Praice -
A Service Design
Case Study

Individual Assignment
Introduction to Service Design, Spring 2016
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25 May, 2016

Abstract
Multiple principles and tools of service design are applied to a web based service, Praice, which is a tool for job applicants to communicate their personality to recruiters.

Content

1. Introduction

1.1 What is Service Design

The purpose of service design is to design systems and processes that provides holistic services to the users. This is aimed to deliver a service that is useful, usable, efficient, effective and desirable(*Stickdorn 2011, 24-25*).

1.2 What is Praice

Praice is an online service aimed to be used as a recruitment platform by businesses that allows to screen and sort all applicants based on data-driven personality assessment. To the businesses, Praice present the value proposition of hiring in more informed and , thus, better way by testing the applicants, or their existing team, for personality traits(*https://business.praice.com/*). To provide the personality data points to users, Praice graphically communicates how a person is perceived by his/her network. It offers value proposition of communicating one's personality, learning about oneself and understanding people around the user to the user(*https://praice.com/*). The personality for the user is built on the 'praice' done by the user's network anonymously. Here, we are looking at three major stakeholders for Praice - businesses, individuals and network around the individual.

1.3 Objective of the Report

By applying service design principles and tools, the usability and utility of Praice is to be enhanced. The KPIs that are to be optimized are user conversion rate(for all three type of users), quality of praice and completion of individual profile.

1.4 Structure of Report

The report structure follows the timeline of tools used. The report starts with getting familiar with Praice, and deciding the focus area. Reflections figured after use of a tool/principle is mentioned with the topic/principle. General reflections are kept in the end. For various tools used, small size image is used in-between report, and full-size image is kept in appendix.

2. Getting to know Praice

2.1 Mind map

To know more about Praice, a mind map of Praice was created based on visits to both Praice website(*https://praice.com/about*) and Praice business website(*https://business.praice.com/*).

Mind maps are useful for the visual representation of thoughts and their connections while brainstorming. Mind maps are useful for concept design(*Eppler 2006*).
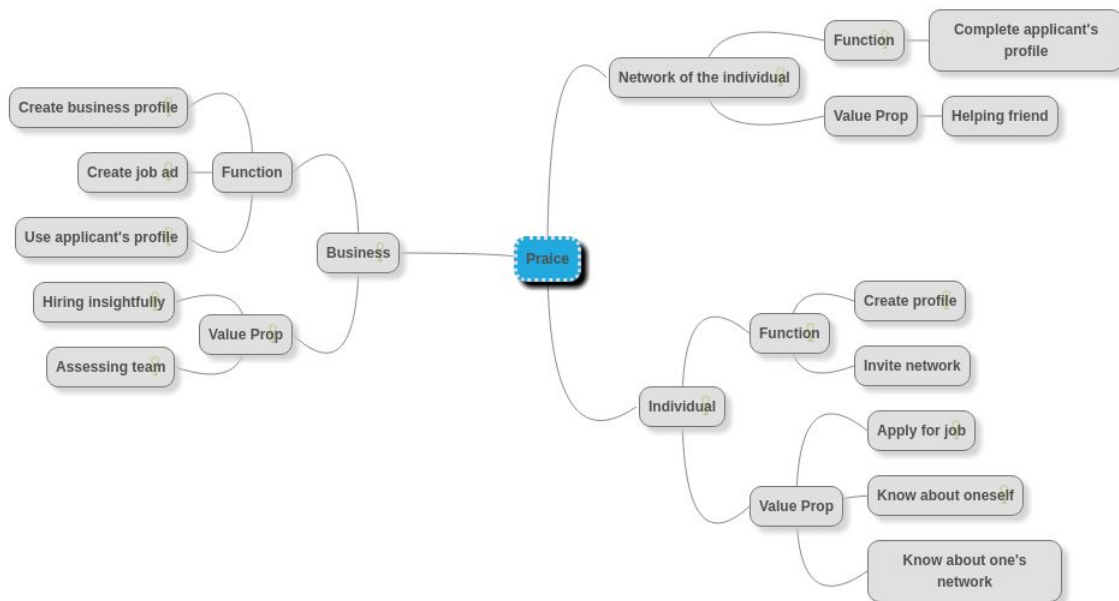
Key insight from the mind map was-

1) **User profile as center stage** : It is evident that the profile of the individuals in the main area, where all other interactions are happening - from individual assessing oneself, network 'praicing' and businesses using the applicant's profile.

2) **'Praicing' as center interaction** : For a user profile to be useful, it should have a quantity of 'praices', or else the profile of the user will not depict much information to the individual and to the businesses. This is a hard interaction because the people 'praicing' have little or no value proposition to do so, more so because these 'praices' are anonymous. It is also hard to quantify and ensure the quality of 'praices'. Unintelligent or uninformed 'praices' are a potential threat to the usefulness of Praice.

3) **Applying for job as center theme** : Although, there are multiple value proposition to the users, but the single theme/value proposition that links individuals with businesses is applying for job and shortlisting candidates. It is important to focus on the job theme, because businesses are the one that are paid customers for Praice(*https://business.praice.com/requestdemo*)

2.2 Context for the Report

From the mind map and insights driven for it, the context of the report is kept around job applicant, and not around the business end of Praice. The objective of the report are, thus, kept from the context of job applicant.

Each of the objective is narrowed done for above said context.

1) User conversion rate - The ease and usability of the website and service in general, is a main driver for user conversion rate, i.e. visits to the website to signing up. This will be

discussed from the point of job applicant and the network of applicant that wishes to 'praice'.

2) Completion of individual profile - The value of praice is in the value of user data that it possess, both provided by user or his network. To create a more co-creative service, service design tools and principles must be applied. This is even more important when building a long term profile, that is invoking users to use their profile subsequently for more jobs.

3) Quality of praice - It is safe to say that value of the user profile is in the quality of data. Prominently this refer to the quality of 'praices' that a user gets. It must be stated that the better quality of data would be a more true data, than from one that pleases the job applicant. A truer data, satisfying the applicant or not, would be more beneficial for the businesses. With this motive, however, job applicant satisfaction is also needed to be kept in mind, or else unpleased job applicants might stop using the service.

2.3 Service Ecology Map

Service ecology maps are used to understand and assess all the actors and stakeholders related to the service and how each of them is related with one another. Two broad categories of the actors are enterprise and customers. While the enterprise provides promise to the customer, the customer on other end creates value for the enterprise. With the help of service ecology map, one can study the relationships that are part of the service experience of affect them in direct/indirect way (*Polaine 2013, 80 - 83)*.

