



HELLO, WE ARE FJORD

FTA TECHNOLOGY CONFERENCE - AUGUST 9, 2016

FJORD™

DISCUSSION TOPICS

Introduction

Service Design What & Why

How Service Design is Being Applied

Q&A

ATLANTA • AUSTIN • BERLIN • CHICAGO • DALLAS • DC • HELSINKI • HONG KONG • ISTANBUL • LONDON •
LOS ANGELES • MADRID • MELBOURNE • MILAN • NEW YORK • PARIS • SAN FRANCISCO • SÃO PAULO •
SEATTLE • STOCKHOLM • SYDNEY • TORONTO

INNOVATION NEVER SLEEPS

22

Studios

Europe, North America,
South America and APAC

800

Experts

The best talent
in the world

300

Clients

Worldwide

1

Team

Part of Accenture Interactive, the
world's largest agency

MICHAEL KELLY

MY ROLE

Digital Lead
Global Revenue Industry Team

MY EXPERIENCE

25+ years Commercial & Public Service
Experience

MY PASSION

Doing Work That Matters

LINDA PULIK

MY ROLE

Senior Design Director
Fjord Chicago

MY EXPERIENCE

20+ years Commercial & Public Service
Experience

MY PASSION

Designing from the Heart

WHAT IS SERVICE DESIGN

**SERVICE DESIGN IS THE WAY TO
STRATEGICALLY ADDRESS THE
COMPLEXITY OF TODAY'S
MULTITOUCHPOINT AND
TRANSMEDIA EXPERIENCES**

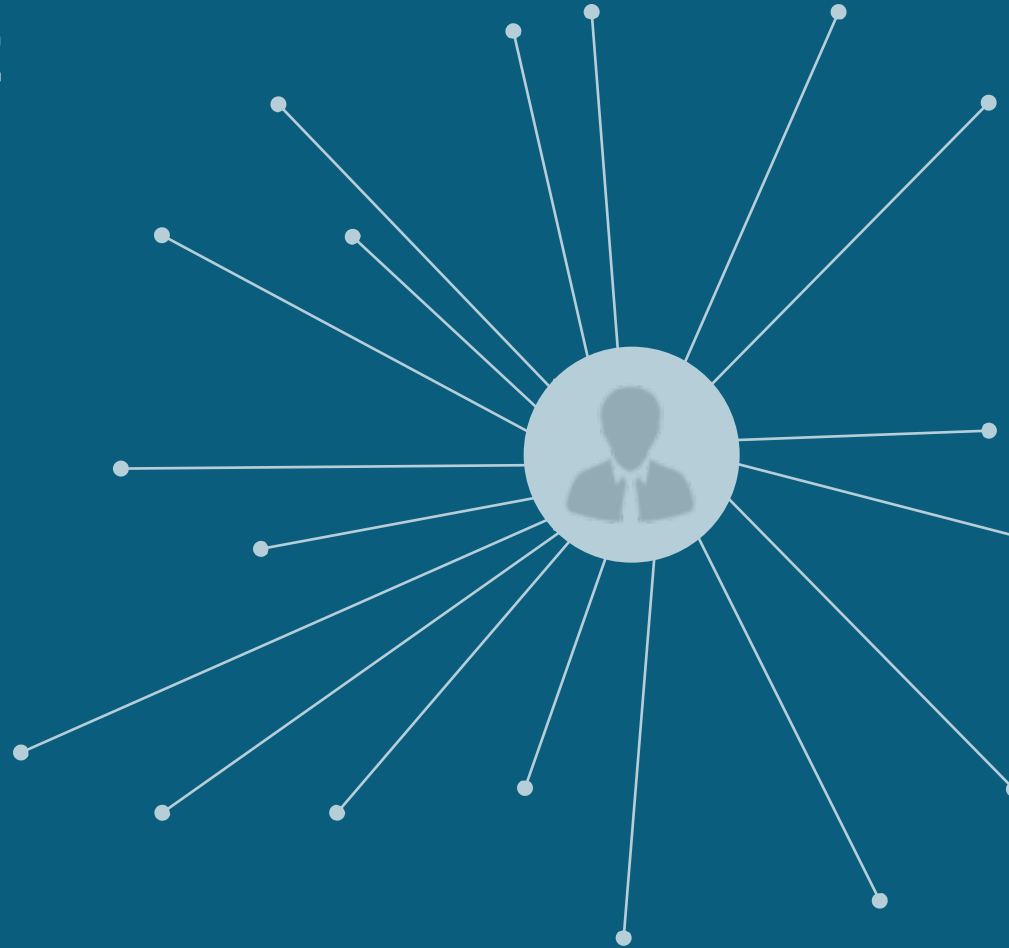
USER EXPERIENCE DESIGN

User experience design is about designing for great experiences when interacting with one touchpoint.



DESIGNING FOR SERVICE

Designing for service is about designing for great experiences at the service interface across a host of touchpoints.



SERVICE DESIGN CONSIDERS THE ENTIRE ECOSYSTEM

**PEOPLE
PRODUCT
PLACE
PROCESS
PERFORMANCE**

SERVICE INTERACTIONS

Person to person

Person to machine

Machine to machine



To achieve incremental Mission Effectiveness – Mission Efficiency – Citizen Satisfaction - Voluntary Tax Compliance

POV

The best approach is an enhanced focus on the user, understanding their needs and wants, and then designing experiences that delight.



**IN AN ERA OF LIQUID
CUSTOMER EXPECTATIONS**

THE BATTLEGROUND IS EXPERIENCE

The success metric is delight
Living services are complicated: simplification is hard
We start with the user
We turn dreams into reality

WE PUT DESIGN AT THE HEART

WE BELIEVE IN



Elegant Simplicity

Design that wins hearts and minds is both as intuitive to use as possible, and beautiful.

Fun and Collaboration

Our working dynamic champions collaboration and co-creation. It delivers better results, more alignment and it's more enjoyable, too.

