

Self-assessment by Eleonora Carnasa

SUBMITTED ON 23 FEB 2018



I currently work as a/at:

I have a design and innovation company, offering training and consultancy on service design, design thinking, storytelling, business modelling and social innovations.

Currently I work as a service design coach in corporate accelerators, implementing large-scale projects.

For more details: <https://www.linkedin.com/in/eleonoracarnasa/>

I also happily spread the word and build a service design community in Bulgaria as a SDN Representative of the local chapter.

I am also a guest lecturer, teaching Service Design at an executive master "Innovation dialogue"

(<http://innovationstarterbox.bg/events/magistratura-inovatsionen-dialog-biznes-publichni-politiki-sotsialni-inovatsii-2017-2018/>)

My educational background:

Service Design certificate | Central Saint Martins | London

Digital marketing certificate | New Bulgarian University and IAB | Sofia

Design Thinking | Interaction Design Foundation | online

Innovation Management Assessment Certificate | European Innovation Management Academy | Copenhagen

Inbound Marketing certificate | HubSpot | online

Master in Business Administration | Francophone Business Institute | Sofia

Bachelor in Economics of Mass Communication | University of National and World Economy | Sofia

The following theories are the key components of my approach to service design:

Systems Thinking

Strategic Design

Behavioral Economics

Service dominant logic

Change management

These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

LUMA Workplace

"This is Service Design Thinking" by Jakob Schneider and Marc Stickdorn

"Service Innovation Handbook" Lucy Kimbell

The Service Design playbook by British Columbia Government



www.service-design-network.org

I have X years of working experience in service design:

5

I have particular experience in the following service sectors:

Financial, Publishing, Clean technologies, Public and Non-governmental sectors.

These are the service design projects I have successfully delivered:

- Legal Artificial Intelligence initiative for ING Netherlands (Nov'16-Mar'18). The initiative developed and tested an algorithm which would ensure clean data pool and is able to identify and match data items between legal contracts and the company data warehouse. Among the many use cases are accurately calculated risk-weighted assets and correct, cheaper and faster migration of data between different warehouses. The solution will land at group level.
- Customer discovery and value proposition for clean technologies startups, Sofia (Sep'17-Oct'17). As part of EU-s main climate innovation initiative, Climate-KIC in Bulgaria supported seven startups in 2017. This year all the teams had already a prototype and in my role as a trainer and mentor I worked individually with them to discover their customers and to test their value propositions through experimentation.
- Incorporating a new offer into the mortgage process for ING DiBa Germany (Jun'17-Aug'17). Our mission was to identify the best moment in the mortgage process to offer an insurance product to ING customers and which insurances are the most adequate to offer to customers buying a home. After a number of experiments we were able to identify the best offer and companies to partner with. The solution will be launched in 2018.
- Taxing initiative for ING DiBa Germany (Apr'17 - Sep'17). Filing tax declaration in Germany is a process that is time consuming and confusing for most tax payers. The existing solutions on the market (software, consultants, community) still require at least some knowledge about taxes and a rigorous collection and sorting of documents. We've come up with a vision for one click solution that would automatically collect taxpayers' invoices from different sources and would fill in everything directly to the online tax declaration. The first version will be launched in 2018.
- Design thinking and storytelling for clean technologies startups, Sofia (Sep'16-Oct'16). As part of EU-s main climate innovation initiative, Climate-KIC in Bulgaria supported eight startups in 2017. In my role as a trainer and mentor I worked individually with the teams to tech and apply the principles of design thinking and help them with storytelling in order to ensure future funding.
- Business credit card for ING Romania (Mar'16) ING Romania would be the first bank to offer a credit card tailored to the needs of small and medium sized enterprises. After talking to over 15 clients, we got a deep insight into their needs and crafted our value proposition around them. The solution will be launched in 2018.
- Online onboarding for individual customers, ING Romania (Oct'16 -Mar'17). In line with digitalizing the bank offering, we investigated the need and acceptance of having an online onboarding for individual clients. After an extensive research we identified a need for a trustworthy and smooth process and designed a flow which would meet customers' expectations and would offer a great customer experience. The solution will be launched in 2018.
- Loyalty program, Pixartprinting, London (Sept'16). An online printing house with ambitious loyalty program, willing to improve the program and sharpen the value it offers to loyal customers. We made a research among the loyalty program customers and identified a discrepancy between customers' needs and loyalty program offer and came up with a list of recommendations.
- Inclusive Green academy, Biodiversity Foundation, Bulgaria (Aug'16). One of the biggest NGOs in Bulgaria is aiming to create an inclusive summer academy for children and parents in a pristine mountain area. The objective is to develop a number of activities accessible for all children, including children with disabilities and parents. Along with a diverse team of experts and applying the principles of universal designed,



the academy is ready to launch.