With current case of Praice, service ecology map is essential so as to understand the relationships between the various user(agents) associated with Praice. The applicant is kept as central agent, so as to study the relationships around him, when making the service ecology map. Apart from the agents, the map will help to understand layers of interaction that happen in the service system, starting from an applicant signing up to building and completing the profile (*Morreli 2006, 3*). The insights generated by service ecology map gives one bottom-up view from the perspective of stakeholders.

Actors: The actors/agents for Praice, as discussed in section 2.2, are from three categories, namely - company, users, 'praicers'. The category closest to the system in company, because the interaction is initiated by the company. The actual agents in the company can range from the managers, HR department, head hunters or the company as a whole. The user can be a job applicant or not, but since we are focussing on the context of job hunting we shall focus on the former case. However, the user still can establish profile, without hearing about Praice directly from a company. Such users can be termed as 'future users'. 'Praicers' can be from multiple channel, and it's not important to distinguish them.

Interactions: The basic interaction of actors with Praice service system are when the company is finding candidates, when the applicant is applying for the job and when 'praicers' help their network in building their profile.

Channels: The channels where the interaction occur differ from different actor and interaction pair. For the company, the interaction of building company profile occurs at Praice website,

while the job posting and finding candidates will occur at different job hunting and ad posting sites. The user swims from the job hunting site to Praice to make his/her profile. The 'praicers' are asked to interact with Praice.com from different social networking site or email service.

The actors, interactions and channels are turned into a map answering basic questions - who, when, where, what, why, how - for actor-actor and actor-service interactions (*Poliane 2013, 84*)

2.4 Insights from Service Ecology Map

From service ecology map, it is easy to see the different reason why a 'praicer' chooses to 'praice'. It might be to help a friend or at the other extreme by feeling obligated. Both extremes can contribute in bad quality of 'praices'. Also, different channels where user-'praicer' interaction occurred could lead to different results. Thus, there is need of empathic-design when someone is 'praicing', so as to enhance the quality and truthfulness in the praice.

Another key insight to bear is 'where' for different actors. The interactions occur over different device and location for different actors. Take the case of 'praicer', who would more likely using a mobile device than the applicant. Also, the 'praicer' can be international, even if the job posting and the applicant is national. Thus is the need of keeping heterogeneity and perishability in mind while designing, especially designing for multiple devices and internationalization.

3. Getting to know the User

To know the user, persona is being built of the user. The persona is built on the basis of …
Upon persona, the user journey or the persona could be laid.

3.1 Persona

Now, that we have established the context of the report and have a bottom-up analysis on the service system, it is quite essential to establish the user for the report. Personas, and creating service designed for specific type of individuals with specific needs, is best way to successfully accommodate a variety of users. It helps in communicating different types of users and their needs, then deciding which users are the most important to target in the design of form and behavior(*Cooper 2014, 76-77*). With a persona description one does not need to look at the entire person, but instead on the relevant context and attitudes that are related to the area of focus of the service(*Nielsen 2012, 9-11*).
In case of Praice, there can be multiple traits of the user, each using Praice differently and for different use-case. With our context of job hunting, we can limit down the potential users of Praice. We can, thus, build the persona for the use-case of job hunting by evaluating potential customers of Praice.

Meet Sophie
Sophie is 26 years old and is about to finish her masters from ITU in next month, where she studies digital design and communication. She has a part time job at DR assisting at the communication department.

Background
She likes her job but are looking for a full time job, where she can gain some new experiences and skills. She is looking for jobs within the Service design industry, especially jobs related to UX design, as this is her main interest.
She is living at Vesterbro in Copenhagen with her boyfriend. Sophie is a very busy woman and is determined when it comes to her professional life. Sophie already has a good resume and some good recommendations. She don't own any pet.

Sophie's family lives in Aarhus, where she wants to visit more frequently than she does currently.

Sophie is a very outgoing and openminded type of person and she thinks this is an important quality when it comes to finding a job - especially when it comes to the type of field she wants to work with. Therefore Sophie also thinks this is an important thing to mention when job hunting, but she has a hard time figuring out how to do so.

Sophie has a gym membership, which she uses seldomly. She loves to spend her weekend with her friends, usually in bars. In an average day, she tends to drink too much cups of coffee. She also tends to smoke a bit too much.

She is motivated by to work for interesting projects and is demotivated by un-intelligible arguments and projects that are not driven by research.

Computer use

Sophie is fairly active on social network site Twitter. She also uses Facebook, but it have been a while since she posted something on her Wall. She uses Facebook's Messenger on her iPhone to chat and communicate with her friends. All her work communications are done via mail. She consumes the news through internet. Other than few design blogs, news-site and Twitter, Sophie tends not to spend a lot of time on internet.

As part of her job, she is fairly verse with use of computer and brings her laptop to both work and school.

She is concerned about her online privacy, though not too much. She don't have a sticker on her laptop's webcam, but she makes sure of what permissions she is giving when using some app on her phone or Facebook.

For job hunting, Sophie is using JobIndex. She usually search jobs while she is travelling, on her mobile phone.

Her work day

Since being enrolled at ITU and being in her months at college, Sophie is burdened with her master thesis work. Owing to her thesis, Sophie nowadays, work only Wednesday and Thursday at DR.

She takes a bus to DR on workday, or for ITU on other days. Since, DR and ITU are close by, she can arrange work and school meetings next to each other. She writes her thesis, mostly sitting in Analog Cafe at ITU. If not for work meeting, Sophie leaves for her home in the evening. She extensively uses her phone to schedule meetings and reminders.

Future goal

Sophie got interested in UX industry from courses in ITU, and wants to build career in it. She wishes to continue working in Copenhagen. However, she dreams to start her own consulting firm in future.

3.2 User Journey

The initial usability of Praice will be done from the perspective of the user, i.e. a job applicant. For the purpose of user journey, a persona is created. The scope of touchpoint analysis comprises of complete journey of a job applicant on Praice website, so, the journey which begins when Sophie decides to get a new job and search for it on Jobindex. At the other end, the journey will end when Sophie gets the interview for the job she applied for. This will happen when she has more than 10 praises from her Facebook connections. Here, it is presumed that the company Sophie is applying for requires a minimum of 10 Praices, so as to qualify one for the interview. Estimated time frame of the user journey would be one to two weeks. The more specific we are in our touchpoint analysis, the more we can get a deeper understanding of the service. So, while doing touchpoint analysis, every touchpoint would be taken care of - whether it is interaction of Sophie with Praice website or a mental touchpoint.

