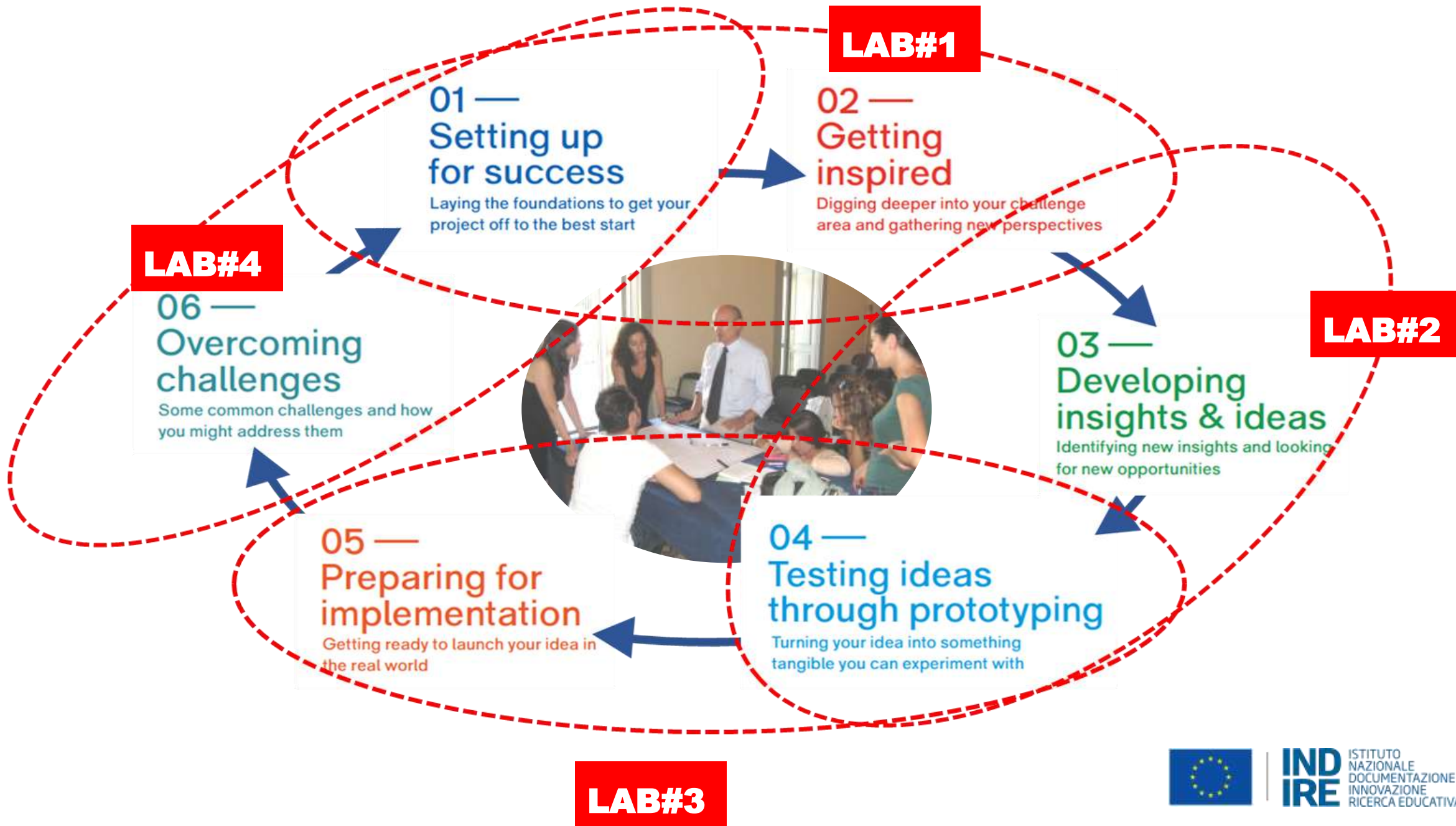


### 05 — Preparing for implementation



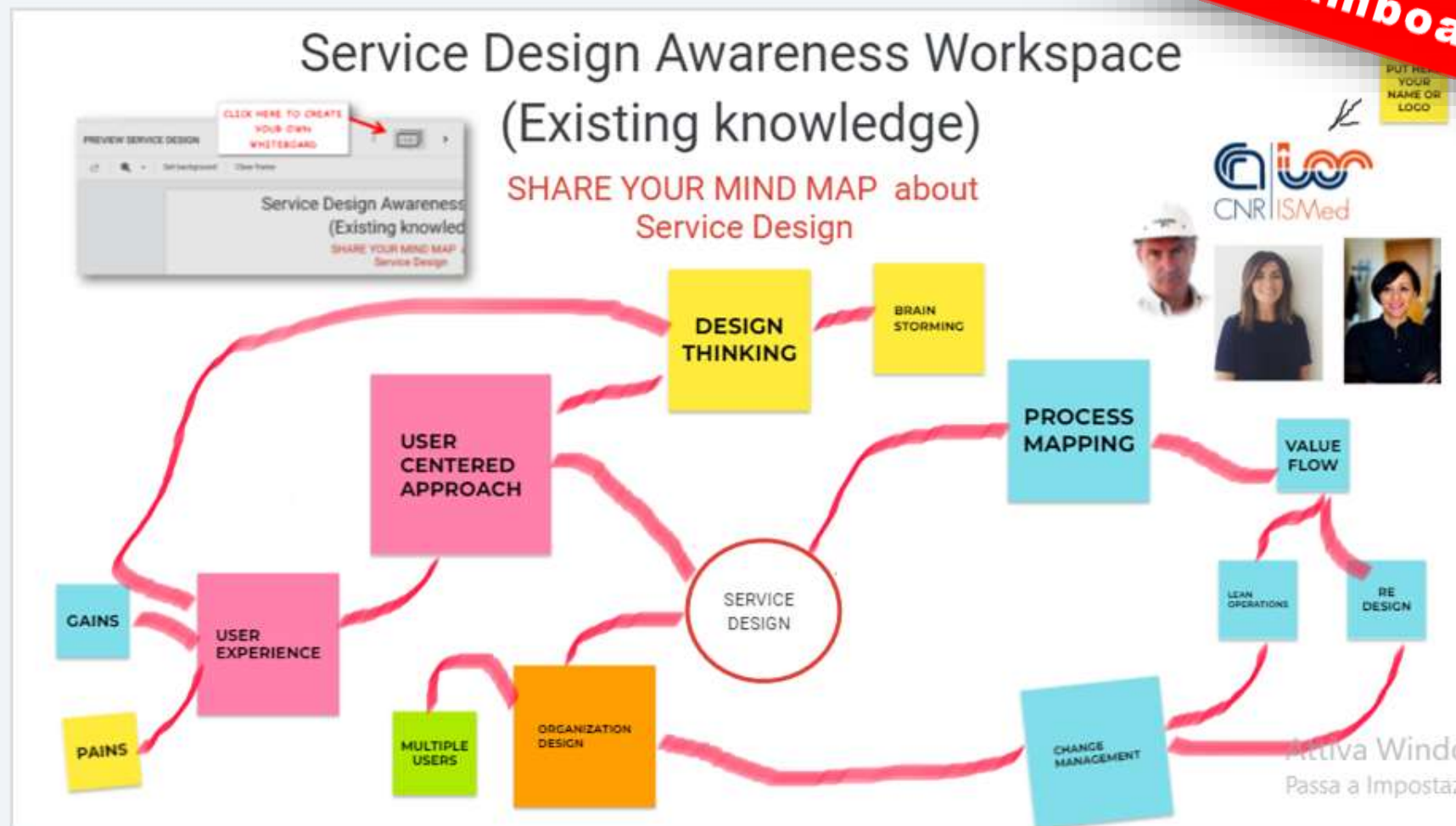
### 06 — Overcoming challenges







Google Jamboard Space

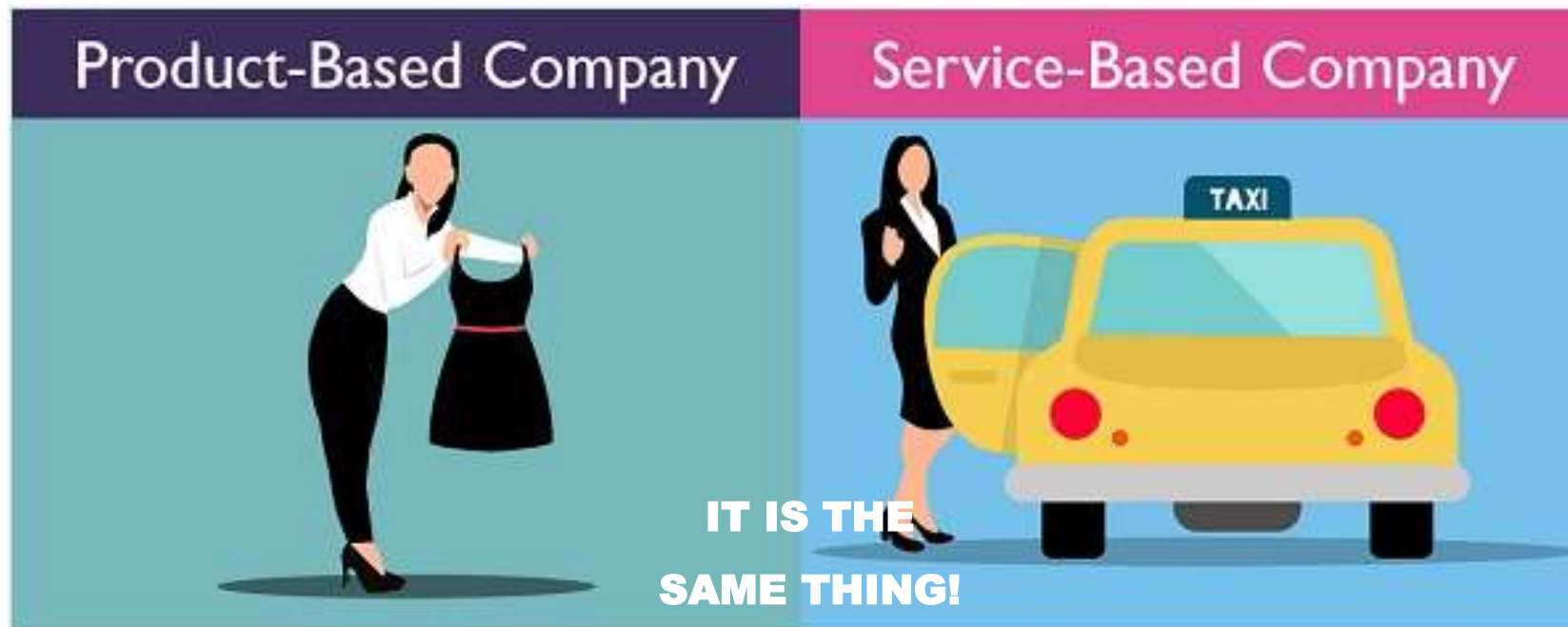


# The Service Dominant Logic



# What is service dominant logic?

- is a framework with its basis on the belief that **products or services only become valuable when consumers use them.**
- All exchanges within an economy are **service-to-service exchanges.** The provider and customer both co-create and receive value.
- **Goods are a distribution mechanism for service provision.**



**STAYING AT THE HOTEL**



**SHOPPING**



**PERSONAL SHOPPING  
SERVICE**

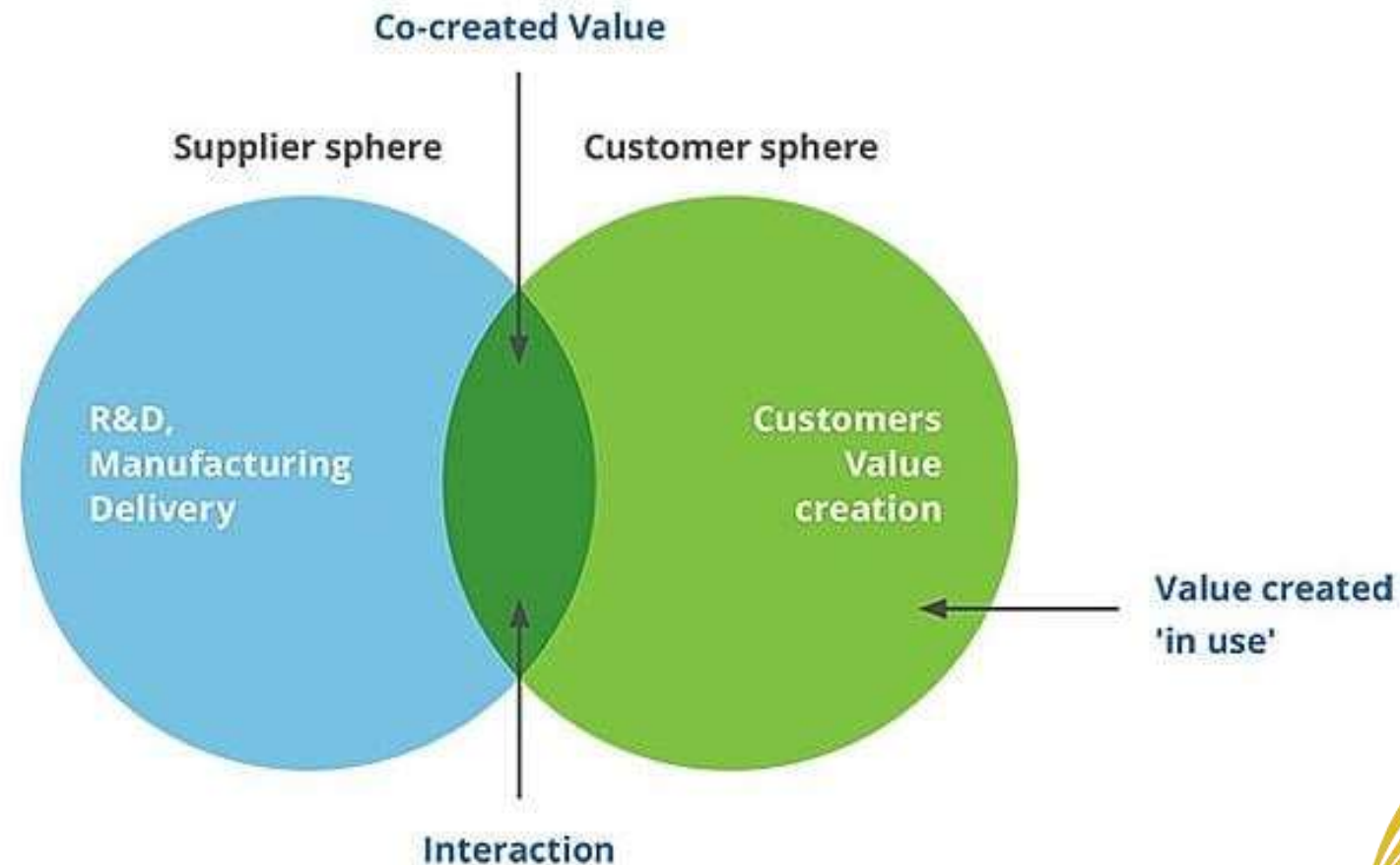


**MOVING**

**VISITING THE TOWN**

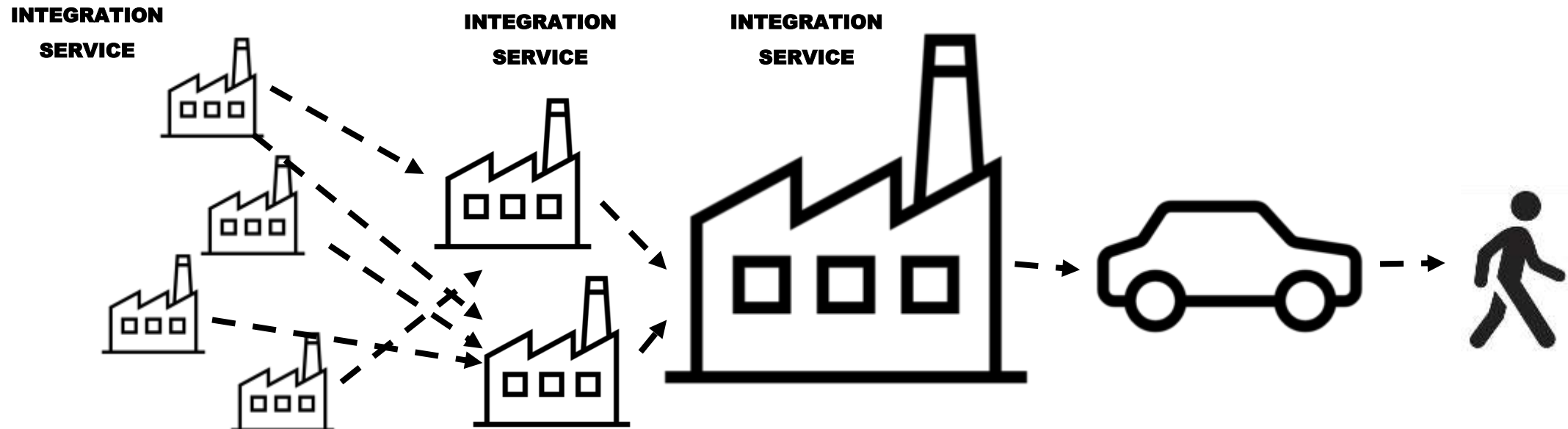


# What is service dominant logic?



# What is service dominant logic?

- The producer cannot deliver value, but **only offer value propositions**.
- In other words, **a beneficiary always determines a service or product's value**.
- The value of a service develops from **the beneficiary's interactions with the service** and what they can derive from its use.
- All social and economic actors are resource integrators



# What is service dominant logic?

All economies are **Service** Economies.

All Service Economies are **Experience** Economies.

All Experience Economies are **Transformations** Economy

All Transformations Economies are **Project** Economies

All Project Economies are **Creation** Economies

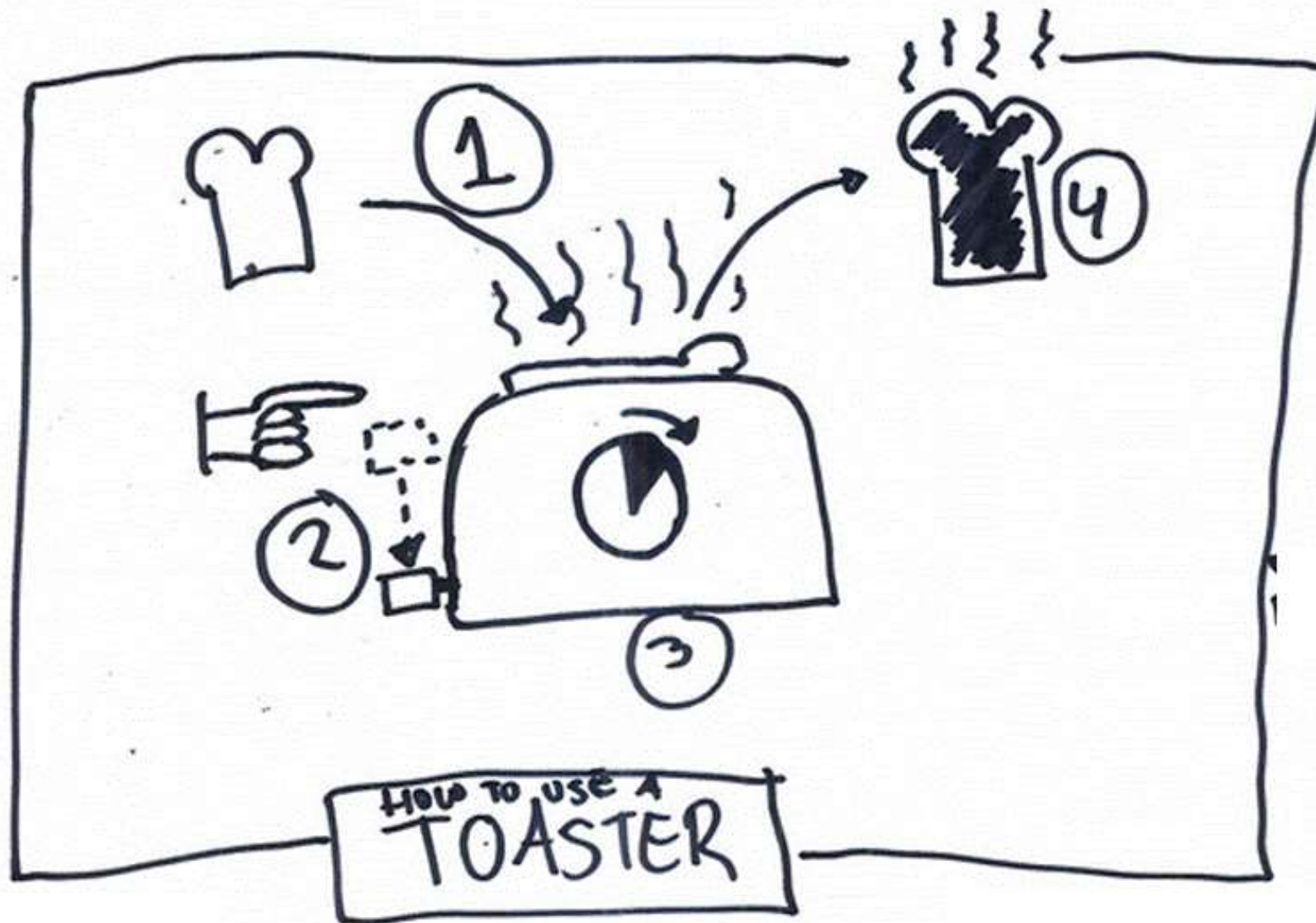
All Creative Economies are **Imagination** Economy

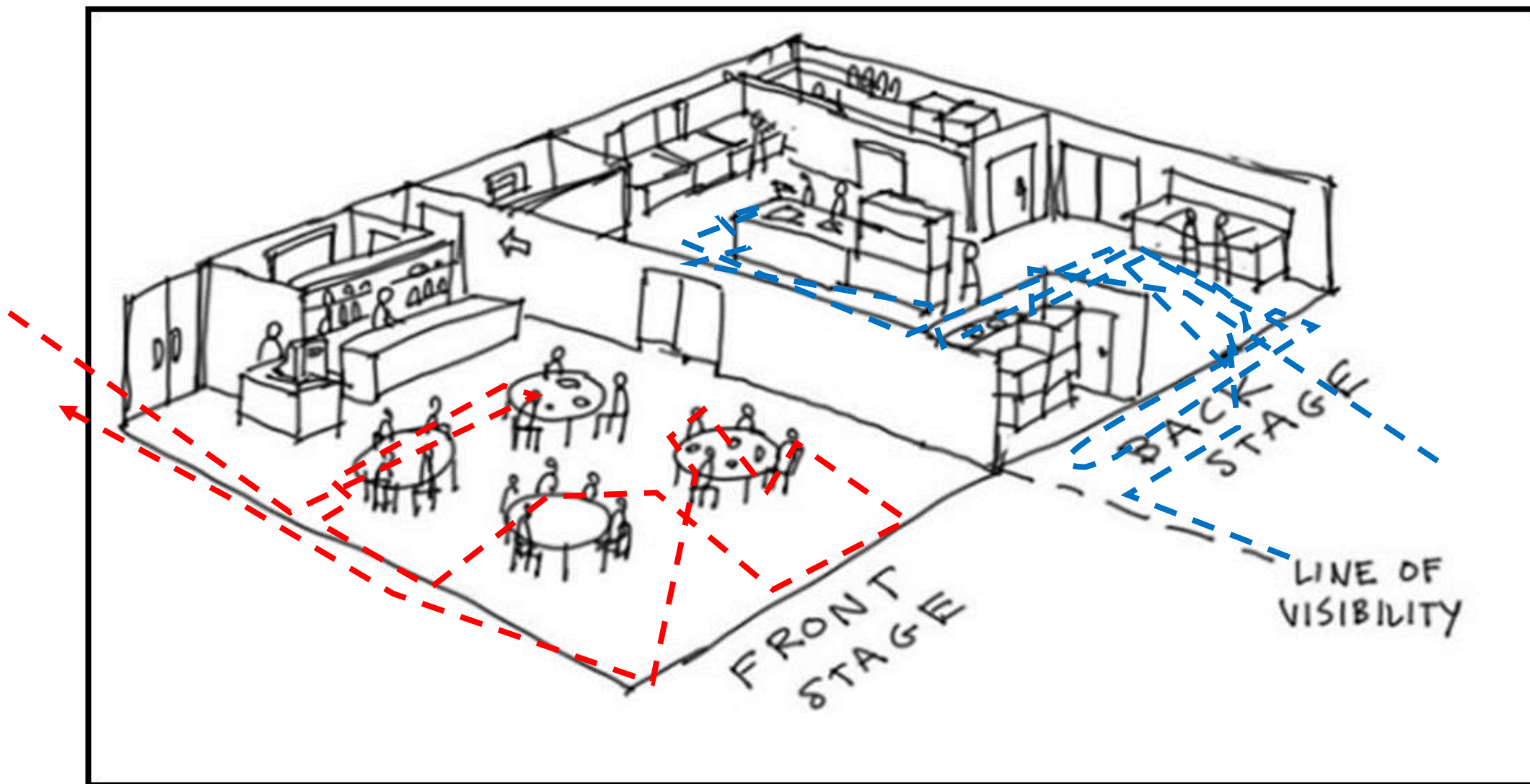


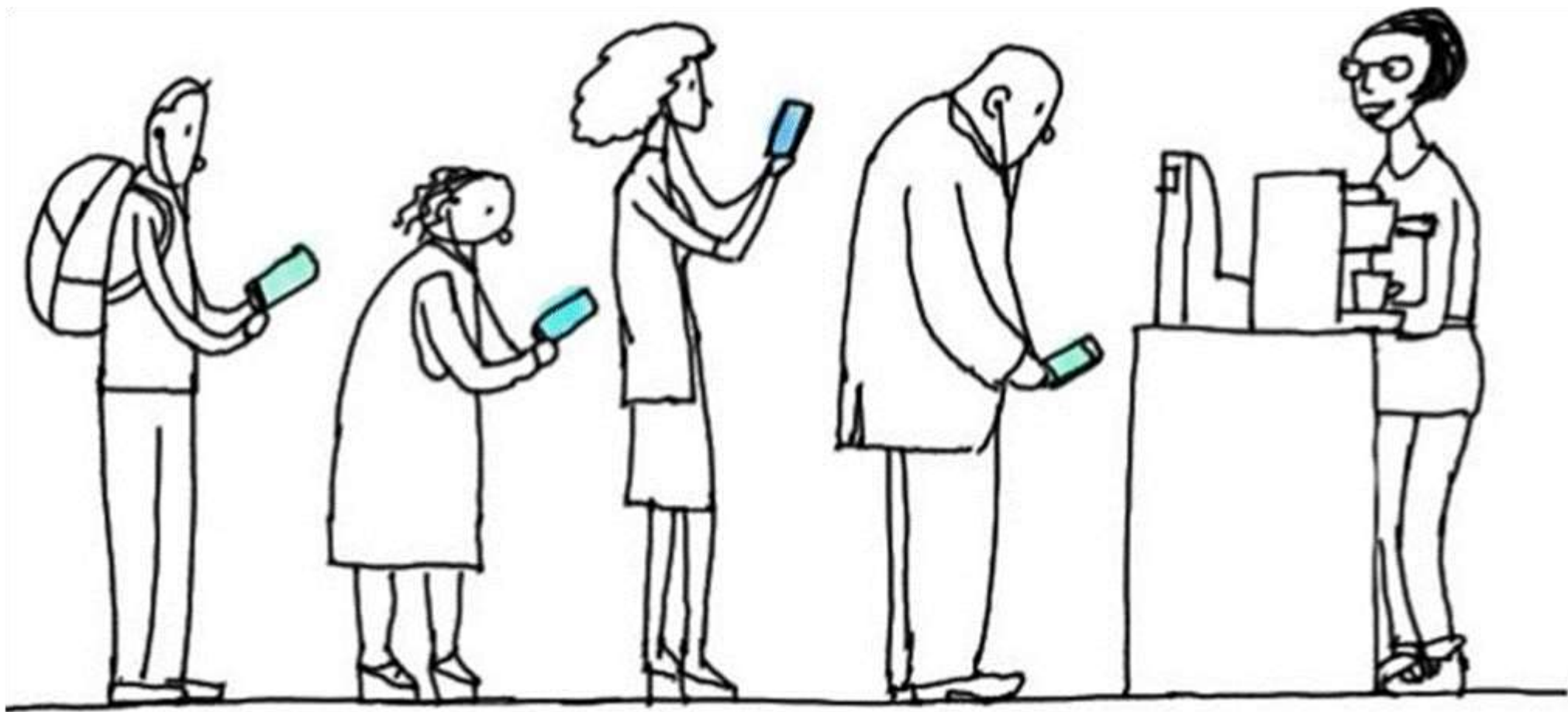
# The service dominant logic Manifesto

## **Apply S-D logic to your activities**

- treat your products as vehicles that deliver a service
- focus on understanding what your customers want and need
- ensure that your customers' needs are always at the forefront
- study how your customers interact with your service
- emphasise the collaborative nature of user-producer relationships
- build relationships with your customers and regularly engage with them
- consider how you can use technology to improve the customer experience
- elicit feedback from your customers and use it to improve your services
- embrace co-creation with your customers
- innovate continuously to meet your customers' changing needs







# What is service dominant logic?



**Describe this  
as a service**

# What is service dominant logic?



**What is the value proposition for this service?**



# What is service dominant logic?



**What is the value proposition for this service?**



# What is service dominant logic?



**What is the value  
proposition for this  
service?**



Alessi - Cavatappi  
con decorazione -...

