



Accelerating Digital Impact

Livework Studio on Digital Acceleration
Ben Reason & Wim Rampen

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Article

Designing Digital Delivery

How to increase the speed and the impact of your digital delivery.

The pandemic has accelerated our adoption of existing digital services. At the same time, it is also accelerating investment - by business and government - in new digital services.

At Livework, we are seeing this with our clients who are either focusing on digital because it has become essential (healthcare), because digital is where they can keep business alive (retail) or because the pandemic gives them space to double down on existing digital plans (banking).

What you need right now is to increase the speed and the impact of your digital delivery.

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More than half (54%) of respondents from large enterprises say that the best way to describe their organisation's response to the outbreak is “Shifting to emphasise digital fulfilment/digital products/digital services.”

ECONSULTANCY / MARKETING WEEK

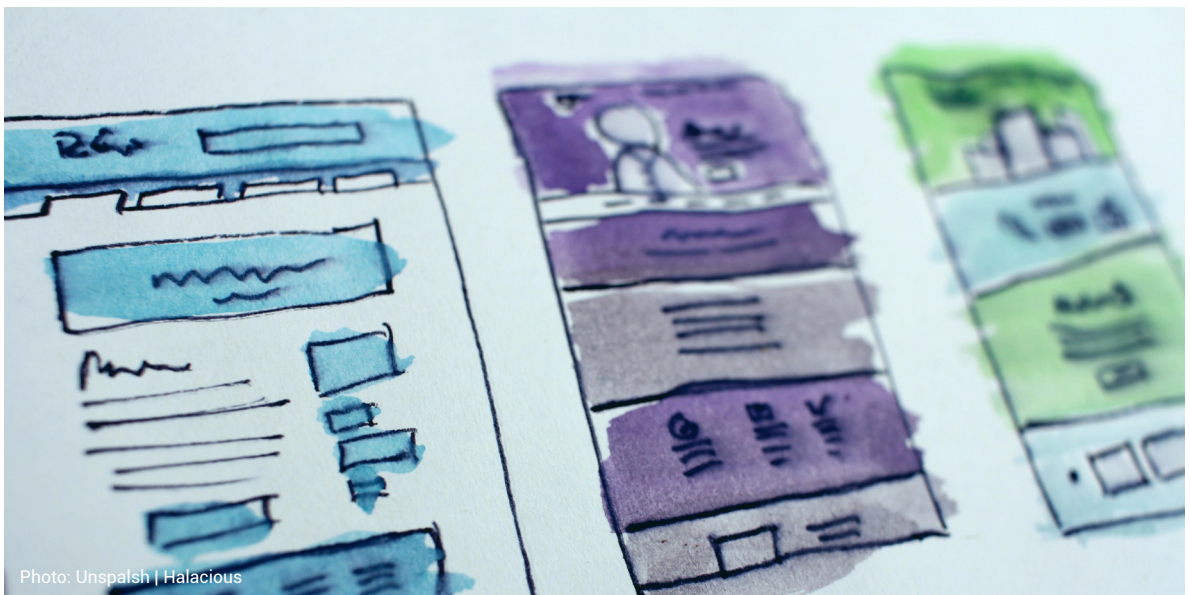


Photo: Unspalsh | Halacious

Here's Five Things You Should Be Doing:

- Fix critical performance issues in your digital offering that harm the customer experience.
- Understand what has changed for customers and how you can respond.
- Identify specific digital opportunities that will boost business goals.
- Develop and execute a portfolio of experiments in the real world, to test assumptions and reduce the risk of building the wrong things.
- Insert metrics into your digital products and services, to monitor performance against your objectives .

This is what you should be doing, but how you go about it is critical to success.

The Risk of Failing to Deliver Value

In accelerating digital, we take the risk of building the wrong things, building them incorrectly and failing to deliver value. A 2017 Report from Genpact outlined the risk of digital investments, with a specific emphasis on the failure rates.



Only 21% of companies truly reap the transformative value of digital.

DESIGN THINKING INNOVATION FOR BUSINESS PROCESSES AND OPERATIONS, GENPACT, 2017

A key barrier of success is the struggle firms that face to connect the needs and expectations of customers to the siloed, risk averse and legacy operations of existing businesses. "Innovation requires a more holistic focus — a focus that starts and ends with customers, and the enterprise processes that ultimately impact them."

Traditional means of managing digital projects, classical operational management methods and analytical technology practices often lack the ability to understand digital transformation as, ultimately, a human challenge. The core activity of these projects is making connections between users and the people, processes and systems of the organisation.

