



Service Design in Telenor

Knut Kvale, Telenor research

Among the major mobile operators in the world

More than **176** million mobile subscriptions

33 000 employees

Present in markets with 1.3 billion people

A GLANCE AT THE Telenor group

Telenor

Norway

Telenor is the country's leading telecommunications operator.



Telenor

Sweden

Telenor is the third largest mobile operator in Sweden.



Telenor

Denmark

Telenor is the second largest mobile operator in Denmark.



Telenor

Hungary

Telenor is the second largest mobile operator in Hungary.



Telenor

Serbia

Telenor is the largest mobile operator in Serbia.



Telenor

Montenegro

Telenor is the largest mobile operator in Montenegro.



Global

Bulgaria

Global is the second largest operator in Bulgaria.



DIGI

Malaysia

DIGI is the third largest mobile operator in Malaysia. DIGI is listed on Bursa Malaysia.



Telenor

Pakistan

Telenor is the second largest mobile operator in Pakistan.



Uninor

India

The Indian greenfield mobile operator Uninor launched its services in December. Uninor has operations in seven circles.



Grameenphone

Bangladesh

Grameenphone is the largest mobile operator in Bangladesh. Grameenphone is listed on the Dhaka Stock Exchange (DSE) Ltd and the Chittagong Stock Exchange (CSE) Ltd.



Telenor

Myanmar

Launch in Q3 2014. Ambition to become market leader.



dtac

Thailand

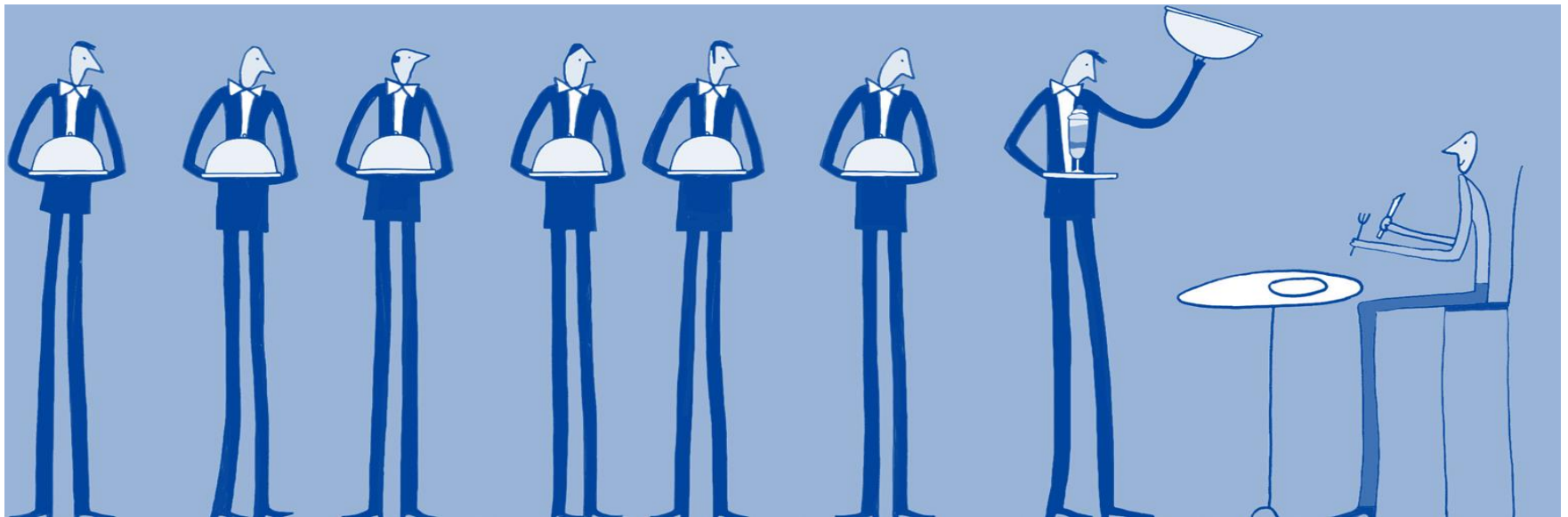
dtac is the second largest mobile operator in Thailand and is listed on the Stock Exchange of Thailand and the Singapore Exchange.

