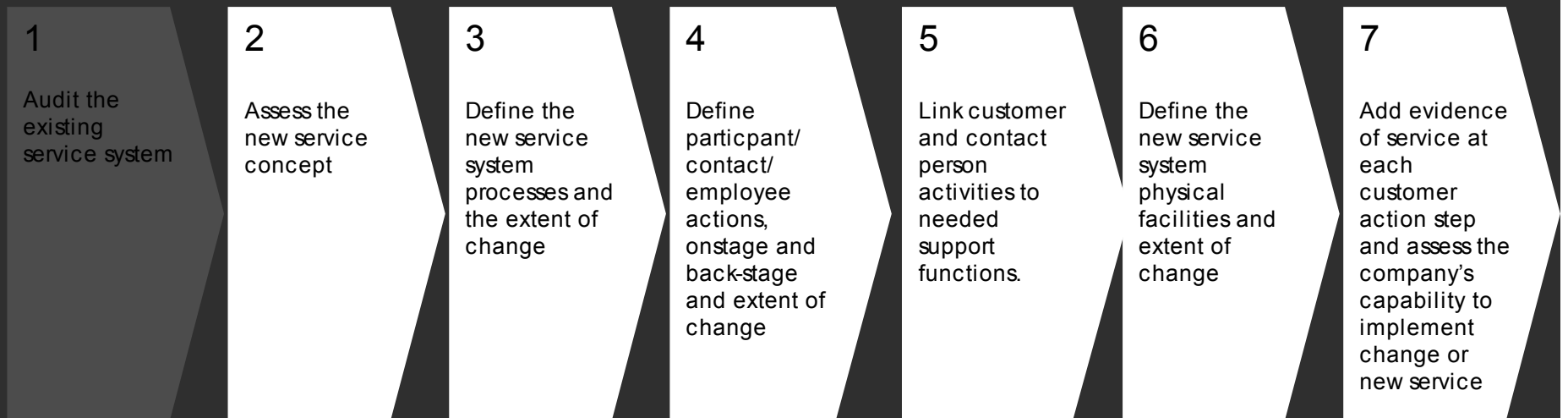


design for service



blueprinting

Building a service blueprint



Bo Edvardsson

Adapted from New service development and innovation in the new economy and Fitzsimons

alternatives for a restaurant

LOWER COMPLEXITY/DIVERGENCE	CURRENT PROCESS	HIGHER COMPLEXITY/DIVERGENCE
No Reservations	← TAKE RESERVATION →	Specific Table Selection
Self-seating. Menu on Blackboard	← SEAT GUESTS, GIVE MENUS →	Recite Menu: Describe Entrees & Specials
Eliminate	← SERVE WATER AND BREAD →	Assortment of Hot Breads and Hors D'oeuvres
Customer Fills Out Form	← TAKE ORDERS →	At table. Taken Personally by Maltre d'
	PREPARE ORDERS	
Pre-prepared: No Choice	← Salad (4 choices) →	Individually Prepared at table
Limit to Four Choices	← Entree (15 choices) →	Expand to 20 Choices: Add Flaming Dishes; Bone Fish at Table; Prepare Sauces at Table
Sundae Bar: Self-service	← Dessert (6 choices) →	Expand to 12 Choices
Coffee, Tea, Milk only	← Beverage (6 choices) →	Add Exotic Coffees; Sherbet between Courses; Hand Grind Pepper
Serve Salad & Entree Together: Bill and Beverage Together	← SERVE ORDERS →	
Cash only: Pay when Leaving	← COLLECT PAYMENT →	Choice of Payment. Including House Accounts: Serve Mints

Conditions to consider:

Degree of Complexity:

Measured by the number of steps in the service blueprint. For example a clinic is less complex than a general hospital.

Degree of Divergence:

Amount of discretion permitted the server to customize the service. For example the activities of an attorney contrasted with those of a paralegal.