3.3 Touchpoint Analysis

A touchpoint is a contact point between the service provider and a customer; it is sometimes known as a "service interface." Usually, the purpose of a touchpoint is to exchange information, and clearly, that can take several forms, the most prominent of which are person-to-person and person-to-technology, often regarded in the latter case as a computer and regarded as "self service." Touch point can be conceptualized as two processes, the customer process and the service provider process, running in parallel and exchanging information on a needs basis. Two associated metrics are of interest: the intensity and the duration(*Katzan 2011, 10-12*).

The user journey is quite long, however the onboarding process of the user is mentioned is some detail below-
Seeking a job interview: This is done on jobIndex. The user finds a suitable job. In its advertisement, user finds the link of Praice.com with a code to be entered. The user wonders what the code is, although is happy to find a suitable job opening.
Sign in: User reaches the Praice homepage and finds it easy to sign in through Facebook account. The user was skeptical about logging with Facebook and wonders whether the profile will be shared with the company.
Create profile: The process of creating profile can further be broken into multiple steps that have to be taken by the user-

1) **Fill-in code**- The user remembers the code it saw at the advertisement of the job opening. The user pastes the code in. However, a way to skip this step would be embedding code in the web link, that the job advertisement uses. By this way, the user does not have to copy and paste the code.

2) **Upload Cover/CV**- Uploading CV and cover letter was fairly easy and intuitive. It was also mentioned that the CV and cover letter was for the use of the company only.

3) **Get to know praice**- It was an easy way to get to know praice, about what are the possible words that could be used by the user's connections. It was clearly mentioned that the Praice won't count but still the user praice herself thoughtfully and

generously. Here, the user saw some negative words like Egocentric, Fluffy, Childish, and some others. This was a point of concern for the user. The user now thinks that he have to carefully select her friends for praicing her and ask her to praice nicely, because the negative words could seriously damage her profile.

4) **Build your profile**- The user was presented with a lots of options for inviting friends to praice her. The user selects Facebook message as the way to invite friends. The user adds names of her friends from different circle and sends them a message describing them of how this Praice profile is useful for her to apply for a job. After sending the message, the user realises that the message went as a group message. The user didn't expected this. The user wanted to send the message separately, so as to keep her circles separate and then chat individually with her friends, not in the group. Apart from Facebook message, the user thought to post publically on Linkedin, but the thought of negative words came to her mind and stopped her in doing so.

5) **Profile visibility**- The user was pleased with the option of making profile private. The user, afraid that maybe her private profile could not be accessed by the company, kept the default setting - of keeping her profile public.

Welcome introduction- The introduction was helpful in telling the different sections of the website. However, it was hard to read because of the color choice. Also, it could be a good idea to keep the panel of introduction fixed, so as to navigate and follow the introduction easily.

User profile- The user profile is filled with a lot of information and possible actions.

With this exercise, the complete user journey for Sophie was created, which is shown in the image.
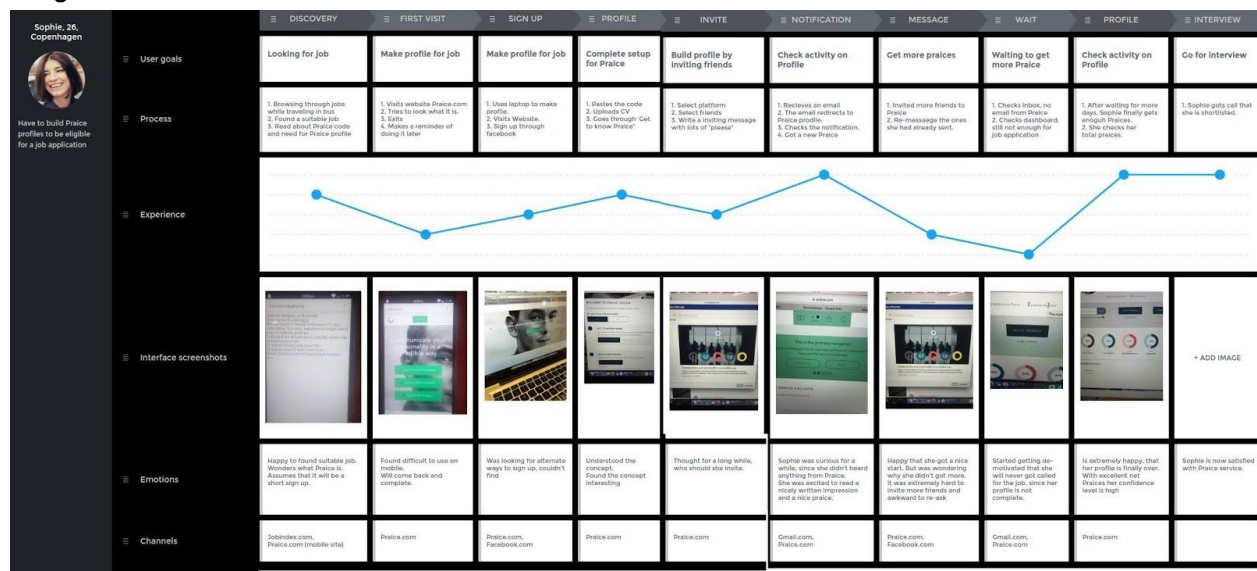
3.4 Insights from User Journey

The user journey helped in finding various touch points where the expectation of the user and the reality of the service didn't matched. These types of touchpoints are low hanging fruit and can be resolved with minimal design considerations-

1) The text which was given about Praice in job portal should say more about the service. Also, a code easier than random alpha-numeric(gmai3361 in this example) should be used.
2) The onboarding process was not clear. The introductory steps are in light clear and does not grabs much attention.
3) When inviting friends using Facebook message, the message goes as a group message and not individually. It is understood that this behaviour is err at Facebook part, but it would be convenient to remind the user of this behavior.
4) The language setting change at the upper right hand corner is not intuitive. It says, the language the page is describing, and not the language the button is pointing to - which is expected behaviour.
5) It was unknown which types of links one can add for social media profile in Praice profile page. It should be made explicit.
6) The user wishes to use a new background, but is only able to choose image from a particular range.
7) The search bar present, does not indicate what it will do. User tries to use it but finds no result.
8) The user have to keep an eye on impressions, because they are not shown in the notifications. So, user have to explicitly check them. This might lead in user believing that there are no new impressions, when this isn't the case.
9) User wishes to view the history of notifications, but can't. It would be more useful for user, if the notifications don't disappear. Different colours and highlighting can be used to mark the new notifications from the old one.