Emotion and logic

Our start position is to align with the user to solve problems. But bring in analytical tools too to meld data and creativity.

Curiosity

Our people and teams are cross disciplinary, cross cultural, cross industry and are always experimenting.

Constant innovation

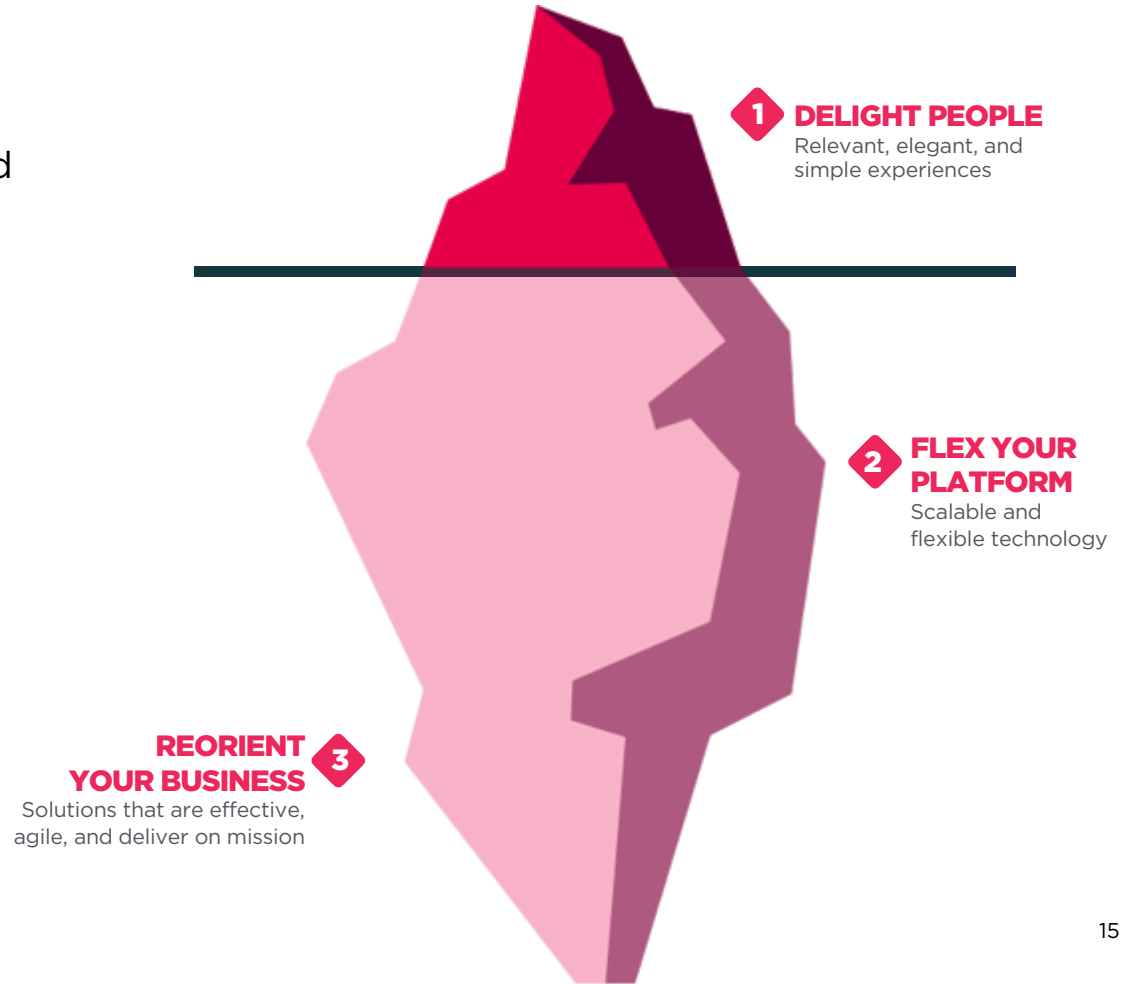
From our cutting-edge client work to the groundbreaking prototypes dreamed up and built out in our in-house Chaotic R&D, everything we produce is geared to be the best (and often first) of its kind.

Design never stops

Once it goes live, all design can be improved, if only you can understand how it is used in practice. We work with clients to optimize based on KPIs and real time evaluation.

AN APPROACH

We bring all the components needed for meaningful transformation



CROSS-FUNCTIONAL INTEGRATION IS CRITICAL

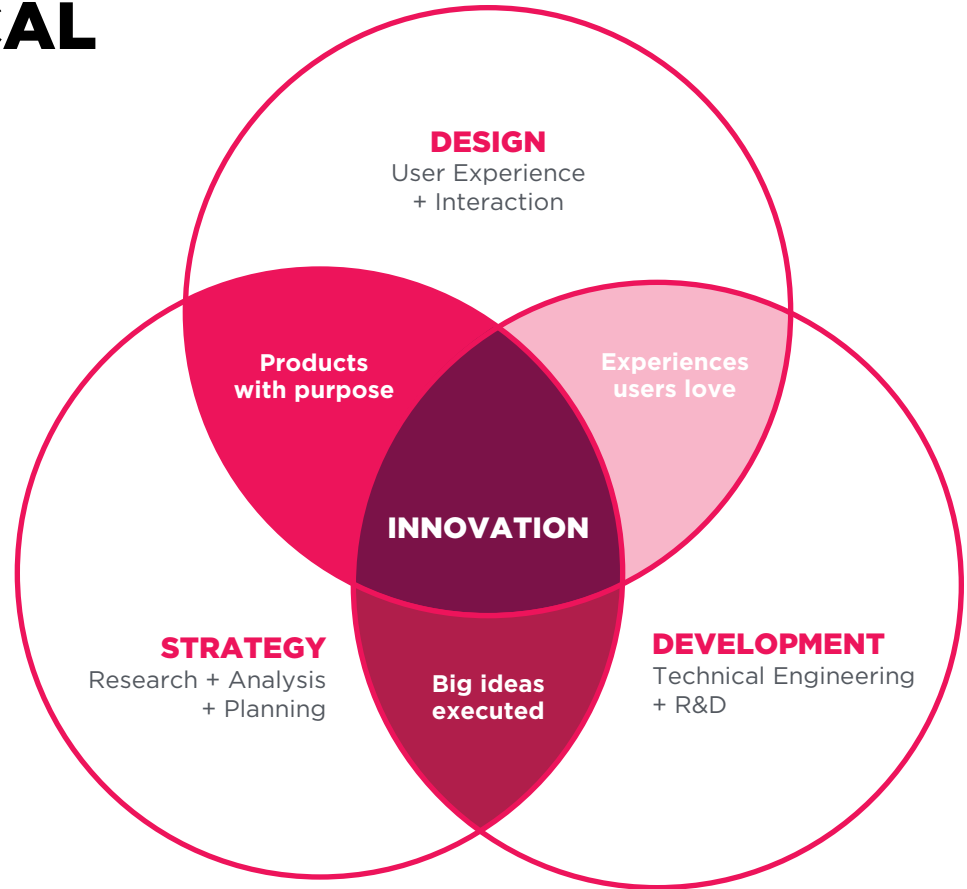
We bring together design, development, and strategy