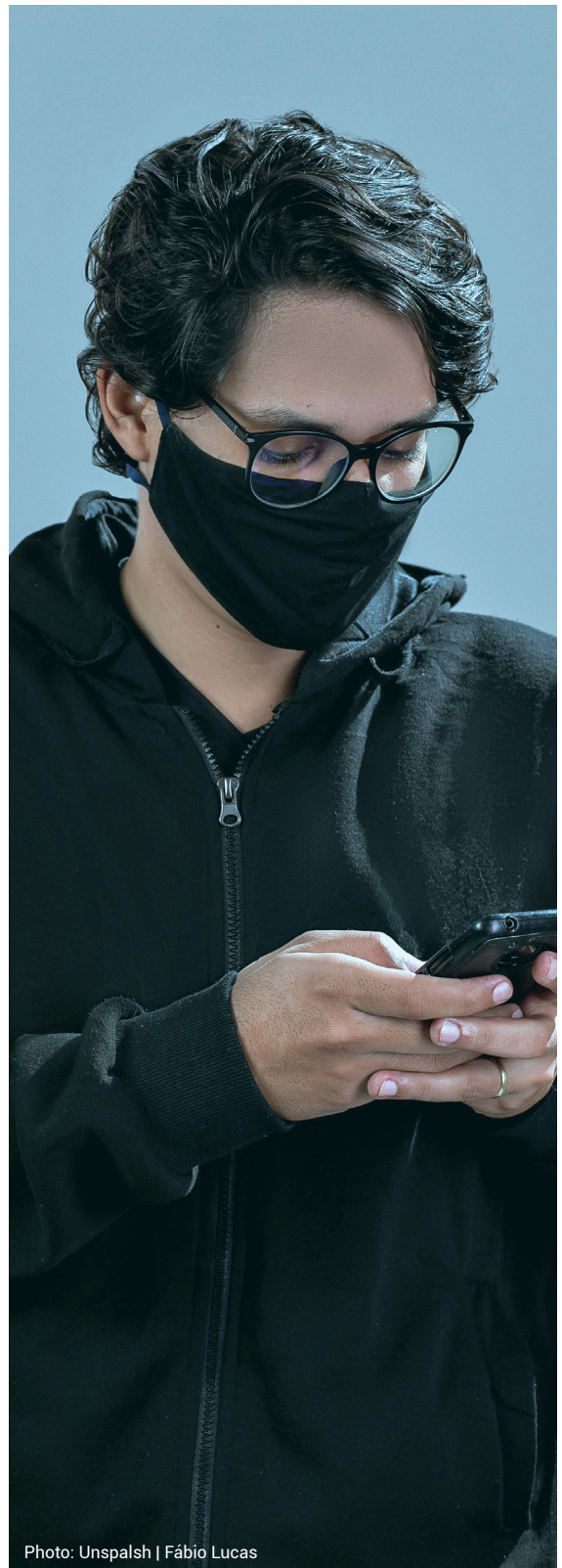


Photo: Unspalsh | Fábio Lucas

Service Design as the Connective Tissue of Digital Delivery

We need a better way to deliver digital that connects with the humans who use it and engage the knowledge of people delivering services to ensure it works. This is service design.

As a service design firm, Livework is ultimately concerned with delivering a successful service. A service that delivers desired outcomes for the service users and results for the business. A service that is well connected to the capabilities of the organisation to ensure the delivery works.

Our approach works well alongside more traditional change practices and digital development methods.

These **5 boxes highlight** the key qualities that help ensure delivery success:

HUMAN

We enable digital delivery projects to be led by the needs, capabilities, expectations and context of the people they are for - customers, patients, users. This focuses technology on value, identified with real world insight.



COLLABORATIVE

We facilitate collaboration between the digital teams and the other departments required for digital to be effective and connect to the wider organisation. We connect the silos and access the expertise within the business.



STRUCTURED

We provide structured ways to manage delivery of the desired user experience across functions. We create materials that map the relationships and dependencies, and enable alignment around a tangible design.



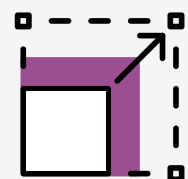
EXPERIMENTAL

We test our designs with quick prototypes, with users and colleagues, before they are developed. This informs the specifications for operational delivery – both de-risking and improving quality.



REFRAMING

Rather than putting inadequate and outdated processes online, we re-frame digital solutions to ensure we build them better. We ensure that the transformation is in the way you do business, not just the channel you do business in. This ensures greater value from the investment.