€68.00  
farfetch.com  
+€10.00 shipping



**PRODUCTS OR AN  
INTEGRATED  
SERVICE  
SYSTEM?**

**What is the value proposition  
for this service?**

**SUNSET  
INCLUDED  
IN THE  
PRICE**



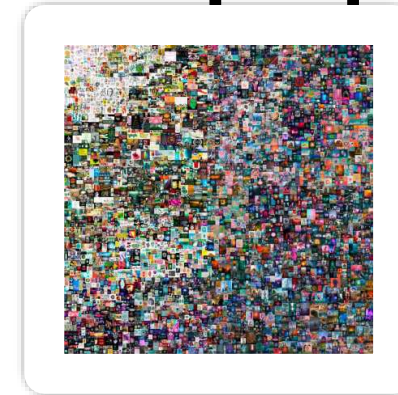
# What is service dominant logic?

Beeple NFT Sells For \$69.3 Million, Becoming Most-Expensive Ever

Abram Brown Former Staff



What is the value proposition?



# What is service dominant logic?



What is the value  
proposition for this  
**PRODUCT?**



# What is service dominant logic?



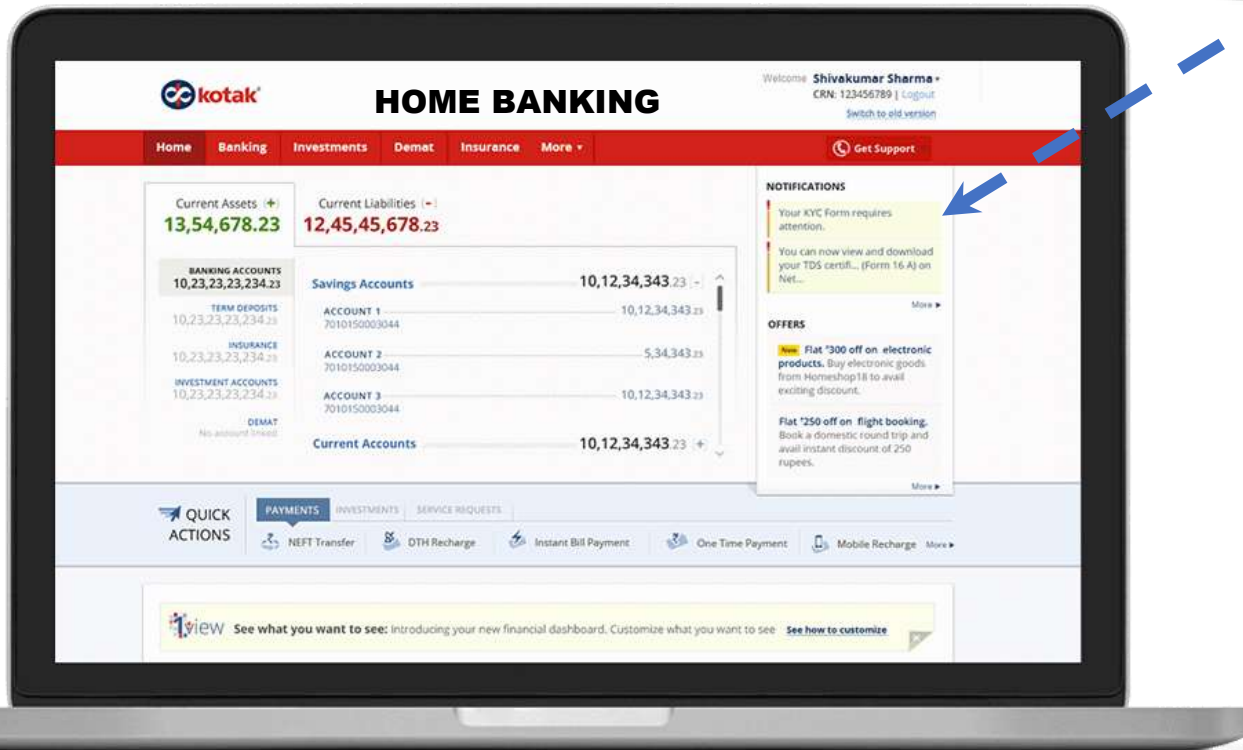
What is the value  
proposition for this  
**SERVICE?**



# What is service dominant logic?

CLOUD

What is the value proposition for this product?



# What is service dominant logic?



**What is the value proposition for this product/service?**

# What is service dominant logic?



**What is the value proposition for this product/service?**

# What is service dominant logic?

MONTESSORI SCHOOL



**What is the value  
proposition for this  
service?**

# What is service dominant logic?



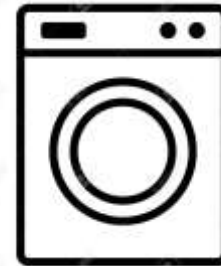
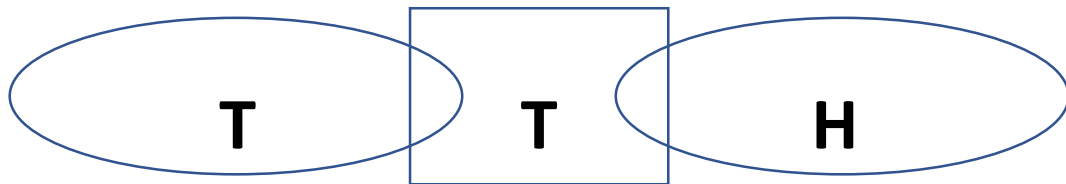
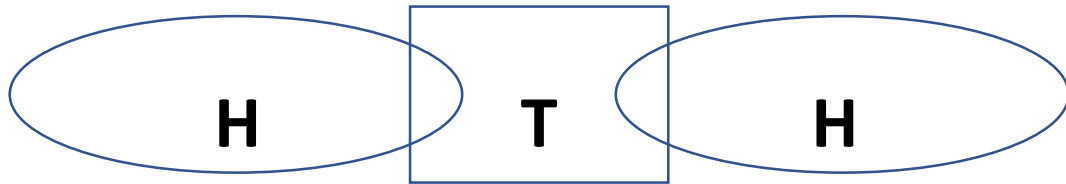
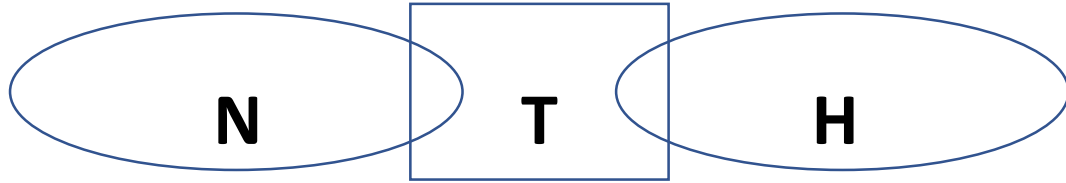
**What is the value  
proposition for this  
service?**

# What is service dominant logic?

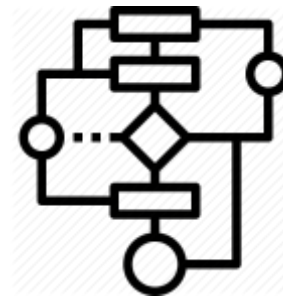
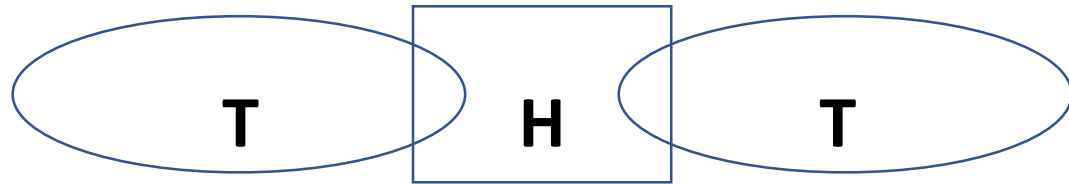
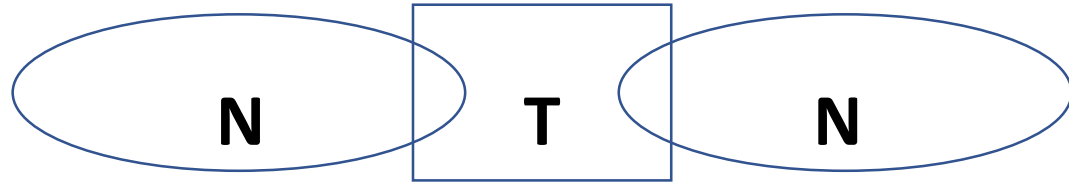
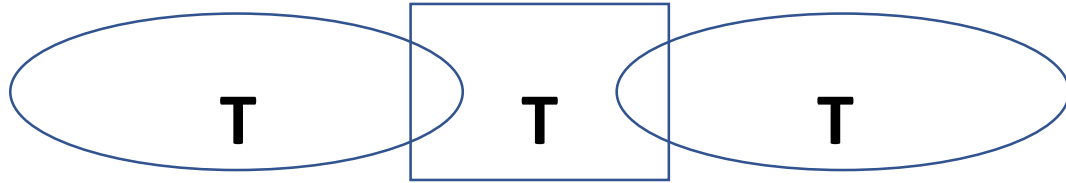
**... and for this service?**



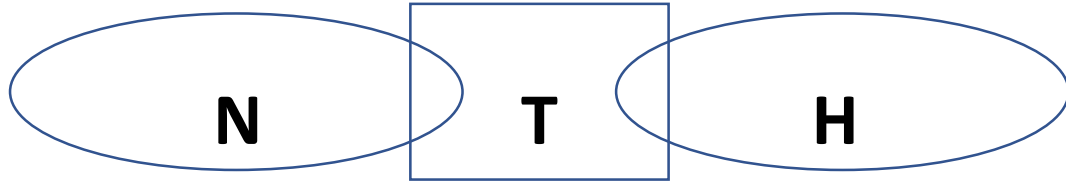
# Technology as an interface (in-between)



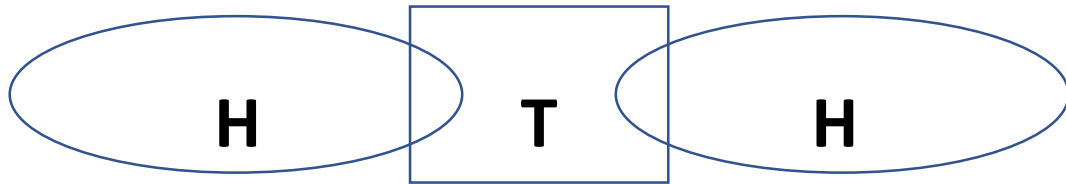
# Technology as an interface (in-between)



# Technology as an interface (in-between)



serve

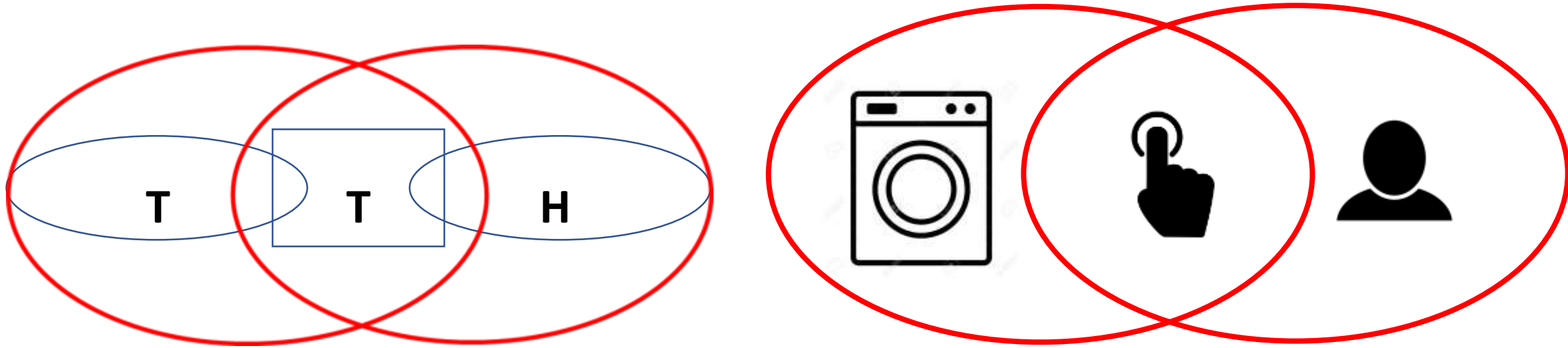


significa

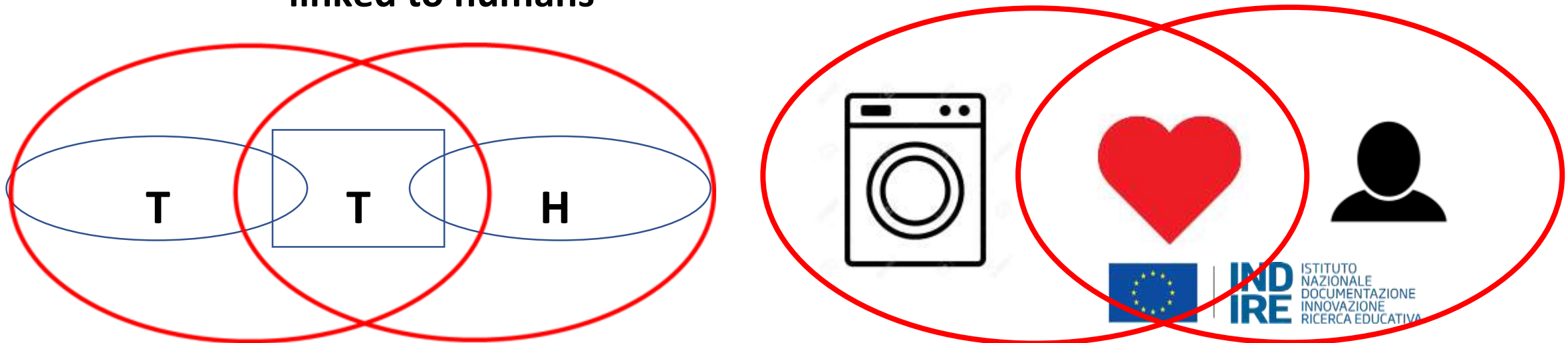
Artificial things not only "serve" but "mean"

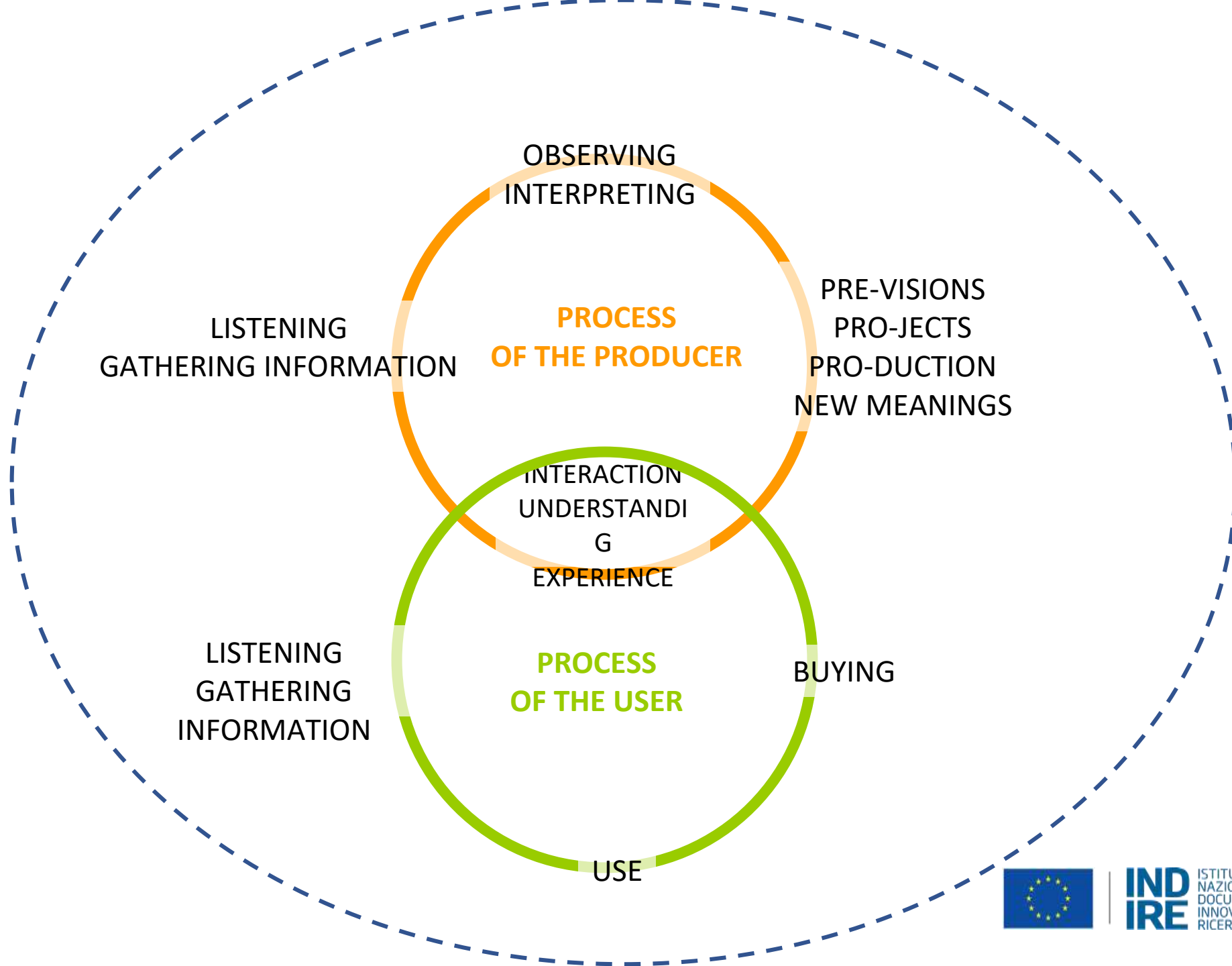


# Technology as an interface (in-between)



**Artificial things, like people, have behaviors  
linked to humans**





# SYSTEMS THINKING

Service Dominant Logic

Establishing nested & overlapping  
**Service Ecosystems**  
of

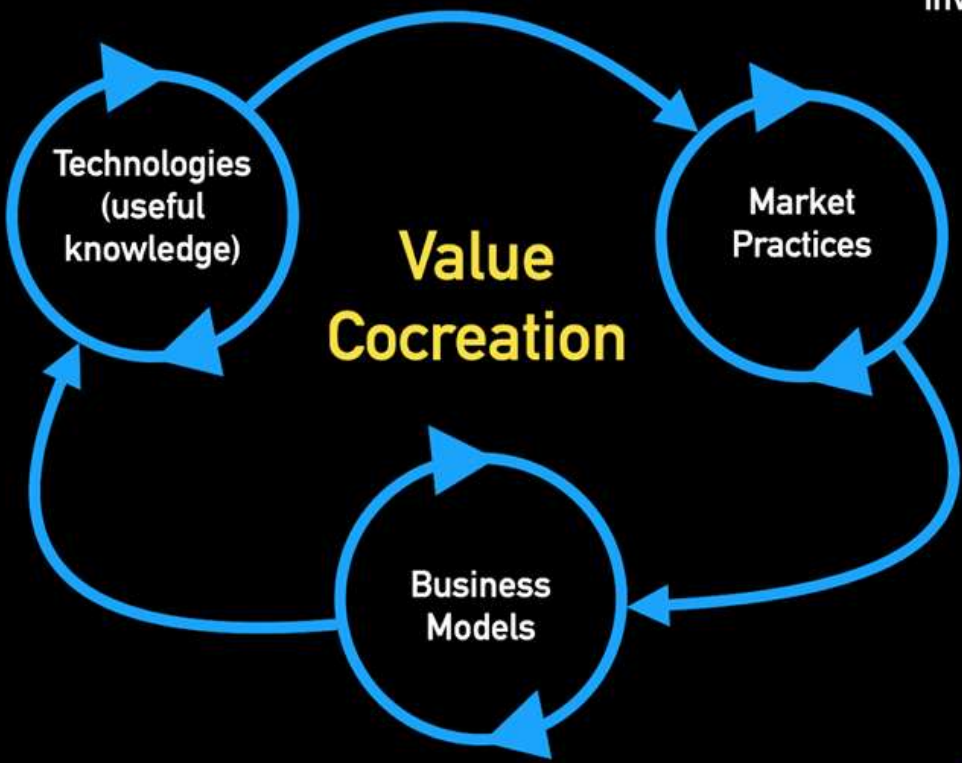
**Actors**  
involved in

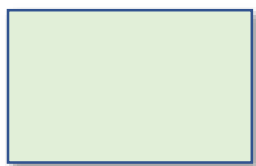
**Resource Integration**  
and

**Service Exchange**  
enabled & constrained by

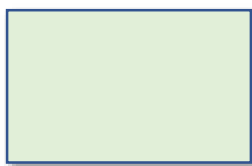
enabled & constrained by  
**Institutions & Institutional Arrangements**