SIMPLICITY AND BEAUTY

We strive for elegant simplicity in all of our solutions. Our design wins hearts and minds while being both as intuitive and beautiful as possible.

GREAT PRODUCTS, LESS TIME

We believe the best digital products are created when designers and developers work hand in hand. Clients want disruptive ideas delivered – quickly. Sometimes it's just faster to build than plan.





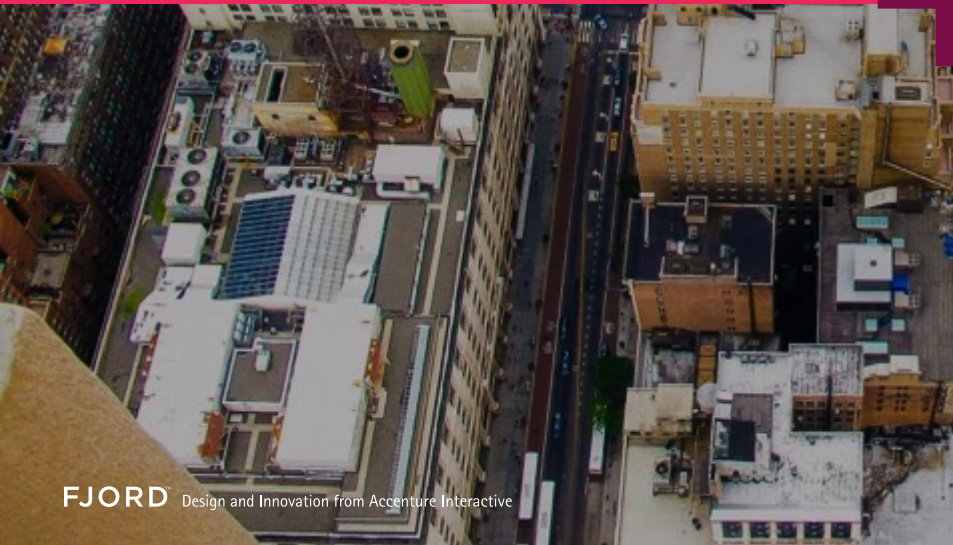
WE HARNESS THE CHAOS

—
FROM INTANGIBLE TO PRODUCT
—

SERVICE DESIGN AND STRATEGY



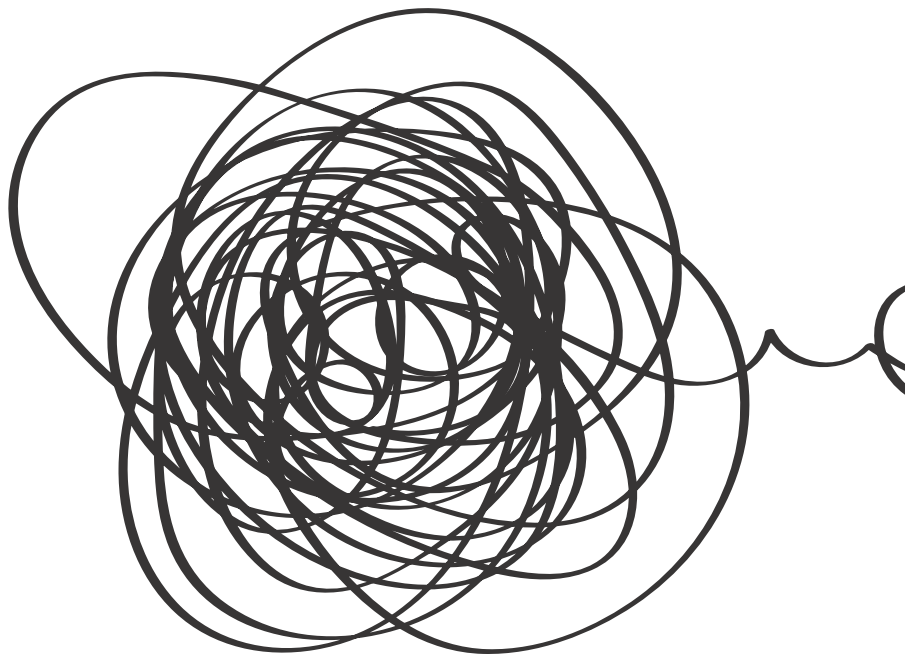
DIGITAL PRODUCT DESIGN AND DEVELOPMENT



SERVICE DESIGN AND STRATEGY



DIGITAL PRODUCT DESIGN AND DEVELOPMENT



SERVICE DESIGN AND STRATEGY

Creation of a compelling customer proposition and service system vision grounded in the organization

Making sense of complexity to determine:

- What a service can be for users
- What business outcomes it will deliver
- How to deliver in the best possible way

Both emotion and logic are used to meld data and creativity. Well-tested methodologies and design thinking deliver strategic breakthroughs.