Here are some examples highlighting the qualities of how they apply in real life digital projects:

Designing Digital Delivery to Enable Business Continuity

Livework is designing digital delivery with a global sportswear brand that needs digital channels to keep the business running during the pandemic. We are ensuring that there is a constant **human centred alignment** between customer experience, business priorities and the agile team delivering products. We are doing this by facilitating **collaborative** activities between these groups and **structuring** the relationships and dependencies in service blueprints. These blueprints map the interactions of customers to the back office activities and the changes required for delivery, while also providing a "single version of the truth" for all parties involved in delivery.

Designing Digital Delivery of Accelerated Investment

Livework is designing digital delivery for a major global bank, who are accelerating their investments in digital during the pandemic. We are supporting the implementation of new tools that **structure** their approach. This will enable a shift to digital interactions with customers at key points in customer journeys. Our prototypes are enabling the bank to **experiment** with how these new interactions interface with internal functions - from legal to IT - to ensure integrated ways of working. This de-risks the investment in digital by uncovering and resolving issues quickly, early and at a low cost.

Designing Digital Delivery of Essential Services

Livework worked with a group of community dentists to re-imagine their services. Digital channels had the potential to reduce the number of consultations and create a faster and more accessible experience for patients. **Experimentally prototyping** these new processes with patients, administrative and clinical staff, ensured the approach worked for all the **humans** involved in delivery. When the pandemic triggered lockdown in the UK, they were able to quickly scale up and offer this channel to all their patients seeking essential help.

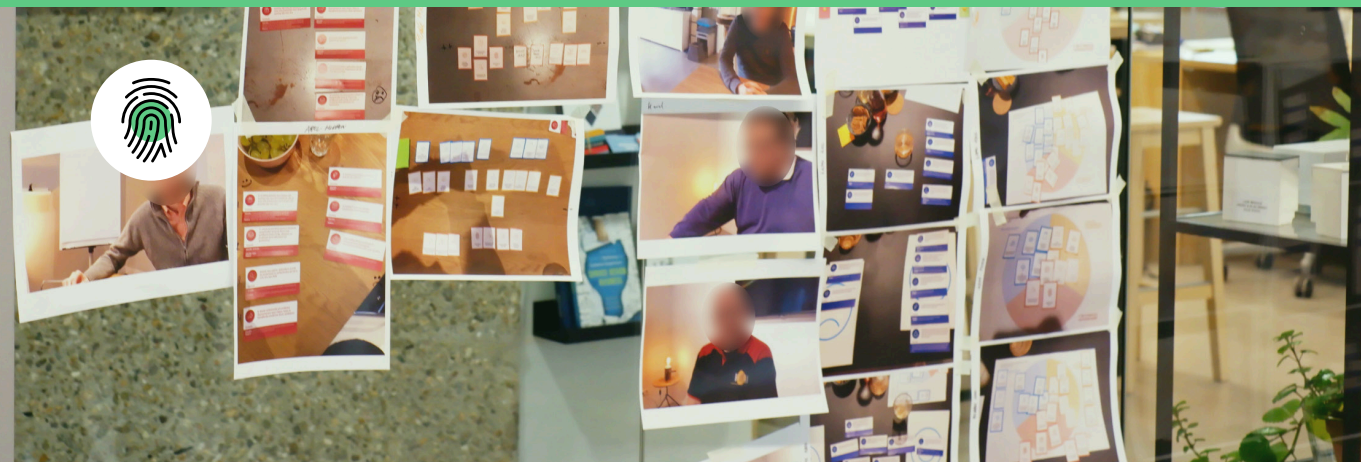
Digital Delivery is a Human Endeavour

Too often digital delivery is seen as a technological challenge. As we have seen, this ignores the internal and external users without whose participation the value of the investment is not realised. Businesses need an approach that brings these human factors into the way digital is delivered.

At Livework, we have a strong track record of enabling successful digital delivery. We ensure that what you invest in is what your customers need in a way that they will use it – that it will deliver the outcomes you want and that your organisation is able to deliver it.



Client Work



Human

Understanding Users' Willingness to Pay for Online Media Services



Introduction & Context

Digital Acceleration requires a clear understanding of the changes in your customer and employee lives, as well as the impact on your (current) offering and service for them. This understanding helps identify critical performance issues and future opportunities.

At Livework Studio, we believe qualitative research (e.g., interviewing customers, key stakeholders and experts) provides important insights. These become more powerful if you validate them through quantitative methods.

A good example is the work that we did with DPG Media Online Services. We used the combination of quant & qual to identify unmet consumer needs, create value scenarios to research willingness to pay for solutions to meet those needs and develop the business case for the implementation of opportunities.