The Telenor Group is listed on the Oslo Stock Exchange.

A voting stake of 43 per cent (economic stake 33 per cent) in VimpelCom Ltd. with 221 mill. mobile subscriptions in 17 markets



What is Service Design?



Inspired by definition from SDN – Service design network

Source picture: Heskett, L. et al: Putting the Service-Profit Chain to Work, Harvard Business Review, July-August 2008



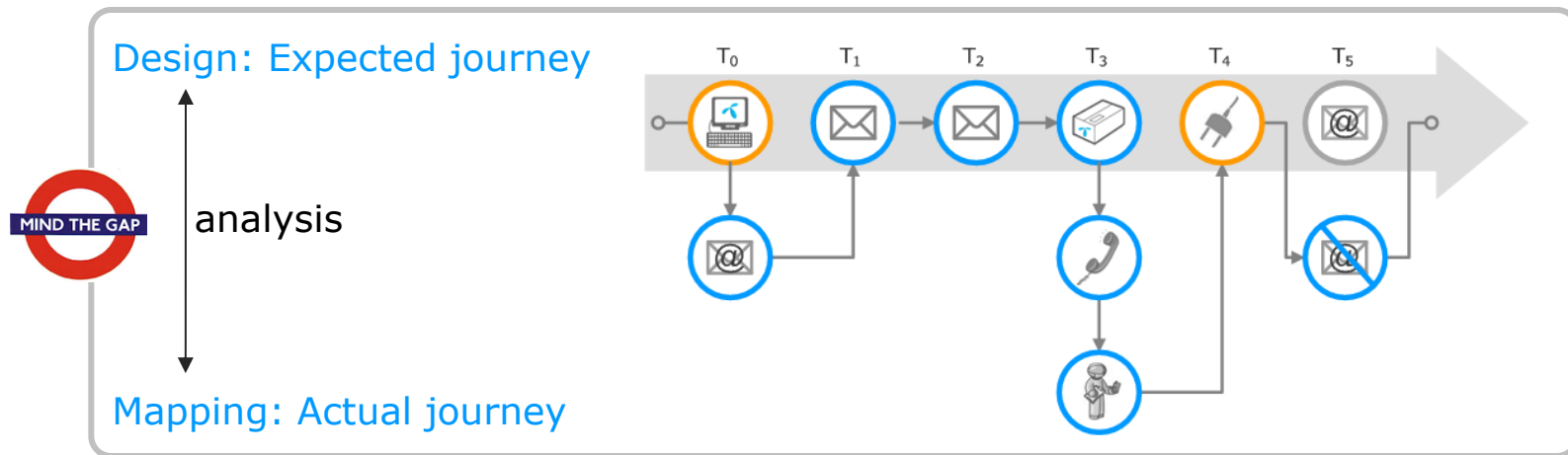
Service **not** included??

Customer Journey Design and Mapping

Customer Journey Design (CJD) and Customer Journey Mapping (CJM) are tools for visualizing and analyzing how customers interact with a company across multiple channels and touchpoints