**Value Cocreation**

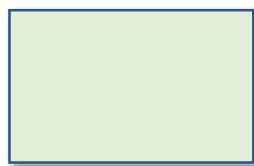




SYSTEM  
DESIGN



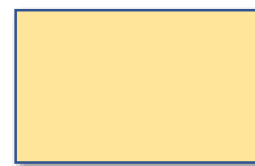
SUB-SYSTEM  
DESIGN



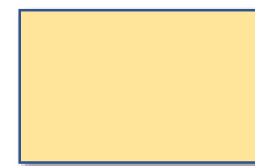
COMPONENTS  
DESIGN



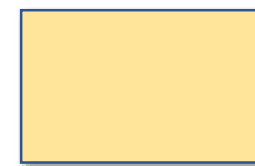
COMPONENT  
PROTOTYPE



INTEGRATION OF  
COMPONENTS



INTEGRATION OF  
SUBSYSTEMS



INTEGRATION OF  
SYSTEM



**SYSTEMS  
THINKING**

**SYSTEMS  
ENGINEERING**



## DEFINITION OF REQUIREMENTS

## PROTOTYPING AND VALIDATION

SYSTEM LEVEL

SYSTEM  
CONCEPT

VALIDATION

Proptotyping  
of the system

Design of the  
system

SUB-SYSTEM LEVEL

SUB-SYSTEMS  
CONCEPT

VALIDATION

Integration of  
subsystems

Design of  
Sub-systems

COMPONENT LEVEL

COMPONENTS  
CONCEPT

VALIDATION

Integration of  
components

Design of  
components

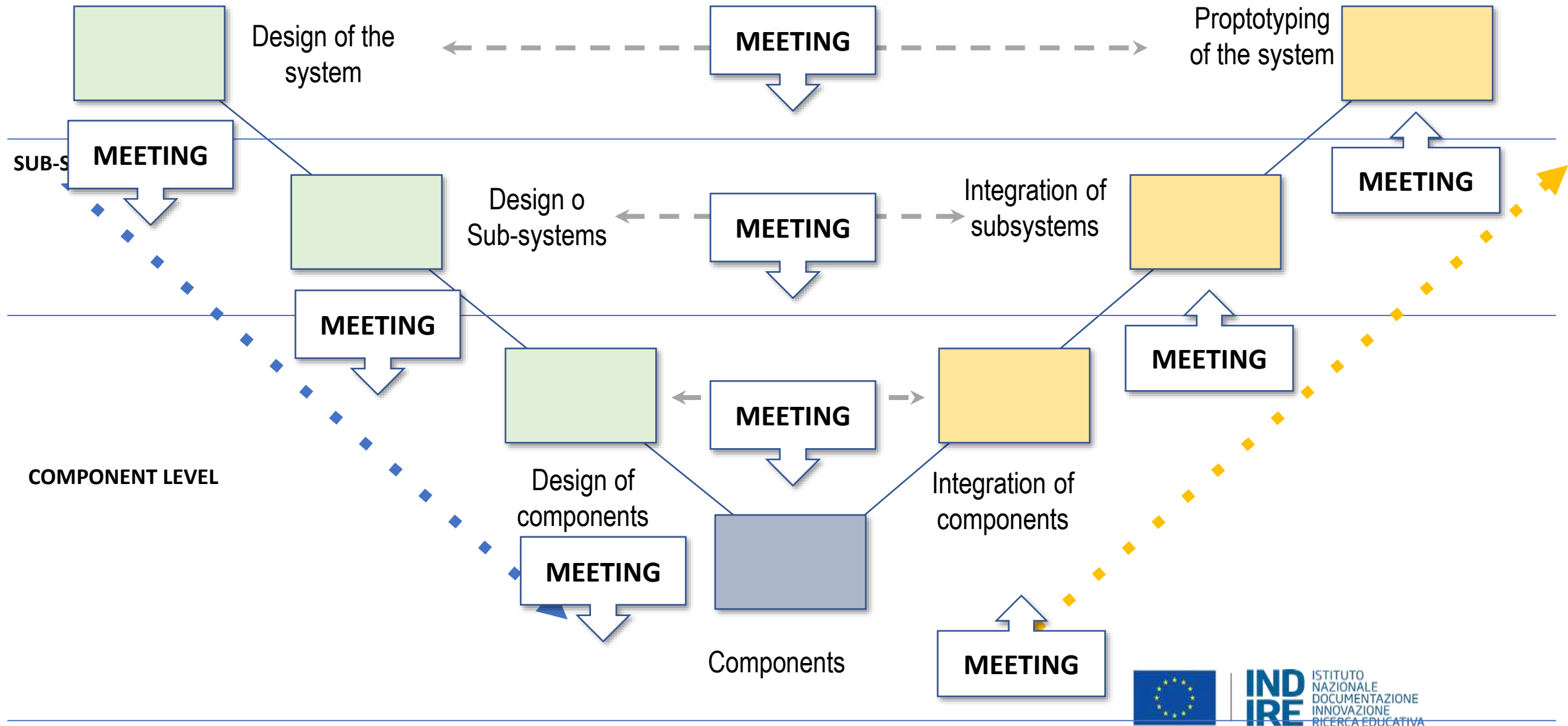
Components



## DEFINITION OF REQUIREMENTS

## PROTOTIPING AND VALDATION

SYSTEM LEVEL



**Touchpoints**

**Problems**

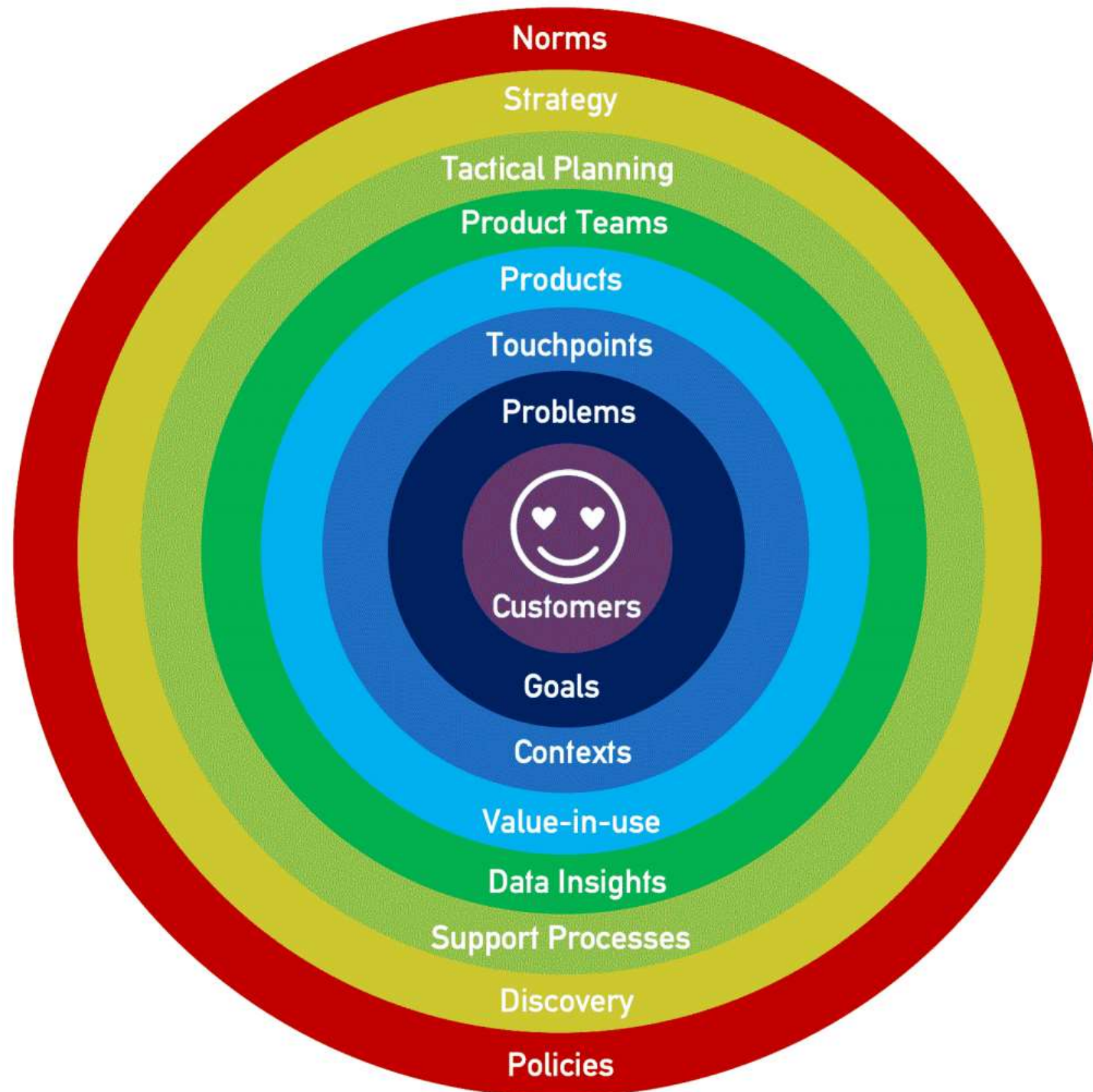


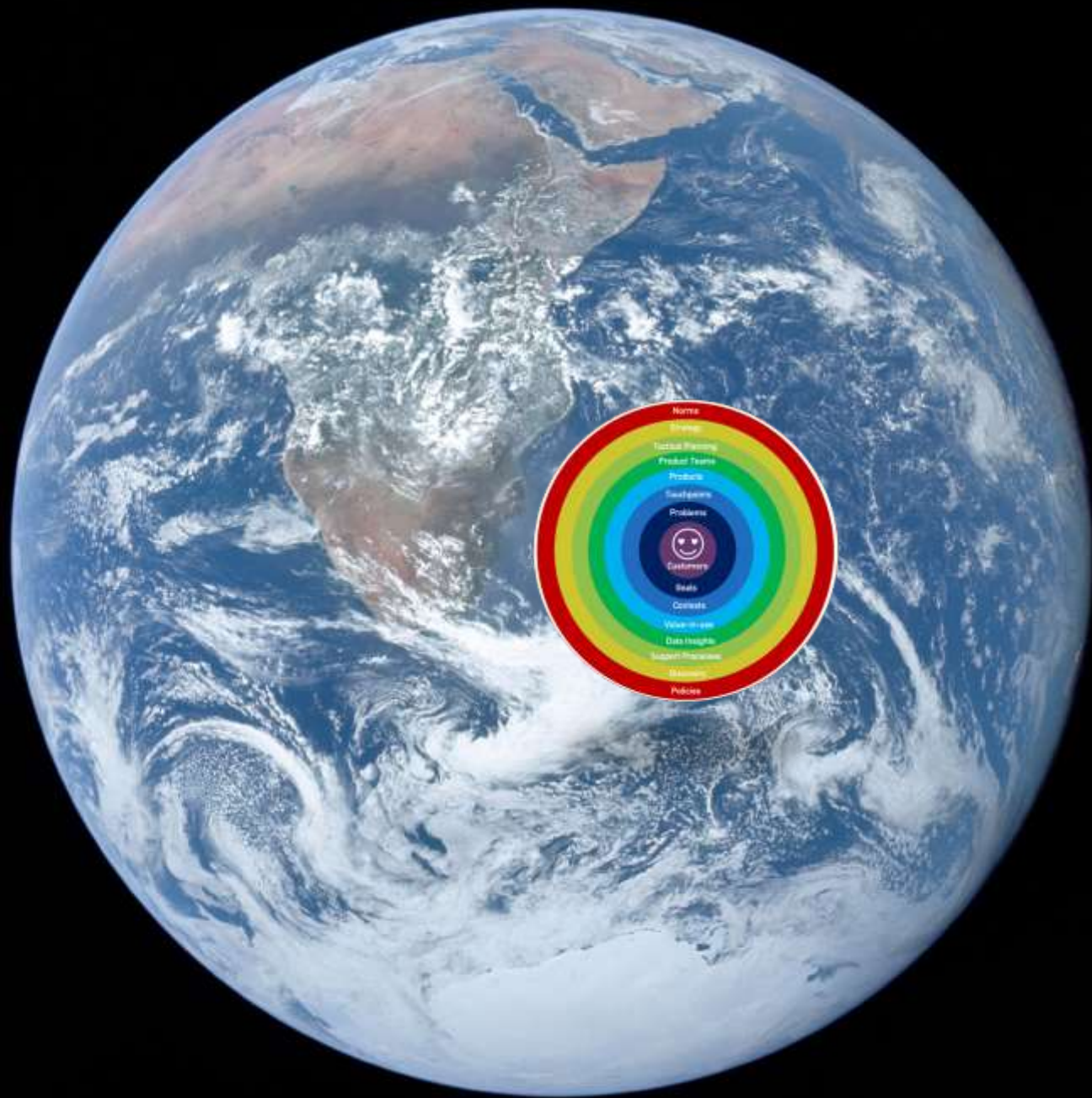
**Customers**

**Goals**

**Contexts**







**Between our goals and us  
there are the **problems****

**FIND THE  
RIGHT  
PROBLEM**

**FIND THE  
CAUSES**

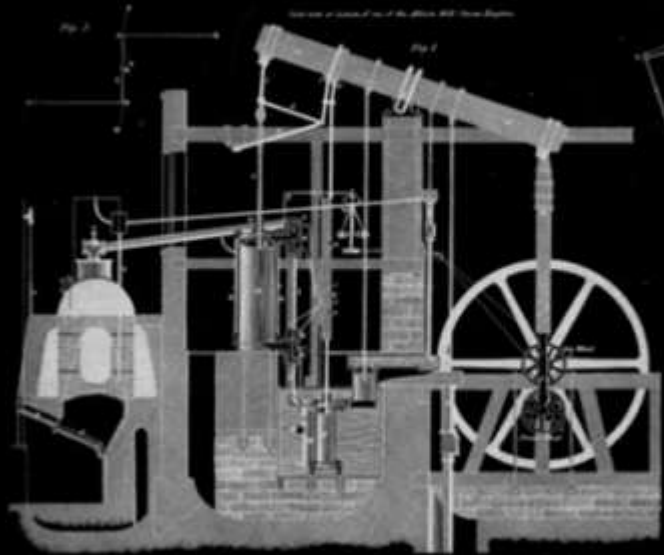
**Design is a  
problem solving process**

**FIND THE  
RIGHT  
SOLUTION**





#### 4) Contrôle moteur



#### 5) Programmation du cerveau-moteur :



#### Antiquité

(environ 2000 ans si l'on  
prend pour repère la  
domestication du cheval)

#### XIXe s.

(machine à vapeur)



#### XXe s.

(informatique)

# Industry 4.0

**Cyber-physical**

6) ?



# Society 5.0

**Cyber-physical -social**

# Design of everything



- Designing a new service (or a major change in an old service) is about designing:
  - a. The service strategy aligned with the Strategy of the organization
  - b. The outcomes (value in use)
  - c. The “product” (the new service): the outputs that deliver the desired outcomes
  - d. The operations (processes) that deliver the desired outputs
  - e. The artifacts that enable processes
  - f. The maintenance system for processes and artifacts
  - g. The continuous improvement system for the processes and of the artifacts
  - h. The project Management plan and The Project Plan to implement (c, d, e, f, g)

# Design of the outcomes (value in use)



- How can we define the SMART outcomes of a new service project starting from the general and specific objectives? (Logical framework)
- What is the business case of the project?
  - Which are the benefits (*value in use*) for the stakeholders?
  - Which are the costs (*costs in use*) for the stakeholders?
  - What are the requirements (and the features) for a new service project?
- Functional breakdown

# Design of the outputs

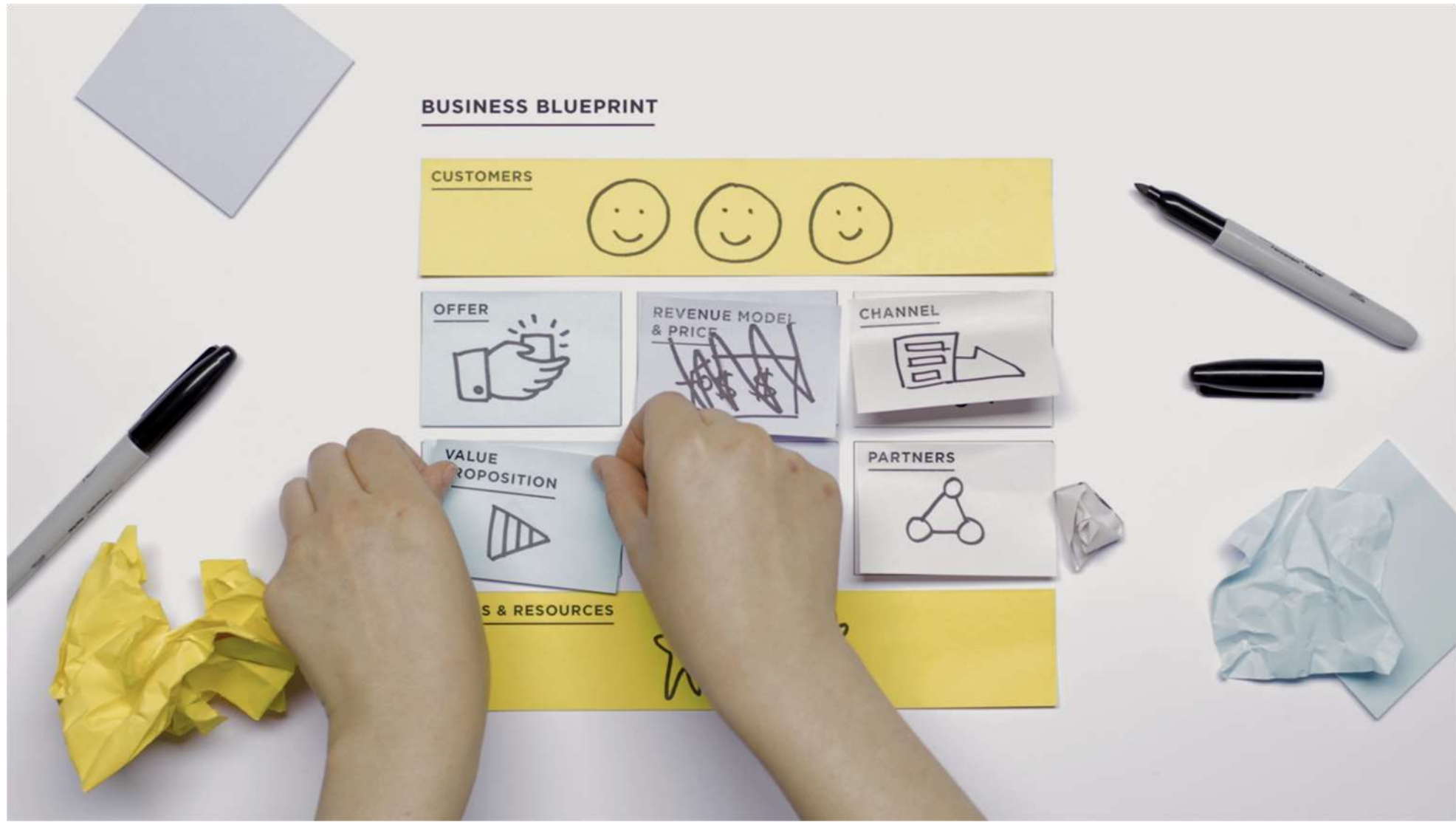


- Design the “product” (the new service): the outputs that deliver the desired outcomes
- QFD matrix that crosses the product features with its components.
- Product Breakdown

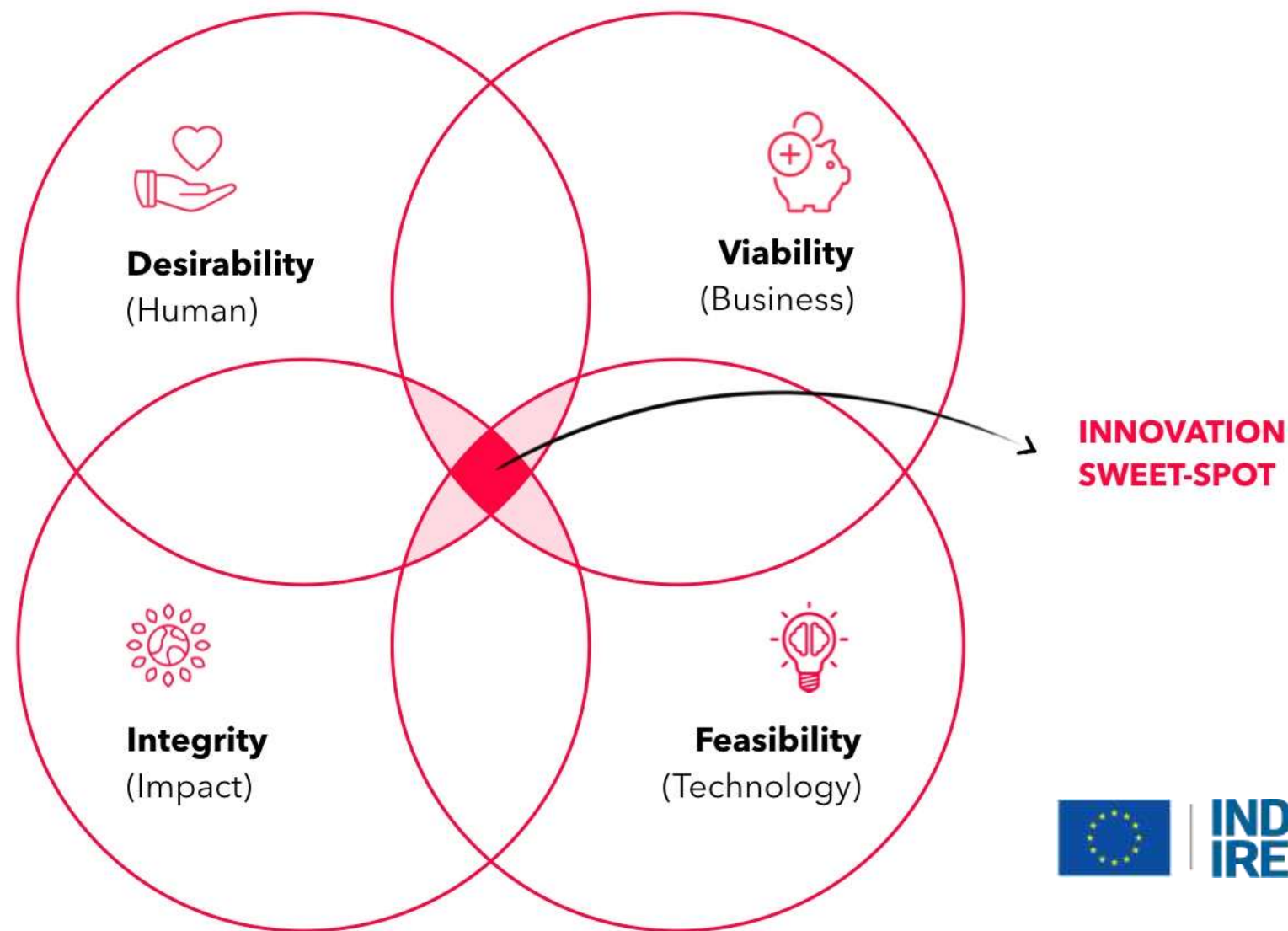
# Design the operations (processes) that deliver the desired outputs

- Service blueprint
- The role of the user
- The role of the producers
- The role

