



Proliferating Service Design in a large multi-cultural IT organization – an inside-out approach

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Abstract

In light of product companies shifting towards services and service companies embracing service design approaches, there is a greater need for the proliferation of service design. However, organizations are still not fully ready for this shift. Notably, Information Technology (IT) service organizations provide a unique premise, where employees engage and facilitate their customers to undergo the journey of adopting service design into their service innovation processes, while they themselves are similarly undergoing the same journey. Amidst the different change management theories available, to help their employees learn, design and deliver better customer services, organizations are exploring and adopting different approaches to introduce service design. We explored an inside-out approach where we wanted the employees of IT organizations to understand, develop and experience the power of a service design-led innovation activity, understand the different complexities involved, and further become empowered to design service experiences for their customer organizations. Using iterative 'Plan-Act-Observe-Reflect-Refine' cycles, we explored several internal employee-centric services such as employee hiring, onboarding and integration services. We adopted the CraftChange behaviour change progression model to enable the proliferation of service design techniques and processes, by using the 'internalizing through experiencing' approach. Once the employees experienced the benefits of service design within their organization, they

were ready to proliferate service design, in their respective customer organizations. In this paper, we share our reflections on the 'inside-out' service design proliferation journey within the large multi-cultural and global IT organization in which we work. We argue that our approach can aid highly pluralistic, varied-domain or cross-geography complex services to plan their service design proliferation strategies and activities effectively.

Keywords: service design, proliferation, employee services, organization services, craftchange