Service blueprint components

CUSTOMER ACTIONS

line of interaction

“ONSTAGE” CONTACT EMPLOYEE ACTIONS

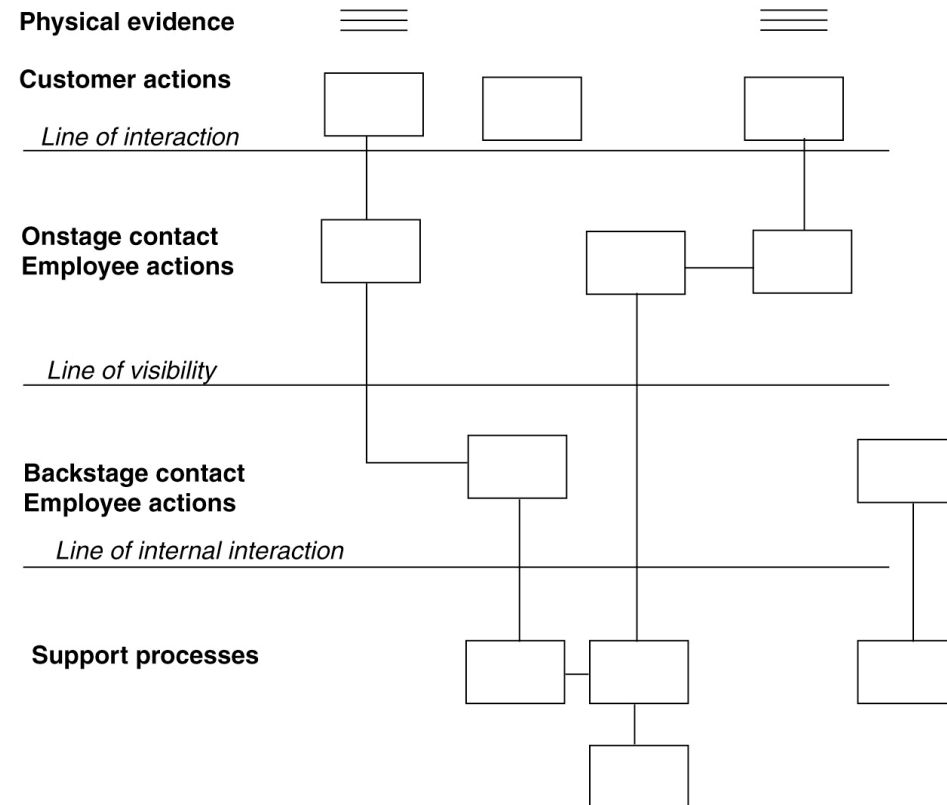
line of visibility

“BACKSTAGE” CONTACT EMPLOYEE ACTIONS

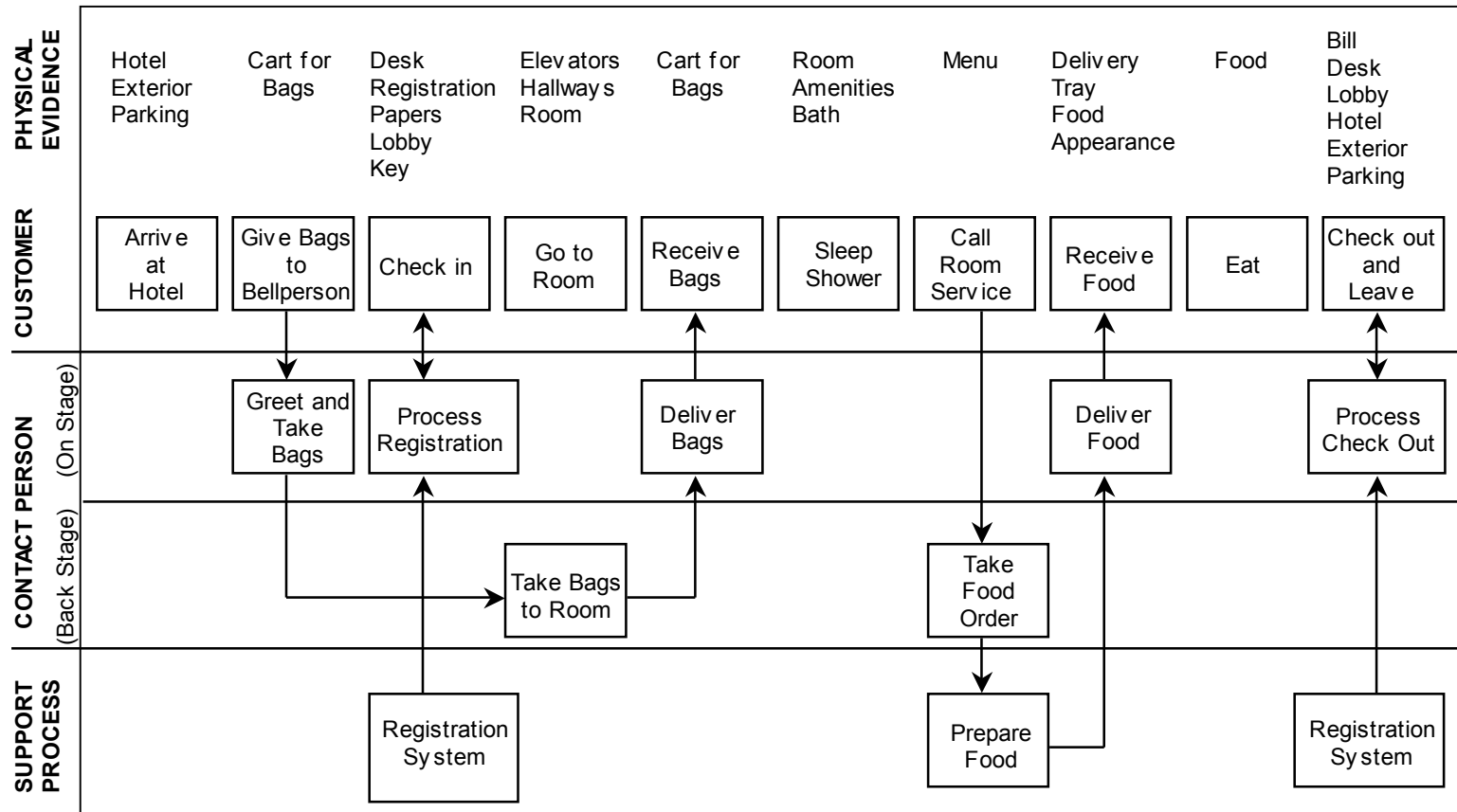
line of internal interaction

SUPPORT PROCESSES

Service blueprint components



Service Blueprint of a Luxury Hotel



Taxonomy of Service Processes

Low divergence

(standardized service)

High divergence

(customized service)