Apart from the low hanging fruits, one of the major trouble that user faced was context collapse. Sophie, wishes to keep her work life and social life different. When Sophie sign up through Facebook, her weird party selfie show up as Praice profile. The fact that this might be visible to companies where Sophie is applying as candidate, troubled her. The context collapse is a bigger consideration and is discussed in section *7.1 Context Collapse*.

4. Service Blueprint

4.1 Constructing the Blueprint

The service ecology map was helpful in gaining insights to the service system from bottom up perspective from the view of the stakeholders. Although for creating a seamless service, one should view the system starting from backstage interaction to frontstage interaction, spawned across the timeline of user journey(*Polaine 2013, 90-91*).

The purpose of blueprint is to solve the challenge with creativity, preemptive problem solving, and controlled implementation. More importantly, it helps to reduce potential service failure and overall make the service more effective. The higher level view of service management helps in cutting down the time and inefficiency of random service development(*Kalbach 2011, 3 and Lynn 1984*) .

Three major components of a blueprint are frontstage-backstage, interaction processes, and timeframe. The front stage is everything that is either performed by actors or are visible to the actors, whereas backstage is one that is hidden from the user, but are extremely important so as to enable and/or motivate the frontstage activities(*Lynn 1984, 5*). Apart from interactions done by various agents, marked in service ecology map, one can look into the processes that are been carried out in the backstage - by Praice as a company or other services which are either enabling or motivating frontstage interactions. The timeframe is established by the touchpoint analysis and will be used as-it-is, that is the journey of Sophie.

The interactions are divided into following components-
- Physical Evidence,
- Customer Actions,
- Onstage/Visible Contact Employee Actions,
- Backstage/Invisible Contact Employee Actions, and
- Support Processes

The line of interaction exists between customer action and onstage contact employee actions. However, the line of visibility extends even further and is between onstage contact employee actions and backstage contact employee actions. There also exists a line of internal interaction that is between backstage contact employee actions and support processes(*Bitner 2008, 6-8*)

Upon above considerations, the blueprint for Praice was made, with keeping job hunting as central context and user onboarding as central theme.
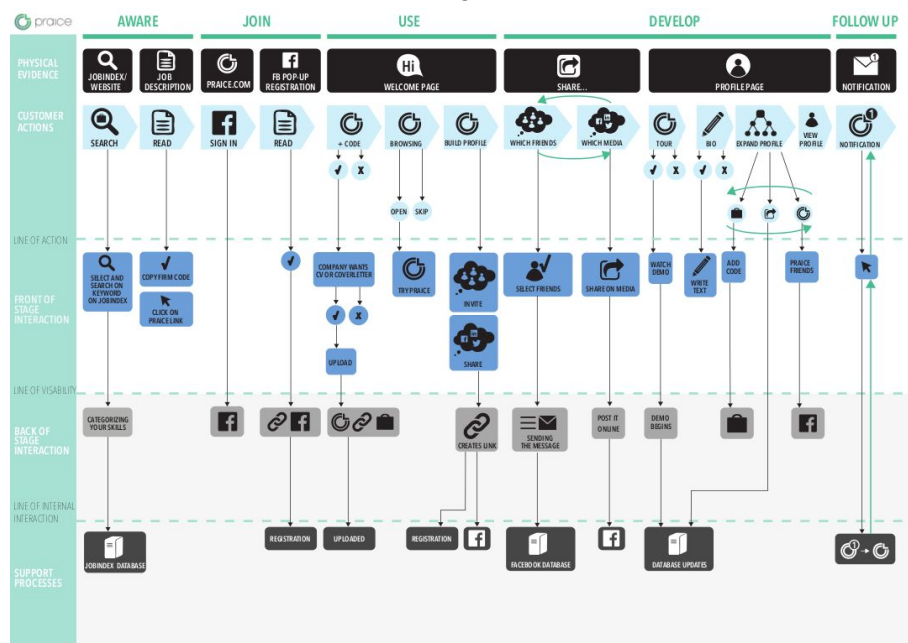
4.2 Insights from Blueprint

One thing particular of Praice is that there aren't any onstage or backstage contact employee, Praice being a web-based service. Hence Praice needs to be associated with various automated frontstage and backstage interactions.

With the help of blueprint, we can understand and isolate the fail points and prevent service failures. The process of designing fail-safe processes is extremely critical as the consequences of service failures can be greatly reduced by analyzing fail points at the design stage(*Lynn 1984, 5-6*). Having said that, following were the key insights discovered from service blueprint

1) The users are asked to copy a code and paste it in the browser when signing in. Thisi s a troublesome step for the user, especially when accessing through mobile. This touchpoint should be removed and some innovative steps, like appending the code to the URL mentioned in the job portal - so that when user clicks on the website, the Praice server knows which job listing have redirected.

2) There is big gap between two user inviting friends and getting first 'praice'.

3) There is no backstage interaction, after the user have (or have not) received call for job interview or got the job. The leave phase, is thus, not at all gradual and it makes hard for a user to return. This have been discussed in *Section 7.5 Optimizing the Leave Phase*.

4) Signing-in through Facebook only is a fail point and should be supported by more support processes and backstage interaction.

5) From purely point of view of Praice as a business, the Praice service highly relies on using Facebook as support process and backstage and frontstage employee interaction. This need to be optimized innovatively, so as more interaction occurs on Praice network. Implementation of this suggestion is not given any thought from business or technological point of view.

5. Touchpoint Optimization

5.1 Usability Analysis

The touchpoints are analysed for usability. The usability differs for different context, so rather than a single definition and method of analysing usability, six different images are used. Theses six areas are - universal usability, situational usability, perceived usability, hedonic usability, organizational usability, and cultural usability(*Hertzum 2010, 1-2*). For the current case in hand, usability was measured and analysed from all different perspectives. Following is the key insights from the analysis -

1) **Internationalization -** It is understood that Praice is established as a service that has target audience majorly from Denmark. But in spite of this, it is largely important for

Praice to be set up for internationalization. This is primarily important from the perspective of the 'praicers'. The network of the job applicant would not be restricted to citizens of Denmark and can very well extend to people who neither have English or Danish as their first language. Hence, cultural and universal usability comes in play and is needed to be addressed accordingly.

2) **Multiple devices -** As seen from situational touchpoint analysis (and also from service ecology map) the service must be kept compatible and usable access across various devices. This is true for both, the job applicants and the 'praicers'. Native mobile applications is a simple solution to this challenge.