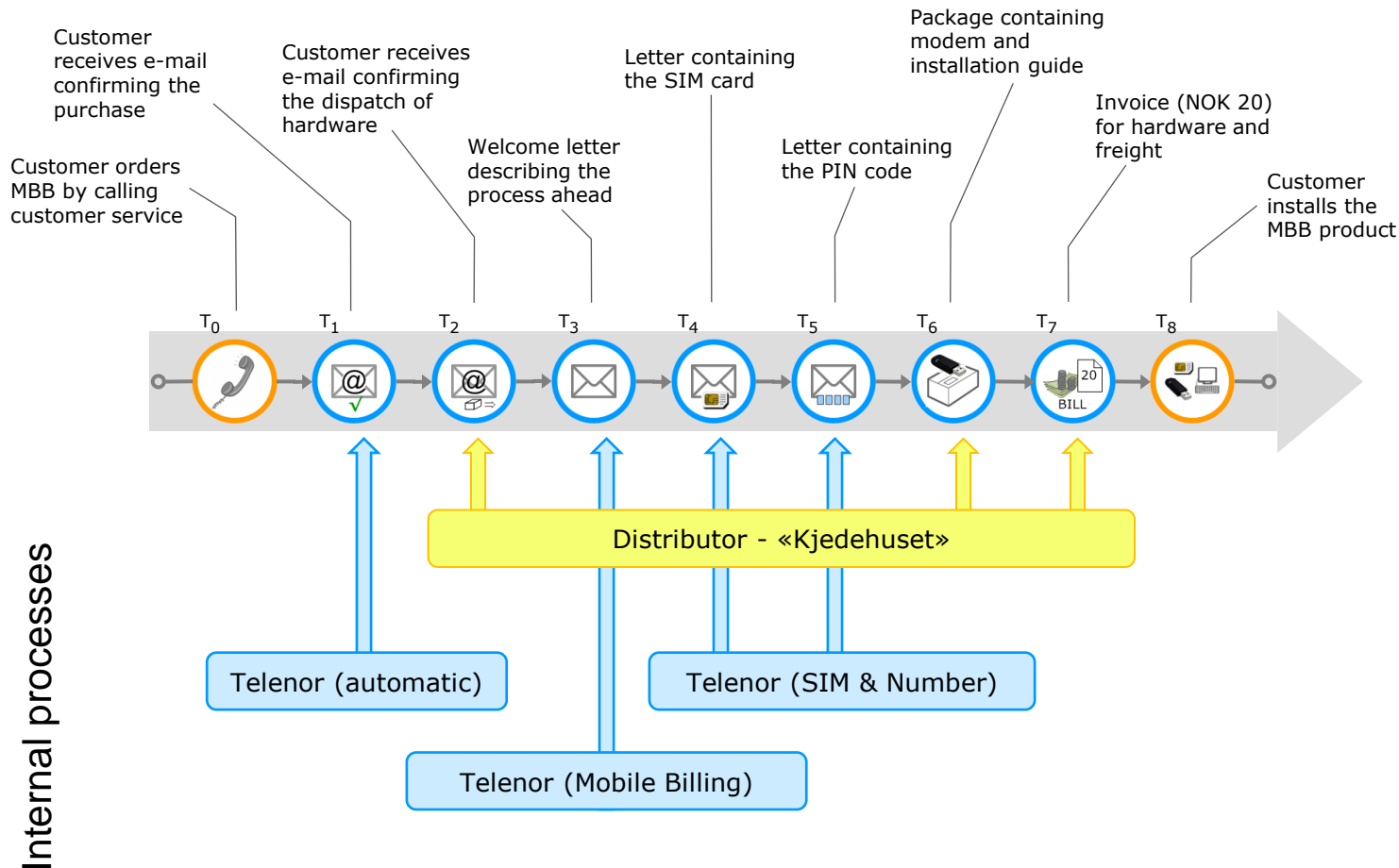
Customer journey (def) =

A customer's interactions with Telenor to achieve a specific goal



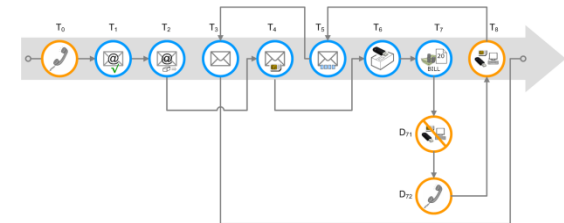
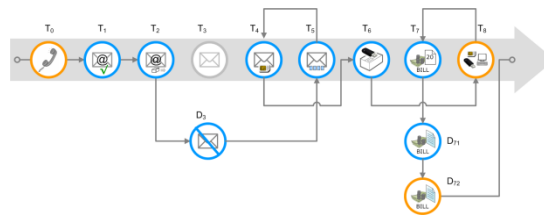
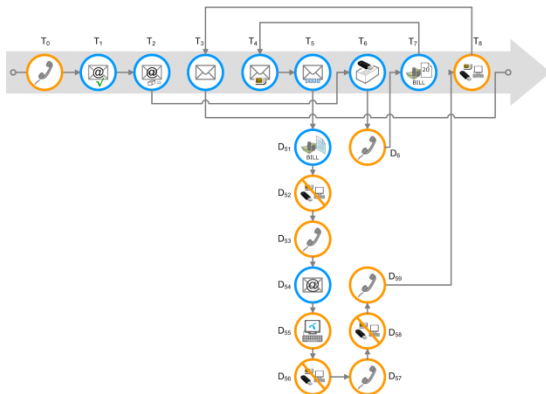
