



# Service Innovation by Design



ON-SITE COURSE



## Credentials

Certificate of Achievement,  
Credits: 2.5 ECTS / 1.5 US



## Duration

Online sessions  
+ 3 full days on campus



## Language

Taught in English

# Course Content

The entire course is organized as a hand-on design thinking workshop. Participants will work in groups to develop a service business model & present their work at the end of the course.

The course will be a highly experiential application of the design thinking methodology (learning by doing). Pre-work comprises a set of readings and case studies to lay down a foundation of core concepts. It will also include a 2-hour live connect session with the course professors and other participants to review the self-study materials and further prepare to jump right into the design thinking process when the course begins.

## VALUE CREATION IN SERVICE INNOVATION

- ▶ Empathize with the customer, end user, or other stakeholders in the value network to uncover meaningful tensions and opportunities for service innovations.
- ▶ Define and reframe customer-centric problem statements

## VALUE CREATION

- ▶ Non-judgmental data collection (e.g., interviews, shadowing, observation, etc.)
- ▶ Vignette development
- ▶ Persona development
- ▶ Pains and gains development

## VALUE DELIVERY IN SERVICE

- ▶ Ideation focus on the creation and prioritization of valuable service innovations
- ▶ Prototyping builds on quick and agile innovation option development

## **VALUE DELIVERY**

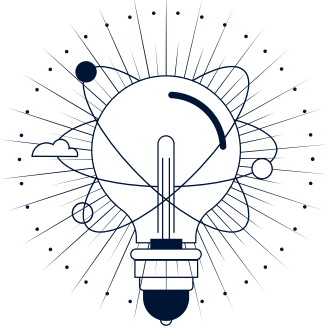
- Convergent and divergent thinking
- Hypothesis-based innovation development
- Participatory design methods
- Agile prototyping (e.g., Storyboards, mockups, videos, etc)

## **VALUE CAPTURE IN SERVICE INNOVATION**

- Test prototypes and embrace failure to generate innovation that effectively respond to customer needs
- Refinement through short-cycle adaptation that drives innovation towards implementation
- Iteration to address feedback by revisiting prior concepts and prototypes

## **VALUE CAPTURE**

- Usability testing
- Pivoting and adaptation
- Business modeling



# Learning objectives

- 1.** Generate, identify, and evaluate fads, trends, and business opportunities in the hospitality industry.
- 2.** Assess the impact of innovation on extant business models.
- 3.** Anticipate the impact and value of future business models.
- 4.** Design and implement a new business idea as an entrepreneurial approach.
- 5.** Cultivate entrepreneurial thinking and acquire the skill set to drive innovation.