3) **Empathic design -** The service system of Praice deals with various social aspects. This makes the perceived usability even more important. For job applicants, the satisfaction of using Praice will be highly skewed by the amount and quality of Praices that they are receiving. For 'praicers', the time they spent for giving Praice and whether they give a lengthy impression or not at all, is based on a lot of factors - their social relations with the job applicant being one of them. It is, thus, very important to nudge the job applicant and the 'praicer' to do the right thing. This design change requires more thought and discussion and will be discussed in *Section 7.2 Empathic Design Approach* and *Section 7.4 Motivating Quality Praices*.

4) **Emotions of the job applicant -** The job application would be going through a lot of emotion changes when using Praice service. Hedonic usability is relevant here because of the emotions in play here that shall influence the overall usability of the user. Being selected for a job on a basis of profile, builds a lot of pressure on user to get the profile done. Now that the user have to ask for favours from his/her network, a social pressure builds up. With time, the confidence of getting job or getting called for the interview either builds up or decreases, on the basis of interaction with Praice. This rise and fall in confidence level can be visualized by threshold map as discussed in *Section 5.2 Threshold Analysis*.

(*Hertzum 2010, 2-9*)

5.2 Threshold Analysis

Threshold mapping is an important step of touchpoint optimization as it helps in understanding how the actors are interacting with Praice with respect to their physical and mental state. It also helps in noticing what factors triggered certain behaviour or user action(*Chipcase 2013, 32-34).*

While doing hedonic usability analysis, it was figured that the confidence of getting job/call for job interview can serve as comfort zone for the threshold analysis. This, confidence of getting job/call for job interview, is a summation of various emotional, social and psychological factors. With this, the threshold map was developed -
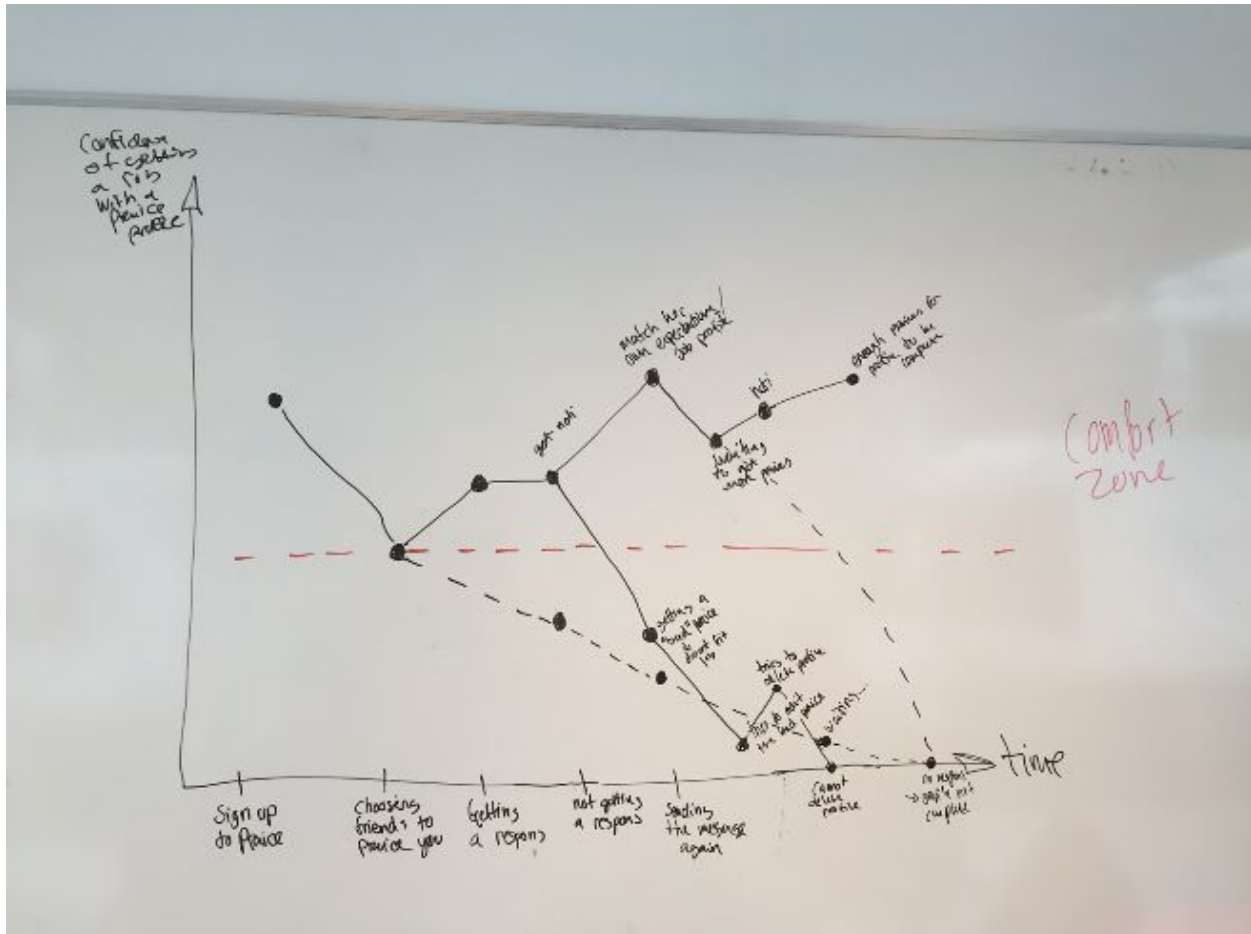
The threshold map once agains proves the analysis done by hedonic and perceived usability that the emotional journey of user can be a result of the difference of output and expectation that one is receiving from Praice. This can lead to premature exit of the user. It is very important that the user is kept in his comfort zone. For the above threshold map, there is no upper bound of the comfort zone, only lower bound, i.e. a user can never have uncomfortable high-level of confidence, but low confidence is a bad thing for the user.

It must be remembered that the confidence is impacted by the social and psychological complexity of Praice. Praice as a service relies on social complexity to solve applying for jobs which is psychological challenge for job applicants. This challenge is attempted to be solved by empathic design approach as discussed in *Section 7.2 Empathic Design Approach*.

6. Service Failure and Recovery

Multiple service failure were figured out during use of various service design tools and principles. They, with possible recovery method, are documented briefly here-

1) It is only to sign up as user through Facebook. This restricts lot of user to use the service. Users should be allowed to use other channels as well.