Teams are cross-disciplinary, cross-cultural and ultra-curious to help our clients answer challenging questions.

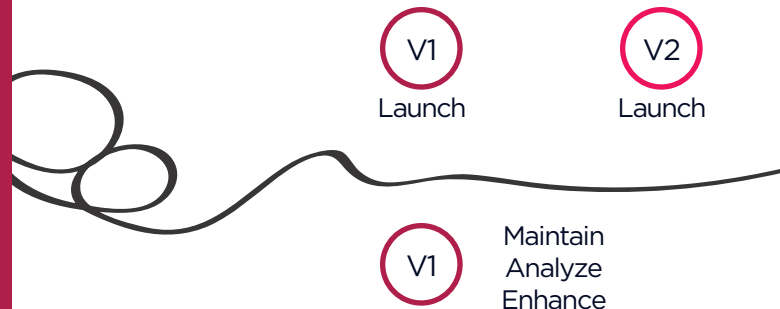
DIGITAL PRODUCT DESIGN AND DEVELOPMENT

Delivery of innovative and magical customer experiences

Implementation of a rapidly adaptable Agile process.

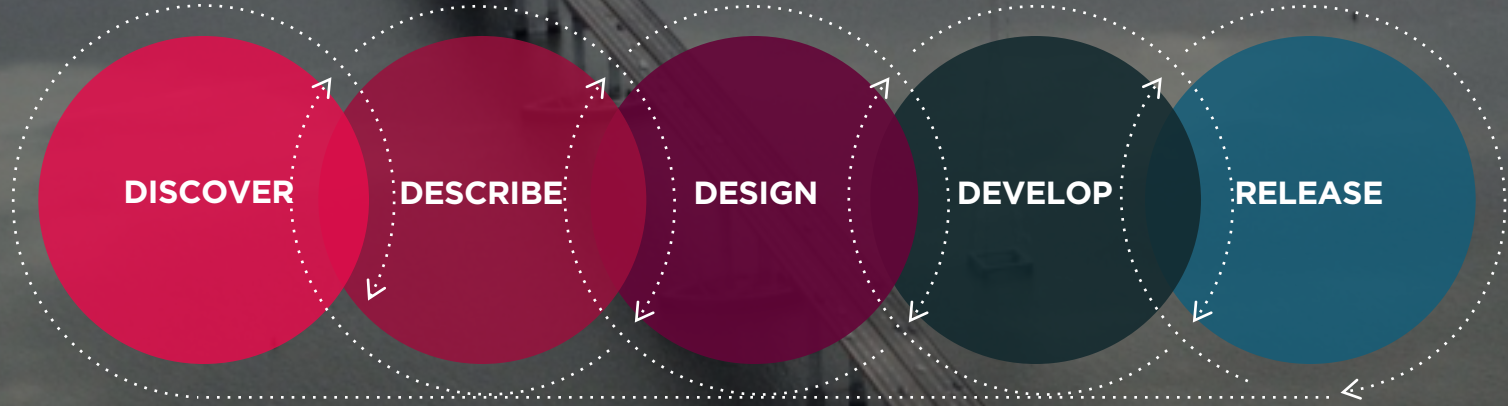
Co-creation with both our clients and their users to transform thinking into something tangible. Customer journeys are detailed across each touchpoint.

Collaboration is also about joining design and development forces from day one. Implementation of a rapidly adaptable Agile process, which is technology and platform agnostic.



EACH ENGAGEMENTS IS UNIQUE

BUT STANDARD METHODS SHOULD BE USED



Rumble

DISCOVER

DESCRIBE

DESIGN

DEVELOP

RELEASE

Stakeholder interviews
Intensive workshop "Rumble"
Benchmarking of relevant services
Value proposition
Technology roadmapping
Immersive user research, insights, modeling and needs identification.

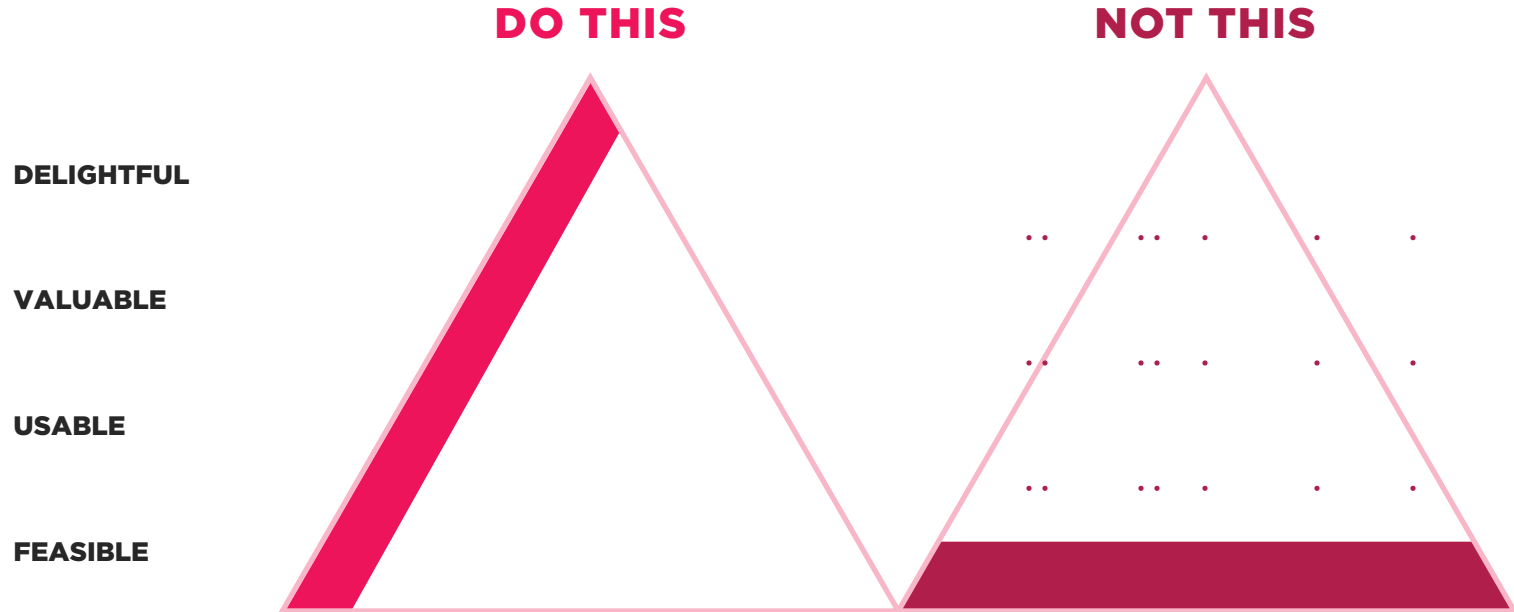
Service vision and positioning
Business KPI and Key Experience Indicator definitions
Service design drivers
Service and feature road-mapping and release planning