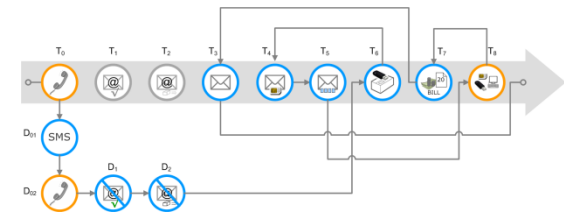
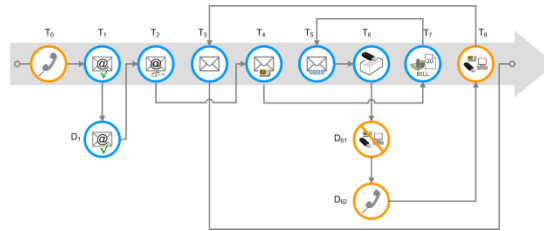
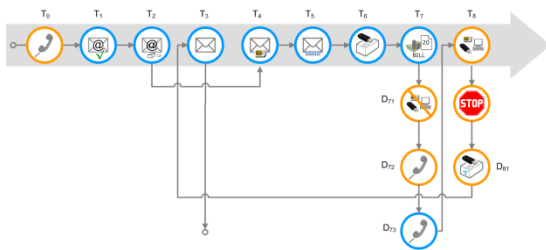
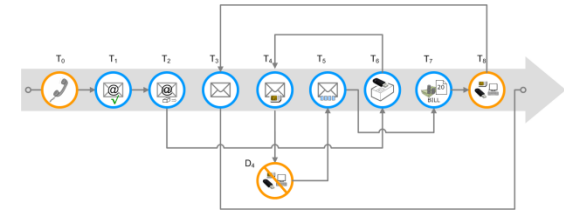
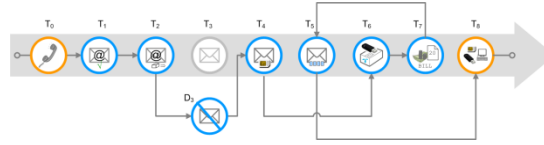
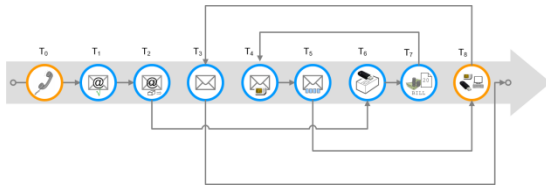
Customer Journey Design: The expected journey