2) While connecting social media to the profile, all links are not accepted. It is more of a problem, because user isn't made aware of this fact and hence there is a mismatch between expectation and reality.

3) User can't keep track of people it have invited to 'praice' him/her. Some feedback is expected from Praice end when inviting same person to invite twice.

4) It is required to sign up through Facebook before 'praicing'. This is even a bigger problem since there is almost no benefit for the 'praicer' to 'praice' the applicant, and such requirements will refrain a lot of 'praicers' to 'praicing' freely. This will in turn prove a service failure for job applicant as well. Again, the solution could be to remove the barrier of access through Facebook.

5) Many users might perceive the Praice words present in various categories as negative/conflicting or unclear. This de-motivated intentions of job applicants to ask for 'praices' as he/she is afraid to get negative words. From the point of view of 'praicer', he/she might get confused with the words and/or vote for different words then he/she wanted to. It can be seen from point of view of Praice, why negative words are also essential, however, the problem with unclear and conflicting words could be resolved. For each category, similar meaning words should be removed and a tooltip could be added to the words that give a brief definition or synonyms for the words.

6) Another important aspect is the timeline of the process. These job applications usually have deadlines. Here there raises a possible service failure - failure to perceive the deadline and act accordingly. Since, job applications mostly mention the number of required 'praices', which many a times can't be achieved by the user can lead to end of their use of Praice. This can be solved by noting and mentioning the profile completeness and deadline of application in Praice dashboard. Also, instead of defining the quantity of 'praice' required, the profile completion of the user can be judged by the quality of 'praices' and not just quantity. However, it is still important to motivate user to get more 'praices'. This service failure can be solved with a more detailed approach, as discussed in *Section 7.3 Co-design Approach*.

7. General reflections

Throughout the report, various fail points were figured and alternate design approach were proposed. The low hanging fruits were addressed, however the bigger design changes needed are discussed in this section. Apart from the service design tools applied, the Praice service system as whole was again evaluated for more insights. The service was evaluated for characteristics such as inseparability, perishability, intangibility and heterogeneity. These characteristics, being applied to different topology of the system, helps one to make qualitative inquiries about the service system(*Meroni 2011, 17-21*). The design changes proposed are driven by and tested by these characteristics.

7.1 Context Collapse

It is case for many users that they try to keep their social and work life apart. For users to use Praice, this gap have to be compromised. The first step of signing up to Praice requires signing using Facebook. It is understood that this is important from case of Praice to test the authority and genuinity of the profile, but the users should be given more options to sign up - LinkedIn or Email are good examples where user would feel more comfortable sharing their information from. Even, when signing with Facebook the users should be made aware of various permissions that they are granting and the need of such permissions. One of the permission, that seemed more intrusive was use of profile picture. It is understood, that Praice wishes to have user profiles with profile pictures, but Praice should prompt user without using their profile picture as such.

7.2 Empathic Design Approach

As shown with usability analysis and threshold analysis, the complexity of Praice system might trouble user with their emotions and confidence level of getting the job. This should be solved by attempting user-centric and empathic design approach. One key approach to solve this could be to sending emails/notifications according to the predicted mood of the user. For an example, if user is getting less number of 'praices', a light-hearted mail asking for user to invite more friends and/or re-send messages to earlier invitees. What more could be done is either having canned text templates or give hints when user is inviting friends. This will reduce the psychological barrier, and in turn increase the comfort level of the user.

7.3 Co-design Approach

The completeness of user data is a main pillar on which Praice stands on. The more complete and accurate data, the more it is useful to the businesses. The design approach should mark the inseparability characteristics of service design. The users should be motivated to complete

their profile, starting from choosing a profile picture, background picture, and adding social links. User should also be motivated to invite more and more friends through diverse channels. A simple approach could be to have a profile completeness bar in the dashboard. This design approach, is followed by Linkedin(https://www.linkedin.com/). Linkedin shows a profile strength with interesting tag words for each level of strength like - "novice" to "all star"(*Video, Linkedin 2013*). Also, the number of connections and number of 'praices' that a user should have should be displayed big and bold in user's profile. This will motivate user to make more connections, and invite more connections.

7.4 Motivating Quality Praices

The quality of praice is also very important. It was noted from the mind map, that since the 'praices' are anonymous and there is little or no value propositions for the 'praicers'. Thus, intelligent and uniformed praices should be prevented. This could start by reducing the barrier required to 'praice' someone, which is using Facebook authentication and a bad website layout for mobile devices. More than this, the users visiting Praice to 'praice' should be motivated to the right thing. This could be done by making them aware of meaning of the words that they are voting on and the overall importance of the process for the company and the job applicant. This could start by informing the 'praicer' on why Praice is valuable and why good 'praices' matter. Also, for clarity, the words where 'praicers' have to vote should have a clear definition in the tooltip text. As the 'praicer' is voting, the voted words should be shown next to the image of the job applicant. This will make the 'praicer' rethink the word selection by re-evaluating the words with the image of the job applicant. This could alternatively be done at the end of voting, asking user to confirm his/her votes.

Another important aspect of Praice is impressions. Impressions, if used correctly, say a lot about the job applicant. Since, each applicant is expected to get about ten 'praices', the values of impressions is high. The challenge here is to invoke the right length and good quality of impressions. Here design approach from Airbnb(https://www.airbnb.com/) can be applied - making the impression text box of right size and giving hints to the user of what could probably contribute to good impressions(*Video, Gebbia 2016*).

7.5 Optimizing the Leave Phase

The value of Praice should not be limited to one time use. The current use of job applicant ends with the single job application, as seen from service blueprint. Encouraging emails should be sent to users who didn't got the job because their profile is not complete. The users should be motivated to keep updating their Praice profile and asking for invites from new connections. The user should be motivated to apply for more jobs through Praice. This can be done by showing various job postings on Praice to the user, according to the interests of user. This will motivate user to keep checking and updating Praice. This, however, is a big change and the business limitations of the proposed solution is not considered.

8. Conclusion

The report concludes with a successful note. The objective of applying service design tools to Praice and making informed design approach changes is shown in the report. The utility of different service design tools was noticed and shown. As seen, different tools gave insights in different aspects of the service system. It started with context and challenge seen using mind map, stakeholder analysis done through service ecology map, the user journey indicating lot of possible design solutions to some low hanging troubles and the presence of context collapse, service blueprint was used to find gaps in service, make it more efficient and figure out a need for better designed leave phase, usability analysis focuses on getting better and more 'Praices'. The objective of improving Praice service system in terms of user conversion rate, completion of profile and quality of 'praices' were fulfilled.

