

Canvas elements

This canvas complements the traditional canvases used for strategy and business- and value-modelling. By filling in the canvas together at the start of an innovation project – and revisiting it during development – the team increase their awareness impacting their service experience. While it is not a replacement for the holistic, and user-centered approach of service design, it triggers discussions that service design addresses.

Organizational vision

The overarching vision for what the organization wants to achieve for the future. This should already exist, as a vision statement or mission statement, and can be copied here.

Service vision

The desired experience the organization wants to deliver when its customers interact with its products and services. This is often not yet articulated, but should represent a powerful, differentiating factor. It should be a short statement, articulated in aspirational and experiential terms, and informed by any existing insights.

Challenges

These are internal and external factors that are potential barriers to achieving the Service Vision. They may include regulations, legal issues, complex processes, technical limitations, etc. Despite a start-up's small size, organizational issues impacting the service could also go here.

Service delivery context

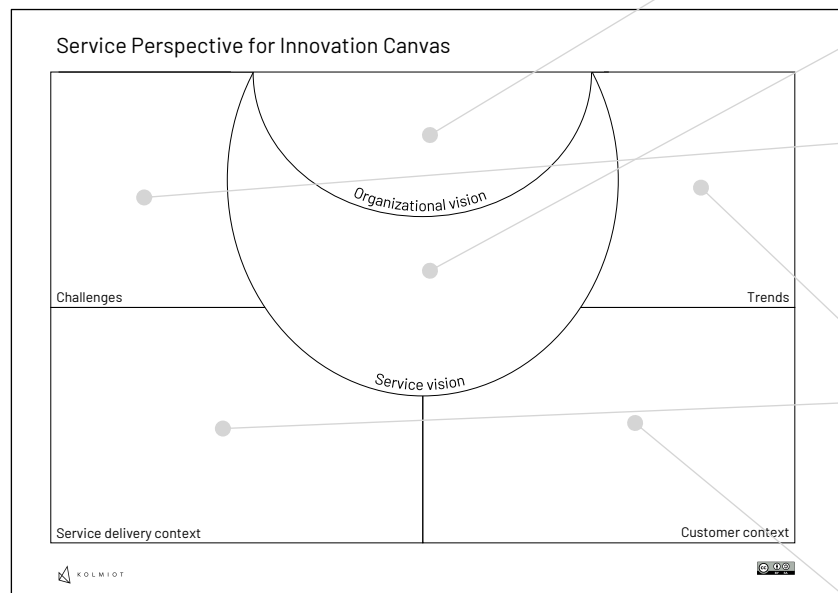
This area is used to capture factors which concern how the service will be provided to customers. These include touchpoints and channels (eventually) utilized, timescale and chronological flow of service, third-party service providers and touchpoints, etc. If research-based insights already exist concerning known or expected pain points or 'a-ha' moments, they can be placed here.

Trends

This is where expected developments which will impact the service delivery are collected. They may include predicted changes in customer expectation, competitor advancements, new technologies, regulations or legal issues, etc.

Customer context

This contains high-level insights about target customers, such as pains and gains, demographics, JTDs, existing solutions/workarounds and their current alternatives to start-up's service offering. Questions to guide customer research may be captured, or current assumptions, but these should be validated/replaced by future findings.



Canvas instructions

Creating the canvas is easy, and requires only a workshop of around an hour. As with many deliverables created in a workshop setting, the discussions triggered during the creation are at least as valuable - if not more so - than the end deliverable itself. Therefore ensure that you seize this opportunity to link the issues raised to the perspectives and value of service design.

- 1 Gather data and insights about target customers.
- 2 Gather what is already known about the market context and the proposition itself.
- 3 Ensure some kind of organizational vision for the start-up exists.
- 4 Review how complete the information is that you gathered during steps 1-3. If things are missing or incomplete, address them first before moving on to create the canvas. While some aspects of the canvas can be based on to-be-validated assumptions, it's best to have the canvas built on real data, insights and strategic decisions.
- 5 Plan a workshop of about an hour.
- 6 Invite the team - start-ups are typically small, and it's crucial to have not just the founders on board, but those whose responsibilities touch upon the service experience.
- 7 Draw the canvas on a whiteboard, leaving plenty of space for Post-its in each section.
- 8 Start with the 'Organizational Vision', which should already exist.
- 9 Move clockwise around the canvas, filling in 'Challenges', 'Trends', 'Customer context' and 'Service delivery context'. In this way, the team will move from areas where they have more knowledge and confidence, to ones where they perhaps do not. Refer to the guide above, and the example SPI canvas, if you feel you need assistance. There's not really a right or wrong way of capturing things, nor a required level of detail.
- 10 Culminate the workshop with formulating the 'Service vision', based on what has been already discussed.
- 11 After the completion of the canvas, ensure you share it with the team and that it remains visible - ideally on a wall.
- 12 Don't forget to revisit the canvas as the start-up grows. Many start-ups pivot and make both minor and radical changes to their value proposition. Keep the canvas up-to-date!