Visual identity/branding of the service
Service concept creation for selected channels
Proof-of-concept prototypes
Technical feasibility
Concept evaluation and participatory design with target users

Detail interaction design and UI specifications for Consumer & B2B Services
Detail visual design and guidelines for Consumer & B2B Services
Final user evaluation
Implementation support Q&A of implementation
A-B testing

Follow-up of market reactions and analytics
Design of new features Upgrades of existing features

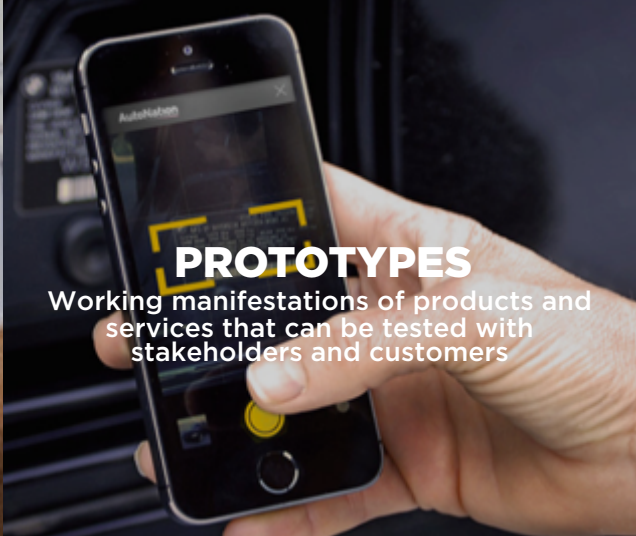
NOT MVP BUT MLP (MINIMUM **LOVABLE** PRODUCT)





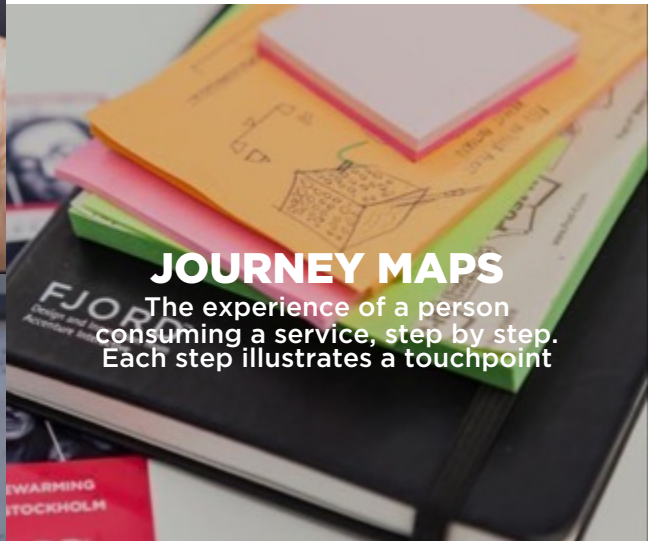
FJORD RUMBLE

Focused and energetic idea generation work session during which participants develop a wealth of tangible, breakthrough ideas



PROTOTYPES

Working manifestations of products and services that can be tested with stakeholders and customers



JOURNEY MAPS

The experience of a person consuming a service, step by step. Each step illustrates a touchpoint