All of this was done in close collaboration with internal stakeholders and the teams responsible.

DPG Media | The Netherlands

After previous work with the DPG Media Online Services unit, which uncovered unmet customer needs, we worked together to understand the business potential of catering to these needs.

This resulted in seven validated value scenarios that described the value customers receive, how they "pay" for

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Through this project, we learned what has real value for our current & potential customers, and how they would be willing to pay for this value. These insights enabled us to improve our offering a lot, for our customers as well as our business.

**JEROEN ALBERDINGK THIJM,
MARKETING MANAGER**

this value, and how this exchange is profitable for DPG. To explore new possibilities, we considered payment beyond money; e.g., data and attention.

For the business case, we used a combination of qualitative research to develop hypotheses around customer needs and their willingness to 'pay', as well as quantitative research to validate them. This way, we were able to estimate business impact and understand the feasibility of various value scenarios – from both the customer perspective and their business point of view.



Collaborative

The Road to Customer-Centric Digital Development



Introduction & Context

The increased focus on digital services and delivery will inevitably impact development processes. One challenging aspect of Digital Acceleration is getting the impacted teams and individuals on board. Design facilitates the collaboration within organisations and between teams to connect the silos.

In the case of Vodafone, our role was to connect Customer Experience (CX) and Information Technology (IT) teams. The IT departments were reluctant to implement customer-centric ways of working, as "the customer" was not particularly visible in their day-to-day job. Hence, the changes in process and mindset seemed irrelevant.

The role of Livework Studio was to enable both the CX and IT teams to understand each other, and create a solution together. This collaboration yielded an understanding of the development process and clear opportunities for implementing customer-centric practices.

Vodafone | Germany

As Vodafone Germany undergoes a vast transformation to embed agile, cross-functional and customer-focused practices in their organisation, they wanted to know where in their development process they needed to improve the connection with their customers.

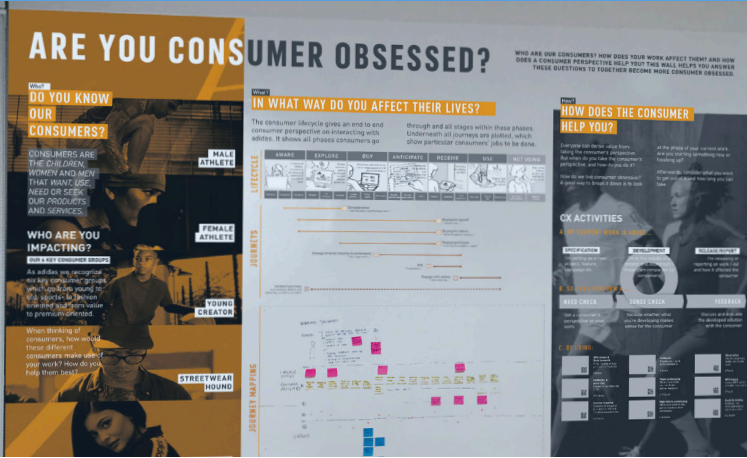
After analysing the company's internal processes, Livework developed a framework that identified customer-

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This really helps to connect different teams with a shared understanding. It helped to talk to the development guys. They said “now I understand what you want to do”. And they come with their own ideas for improvement.

UNITYMEDIA TEAM MEMBER,
VODAFONE GERMANY

centred techniques relevant to Vodafone's development process. Two of these techniques were piloted with their development teams. The framework enabled individual teams to embed customer-centred practices into their ways of working, and provided a roadmap towards a fully integrated customer-centric development process.



Structured

Implementing a Customer Obsessed Structure for Product Teams

adidas

Introduction & Context

A key challenge in Digital Acceleration is the quality of your decision making. Essentially, if time is of the essence, it is often the one who shouts loudest that gets the resources. But how can you be sure that it is also the right decision? Particularly if everyone uses their own tools, frameworks and perspectives on the challenges they are trying to solve?

This is why digital leadership needs to put in place a shared perspective, shared language and tools shaped around the unifying force of the Customer Experience.

Livework Studio can provide, implement and support the required structure and way of working.

See, for example, our work with Adidas. It was aimed at creating a customer obsessed, digital first, service design way of working for their omnichannel sales solution and transformation teams.

Some of the things we did include:

- Implementing an integrated customer lifecycle and journey framework in Jira, to connect user stories on product roadmaps to customer experience impact.
- Training and coaching product owners and their teams in the use of service design tools, frameworks and user research practices like fast prototyping to ensure they not only design the right thing, but design it right.
- Providing operational support in the delivery of strategic projects.