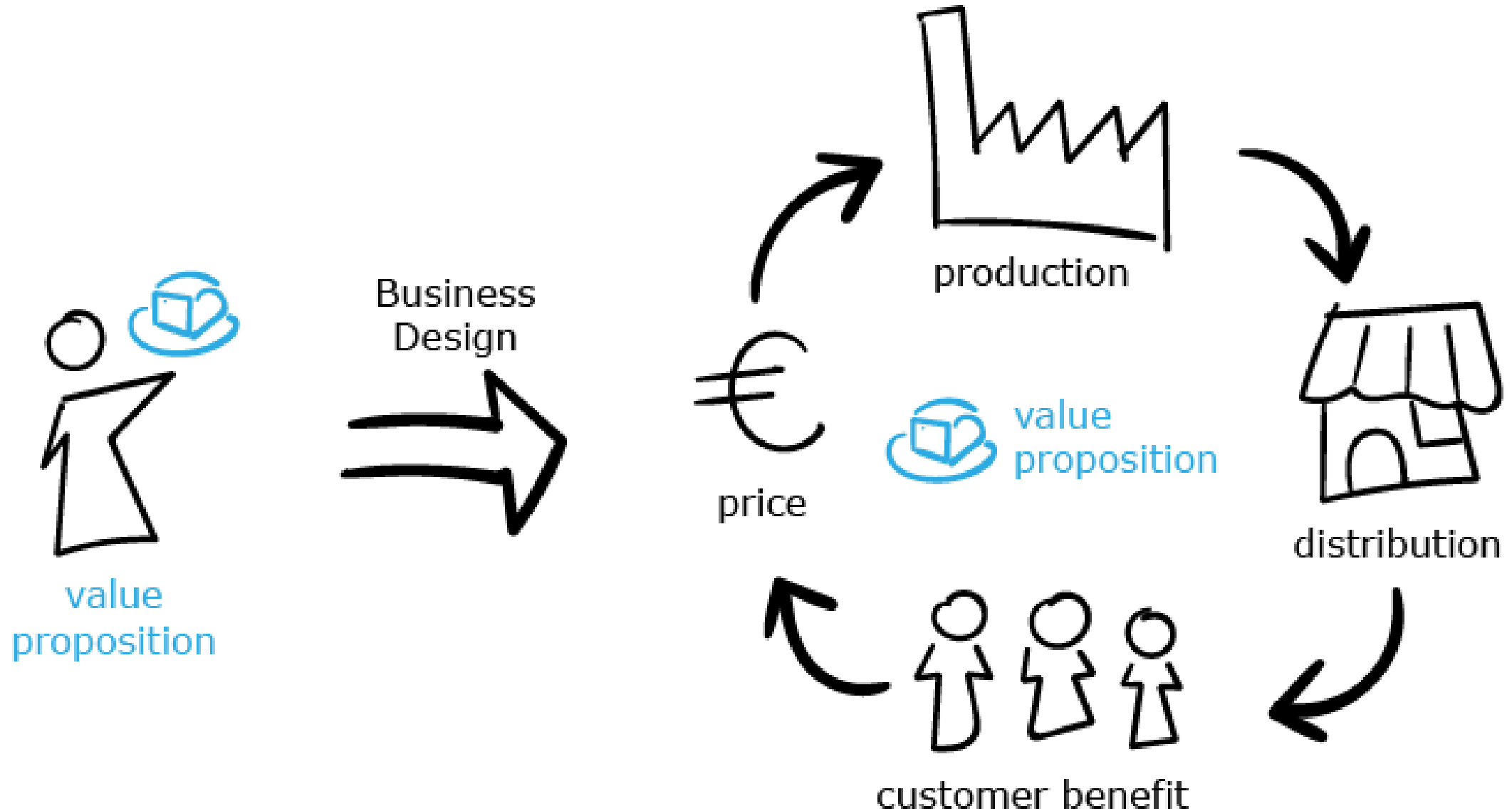
# Design of Everything: Business Design



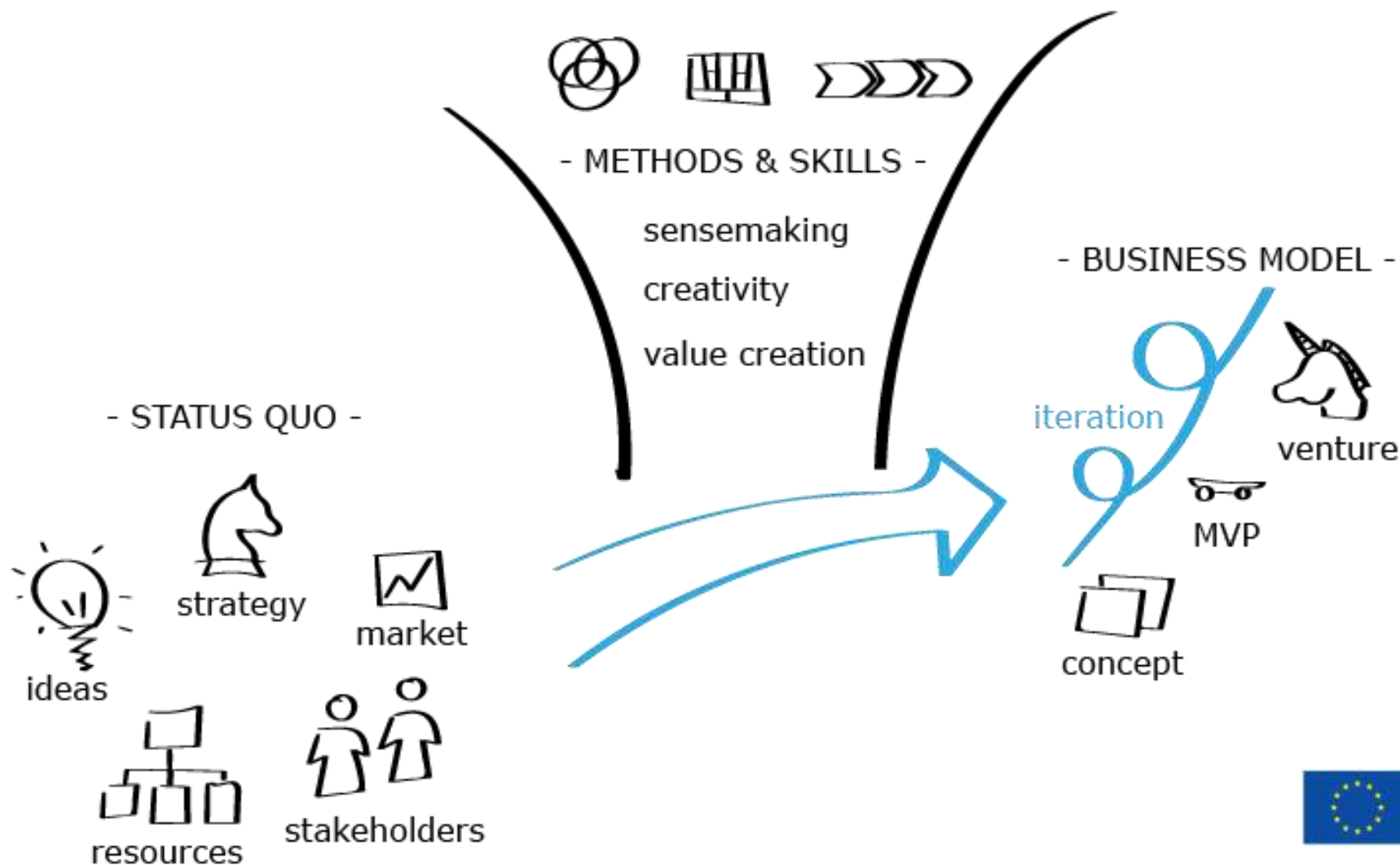
# Design of Everything: Business Design



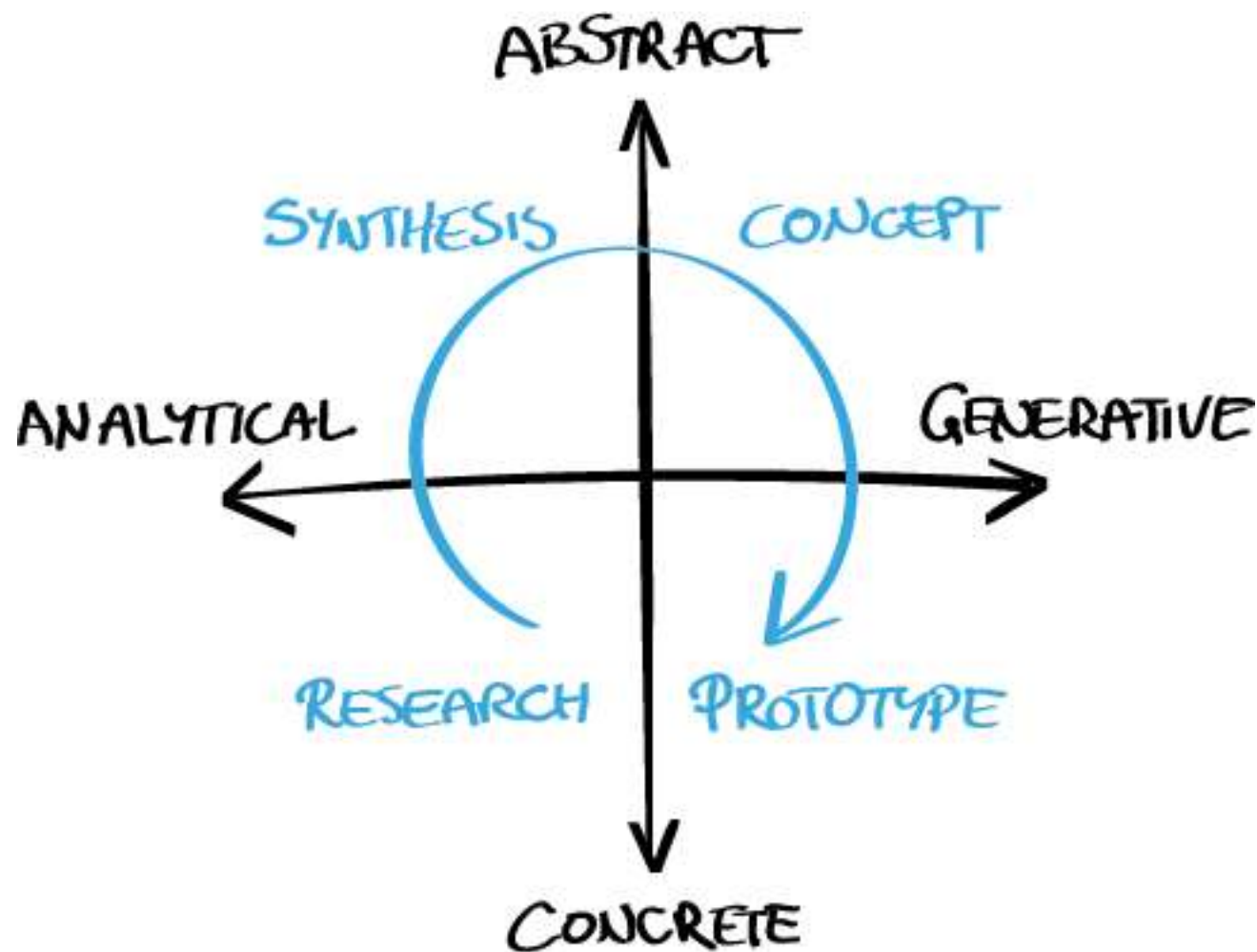
# Design of Everything: Business Design



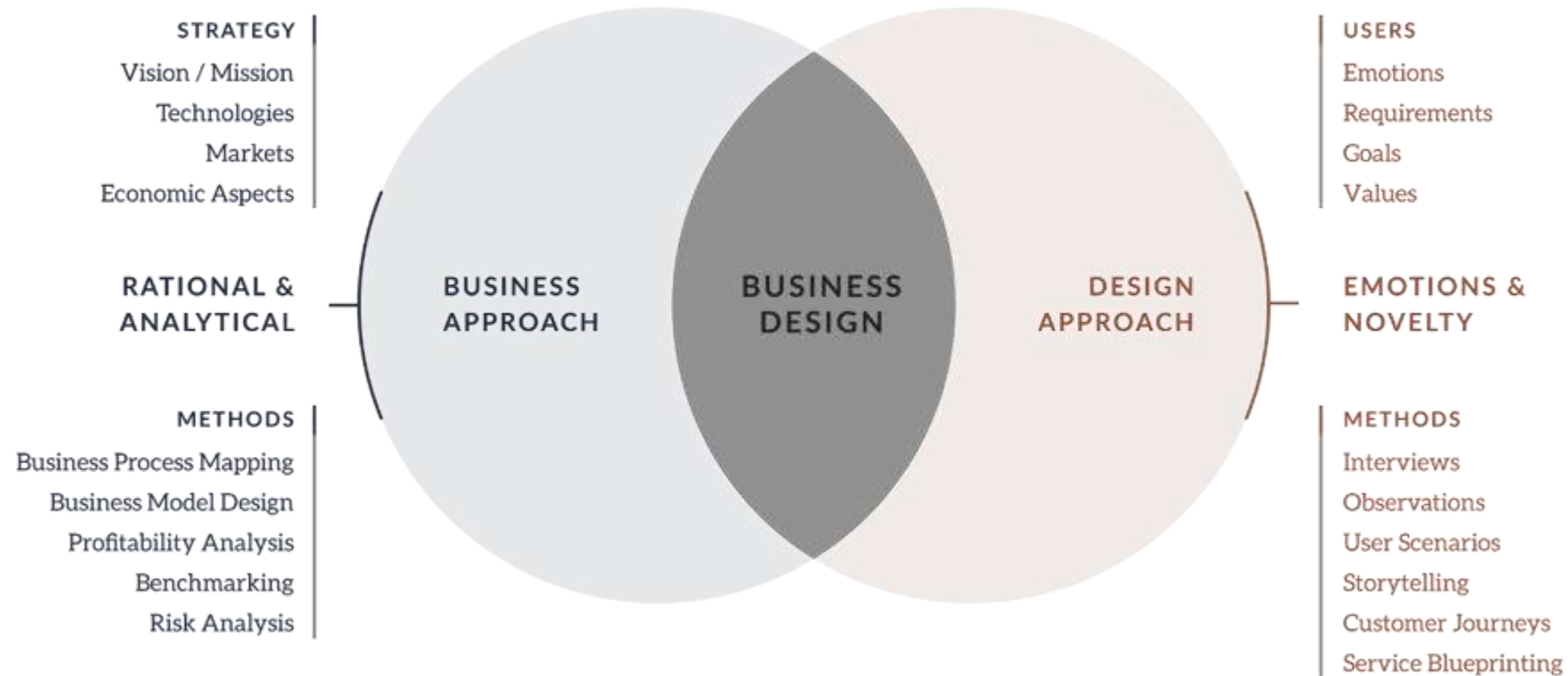
# Design of Everything: Business Design



# Design of Everything: Business Design



# Design of Everything: Business Design

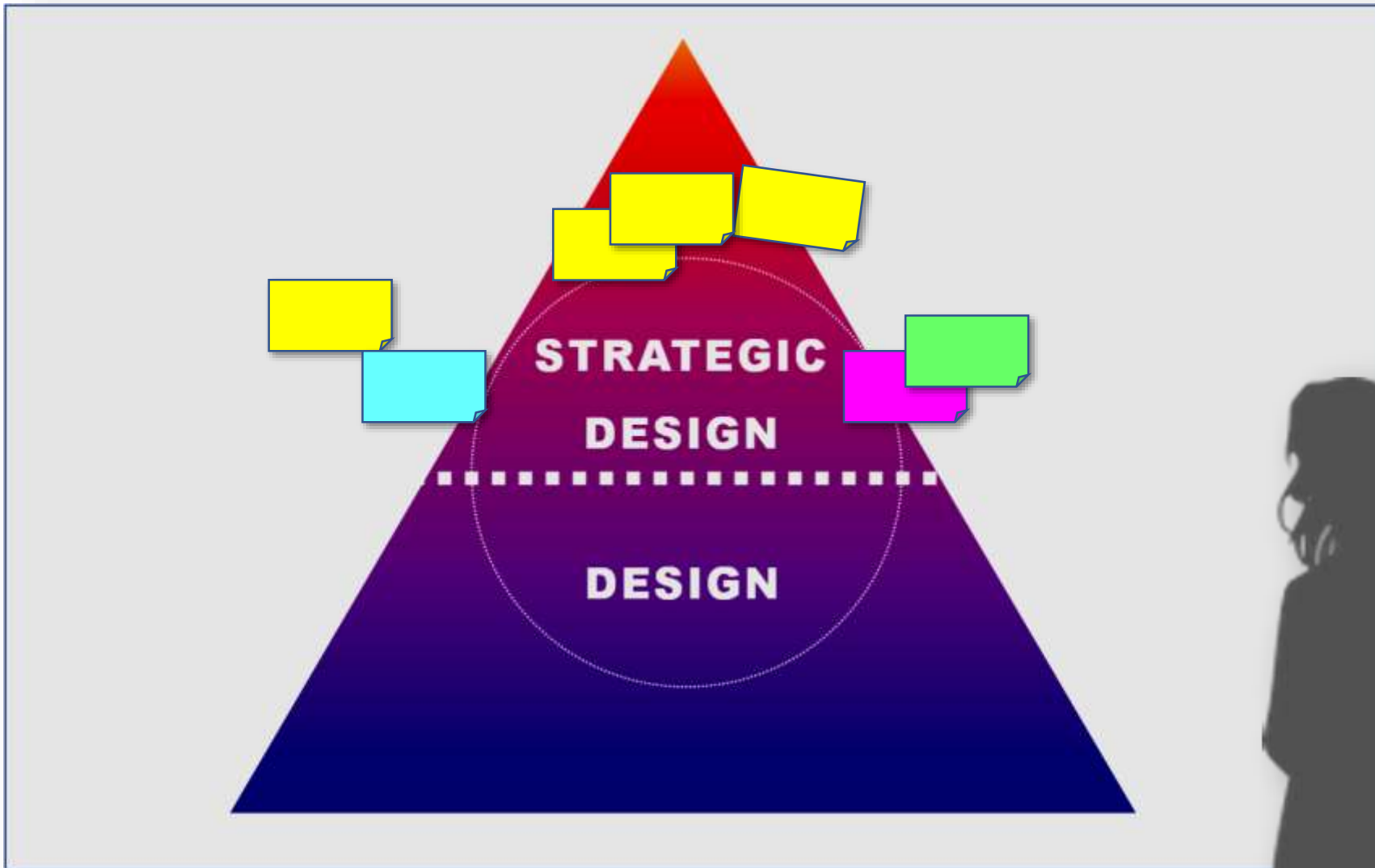


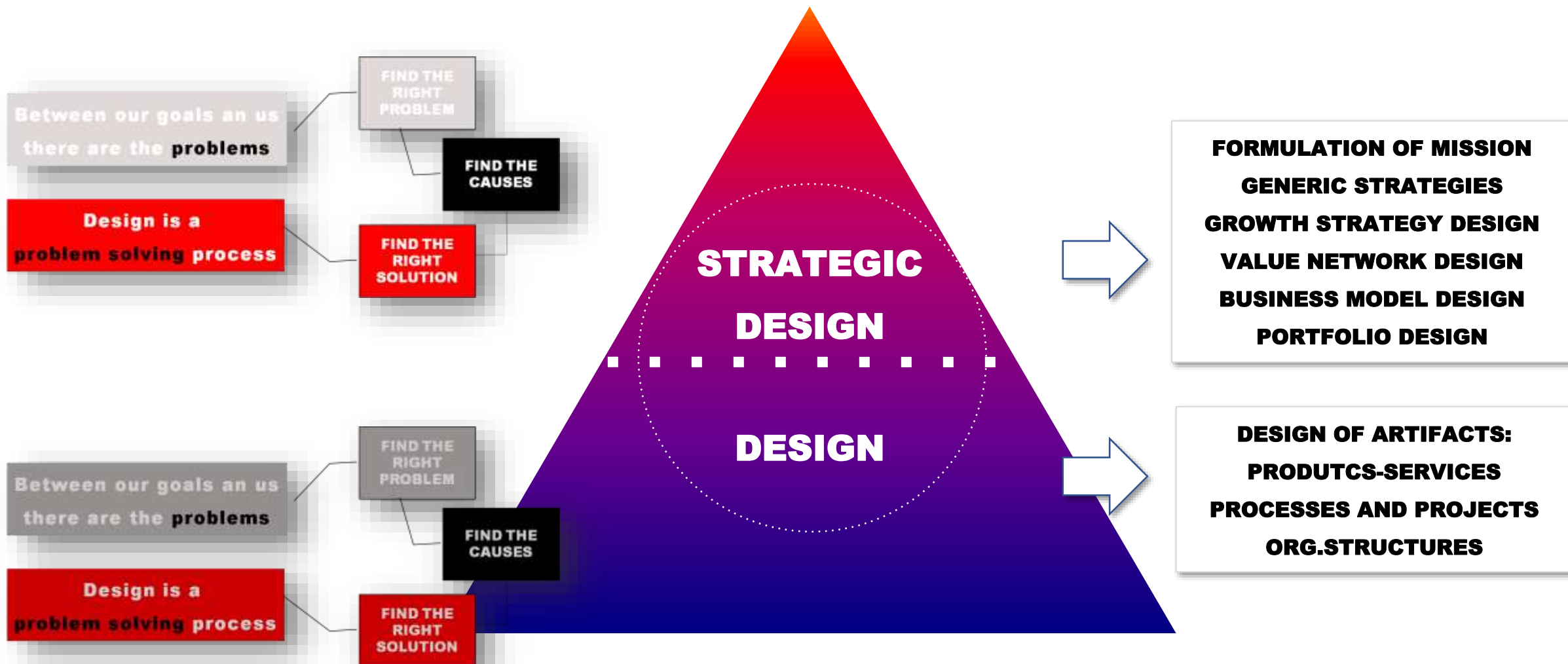


Based upon Rittel and Webber (1973)

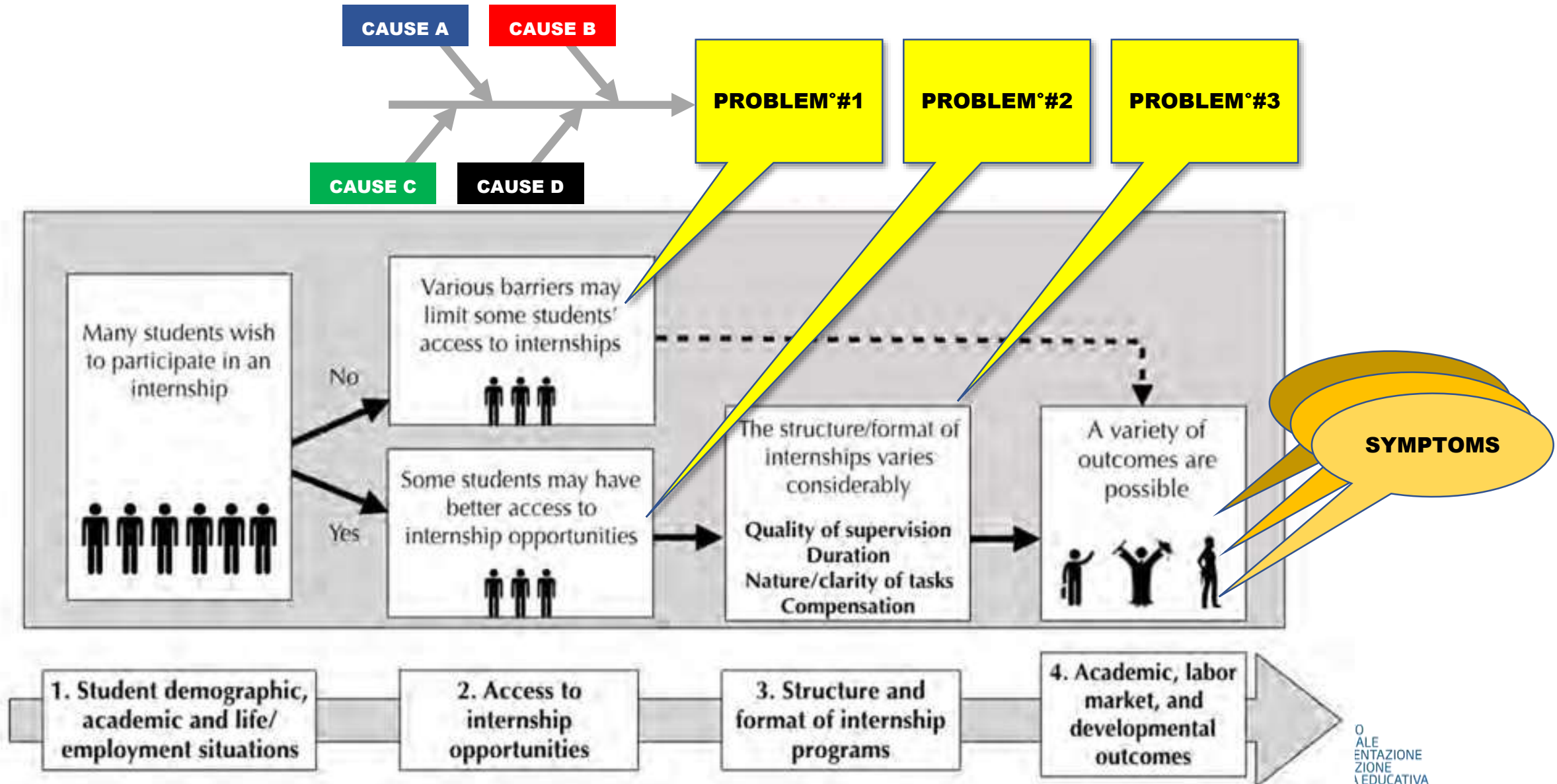


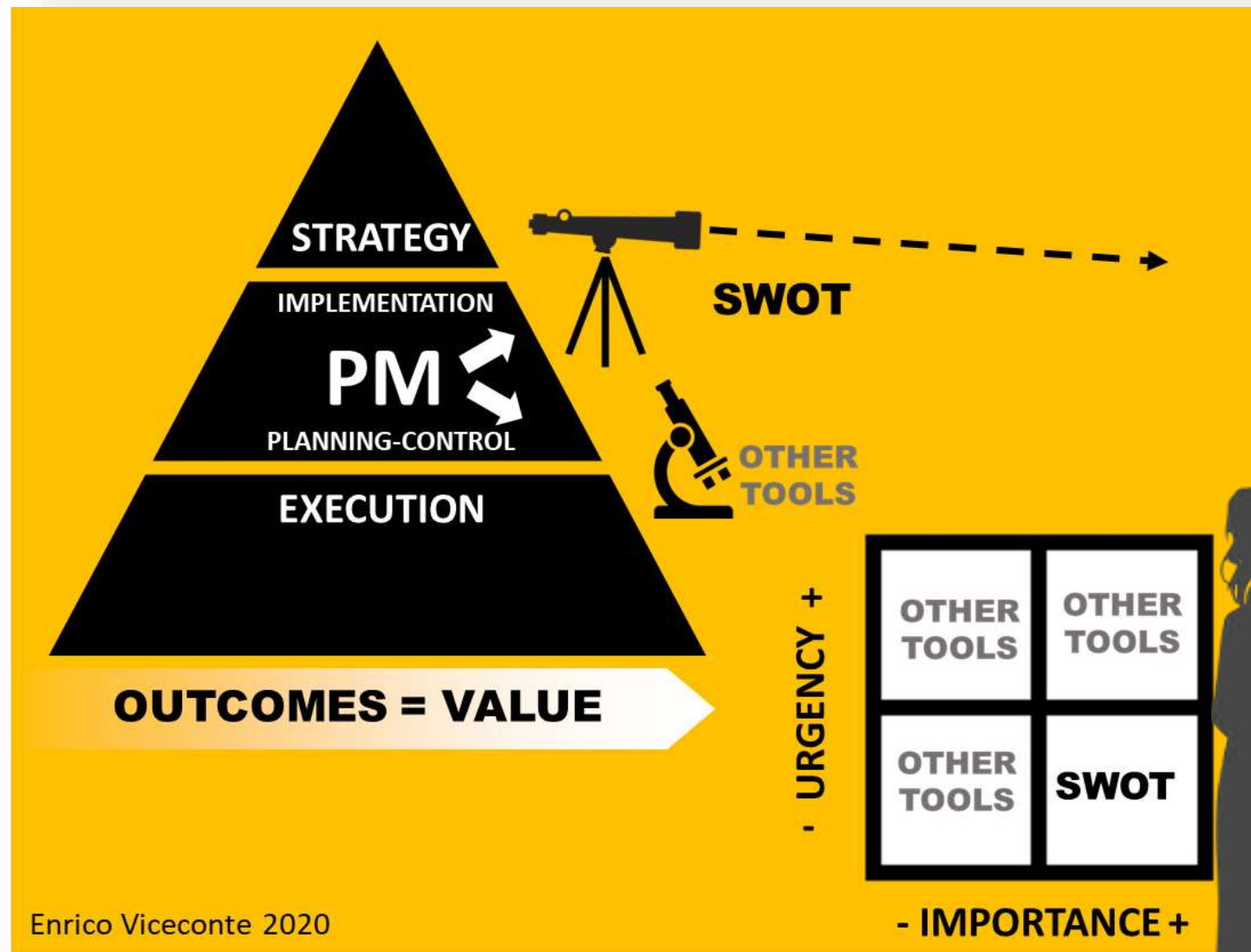
# Strategic Design





# FORMULATION OF A STRATEGIC VALUE PROPOSITION FOR A NEW INTERNSHIP SERVICE PROJECT





Enrico Viceconte 2020



**IND  
IRE**

ISTITUTO  
NAZIONALE  
DOCUMENTAZIONE  
INNOVAZIONE  
RICERCA EDUCATIVA

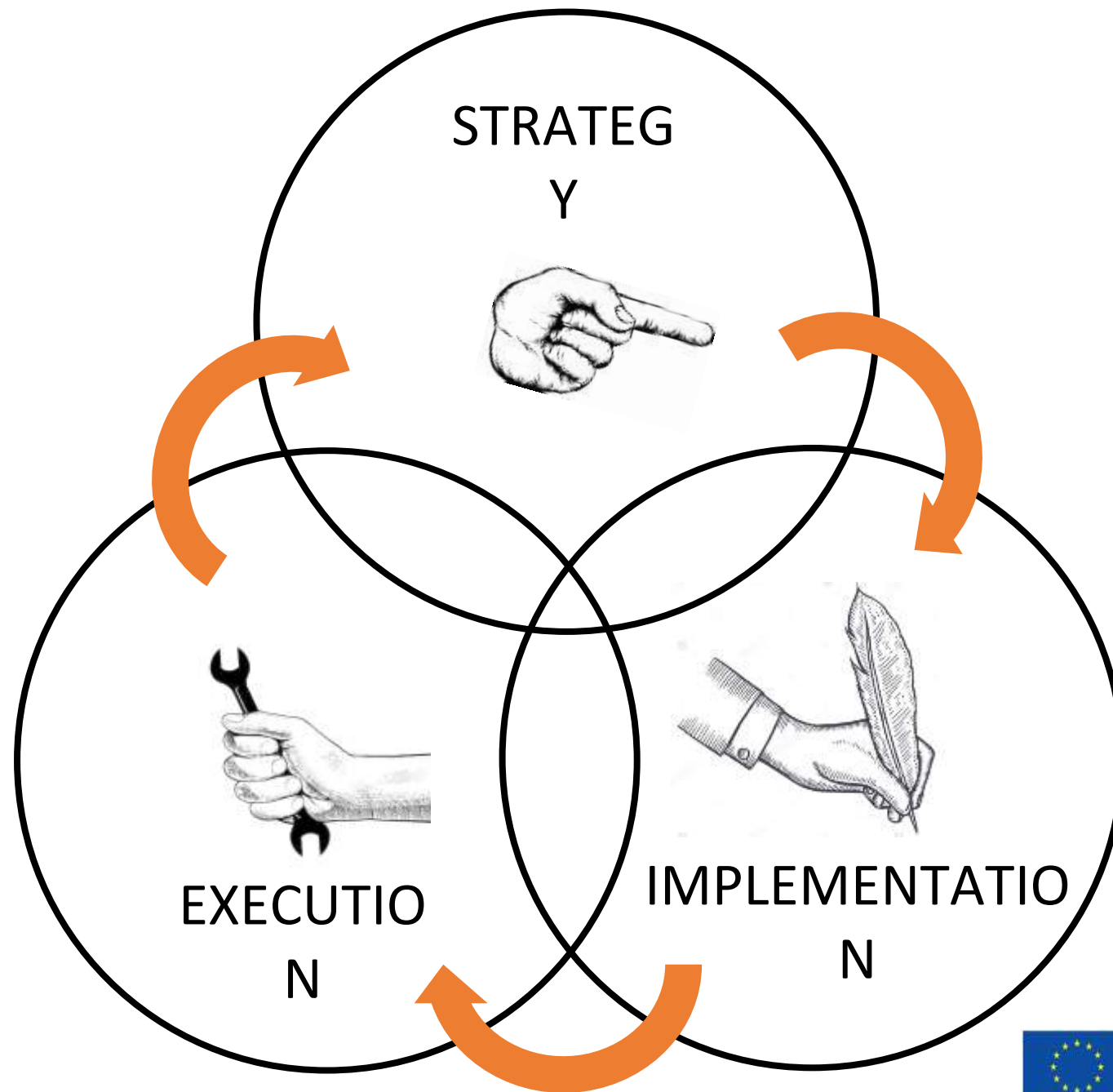
## Design of service strategy aligned with the Strategy of the organization

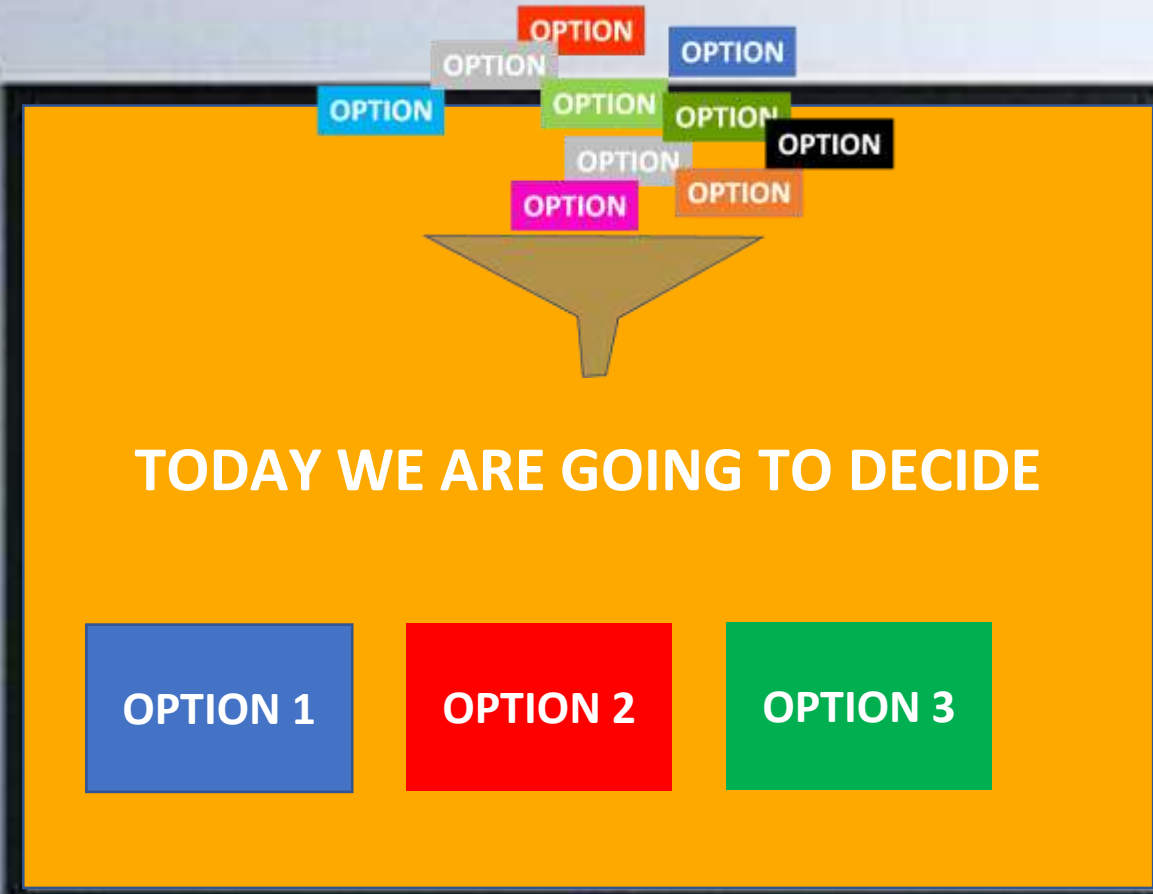
- SWOT Analysis
  - (S-O) Which new service projects exploit the capabilities of the organization in relation to the opportunities that the external context presents?
  - (W-O) What experimental and exploratory service projects can take advantage of opportunities by investing in new capabilities?
  - (S-T) What capabilities and prior knowledge can we use to face threatening external changes to the organization?
  - (W-T) What are the services that must be suppressed because they are now unsustainable, also because we lack the skills to face the changes?