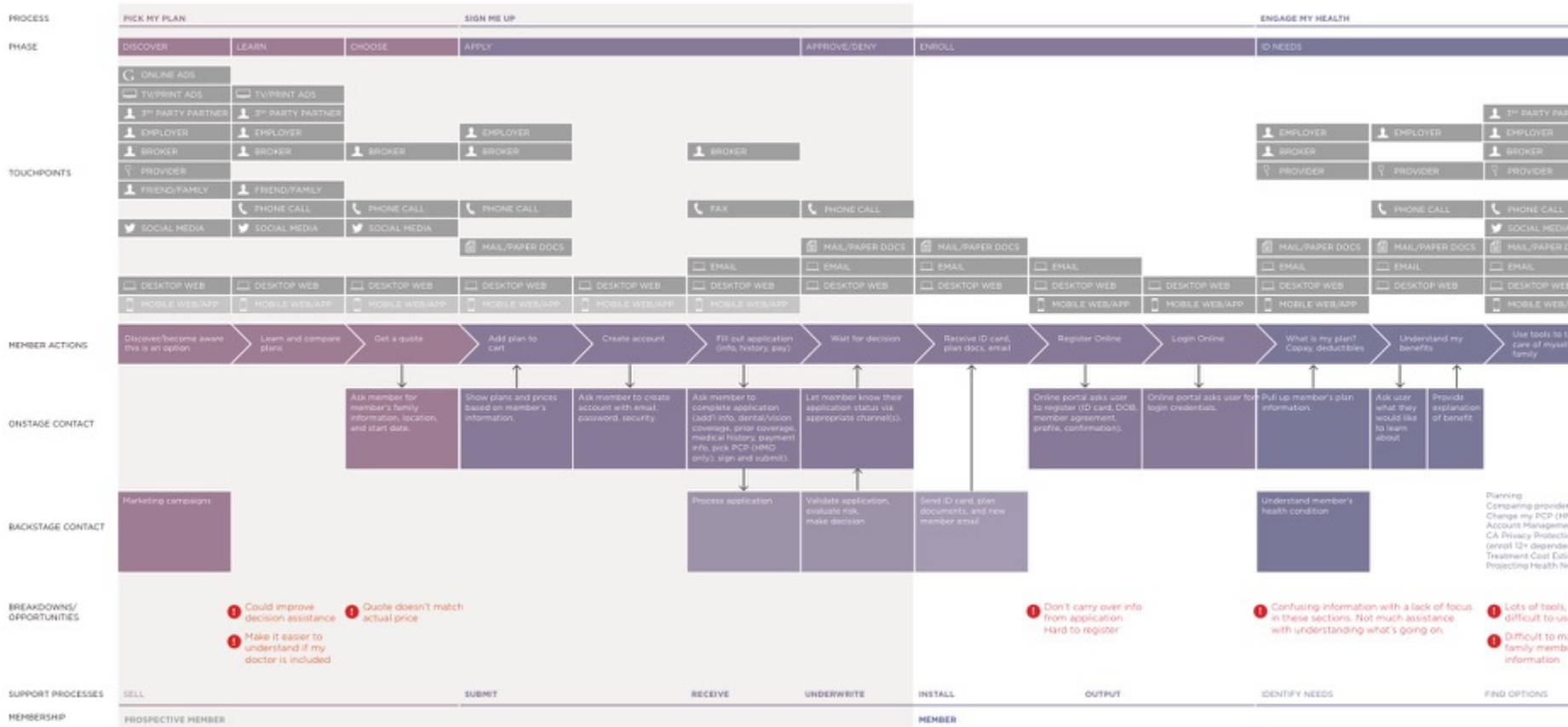


SERVICE BLUEPRINTS

Visualizations of services and their components that are customer-focused

LEADING INDUSTRY DOERS

SERVICE BLUEPRINT



Global Summary



A person is sitting on a dark blue couch, holding a tablet computer. They are wearing a dark grey sweater and brown leather boots. A bright yellow pillow and a white pillow with a black floral pattern are visible on the couch. The text "CASE STUDIES" is overlaid in large white letters, with a small red horizontal line under the letter "I" in "STUDIES".

CASE STUDIES

OUR EXPERIENCE SPANS A VARIETY OF MARKETS.



Citizen Services

Human Services
Child Welfare
Child Support
Integrated Social Services
Revenue
Immigration

Arts & Culture

Museums
Exhibitions
Galleries
Libraries

Education

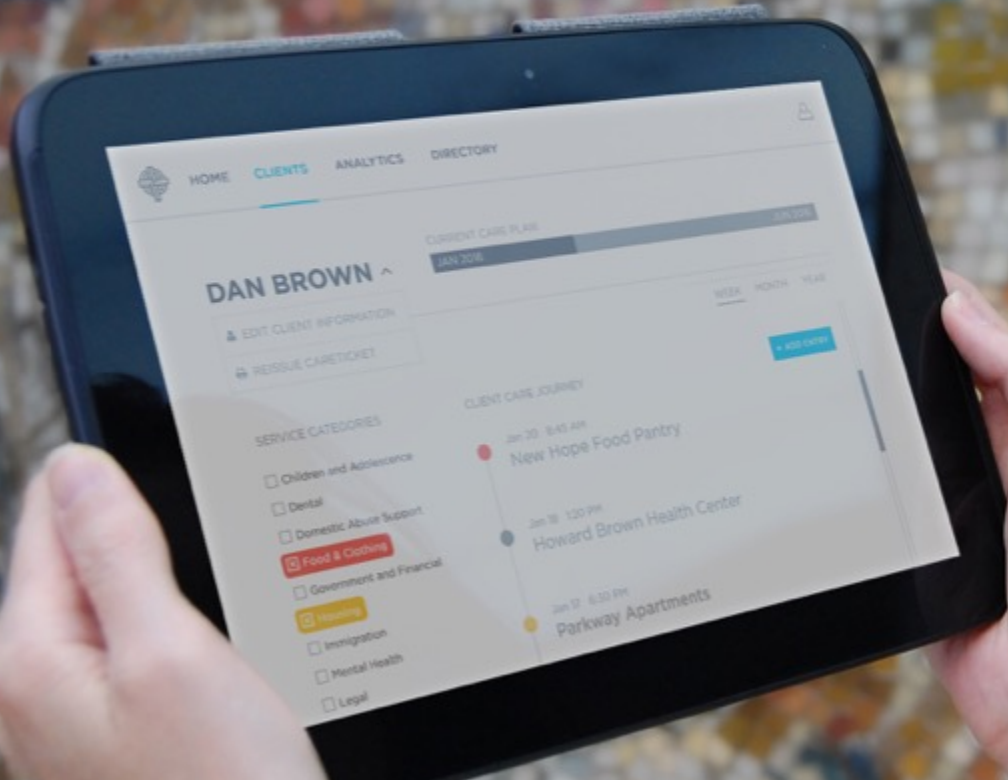
K12
Higher Education
Early Education

Mission-Based

Economic Development
Social Justice
Diplomacy
Civic Organization
Animal Welfare

Health

Interactive Media
Online Services
Network Services
Electronic Commerce
Mobile Applications
Web Casting
Kiosk Technology



LSSI WHOLE PERSON CARE JOURNEY

Fjord worked with Lutheran Social Services of Illinois to seamlessly integrate technology into social service delivery.



