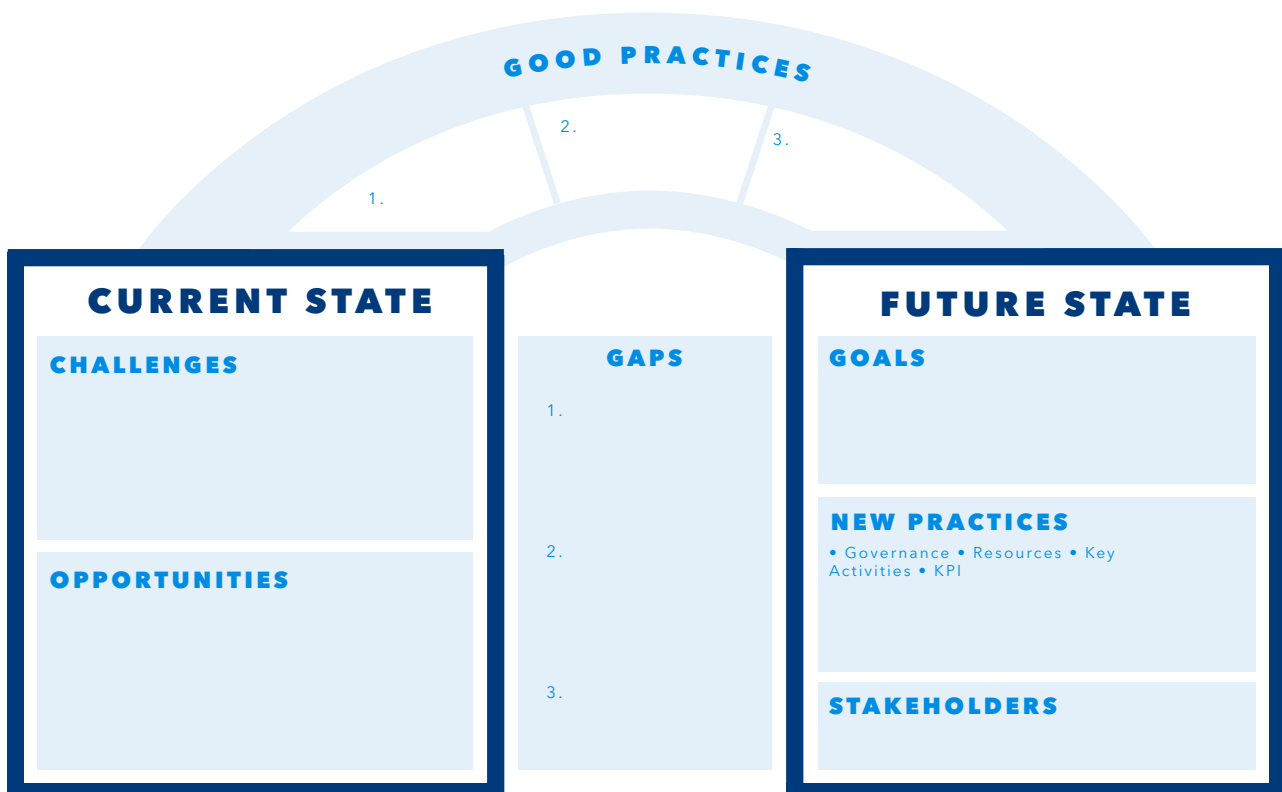# Service Design Tool
Creating bankable project

Section A:
The Service Design

In general, a project is comprised of many pillars supporting its scope. Hence, it is critical to strategically design it in a manner where all of its requirements are met and constraints are eliminated.

This however gets complicated for innovation projects, since innovation itself is a system's issue - that is, the whole process heavily depends on methodological and analytical approaches.

For this reason, unverified decisions or assumptions made during the design of a particular project can lead to an ineffective outcome. To develop a project that is bankable, the ITU has created a **Service Design Tool** that encompasses all relevant information and best practices in the design process.

GOOD PRACTICES

2.

3.

1.

CURRENT STATE

CHALLENGES

OPPORTUNITIES

GAPS

1.

2.

3.