# Design of service strategy Logical Framework



|                       | Project Summary/<br>Intervention Logic |                    |                   | OVI | MoV | Assumptions |
|-----------------------|----------------------------------------|--------------------|-------------------|-----|-----|-------------|
| Objective: long-term  | Impact                                 | Goal               | Overall Objective |     |     |             |
| Objective: short-term | Outcome                                | Specific Objective | Purpose           |     |     |             |
| Results               | Outputs                                | Results            | Results           |     |     |             |
| Activities            | Activities                             | Activities         | Activities        |     |     |             |
|                       | Different Terminologies Used           |                    |                   |     |     |             |





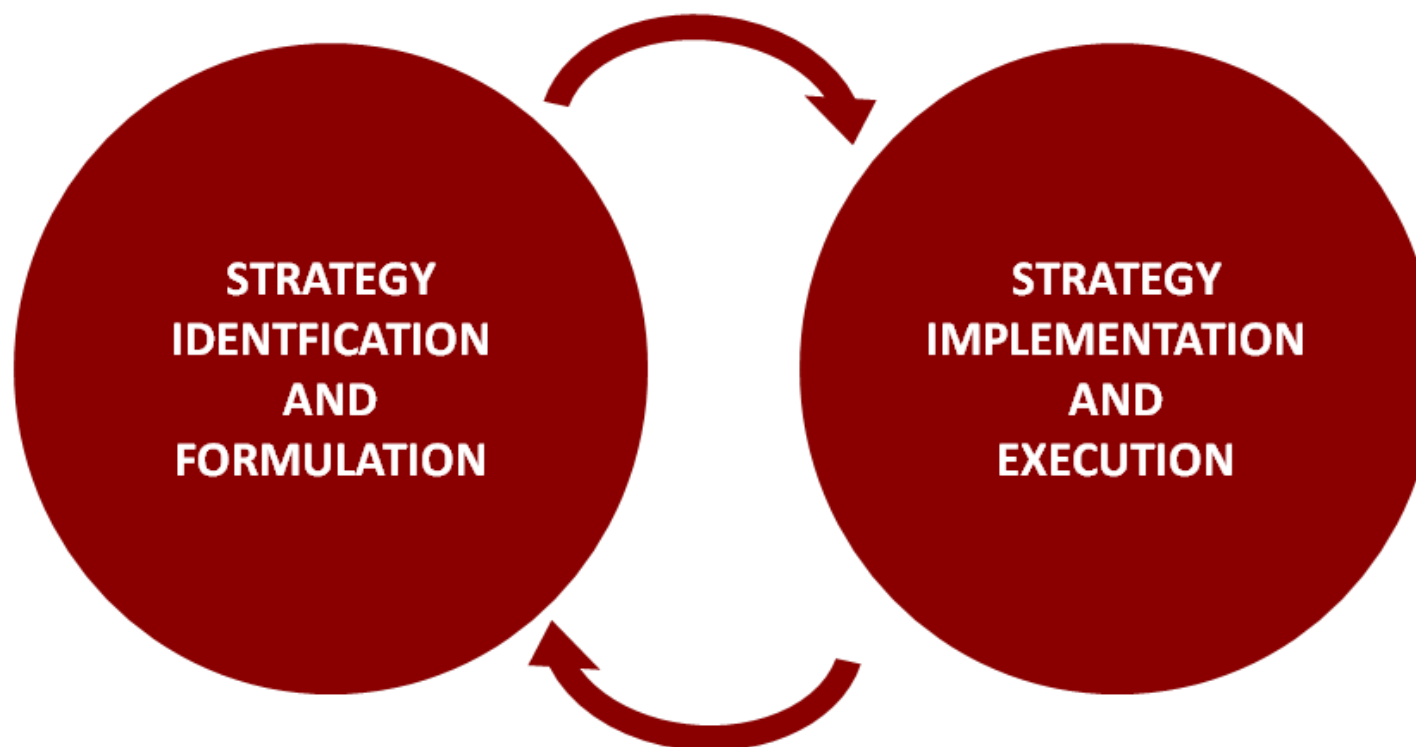
TODAY WE ARE GOING TO DECIDE

OPTION 1

OPTION 2

OPTION 3

STRATEGIC DESIGN



## Key message:

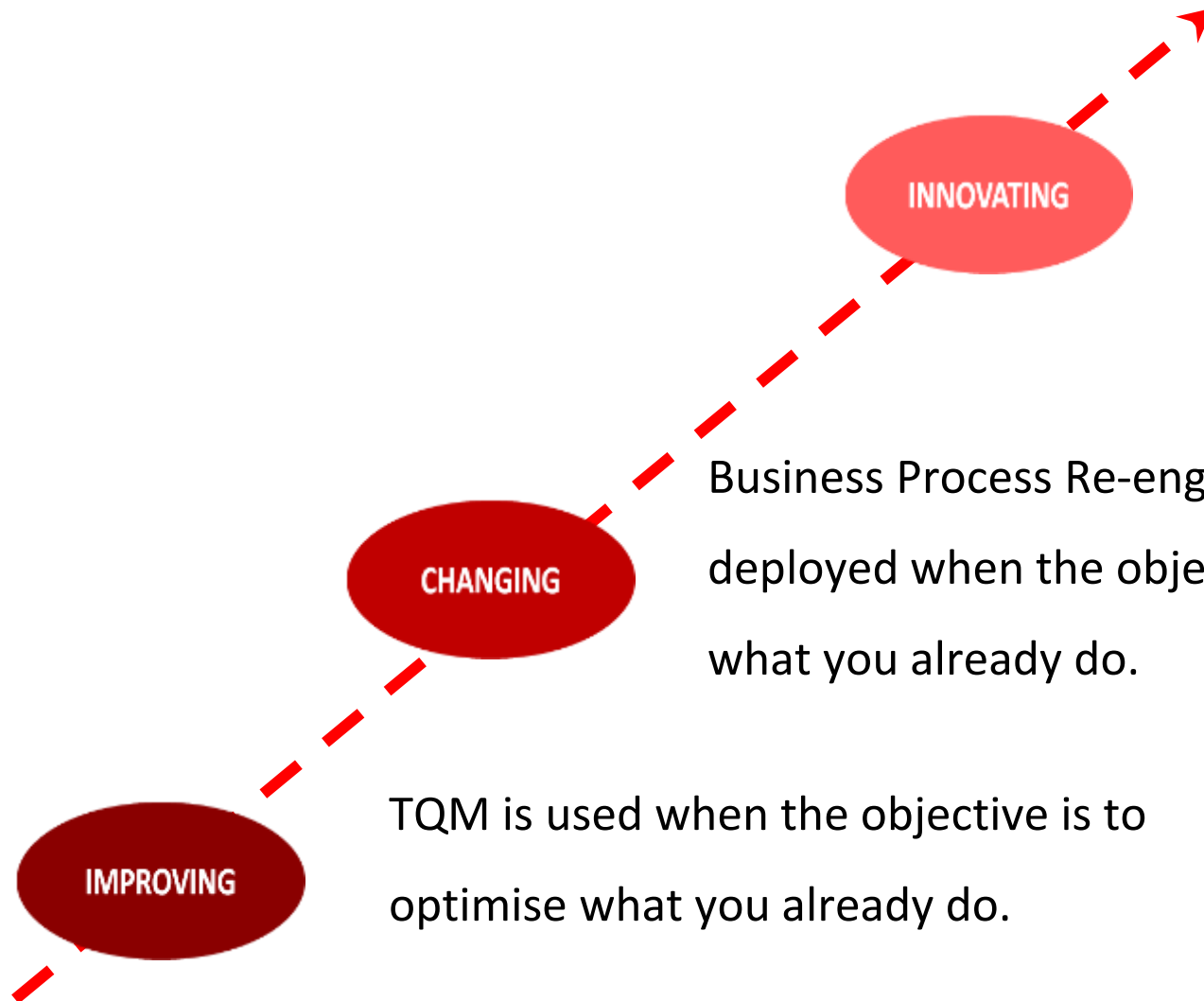


STRATEGY  
IS ABOUT  
FOCUS

Attention of leaders focused on the essential aspects of  
“wicked” problems

in problem finding  
in problem framing  
in problem solving

# The ladder of changing capabilities



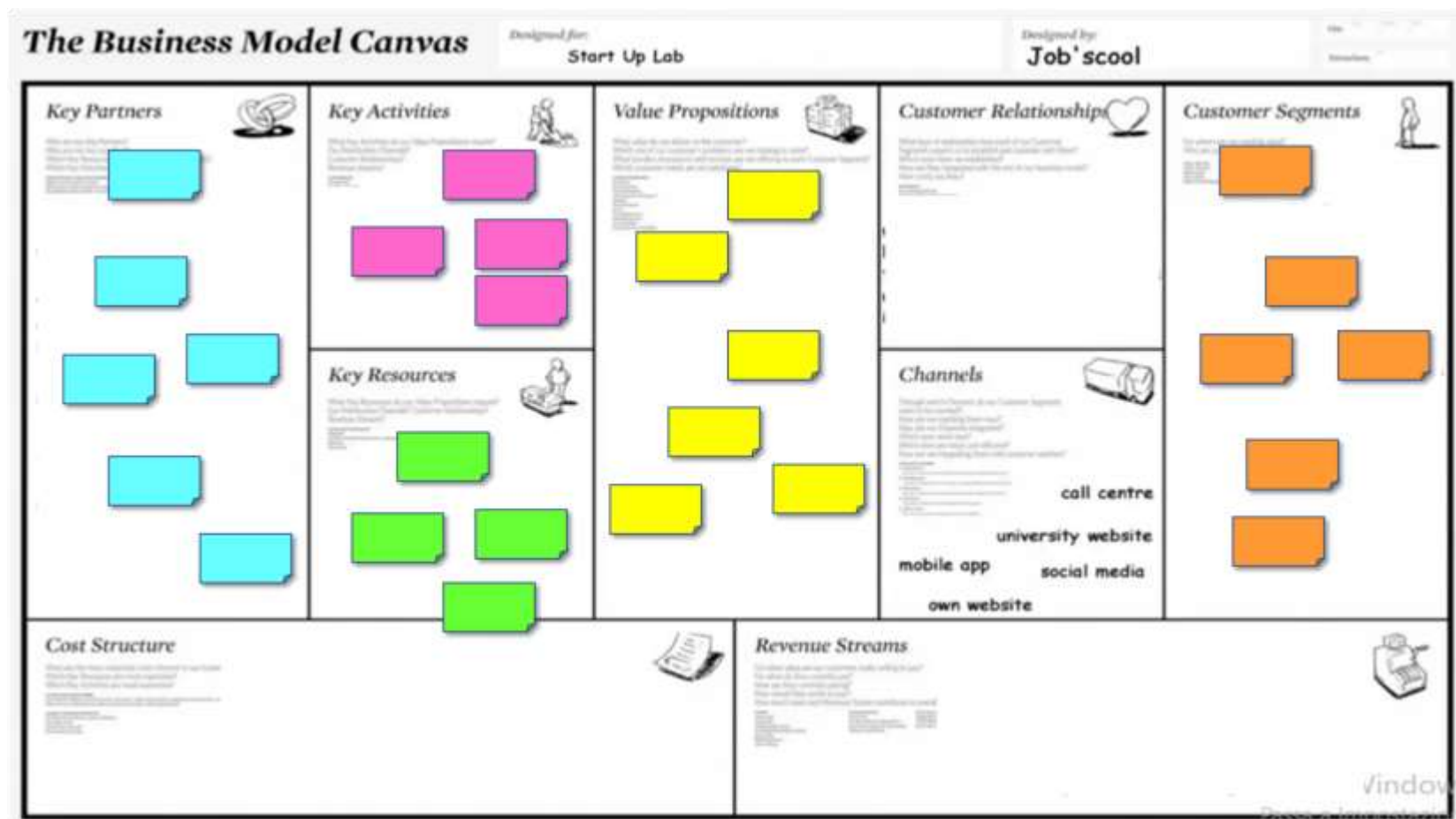
TQM is used when the objective is to optimise what you already do.

Business Process Re-engineering is usually deployed when the objective is to optimise what you already do.

Innovation requires inspiration and divergent thinking — meaning you'll explore many different solutions

# Design of service strategy Business Model Canvas

## New service Business Model Canvas



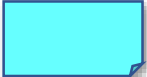
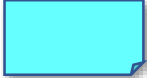
# HOW TO IMPROVE USER EXPERIENCE IN THE INTERNSHIP PROCESS

## The Business Model Canvas

Designed for:  
Start Up Lab

Designed by:  
Job'scool

On: \_\_\_\_\_  
Duration: \_\_\_\_\_

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <h3>Key Partners</h3> <p>Who are my Key Partners?<br/>Who can help me reduce my Key Risks?<br/>Which Key Resources can I acquire?<br/>Which Key Activities can I outsource?</p>        | <h3>Key Activities</h3> <p>What Key Activities do my Value Propositions require?<br/>Do I Distribution Channels?<br/>Customer Relationship?<br/>Revenue Streams?</p>      <h3>Key Resources</h3> <p>What Key Resources do my Value Propositions require?<br/>Do I Distribution Channels?<br/>Customer Relationship?<br/>Revenue Streams?</p>      | <h3>Value Propositions</h3> <p>What value do we deliver to the customer?<br/>Which one of our customer's problems are we helping to solve?<br/>Which bundles of products and services are we offering to each Customer Segment?<br/>Which customer needs are we satisfying?</p>        | <h3>Customer Relationships</h3> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them?<br/>Which ones have we established?<br/>How are they integrated with the rest of our business model?<br/>How costly are they?</p>   <h3>Channels</h3> <p>Through which Channels do our Customer Segments want to be reached?<br/>How are we reaching them now?<br/>How do we reach them best?<br/>Which ones work best?<br/>Which ones are most cost efficient?<br/>How are we integrating them with customer relations?</p>    | <h3>Customer Segments</h3> <p>For whom are we creating value?<br/>Who are our customers?<br/>How many?<br/>How often?<br/>How much?</p>        |
| <h3>Cost Structure</h3> <p>What are the most important costs inherent in our business?<br/>Which Key Resources are most expensive?<br/>Which Key Activities are most expensive?</p>                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <h3>Revenue Streams</h3> <p>For what value are our Customers really willing to pay?<br/>For what do they currently pay?<br/>How are they currently paying?<br/>How much are they willing to pay?<br/>How much value does each Revenue Stream contribute to overall?</p>                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

# The Business Model Canvas

Designed for:  
Start Up Lab

Designed by:  
Job'scbool

4th  
November

## Key Partners



Who are our key partners?  
Who can help us succeed?  
Which key resources can we acquire from partners?  
Which key activities can we outsource?  
Which key channels can we partner with?

Miur

Confindustria  
Confartigianato  
Unindustria

University Associations

AlmaLaurea/Cineca

University

Skills Database

## Key Activities



What key activities do we perform to create value?  
Do we produce? Do we assemble?  
Do we develop? Do we deliver?  
Do we maintain?  
Do we manage?

Platform Development

Standardizations

Data collection

Certified References

## Key Resources



What key resources do we need to create value?  
Do we have human resources?  
Do we have financial resources?  
Do we have intellectual resources?  
Do we have physical resources?

IT

HR

Partnership

## Value Propositions



What value do we offer to the customer?  
What are our customer segments and what are we trying to solve?  
What benefits do we offer to our customer segments?  
What are our customer segments' needs?  
What are our customer segments' pain points?  
What are our customer segments' desires?  
What are our customer segments' expectations?  
What are our customer segments' preferences?  
What are our customer segments' behaviors?  
What are our customer segments' attitudes?  
What are our customer segments' beliefs?  
What are our customer segments' values?

Identify & Reach  
the right Intern

Build your  
professional  
experience

Manage your  
experience profile

Less bureaucracy

## Customer Relationships



What type of relationship do we want with our customers?  
What type of relationship do we have with our customers?  
What type of relationship do we need with our customers?  
What type of relationship do we can have with our customers?  
What type of relationship do we should have with our customers?

we take the students from the  
high school and we bring them  
through extra activity within the  
university till the first  
internship

## Channels



Through which channels do we reach our customer segments?  
How do we reach them?  
How are we reaching them now?  
How are we reaching them in the future?  
What are our channels?  
What are our channels' costs?  
What are our channels' reach?  
What are our channels' efficiency?

call centre

university website

mobile app

social media

own website

## Customer Segments



For whom are we creating value?  
What are our most important customer segments?  
What are our customer segments' needs?  
What are our customer segments' pain points?  
What are our customer segments' desires?  
What are our customer segments' expectations?  
What are our customer segments' preferences?  
What are our customer segments' behaviors?  
What are our customer segments' attitudes?  
What are our customer segments' beliefs?  
What are our customer segments' values?

We create value for:

- University student
- Companies

Our most important customers?  
COMPANIES (they pay us)

## Cost Structure

What are the major cost drivers in our business model?  
Which key resources are most expensive?  
Which key activities are most expensive?  
Which key channels are most expensive?

Software Development

Marketing & Sales

Employees

## Revenue Streams

For what value are our customers really willing to pay?  
For what do they really pay?  
How are they really paying?  
How much are they willing to pay?  
How much do they really pay?  
How much do they really pay?  
How much do they really pay?  
How much do they really pay?  
How much do they really pay?  
How much do they really pay?  
How much do they really pay?

Free till first intern  
Fees

advertising

data selling

Attiva Windows

Passa a Impostazioni



## Key Partners



What can our Key Partners do?  
Who are our key suppliers?  
What Key Resources are we acquiring from partners?  
What Key Activities do partners perform?  
Channels  
Partners  
Distribution channels  
Partnerships

Miur

Confindustria  
Confartigianato  
Unindustria

University Associations

Almalaurea/Cineca

University

Skills Database

## Key Activities



What Key Activities do we perform?  
Our Production Processes?  
Customer Relationship?  
Revenue streams?  
Channels  
Partners  
Distribution channels  
Partnerships

Platform Development

Standardizations

Data collection

Certified References

## Key Resources



What Key Resources do we have?  
Our Production Processes?  
Customer Relationship?  
Revenue streams?  
Channels  
Partners  
Distribution channels  
Partnerships

IT

HR

Partnership

## Value Propositions



What value do we deliver to the customer?  
What pain do we relieve? What problem are we helping to solve?  
What bundles of products and services are we offering to create Customer Value?  
What customer needs are we satisfying?  
Channels  
Partners  
Distribution channels  
Partnerships

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the right Intern

Build your  
professional  
experience

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experience profile

Less bureaucracy

## Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we looking to solve?  
What benefits or products and services are we offering to each Customer Segment?  
Which customer needs are we addressing?

1. Reduce the time to find a job  
2. Increase the number of job offers  
3. Provide a platform for students to showcase their skills  
4. Offer a safe and secure environment for students to find internships  
5. Provide a platform for companies to find and hire students  
6. Offer a platform for students to find and hire students  
7. Provide a platform for companies to find and hire students  
8. Offer a platform for students to find and hire students

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## Customer Relationships



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

1. Personalized  
2. Self-Service  
3. Automated  
4. Community  
5. Co-Creation  
6. Peer-to-Peer  
7. Public  
8. Private

we take the students from the high school and we bring them through extra activity within the university till the first internship

## Channels



Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How can our Channels be integrated?  
Which ones will be best?  
Which ones are most cost efficient?  
How are we integrating them with customer relations?

1. Personal  
2. Self-Service  
3. Automated  
4. Community  
5. Co-Creation  
6. Peer-to-Peer  
7. Public  
8. Private

call centre

university website

mobile app

social media

own website

## Customer Segments



For whom are we creating value?  
Which are our most important customer?

1. University students  
2. Companies  
3. Government  
4. Non-profit organizations  
5. Other

We create value for:

- University student
- Companies

Our most important customers?  
COMPANIES (they pay us)

## Key Partners



What are our key partners?  
What are our key suppliers?  
Which key resources are we acquiring from partners?  
Which key activities do partners perform?  
Channels  
Partners  
Distribution  
Cooperation

Miur

Confindustria  
Confartigianato  
Unindustria

University Associations

Almalaurea/Cineca

University

Skills Database

## Key Activities



What Key Activities do our Value Propositions require?  
Our Infrastructure Channels?  
Customer Relationship?  
Revenue streams?

Platform Development

Standardizations

Data collection

Certified References

## Key Resources



What Key Resources do our Value Propositions require?  
Our Infrastructure Channels?  
Customer Relationship?  
Revenue streams?

IT

HR

Partnership

## Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
What bundles of products and services are we offering to each Customer Segment?  
Which customer needs are we addressing?  
Channels  
Partners  
Distribution  
Cooperation

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Less bureaucracy

## Cost Structure

What are the major resources used to create our business model?  
Which Key Resources are most important?  
Which Key Activities are most important?  
Channels  
Partners  
Distribution  
Cooperation

Software Development

Marketing & Sales

Employees



**INDIRE**  
ISTITUTO NAZIONALE  
DOCUMENTAZIONE  
INNOVAZIONE  
RICERCA EDUCATIVA

## Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
What bundles of products and services are we offering to each Customer Segment?  
Which customer needs are we satisfying?

Value Proposition Canvas

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## Customer Relationships



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

Customer Relationship Map

we take the students from the high school and we bring them through extra activity within the university till the first internship

## Channels



Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How do our Channels integrate?  
Which value each has?  
Which costs are there, and affected?  
How are we integrating them with customer needs?

Channels

call centre

university website

mobile app

social media

own website

## Customer Segments



For whom are we creating value?  
Why are our most important customers?  
How many are there?  
Where do they live?  
What are their needs?

We create value for:

- University student
- Companies

Our most important customers?  
COMPANIES (they pay us)

## Revenue Streams

For what value are our customers really willing to pay?  
For which do they currently pay?  
How are they currently paying?  
How much? How often? By what means?  
How do our channels help Revenue? (Do they contribute to overall profitability?)