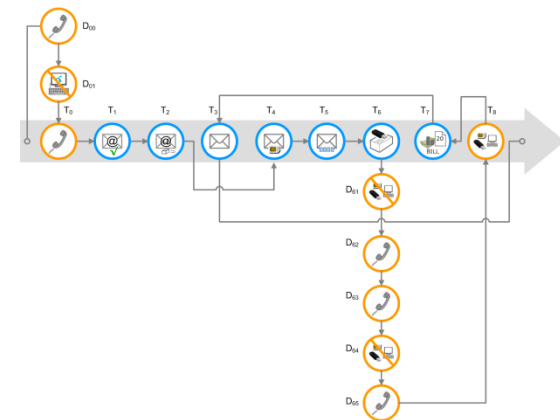
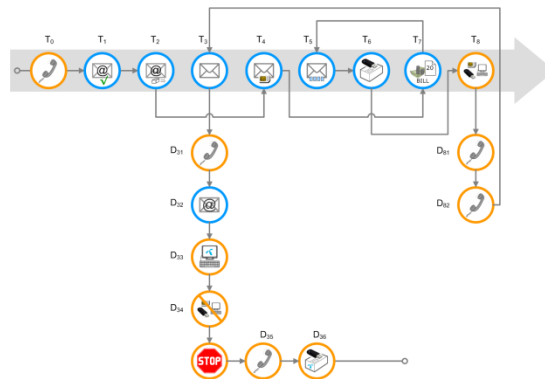
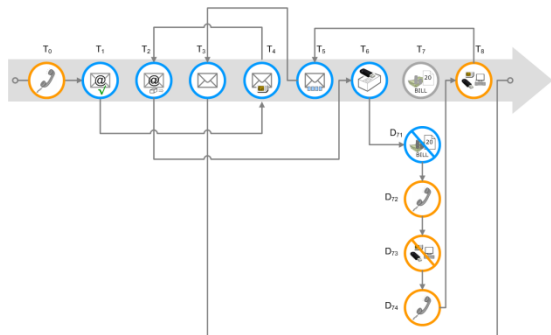
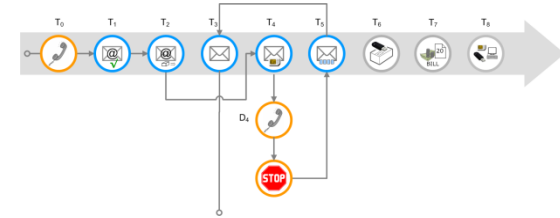
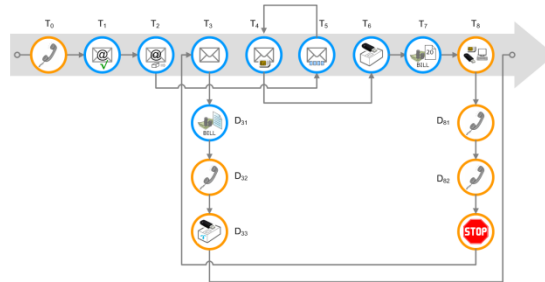
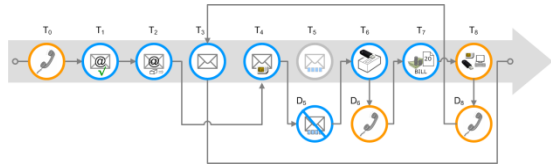
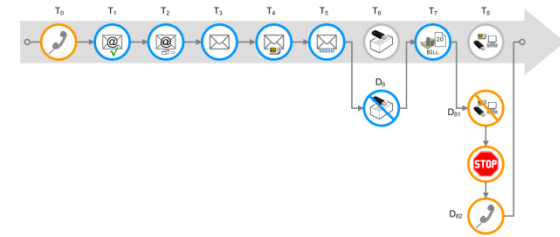
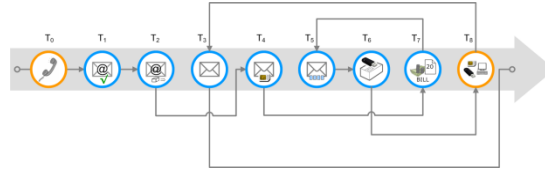
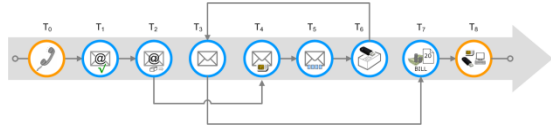
Example: Mobile Broadband (MBB), Telenor Norway

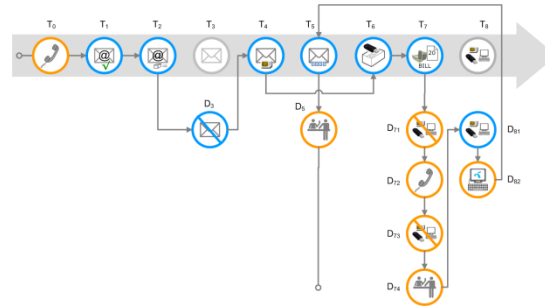
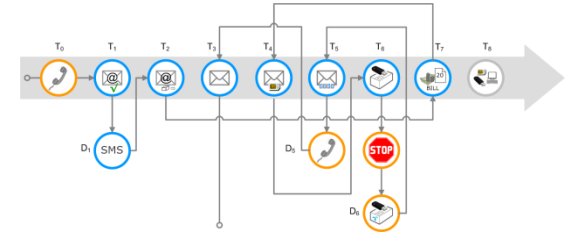