FUTURE STATE

GOALS

NEW PRACTICES
• Governance • Resources • Key Activities • KPI

STAKEHOLDERS

The Service Design Framework

The **Service Design Tool** is a mind map with several pillars that collects and categorizes all the important elements of a flagship project. The gathered information can then be organized in a way that is attractive and influential to others. This tool is composed of 7 pillars, namely, the challenges, opportunities, goals, gaps, good practices, new practices, and stakeholders.

Challenges:

A challenge is namely a roadblock that is in the way of getting a particular job done or goal achieved.

Challenges can exist due to constraints in various aspects (for example, skills, time, resources, language, culture etc.) of a particular subject.

Opportunities:

An opportunity refers to a scenario that enables one to achieve something.

Through a desirable opportunity, stakeholders can devise a strategy to implement their ideas or practices, in order to achieve their goal(s).

Sometimes, even a challenge can be "flipped" into an opportunity.

Goals:

Refer to specific objectives, details of the targeted stake-holders and the desired out-come for the service or initiative.

Good practices:

A good practice is a proven practice that yields evidence-based impact and successful results, and can be scaled-up and replicated.

Good practices are needed to help:

1. Develop flagship projects,

2. Assess the strengths and weaknesses of a practice comparatively, and

3. Undertake evidence-based policy or program development.

Gaps:

Gaps are missing elements that are required to reach the future state from the current state. These can be essential capabilities, key activities, practices, resources, etc.

New practices:

A new practice is derived from the adaptation of the identified good practices.

This new practice will be designed to fit the relevant context based on the following:

- **Governance** - provides relevant information about organizational structure, management, institutional frameworks, and the competencies required to carry out the practice.

- **Resources** - refers to financial and non-financal elements of the project. Note that many non-financial resources are also derived from partnerships.

- **Key activities** - such as events, related initiatives, and other activities used to offer an insight into the operating processes of a practice.

- **Key Performance Indicators (KPIs)** - provides the evaluation of your practice based on the following criteria:

    1. Replicability (refers to how easily it can be copied to a different context),

    2. Scalability (refers to the scope of the practice in achieving its goals),

    3. Evidence of impact on the ecosystem (refers to the effectiveness of the practice in achieving its goals), and

    4. Results (refers to outcomes based on KPIs set by the practice).

Stakeholders:

Groups of individuals sharing specific interests or concerns in the service or initiative. Their participation is needed to ensure that the jobs relevant to their respective sectors are done through a collaborative manner.

Section B:
How to use the Service Design Tool

Time

Up to 2 hours

What you will need

☐ A3 paper

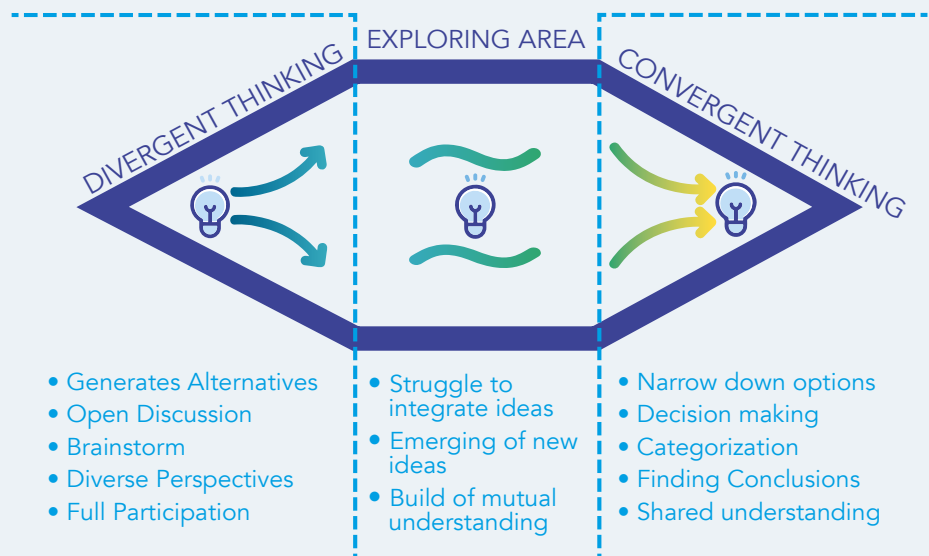☐ Sticky notes (yellow, blue, green and red)

☐ Markers

Steps

Tip 1 – **Divergent and Convergent Thinking**

It is recommended to use divergent and convergent thinking to gather the necessary information. The thinking mode is the way the participants are encouraged to reflect throughout the process. Divergent thinking is similar to 'brainstorming', exploring as many ideas as possible without shutting them down. Convergent thinking is when thinking is narrowed down to a few answers.