To conclude the report, service design is a very prominent tool creating a better fit between service and customer's need, and a better service experience.

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- Video, Gebbia 2016 - "*How Airbnb designs for trust | Joe Gebbia*" https://youtu.be/16cM-RFid9U, 2016. (Last visited on 25th May 2017)

Service/Website used

Experience Fellow(*http://www.experiencefellow.com/*) (not used in the report)
UXPRESSIA(*https://uxpressia.com*)
Praice(https://praice.com, https://business.praice.com/)
Airbnb(https://airbnb.com)
Linkedin(https://www.linkedin.com/)

Appendix

A1. Mind Map
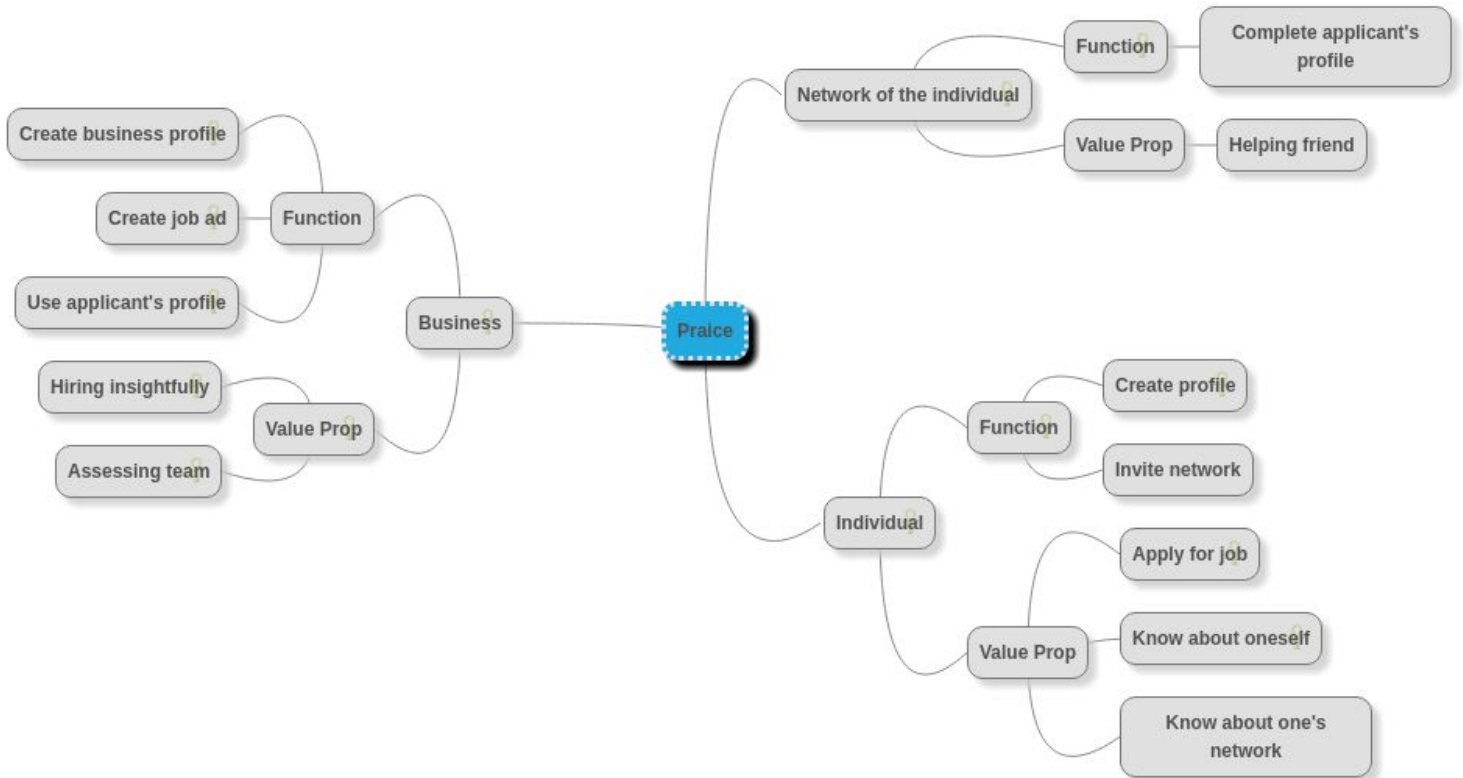
A2. Service Ecology Map

A3. User Journey

Sophie, 26, Copenhagen

Have to build Praice profiles to be eligible for a job application

	DISCOVERY	FIRST VISIT	SIGN UP	PROFILE
User goals	Looking for job	Make profile for job	Make profile for job	Complete setup for Praice
Process	1. Browsing through jobs while traveling in bus 2. Found a suitable job 3. Read about Praice code and need for Praice profile	1. Visits website Praice.com 2. Tries to look what it is. 3. Exits 4. Makes a reminder of doing it later	1. Uses laptop to make profile. 2. Visits Website. 3. Sign up through facebook	1. Pastes the code 2. Uploads CV 3. Goes through 'Get to know Praice"
Experience				
Interface screenshots				
Emotions	Happy to found suitable job. Wonders what Praice is. Assumes that it will be a short sign up.	Found difficult to use on mobile. Will come back and complete.	Was looking for alternate ways to sign up, couldn't find	Understood the concept. Found the concept interesting
Channels	Jobindex.com, Praice.com (mobile site)	Praice.com	Praice.com, Facebook.com	Praice.com