Revenue Streams

Free till first intern  
Fees



advertising

data selling

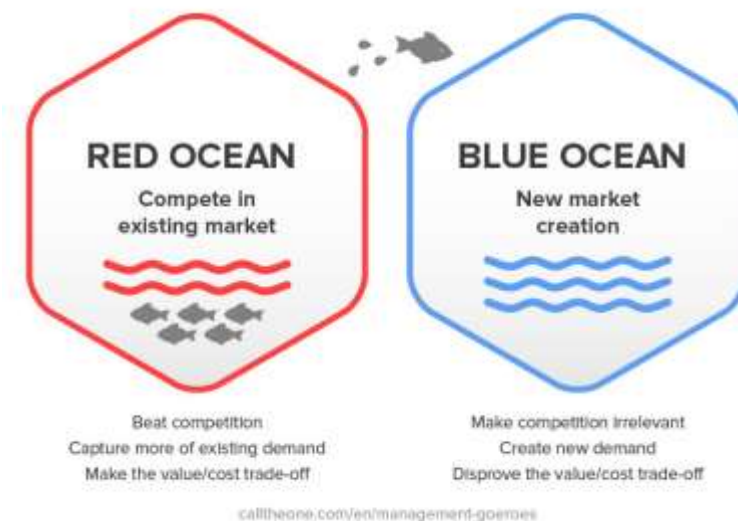
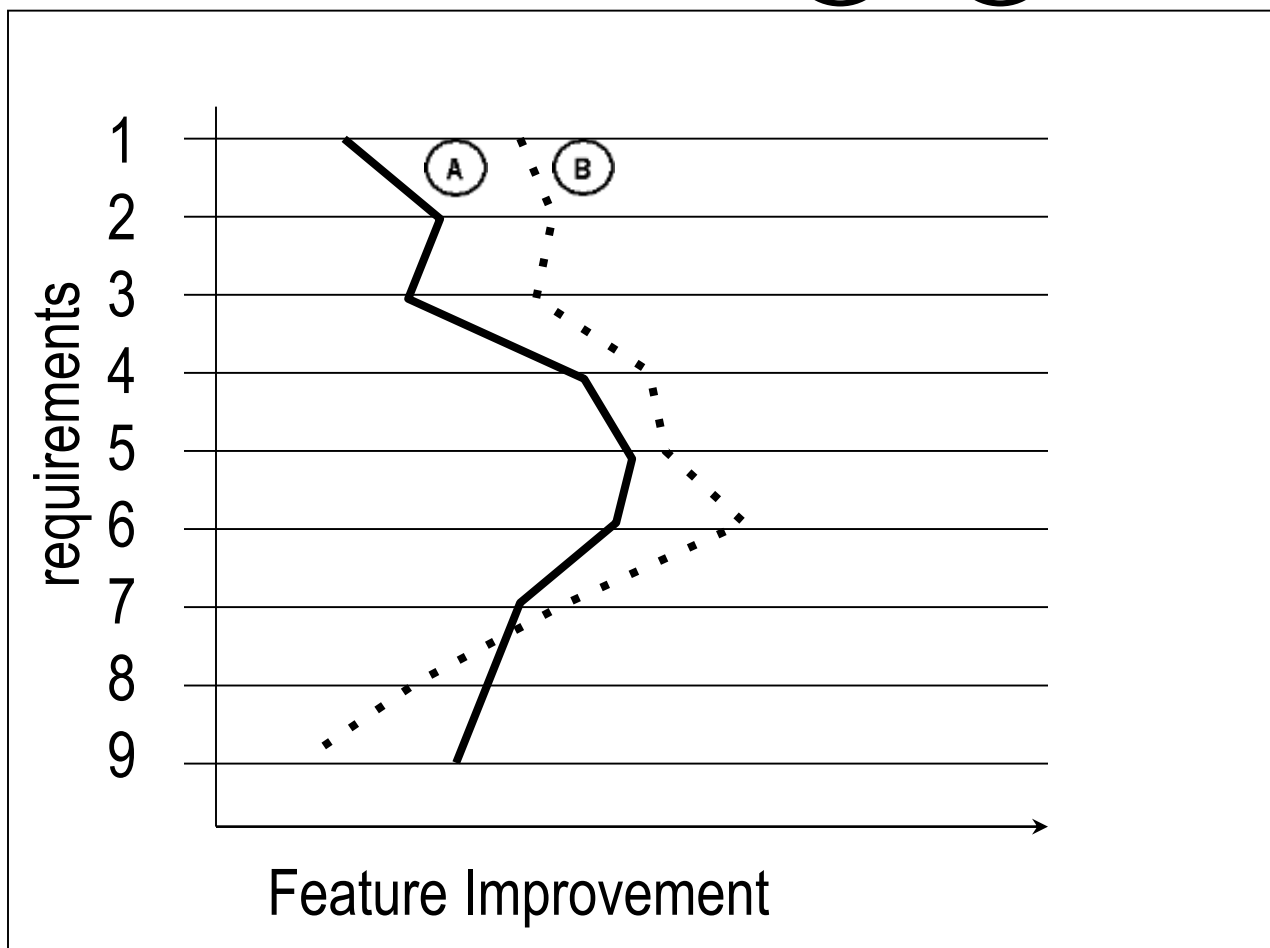
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## Value profile for products

A

B

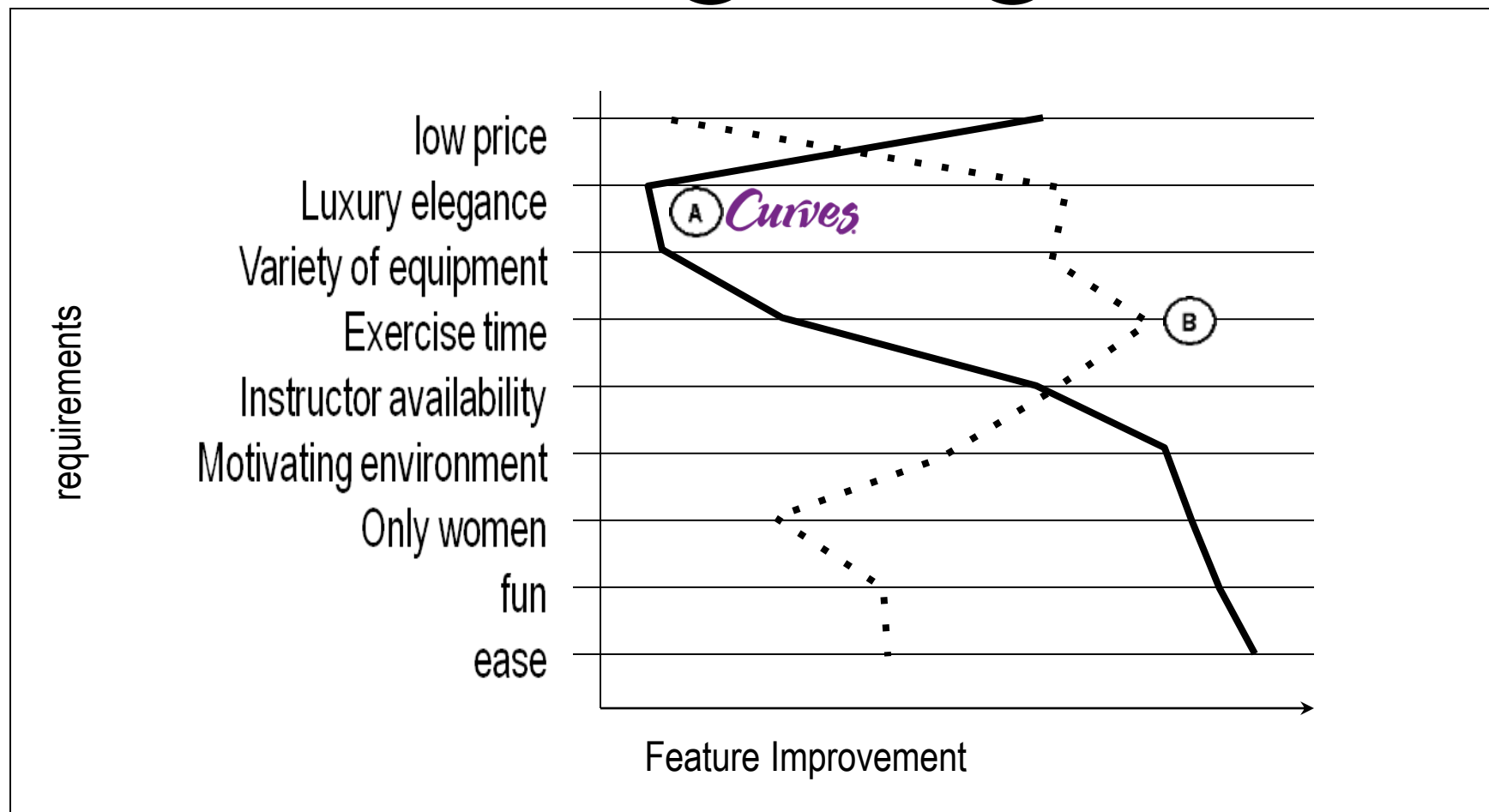


LUXURY IS NOT  
IMPORTANT  
I PREFER TO PAY LITTLE

SOME PEOPLE  
TAKE GYM TOO  
SERIOUSLY.  
I PREFER TO HAVE FUN

I feel embarrassed when  
there are very athletic  
young women and especially  
men in the gym.





*Curves*



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**NUMBER OF FRANCHISES:**

More than 9,300 worldwide. About 7,800 in the U.S. There is approximately one Curves for every two McDonald's in the U.S.

**FUN FACT:**

It took McDonald's 25 years and Subway 26 years to open 6,000 franchises; Curves did it in only 7.



# Curves

**2004 Entrepreneur magazine Franchise 500**

Ranked No. 1 in the Fitness Business category  
Ranked No. 1 in the Top Low Cost category  
Ranked No. 2 in the Franchise 500 category  
Ranked No. 2 in the Fastest Growing category  
Ranked No. 2 in the Top Global category

**2004 IHRSA Visionary of the Year Award**

Gary Heavin, Inaugural Winner

**2004 EFFIE® Award for effectiveness in advertising**

Curves International and Publicis in Mid-America  
"The Power to Amaze" campaign

**2004 Ernst & Young Entrepreneur of the Year Award**

Gary Heavin, Southwest Area

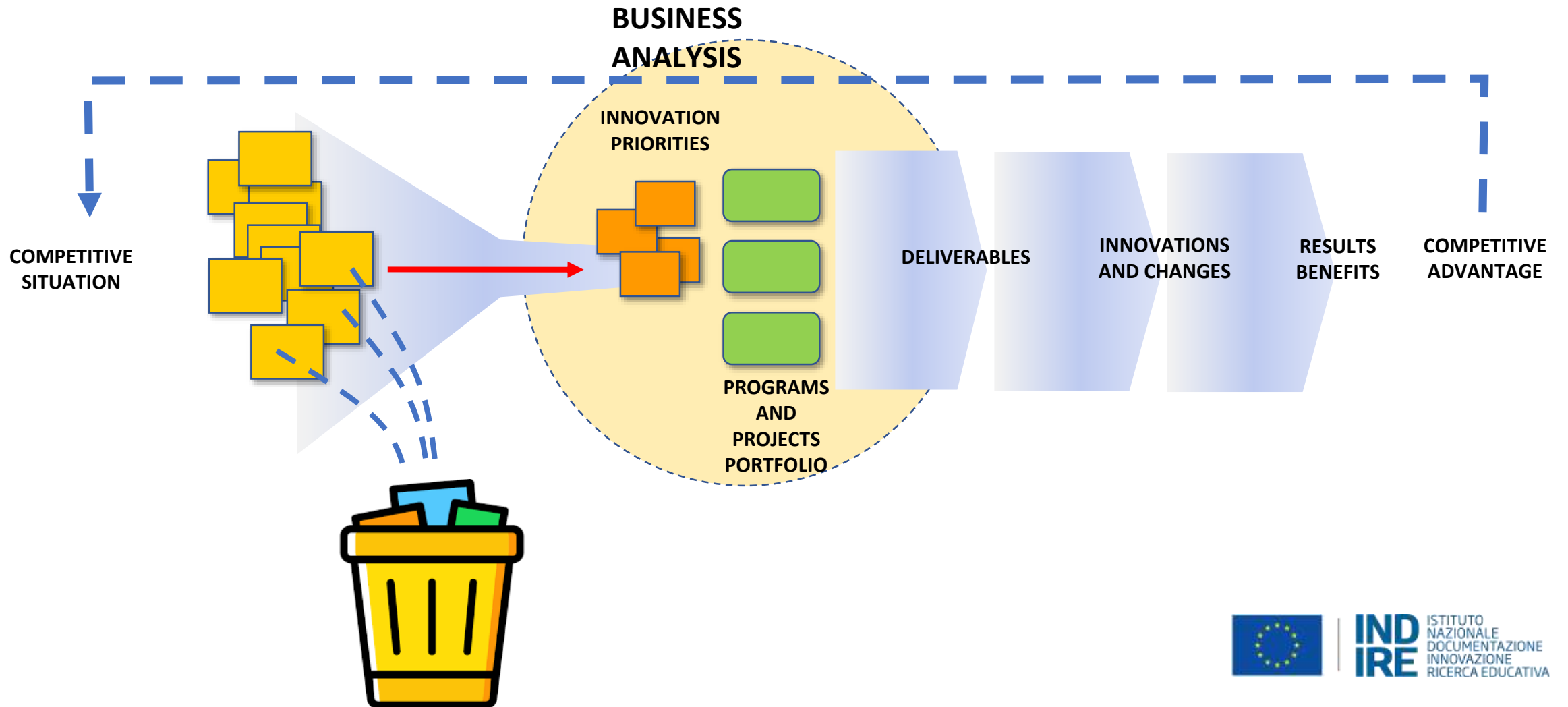
**2004 Ernst & Young Entrepreneur of the Year Award**

Gary Heavin, National Winner, Services Category

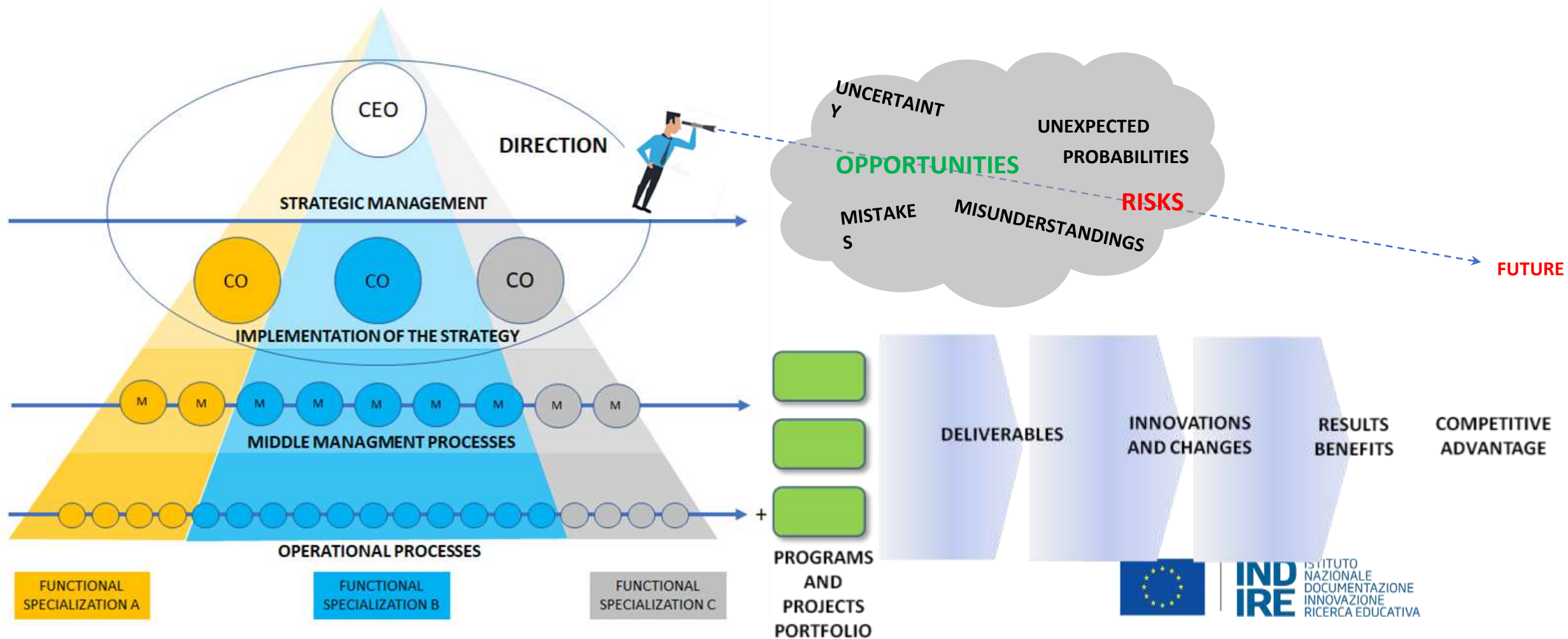
**INDIRE**

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RICERCA EDUCATIVA

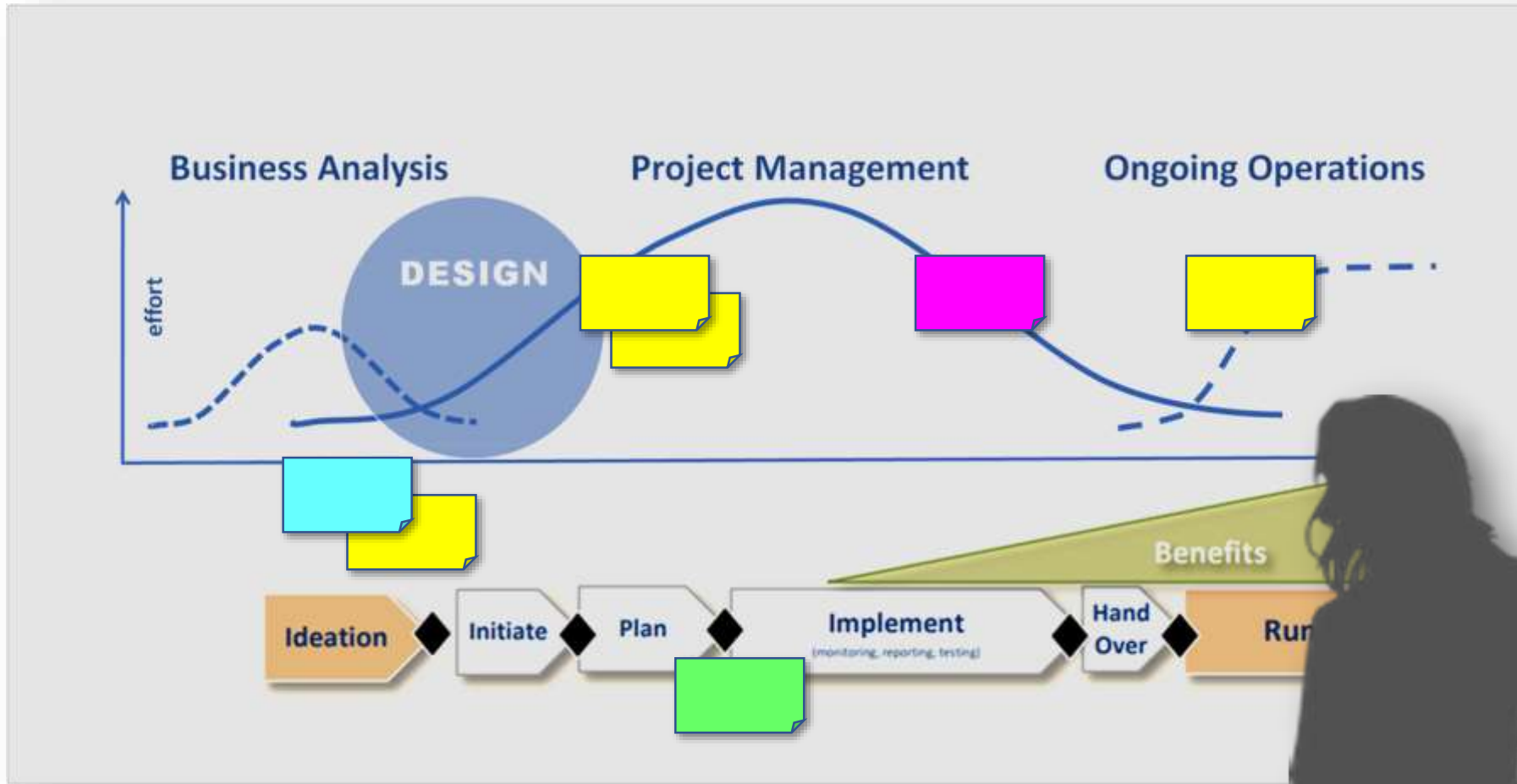
# PORTFOLIO DESIGN



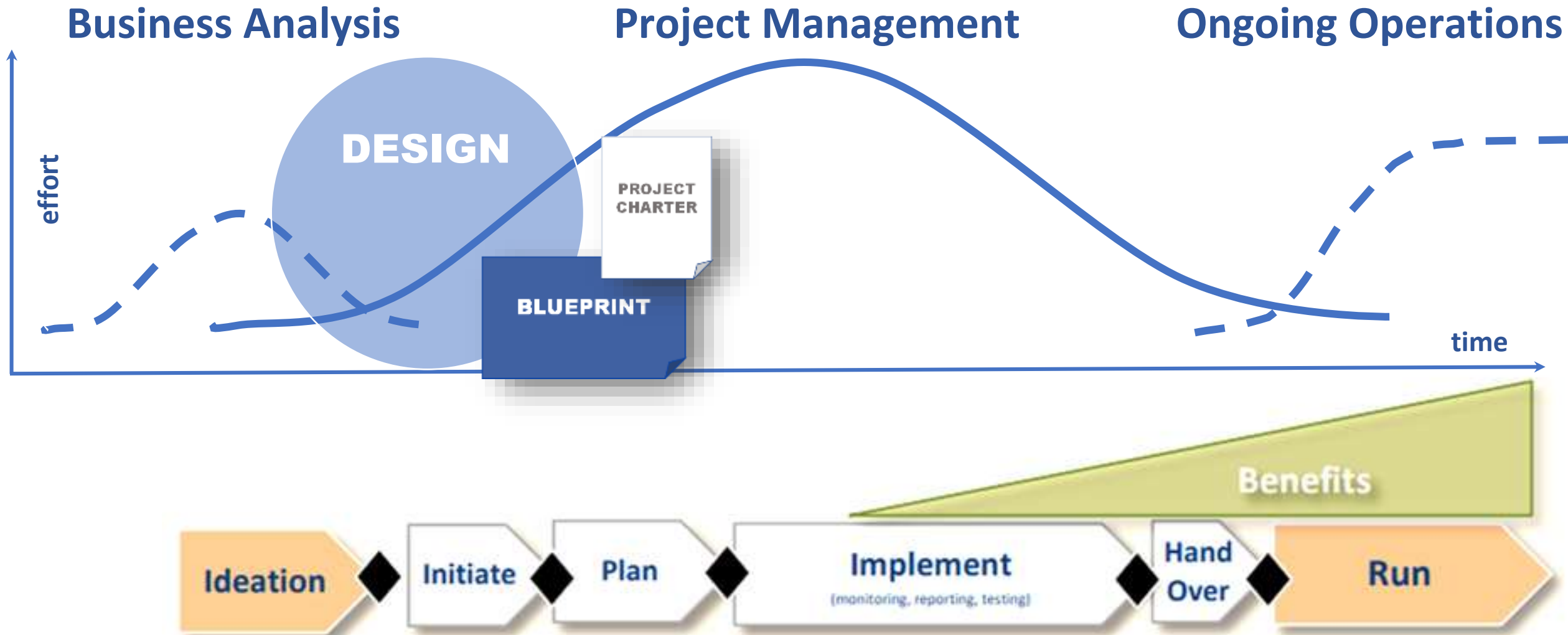


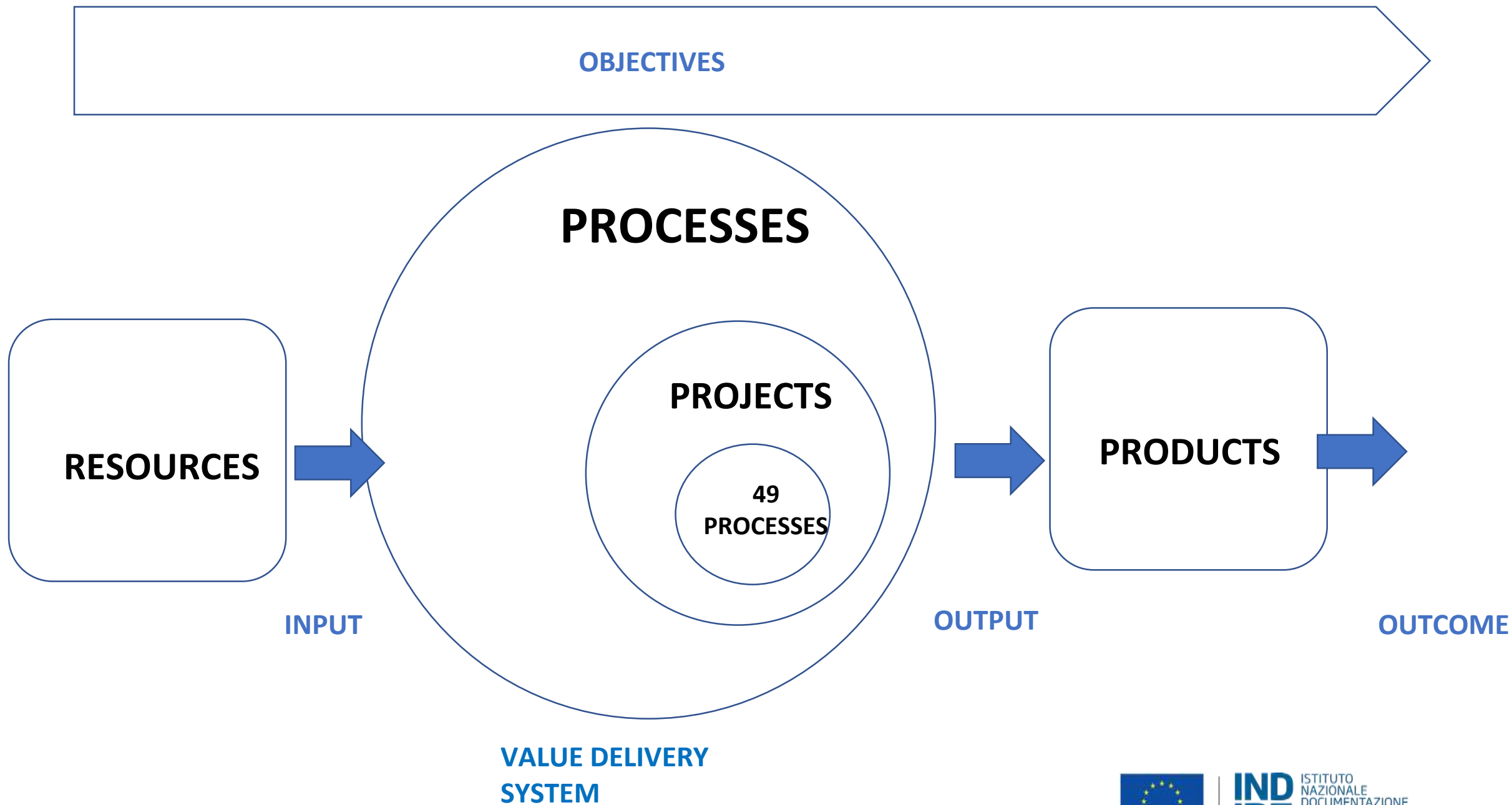


# Project Design



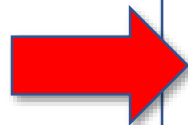
# HOW TO IMPROVE USER EXPERIENCE IN THE INTERNSHIP PROCESS