Adidas | Germany

Alignment:

The consumer perspective cuts through silos, departments, teams and roles. This enables different functional teams to align around a shared vision for the customer experience.

Prioritisation:

By journey mapping, assessing consumer value of assumptions and touchpoints, and translating these into story maps in JIRA, product owners and their teams are able to agree on what's most important to develop.

Way of Working:

Through training, coaching and collaborating on CX projects, Livework co-created the Agile-CX development process and enabled the organization to own and sustain a consumer-centric way of working.

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Livework has been able to speak the language of our employees. They help us translate our strategic dream into operational reality in a very pragmatic way.

PETER BROOK, SENIOR DIRECTOR,
GLOBAL OMNICHANNEL SOLUTIONS



Experimental

Prototyping an Omnichannel Customer Experience

Introduction & Context

Digital Acceleration is on the agenda of every retailer, with its importance having grown with the COVID-19 crisis. What we see most often is that retailers focus their digital efforts on online sales and home delivery. The stores and e-commerce are largely separate, unless the shops are utilised as pick-up points.

We believe there are many opportunities waiting to be unlocked by creating a customer-centric omnichannel experience. That builds on the same values and principles and integrates a 360-degree view of the customers shopping and purchase behaviour, on all touchpoints.

This, however, may be a difficult "sell" to find budget for. That's where low-fidelity prototyping in the real world comes in. It helps bring your ideas to life and tests hypotheses around the business case for it. This is how you can gain confidence in the customer and business success of your idea, at a relatively low cost.

Take, for example, how Livework Studio helped create an omnichannel after-sales service through prototyping different solutions for a luxury fashion retailer.

Luxury Fashion Retailer | Italy

An Italian Luxury Fashion Retailer wanted to improve customer experience by delivering an omnichannel experience of a consistently high quality across all territories. In order to achieve this, Livework needed to

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Livework is the only consultancy that we've worked with that actually makes things happen.

OMNICHANNEL MODEL DESIGN DIRECTOR,
LUXURY FASHION RETAILER

understand the needs and expectations around a luxury omnichannel service experience, focusing on the after-sales part of the customer journey.

Through rapid prototyping, the project delivered workable after-sales solutions across all channels (digital and physical) — which are now being rolled out in 550 stores, in five territories worldwide.



Reframing

Switching a TV Service to Digital Seamlessly

vodafone  ziggo

Introduction & Context

An important element in Digital Acceleration is to focus on re-framing the problems that come with replacing legacy systems.

Many organisations are phasing out these systems as part of a digital transformation strategy. At some point, the consequences of doing so becomes tangible for employees and customers. The way the organisation has been doing business will change for the better, but going through the change can be a painful process. Often, a lot of effort goes into the technical changes and communications, as support is designed from the same "inside-out" angle. A good example of this is how Dutch telecommunications provider, Vodafone Ziggo, needed to change the TV-signal for most of their customers from analogue to digital in order to free up bandwidth.

Vodafone Ziggo | The Netherlands

Customers needed to make the change themselves, by accessing their TV settings. A test proved that the initial solution was very ineffective, with all 25 customers failing to make the transition without help. Implementing this solution would result in a flood of customer service requests.

When Vodafone Ziggo asked Livework Studio to help out, we re-framed the problem by taking an "outside-in" perspective. We mapped the customer's journey, focused on user needs, and designed "do-it-yourself" solutions for any technical difficulty. The solution we develop resulted in

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Livework did what we didn't manage to do: keep our clients happy in the transition to full digital TV. The service design approach proved to be efficient and effective. It has saved us millions and a lot of unhappy customers.

FULL DIGITISATION PROGRAM LEAD,
VODAFONE ZIGGO

24 out of 25 customers being able to make the transition without help, and has been rolled out nationally.

Thank you for reading!

If you have any thoughts, questions, or something that you would like to share with us, please get in touch.



Wim Rampen
Studio Director,
Rotterdam
wim@liveworkstudio.com
+31 6 46 80 74 89



Ben Reason
Founding Partner,
London
ben@liveworkstudio.com
+44 798 95 24 789

London

+44 (0)20 7377 9620
contact@liveworkstudio.com

118 Commercial St.
E1 6NF London,
England

Rotterdam

+31 (0)10 465 43 44
contact@liveworkstudio.com

Spaces, Hofplein 20
3032 AC Rotterdam,
Netherlands

São Paulo

+55 (11) 3063 1925
contact@liveworkstudio.com

Rua Haddock Lobo, 585
01414-001 São Paulo,
Brazil