Sources:

- Communication with responsible units
- Communication with customer service
- Mystery shopping
- Logics deduced from content (e.g. process described in a letter)







Knut Kvale Telenor

Norges beste mobile bredbånd





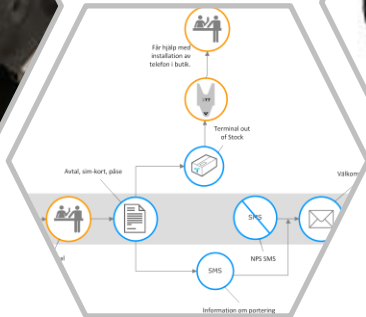
THE SERVICE DESIGN JOURNEY IN TELENOR

[2008-2009]

Measuring
experience
across
touchpoints:
Co-design CJM
with
Telenor Norway



[2008-2011]
Prototyping the
CJM
framework in
Telenor BUs



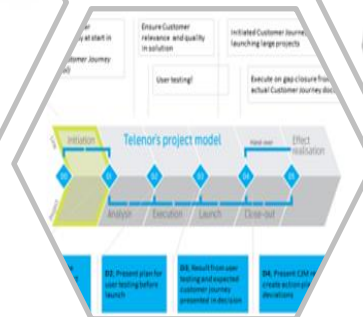
[2011]

Service design as a means for driving innovations in services



[2013]

CJM &
Design
integrated in
project
model
(Norway)



[2014-2015]

Service Design Academy



[2014-2015]

Co-design of service blueprinting with Telenor BUs

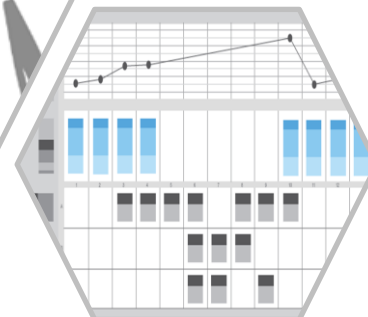
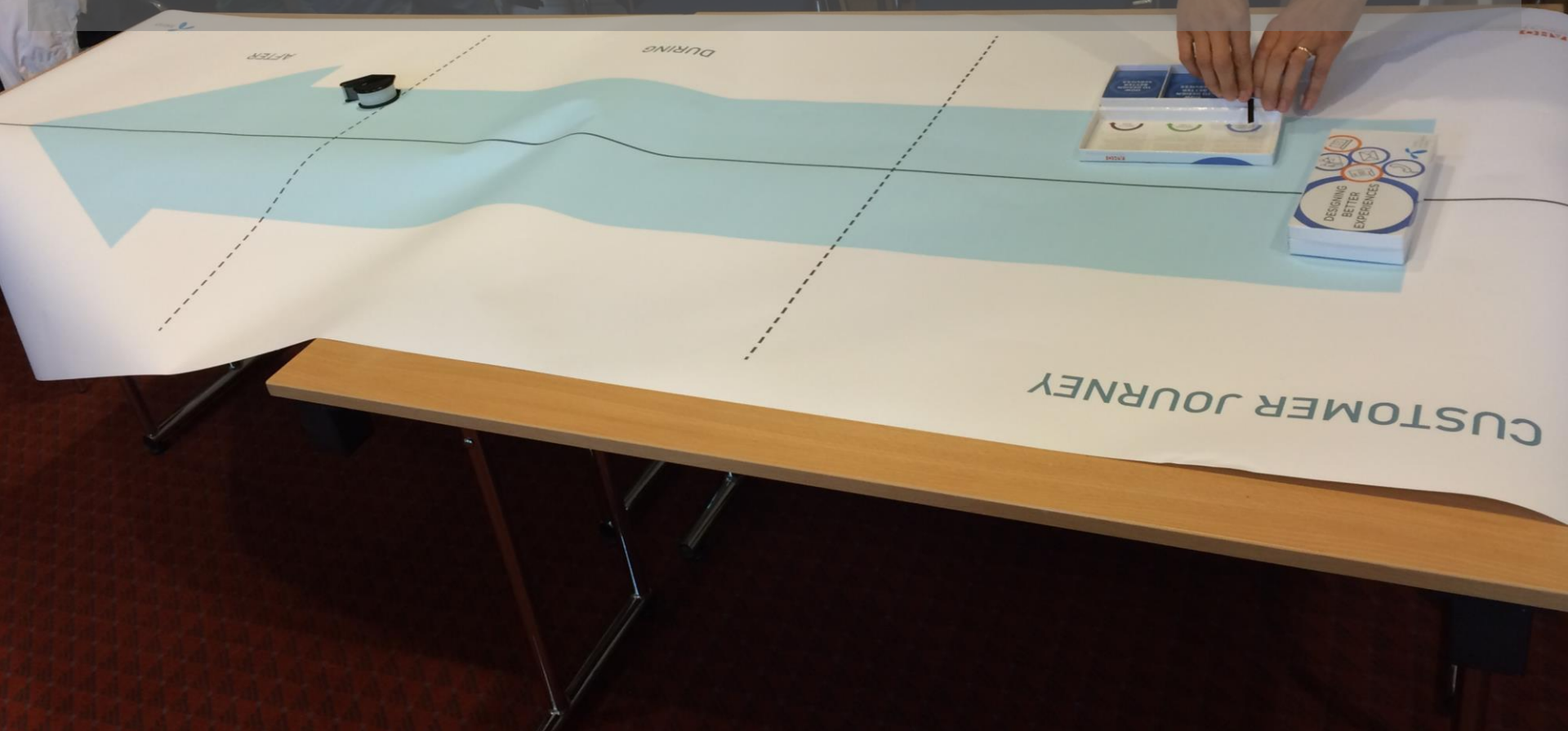