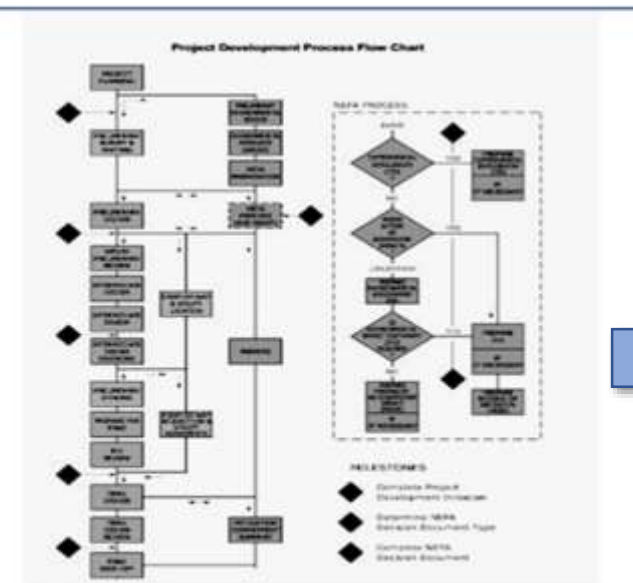
**GOALS**



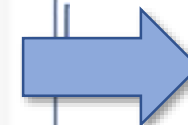
**RESOURCES**



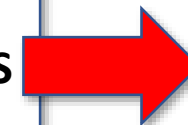
**EXECUTION  
PRODUCTION**



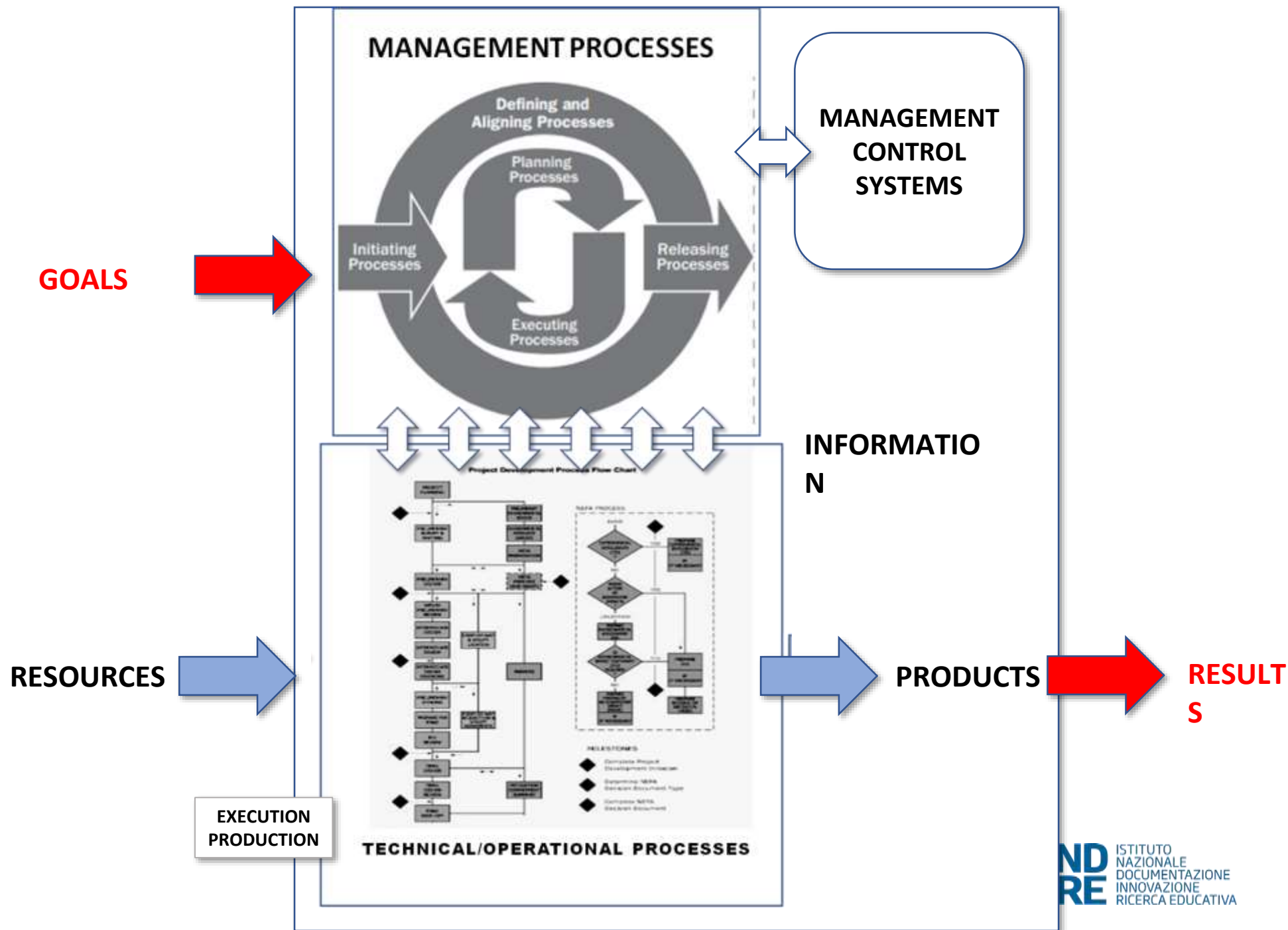
**TECHNICAL/OPERATIONAL PROCESSES**

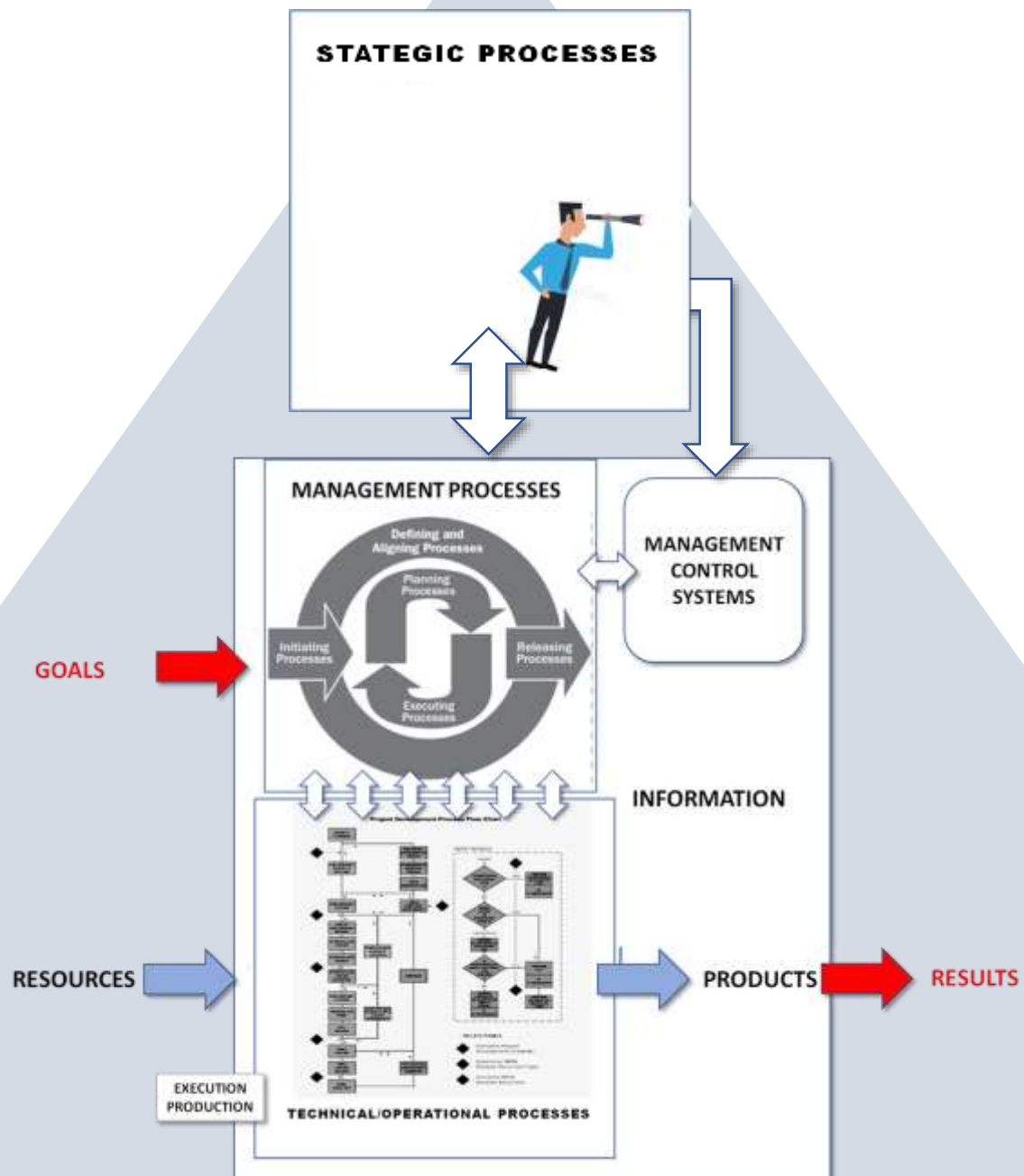


**PRODUCTS**



**RESULTS**





# Project Management for Services

## (in a Service Dominant Logic)

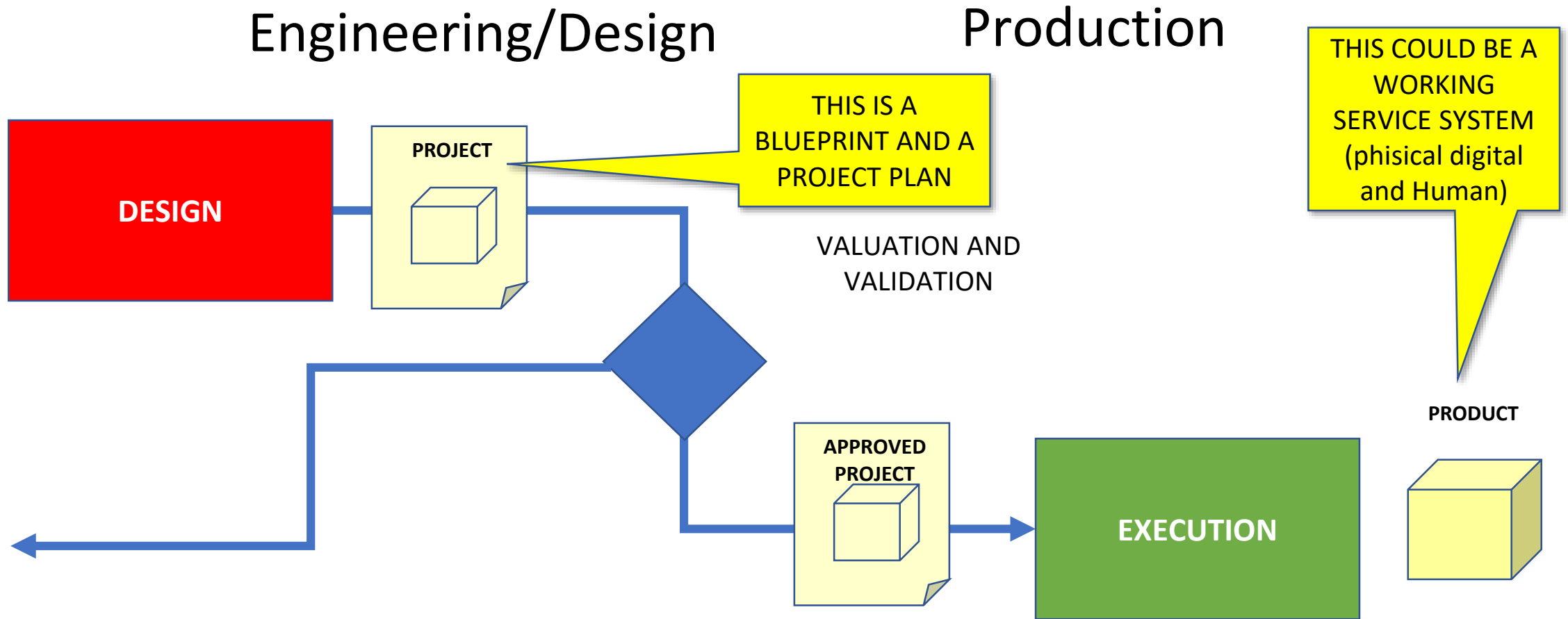
- A new product should be designed as a service
- A new service should be designed as a product
- A new product is a system in a system (a car in a system of components in a system a car is in a system of roads, service stations, laws and regulations, repair shops, parts distributions, users, destinations, parking lots.
- To have a new product-service we need a project
- To manage a project we need PM



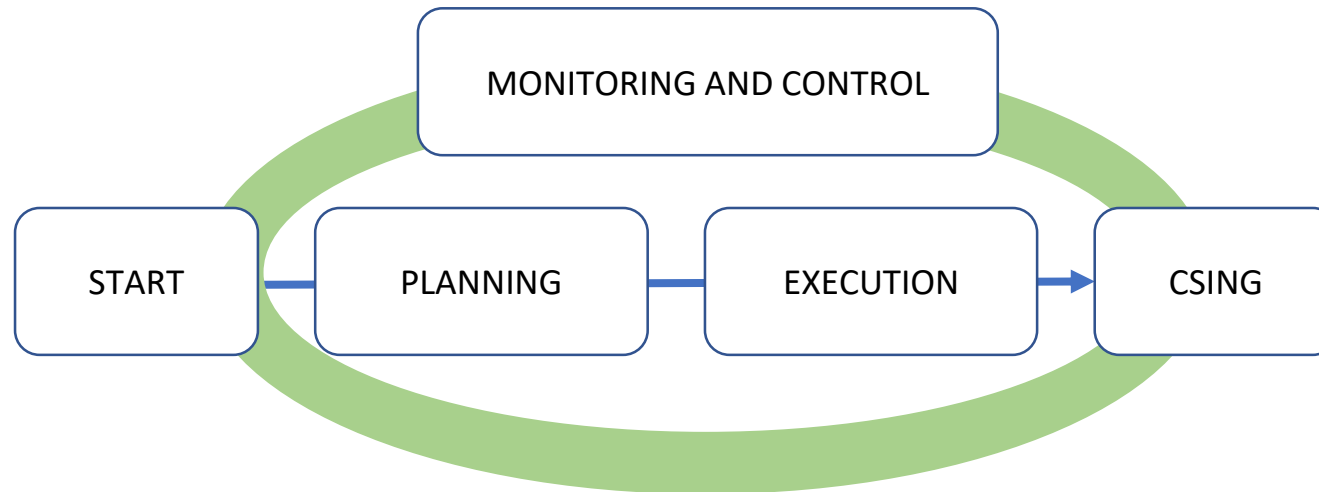
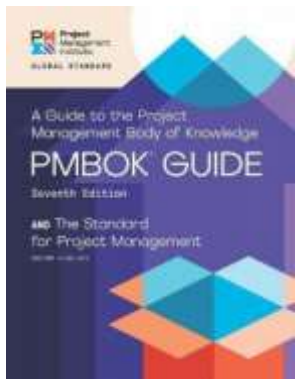
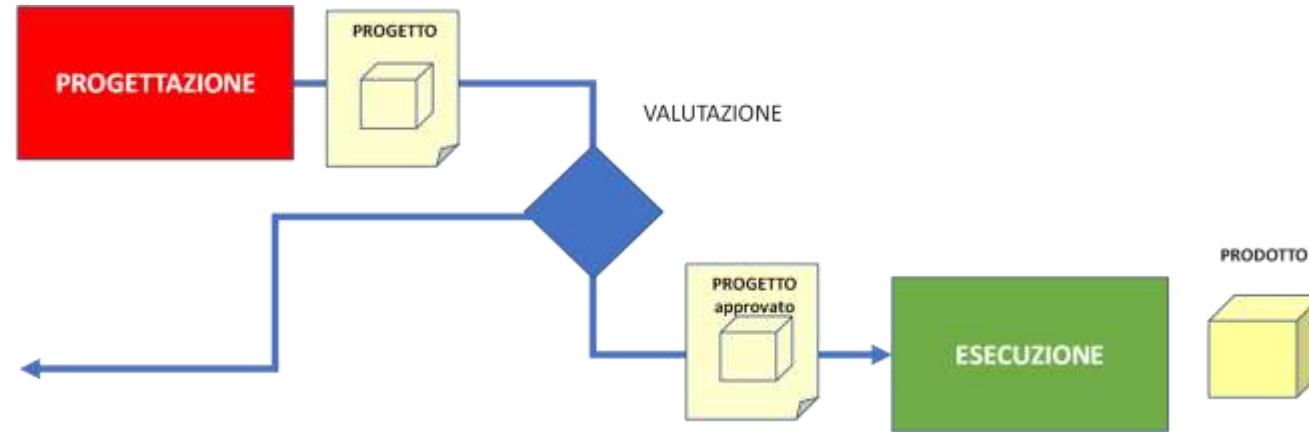
# The difference between technical and management processes

- **Technical processes**, specific to the technical domain and the product
- **Managerial processes**, which do not depend on the technical domain and the type of product.

# Project Lifecycle



# Technical and managerial Lifecycle of a Project

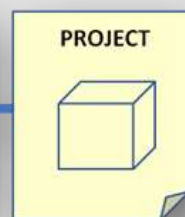


FEEDBACKS

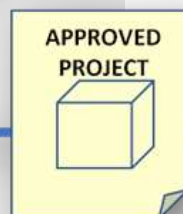
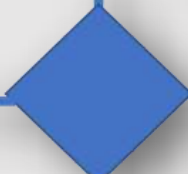
## Engineering/Design

## Production

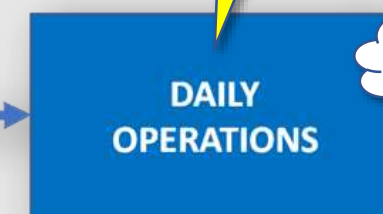
## Value in use



VALUATION AND VALIDATION



PRODUCT



ONGOING OPERATIONS  
OF THE SERVICE SYSTEM  
(including Service,  
Maintenance and  
Improvement)

GAINS

PAINS

FEEDBACKS

BENEFITS



# Success of a new service project is success of

- Of project management (**processes**: everything was managed correctly)
- Of the project (**products**: promised deliverables delivered - output)
- Of the product (The product **complies with expectations** - outcome)
- Of the results (the use of the product provides **the expected benefits**)
- Of the business (benefits translate into **short-term impact**)
- Of the strategy (the results have strategic value as **long-term impact**)

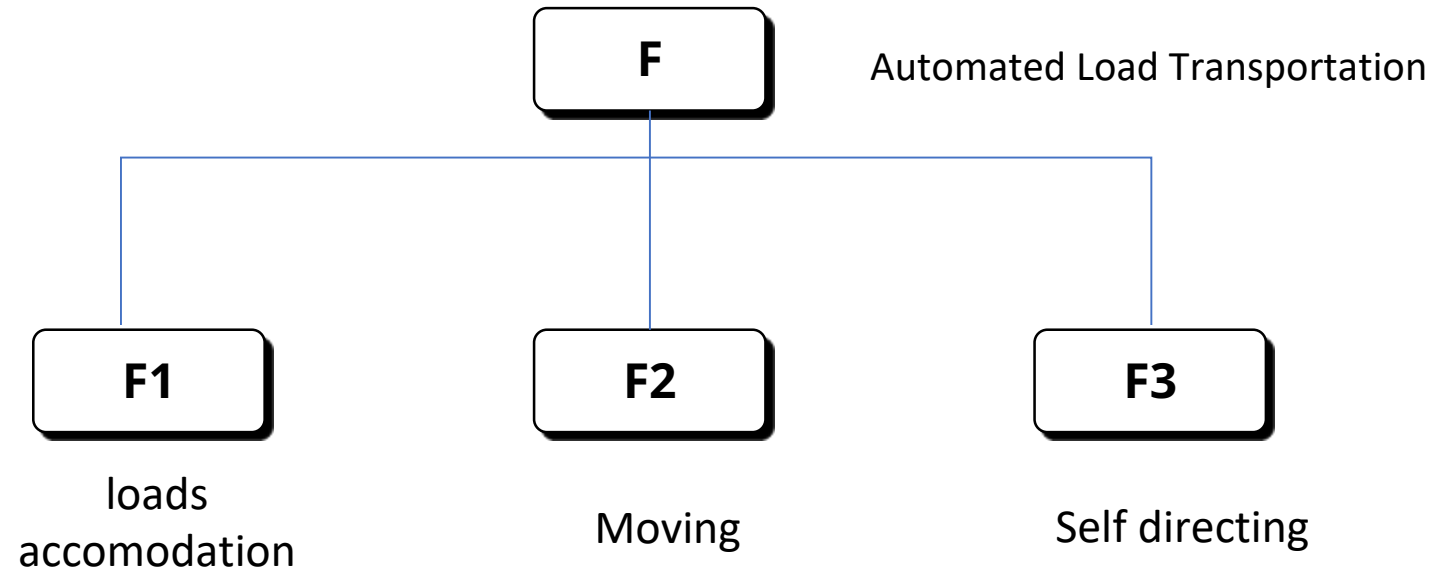
Will the new service project be a success?



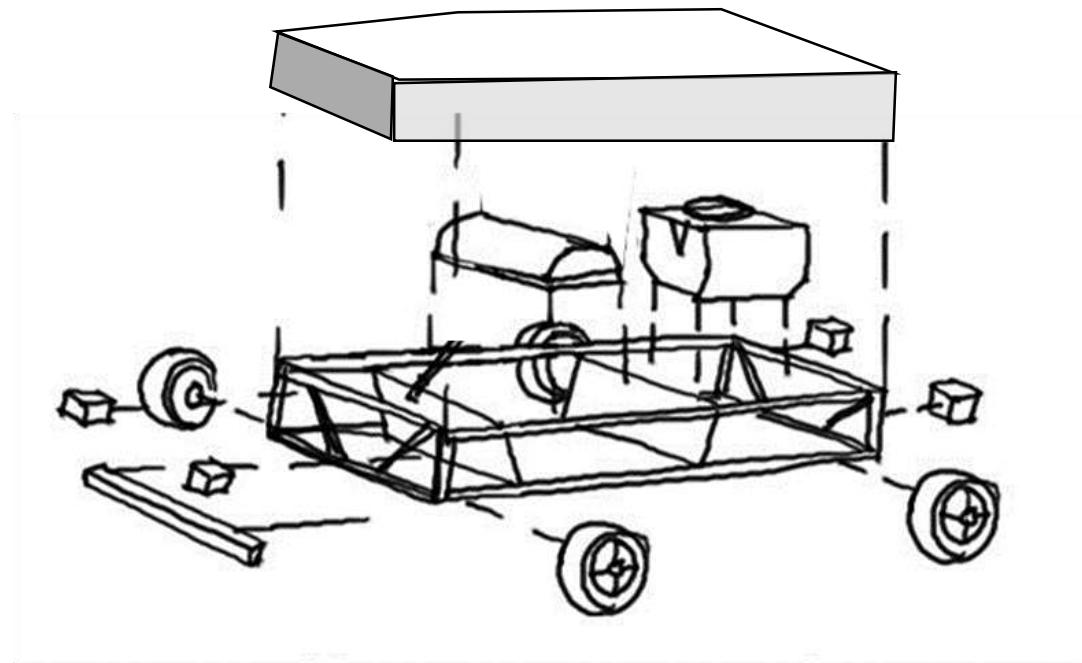
# Breakdown thinking is the essence of PM

- **FBS**: Identify the functional requirements and rank them (Functional Breakdown Structure)
- **PBS**: Identify the components of the "product" that fulfill the functional requirements and integrate them into a system (Product Breakdown Structure)
- **WBS**: Identify the activities (purpose) to be carried out to create the components of the product-system (Work Breakdown Structure)
- **OBS**: Identify the human resources (accountable, operational, informed or consultant) for each activity (Organization Breakdown Structure)
- **CBS**: Identify the budgets (purchasing and man-hours) of each activity (Cost breakdown Structure)

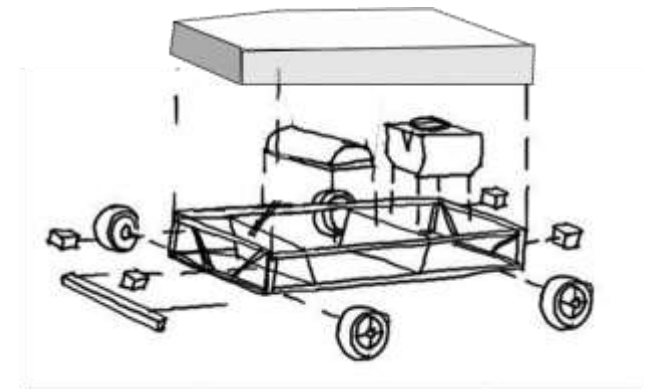
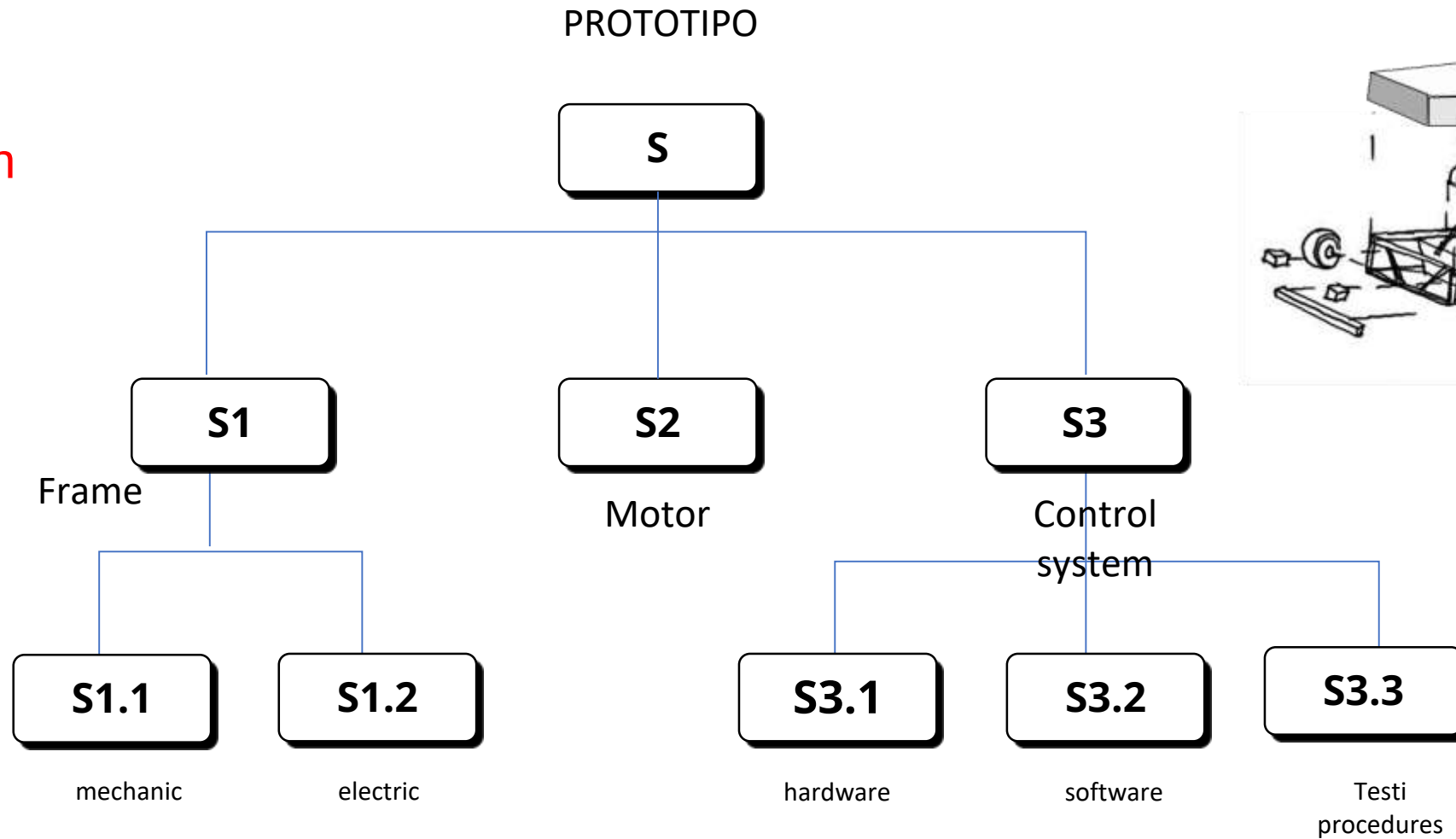
# FBS