DIVERGENT THINKING   EXPLORING AREA   CONVERGENT THINKING

- Generates Alternatives
- Open Discussion
- Brainstorm
- Diverse Perspectives
- Full Participation

- Struggle to integrate ideas
- Emerging of new ideas
- Build of mutual understanding

- Narrow down options
- Decision making
- Categorization
- Finding Conclusions
- Shared understanding

1 **Fill in the pillars of your Current State**

Determine the **challenges** and **opportunities** of selected flagship project, in order to bring it to life. Use one yellow sticky note per idea.

2 **Fill in the Goals pillar**

Once you have identified your challenges and opportunities, determine your goals that you would like to achieve in your future state. Use one blue sticky note per goal.

3 **Fill in the Gaps pillar**

Identify the missing elements required to reach the future state. Use one red sticky note per gap.

4 **Fill in the Good Practices pillar**

Identify the good practices that could help you address the challenges and close the gaps accordingly. Use one green sticky note per practice.

5 **Fill in the remaining pillars of your Future State**

Determine your **new practices** based on the good practices and Gaps tha you have identified in the previous steps. These new practices should provide information about the governance, resources, key activities, and KPIs. Then, identify the **stakeholders** who will be involved in the new practices and state how they will be contributing in the future state. Use one blue sticky note per idea.

6 **Transfer the information from the above steps to the knowledge wall**

Brainstorm and identify any missing information.

💡 **Tip 2 - Large group structure and knowledge wall**

Brainstorming is not effective if the group size is more than 7 people, participants need to be divided into smaller groups. It is recommended to use a knowledge wall, composed of one flip chart for each pillar after an initial brainstorming by each group on the canvas.

| CHALLENGES | OPPORTUNITIES | GOALS | GAPS | GOOD PRACTICES | NEW PRACTICES | STAKEHOLDERS |
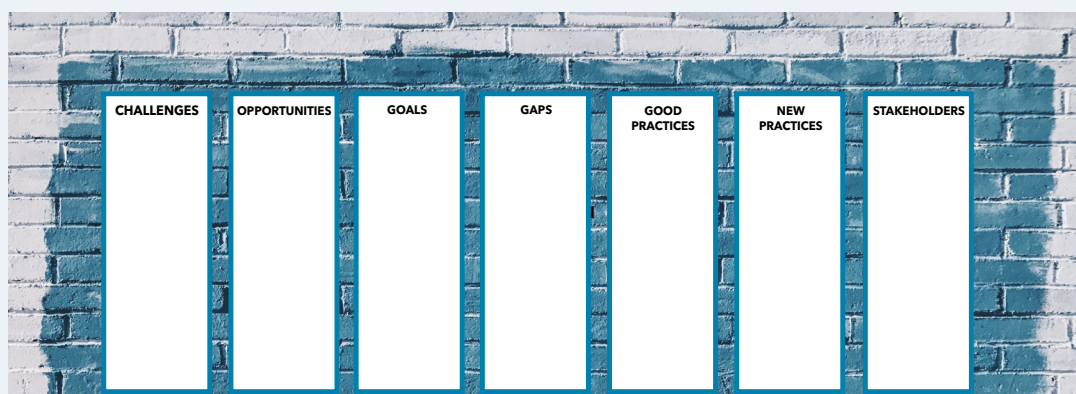
Outcome

A breakdown of the project to re-package it in different ways - eventually into a detailed story.

Key takeaways

- The service design tool helps to:

  o Collect and categorise all the important elements of a flagship project.

  o Analyse a project's scope: foreseeing the necessary actions to bridge the gap and reach the future stage to bring your project to life

  o Package the project in different ways to appeal to the targeted stakeholders

- The service design tool can be used for every project.