STATE OF MICHIGAN CHILD SUPPORT CALCULATOR

The re-designed user experience enables caseworkers to focus on delivering excellent service, with important information being surfaced to the caseworker at the appropriate time.

STATE OF MICHIGAN CHILD SUPPORT CALCULATOR

FJORD was engaged to conduct user research with state workers to develop personas and create wireframes for a new child support calculator.

Parent A
Susan Town

Parent B
Steven Town

Non Parent Custodian
N/A

Susan → Steven

\$ 489.00
Total Support Amount
(In Progress)

Review

Save Guideline

Family Financial Care **Health**

Cost of Health Insurance: 350.00 Monthly Responsible for Majority of Health Care Expenses

Children on This Order Covered: 3 Additional Qualifying Children Covered: 3 Additional People Covered: 3

Additional Health Care Expenses: 500.00 Monthly ?

Additional Health Care Notes: Standard Comment 1: Lorem ipsum... [Edit Standard Comments](#)

Add a Description...

Monthly Cost of Health Insurance: \$ 150.00 per Child on Order Medicaid Recipient: Select

Recommended to Provide Health Insurance*: Select ?

Health Comments: Standard Comment 1: Lorem ipsum...
Begin typing...

Tips for Recommending

- 1 Do the parent s agree who should maintain the children's coverage?
 - a If yes, incorporate the agreement as the recommendation. A detailed review is not necessary.
 - b If no, proceed to 2.
- 2 Does only one parent have coverage available through employment or self-employment?

RESULTS: User Feedback

“We had a unique [case] today with one Non-custodial parent and two different support amounts. and the MiChildSupport Calculator worked like magic!”

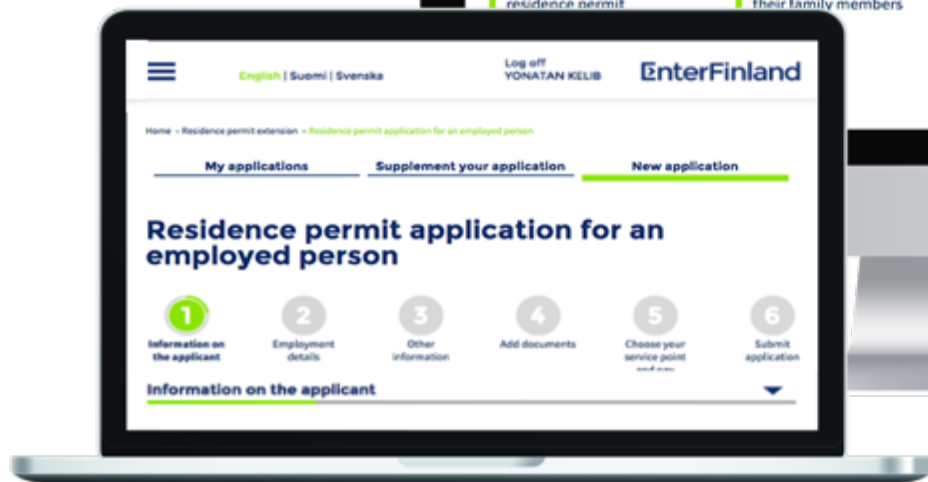
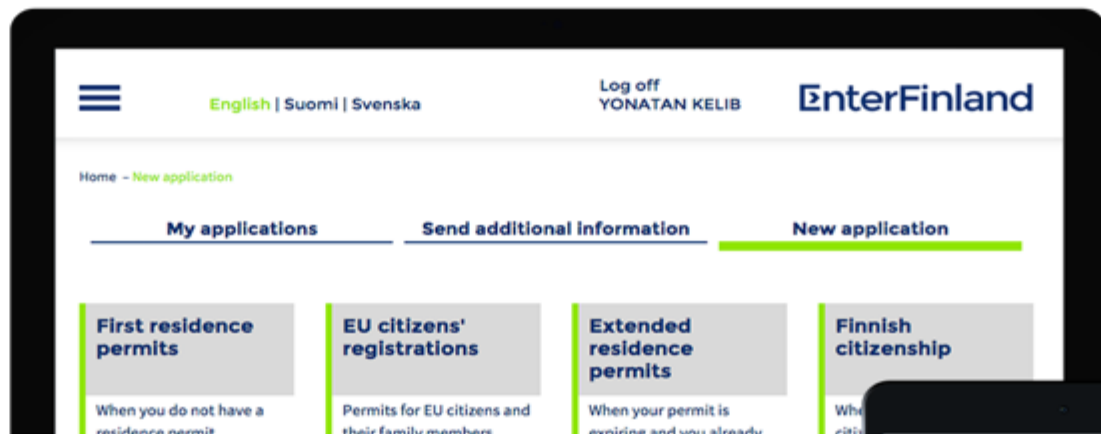
WHAT DO ACTUAL USERS SAY ABOUT THE SERVICE?

THE FINNISH IMMIGRATION SERVICE UNTANGLING RED TAPE TO ENTER FINLAND

Handling the immigration process more efficiently and with a human touch.

ENTER





ATO & FJORD IN PARTNERSHIP

The ATO want to give their Clients, Staff and Stakeholders the best possible experience with the tax and super systems. As a Partner, we're enabling the ATO to reimagine the way they will support their Staff and Partners in the future through service design and design thinking.

ENGAGEMENTS SO FAR

**Working with our Partners in the Tax and Super System
Staff Working with Partners in the Tax and Super System**



Australian Government
Australian Taxation Office

FJORD™
Design and Innovation from
Accenture Interactive

INTRODUCING SERVICE DESIGN TO THE ATO

Across two engagements, Fjord introduced new ways of thinking about design at the ATO, through an end-to-end service design process.

Using service design and design thinking methods, the combined ATO & Fjord teams assessed opportunities for improvement across the entire ATO Staff and Partners landscape, engaging with Tax Agents, BAS Agents, Software Developers, Financial Advisors, Legal Practitioners, ATO Staff that support Partners, Internal Stakeholders and beyond, to understand the current landscape, pain points and opportunities.