# PBS

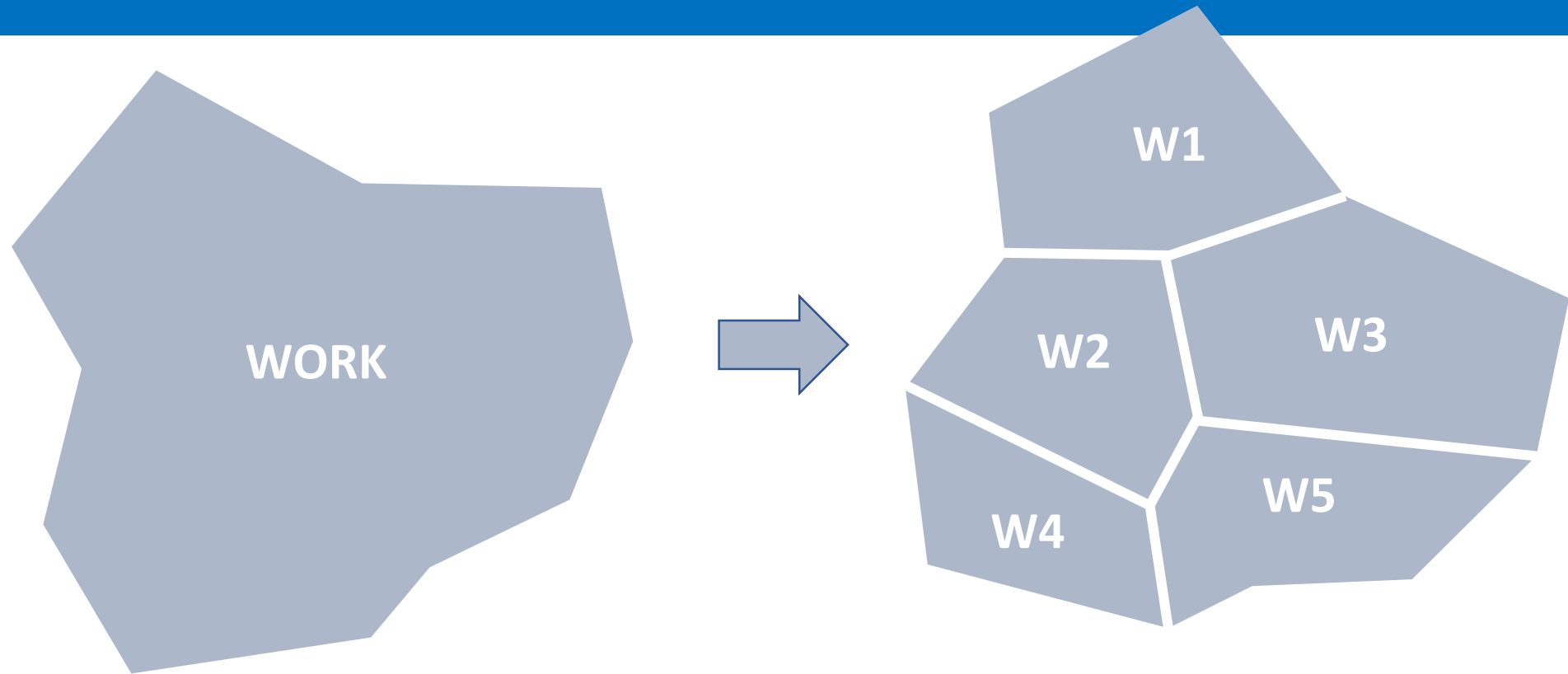


**PBS**  
Product  
Breakdown  
Structure



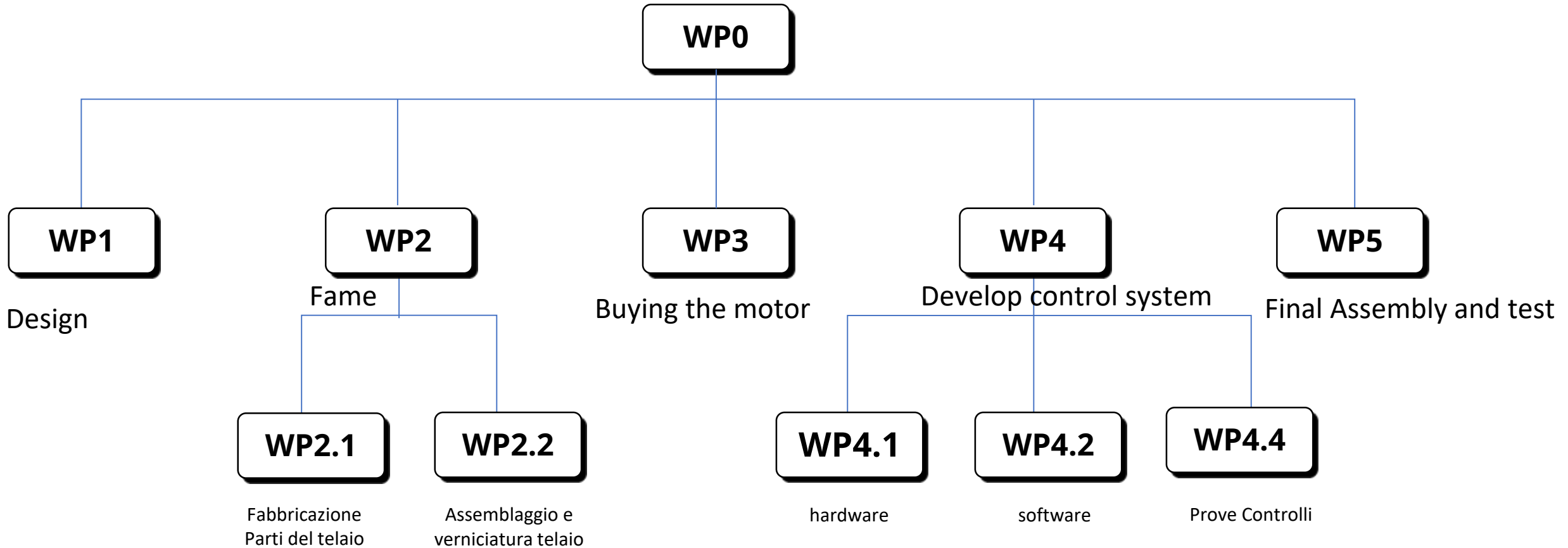
Distinta base = Bill of Materials

# WBS

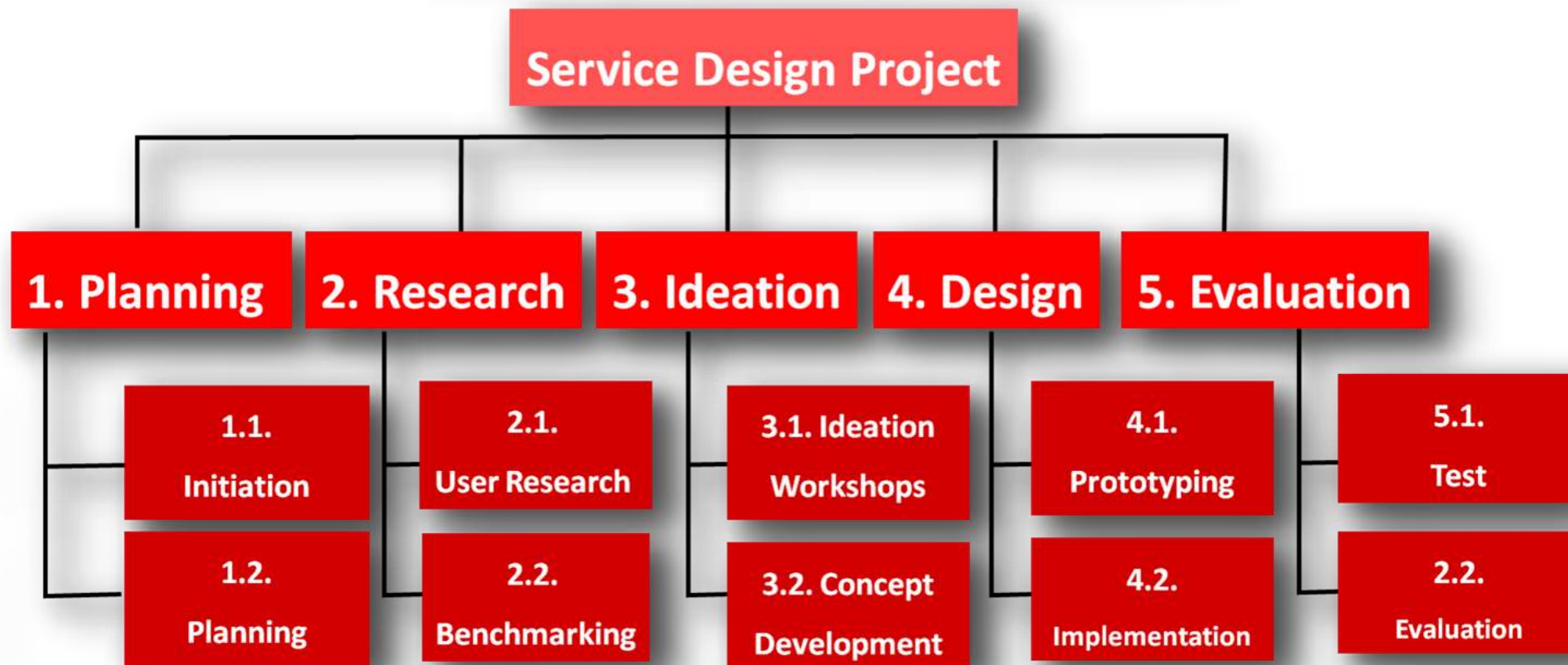


# WBS

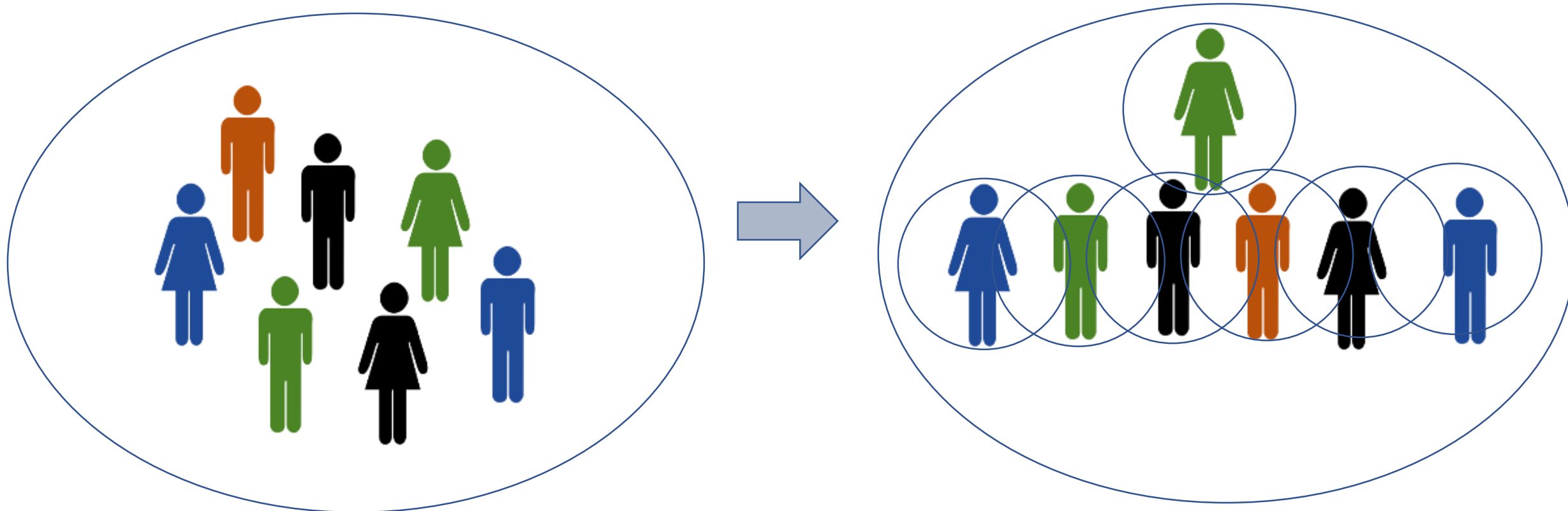
## MAKING THE PROTOTYPE



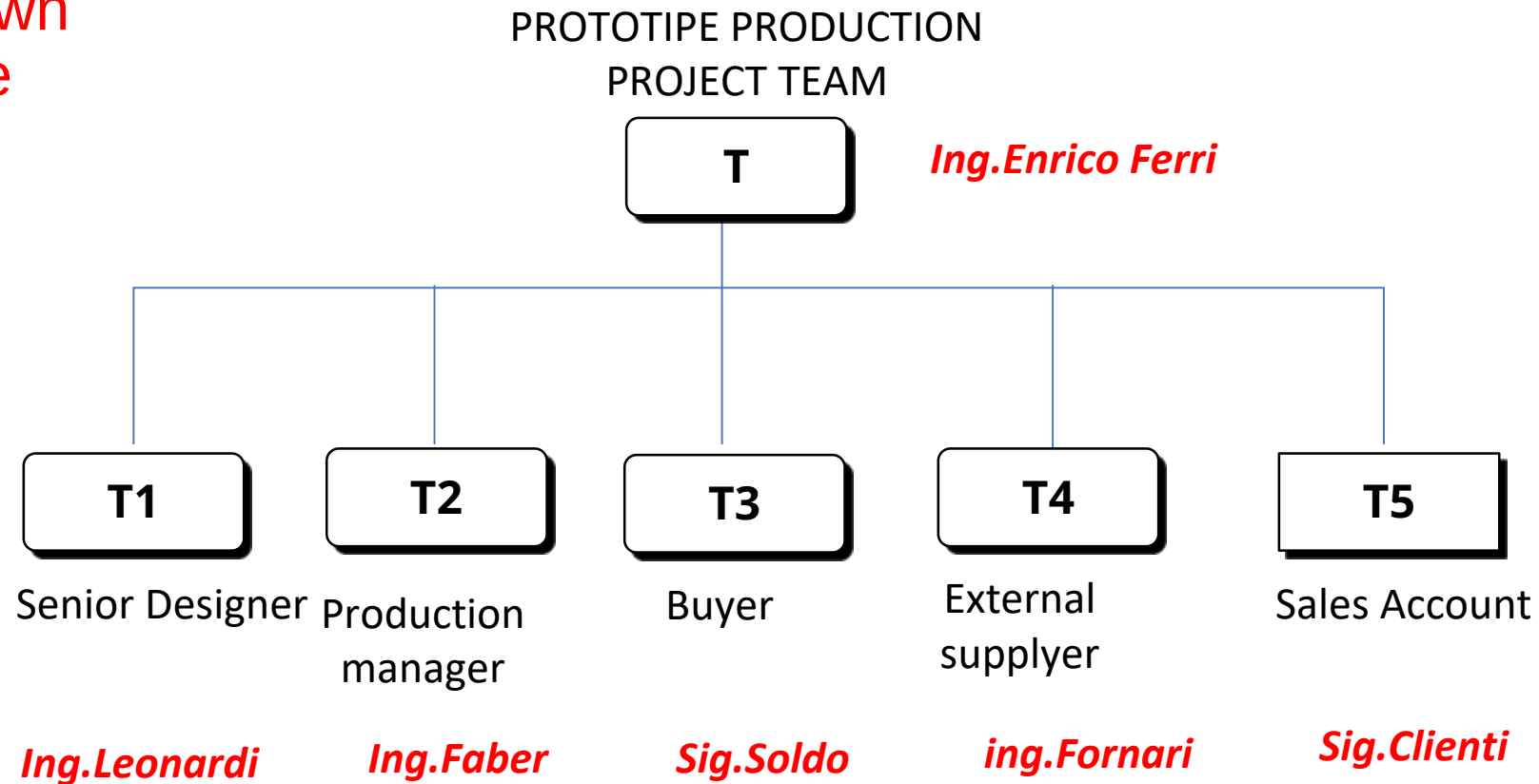
# Work Breakdown Structure



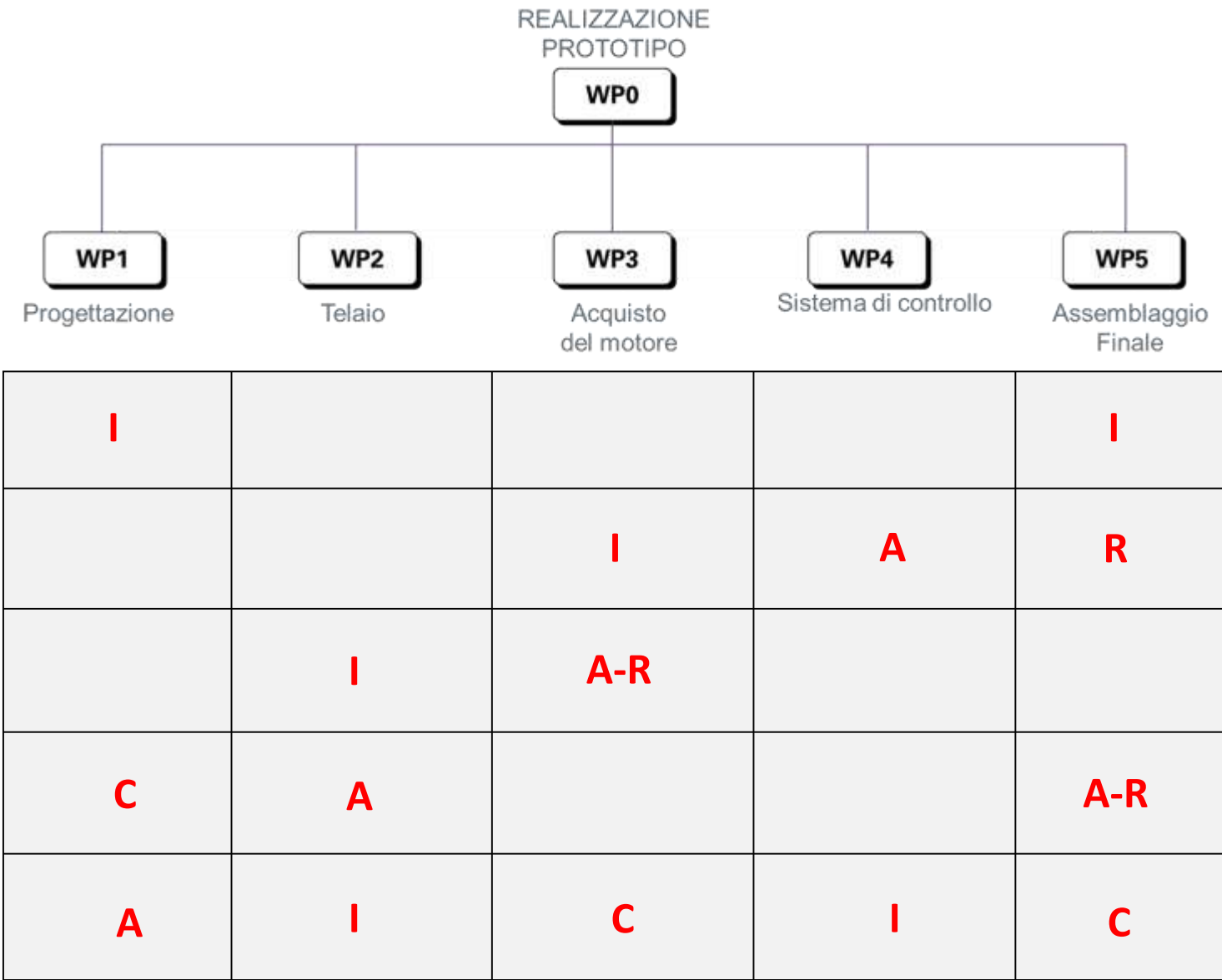
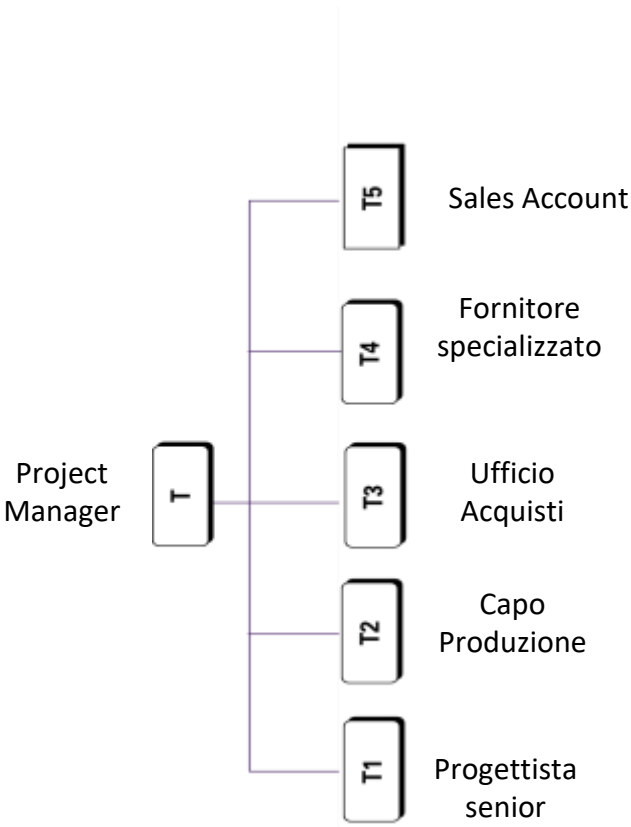
# OBS



# OBS Organization Breakdown Structure



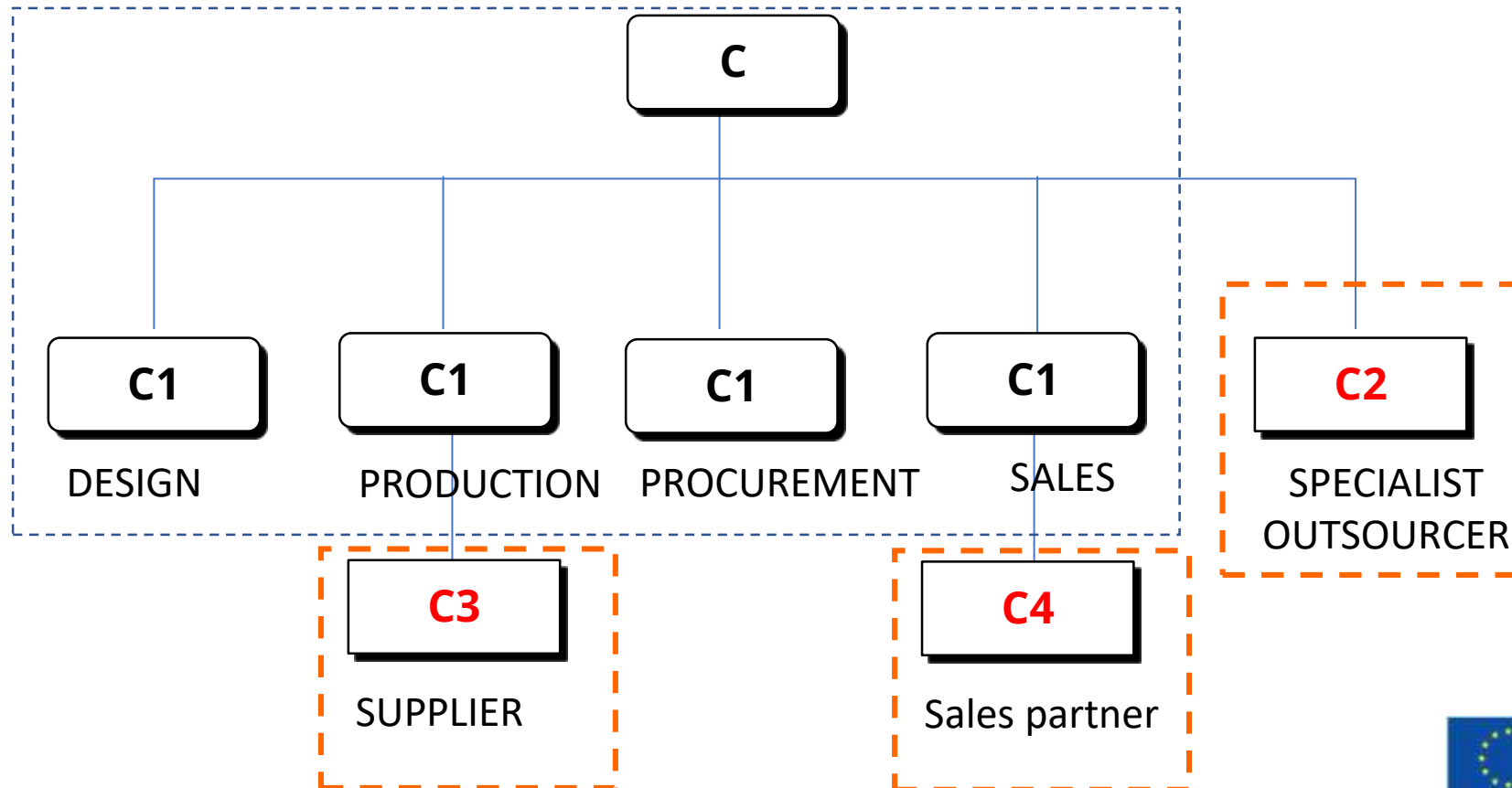
RAM, RACI



# CWBS

## Contract Work Breakdown Structure

### CONTRACT BREAKDOWN STRUCTURE



# The principles of agile methods

| Principle            | Description                                                                                                                                                                         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer involvement | Customers should be closely involved throughout the development process. Their role is provide and prioritize new system requirements and to evaluate the iterations of the system. |
| Incremental delivery | The software is developed in increments with the customer specifying the requirements to be included in each increment.                                                             |
| People not process   | The skills of the development team should be recognized and exploited. Team members should be left to develop their own ways of working without prescriptive processes.             |
| Embrace change       | Expect the system requirements to change and so design the system to accommodate these changes.                                                                                     |
| Maintain simplicity  | Focus on simplicity in both the software being developed and in the development process. Wherever possible, actively work to eliminate complexity from the system.                  |



# HOW TO IMPROVE USER EXPERIENCE IN THE INTERNSHIP PROCESS

## Work Breakdown Structure

### Service Design Project

#### 1. Planning

#### 2. Research

#### 3. Ideation

#### 4. Design

#### 5. Evaluation

1.1.

Initiation

2.1.

User Research

3.1. Ideation

Workshops

4.1.

Prototyping

5.1.

Test

1.2.

Planning

2.2.

Benchmarking

3.2. Concept

Development

4.2.

Implementation

2.2.

Evaluation

### Service Design Project Charter

#### I. Project Title and Description

A. Project Title

B. Business Case

- Why?
- Expected Benefits:

D. Project Scope (Activities)

E. Project Short Description

#### II. Project Organization

A. Project Sponsor

B. Project Manager

C. Project Team Members

D. Key Stakeholders



# Work Breakdown Structure