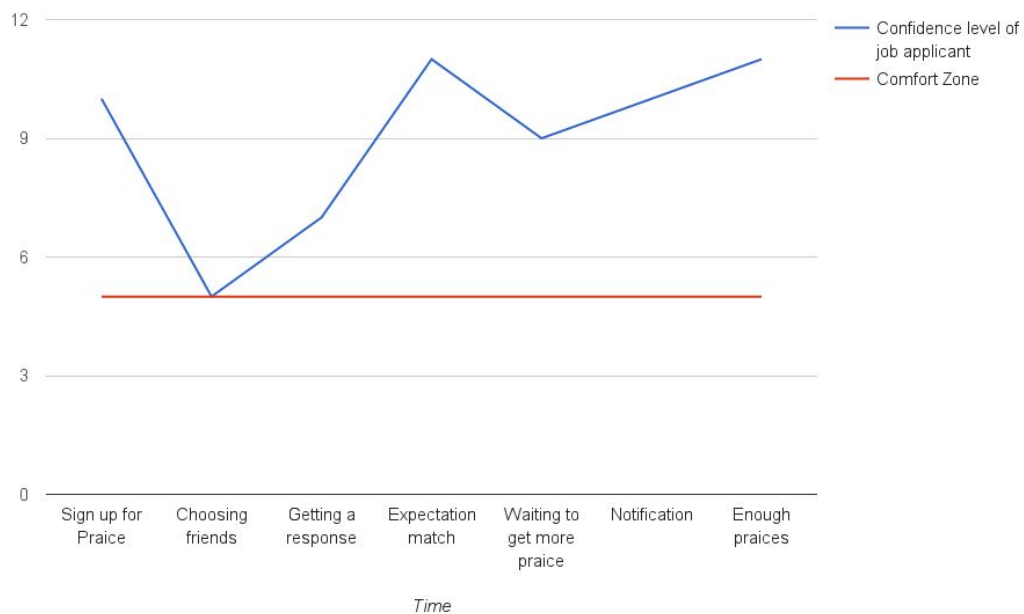| INVITE	NOTIFICATION	MESSAGE	WAIT	PROFILE	INTERVIEW
Build profile by inviting friends	**Check activity on Profile**	**Get more praices**	**Waiting to get more Praice**	**Check activity on Profile**	**Go for interview**
1. Select platform 2. Select friends 3. Write a inviting message with lots of "please"	1. Recieves an email 2. The email redirects to Praice prodile. 3. Checks the notification. 4. Got a new Praice	1. Invited more friends to Praice 2. Re-messaege the ones she had already sent.	1. Checks inbox, no email from Praice 2. Checks dashboard, still not enough for job application	1. After waiting for more days, Sophie finally gets enoguh Praices. 2. She checks her total praices.	1. Sophie gots call that she is shortlisted.

| Thought for a long while, who should she invite. | Sophie was curious for a while, since she didn't heard anything from Praice. She was excited to read a nicely written impression and a nice praice. | Happy that she got a nice start. But was wondering why she didn't got more. It was extremely hard to invite more friends and awkward to re-ask | Started getting de-motivated that she will never got called for the job, since her profile is not complete. | Is extremely happy, that her profile is finally over. With excellent net Praices her confidence level is high | Sophie is now satisfied with Praice service. |
| Praice.com | Gmail.com, Praice.com | Praice.com, Facebook.com | Gmail.com, Praice.com | Praice.com | |

A4. Service Blueprint

A5. Threshold Map
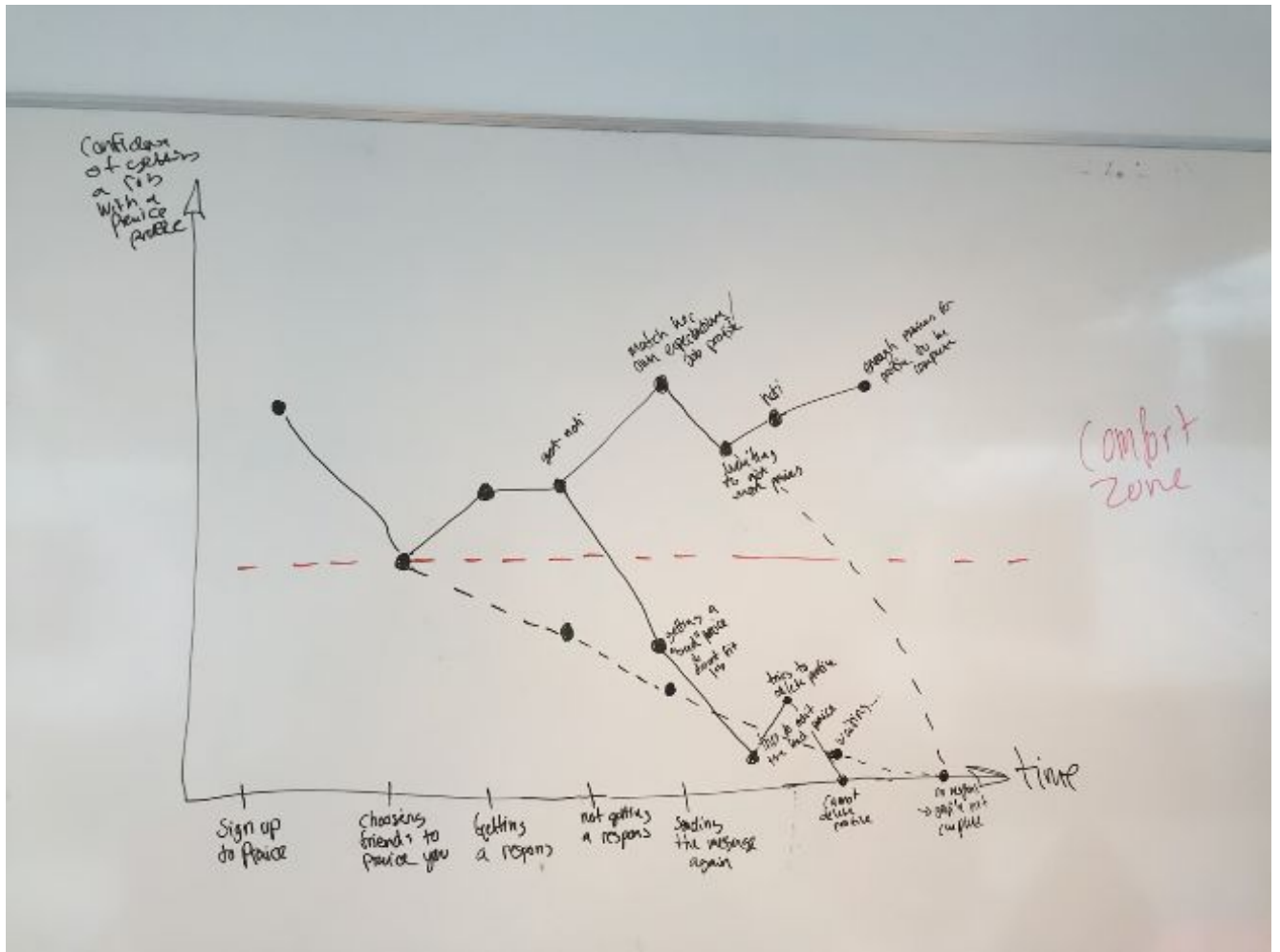
Theshold Map for User #1

Threshold analysis for User #2

Threshold map for User #3

Threshold Analysis for User #4