Figure made by Annita Fjuk, Telenor Research

A GLIMPSE INTO SERVICE DESIGN ACADEMY



ASSIMILATION OF FUNCTIONAL EXPERIENCES USING TOUCHPOINT CARDS

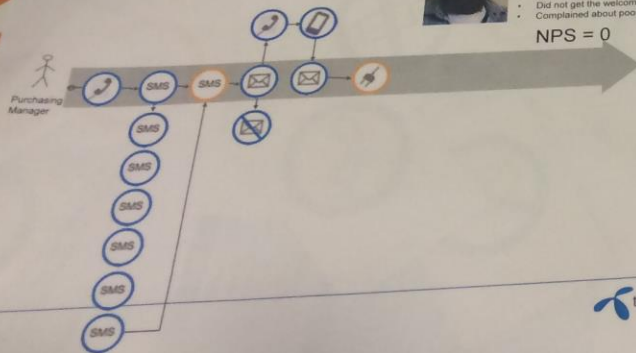
DURING

Customer Journey Mapping – Fri+ Winback through TM Actual Journey 1



- Bare Egil**
- Did not received the mobile phone that was ordered
 - Long waiting time when calling customer service to enquire about the phone
 - Received 6 "consent" SMSs
 - Did not get the welcome letter
 - Complained about poor coverage

NPS = 0

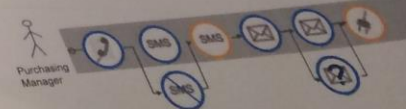


Customer Journey Mapping – Fri+ through Direct sales department Actual Journey 6



NPS = 7

Customer Journey Mapping – Fri+ through TM Actual Journey 7



NPS

EXPLORING CUSTOMER'S EXPERIENCE BY USING EMOTIONAL CARDS



FRUSTRATED
DISSATISFIED, ANNOYED

SERVICE DESIGN THINKING

”

Everything I have learnt the last 20 years have been
thrown up in the air, and have landed up-side down

- Participants at SDA