ATO & FJORD DISCOVER

Immersive research involved visiting Partners in their workplaces and provided a detailed understanding of the current ecosystem. It uncovered what they do, how and why they do it and their pain points in dealing with the ATO and their clients.

The same was done for ATO Staff of a wide range of roles and business areas to understand their roles and frustrations in doing their job and specifically when dealing with Partners either directly or indirectly.

A man and a woman are standing in a meeting room, looking at a wall covered in numerous colorful sticky notes. The man is on the left, and the woman is on the right. The room is dimly lit, and the sticky notes are the primary source of light and color. The text 'ATO & FJORD DESCRIBE' is overlaid on the image in white, with a teal underline under the word 'DESCRIBE'.

ATO & FJORD DESCRIBE

In the Describe phase, the ATO & Fjord teams worked towards defining the future service by synthesising research, particularly pain areas, and producing design concepts.

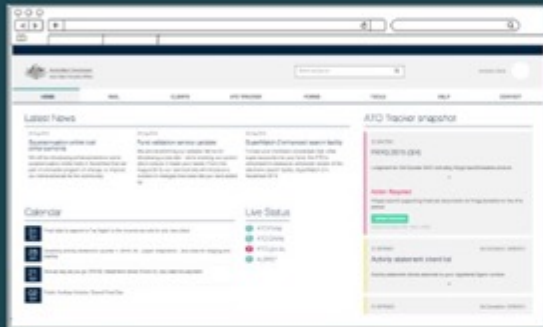
Using the insights from the Discover phase, the teams defined themes and key indicators for success, including alignment of the Reinventing the ATO Blueprint.

ATO & FJORD SERVICE CONCEPTS

The ATO & Fjord team identified a series of human-centred, co-created service concepts that support project objectives and align with Reinventing the ATO Blueprint. The concepts were derived from the synthesis of research findings, Rumble™ and makeshop outcomes, co-creation and mapping.

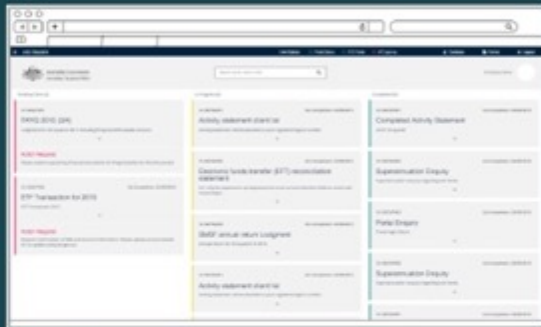
Prioritised service concepts will now progress into design realisation, by a joint ATO, Fjord and Accenture team. Other concepts will be delivered by inflight projects.

PRIORITISED SERVICE CONCEPTS



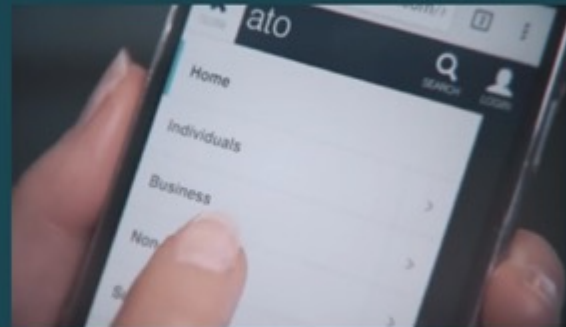
Partner Space

A digital space where all Partners have a personalised experience based on their Partner 'type' and chosen preferences. Using Partner Space, they'll be able to easily manage clients, targets, access relevant tax related information, plus interact and communicate with the ATO.



Staff Space

An intuitive single view of Partner account information and tools for ATO Staff, consolidating existing systems and assisting in the identification process to provide the right information and historical data for the right scenario faster and more accurately.



Taxbox

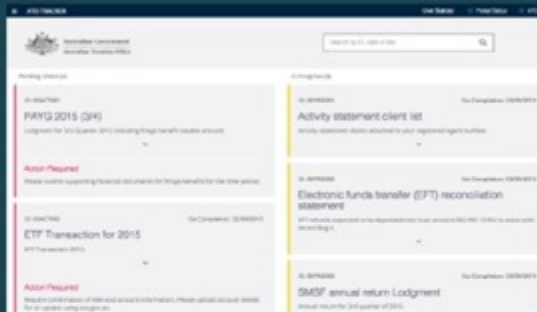
A real-time, life event based app that allows Taxpayers to manage their tax and super affairs using their mobile phone. It's tax matters made less taxing!

PRIORITISED SERVICE CONCEPTS



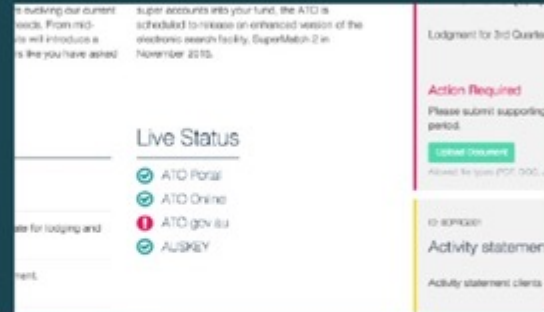
Tracker for Partners

Transparent real-time timeline of past interactions, status of queries and projects resolution time/date, for Partners. Retail and wholesale platform delivery.



Tracker for Staff

Transparent real-time timeline of past interactions, status of queries and projects resolution time/date, for Staff.



Live Status

Transparent, personalised information in real-time on ATO system status including system down time, Call Centre wait times, Help Desk services and beyond.

REVENUE AGENCIES ARE EMBRACING SERVICE DESIGN



THANK YOU



www.linkedin.com/in/michaelkelly5
www.linkedin.com/in/lindapulik



@michaelkelly5