- Employees experience for Scalefocus, Bulgaria (Sep'15-Nov'15) One of the fastest growing outsourcing companies in Bulgaria needs to foster creativity and improve employee retention. Having a look at their innovation strategy we came up with a number of recommendations how to develop a company culture that would make employees feel part of the decision making process and would stimulate intrapreneurship.
- Digital platform for authors and translators for Colibri printing house, Bulgaria (Jan'15-Mar'15). One of the biggest printing houses in Bulgaria developed an innovative platform/market place for authors and translators and I helped with sharpening the value proposition and storytelling in order to attract potential investors.
- A culture of innovation for Herti, Bulgaria (Sep'14-Dec'14). Herti JSC is one of the top manufacturers of screw caps and closures in Europe. With growing competition and low employee retention rate, the company had to rethink their strategy both towards customers and employees. I helped with identifying the weak spots and making the company more customer centered.
- A new way of working for the National Network for children, Bulgaria (Sep'14-Mar'15). One of the biggest non-governmental organizations in Bulgaria, working with children was losing traction with the wider audience and donors. I was commissioned to help the organization craft the messages which would resonate with their stakeholders and customer groups.
- A communication strategy for Sofia Municipality (Apr'13-Jul'13). For one of its transnational project, developing ambient intelligence technologies for an independent living of elderly people, Sofia municipality needed a plan to identify and involve the relevant stakeholders and wider audience. After talking to all relevant parties, I crafted a communication and dissemination plan that ensured high engagement.

For more project, visit my portfolio: <https://www.fabrica360.eu/eleonora>

I have provided service design training sessions and/or other educational experiences for X years:

10

My philosophy as a trainer is:

My ambition as a trainer and coach is to demonstrate the strategic role a service design could play in an organization as to foster a culture of innovation, facilitate digital transformation, shorten time to market, uncover new opportunities, improve customer and employee experience.

When teaching and selling service design at a leadership level I understand how critical is to ensure a buy-in and commitment at the highest possible level and to make explicit the transformational power a design can have and the value it brings if adopted as a way of working as opposed to just commissioning a workshop or a design sprint.

At an implementation level, some of the key messages I want my students/teams to take away are that service design is toolset and skillset, but mainly a mindset that equips them with different approach to existing and new challenges, ability to diverge and converge, to tolerate ambiguity, to appreciate the power of diversity and co-creation, to always challenge assumptions and to develop empathy for the customers and each other.

I have a positive experience of implementing service design projects in an agile way and I see it is an added value as it structures and accelerate the process.

These are the service design training sessions and/or other educational experiences I've facilitated within the last year:



Training:

Introduction to Service Design - Sep'17, Sofia
Service Design - Sep'17, Sofia, Raiffeisen
What is Service Design - May'17, Frankfurt, ING DiBa
Coaching: See list of projects

I mostly provide my training offerings in the following language(s):

English, Bulgarian

I mostly provide my training offerings in the following countries/cities:

Amsterdam, Frankfurt, Bucharest, Sofia

I cover the following topics during my training offerings:

- History of service design
- Relationship of service design to agile, scrum and lean
- Creativity and ideation processes
- Visualisation techniques
- Implementation of service design concepts
- Measuring impact of service design, relating it to Key Performance Indicators (KPIs)
- Storytelling

My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

These are my favourite cases I use to inform participants about the impact and value of service design:

Lays chips for the Asian market by Pepsi (<https://hbr.org/2015/09/how-indra-nooyi-turned-design-thinking-into-strategy>)
Airport Experience for Schiphol airport (<https://www.service-design-network.org/headlines/essense-service-design-airport-experience-commercial-journey-vision>)
and own cases

These are the service design methods and tools that I use during my sessions:

Design Research (interviews, observation, service safari)
Insight generation (Affinity map, Rose, thorn, bud)
Co-creation sessions, Card sorting, quantitative and qualitative experiments
Quick and dirty prototyping
Canvases: Persona, Stakeholder map, Environment map, Value proposition and Business model maps, Vision canvas, team canvas, Customer journey, Service blueprint

After successfully attending my training sessions, participants will typically be able to:

My training/coaching experience ranges between delivering one-day training to implementing four-month business projects. I am in favor of using service design strategically and I coach teams how to do it themselves after a project is over, so that's the desired outcome I am striving for.

I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competencies and skills:

Service Design is a co-creation and I don't wait till a session is over to collect a feedback, but rather adapt my coaching style to needs and



challenges experienced during the work/session. When implemented on a large scale, retro sessions (from Agile Scrum) prove to be extremely usefull both for content progress and team dynamics.

I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:

When it is a short training people struggle to grasp the concept and it's holistic approach, so often there is a feedback on insufficient duration. I am also demanded to provide even more examples/cases so that all concepts are illustrated in a practical way.

I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:

- SDN Global Conference
- SDN Masterclass
- Service

I have participated as a speaker in the following events:

As a trainer and facilitator I do several trainings a year. I have been a speaker at the Service Design Drinks in Sofia (<https://www.servicedesignbulgaria.com/drinks>) and Creative Journey un-conference (<https://www.fabrica360.eu/creative-journey>)

I have published the following books/articles on service design and related fields:

A couple of blogposts on Medium.com:

I fell in love with a solution https://medium.com/@Eleonora_Carnasa/i-fell-in-love-with-a-solution-fccc53326bf

It's like being in a meeting the whole day https://medium.com/@Eleonora_Carnasa/https-medium-com-eleonora-carnasa-service-design-1-fad7e87a9849

and on my company's blog:

<https://www.fabrica360.eu/blog>

I have developed a training program on Service design for an executive master degree.

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