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# Continuous Improvement Toolkit

## **Service Blueprints**

## Managing Risk

PDPC  
FMEA RAID Logs  
Fault Tree Analysis  
Risk Assessment\*  
Traffic Light Assessment

## Deciding & Selecting

Pros and Cons  
Break-even Analysis  
Force Field Analysis  
Decision Tree  
QFD  
Kano Analysis  
Critical-to Tree  
Cause & Effect Matrix  
Confidence Intervals  
Probability Distributions  
Graphical Analysis  
Run Charts  
Control Charts  
Sampling  
Brainstorming  
Nominal Group Technique  
Affinity Diagram  
Lateral Thinking

## Planning & Project Management\*

Importance-Urgency Mapping  
Cost -Benefit Analysis  
Voting  
TPN Analysis  
Prioritization Matrix  
Paired Comparison  
Pareto Analysis  
ANOVA  
Hypothesis Testing  
Scatter Plot  
Correlation  
5 Whys  
Fishbone Diagram  
TRIZ\*\*\*  
SCAMPER\*\*\*  
Mind Mapping\*  
Attribute Analysis  
Visioning

## Understanding Cause & Effect

RACI Matrix  
Stakeholders Analysis  
PEST  
PERT/CPM  
Activity Diagram  
Roadmaps  
Project Charter  
Gantt Chart  
PDCA  
Control Planning  
Gap Analysis  
Hoshin Kanri  
Kaizen  
How-How Diagram  
Standard work  
Simulation  
TPM  
Mistake Proofing  
Pull Systems  
JIT  
Ergonomics  
Work Balancing  
Automation  
Bottleneck Analysis  
Visual Management  
Flow  
Value Analysis  
5S  
Wastes Analysis  
SMED  
Time Value Map  
Process Redesign

## Understanding Performance

Lean Measures  
KPIs  
OEE  
Capability Indices  
MSA  
RTY  
Descriptive Statistics  
Cost of Quality  
Reliability Analysis  
Benchmarking  
Focus groups  
Photography  
Measles Charts  
Data Collection  
Critical Incident Technique  
Observations

## Identifying & Implementing Solutions\*\*\*

Tree Diagram\*\*  
Standard work  
Simulation  
TPM  
Mistake Proofing  
Pull Systems  
JIT  
Ergonomics  
Work Balancing  
Automation  
Bottleneck Analysis  
Visual Management  
Flow  
Value Analysis  
5S  
Wastes Analysis  
SMED  
Time Value Map  
Process Redesign  
IDEF0  
Value Stream Mapping  
SIPOC  
Flow Process Chart  
Process Mapping  
Flowcharting  
Service Blueprints  
Designing & Analyzing Processes

## Creating Ideas\*\*

Analogy  
Mind Mapping\*  
Attribute Analysis  
Visioning

## - Service Blueprints

- ❑ A service blueprint is an operational planning tool that provides guidance on how a service will be delivered.
- ❑ A map that accurately portrays the service system so that the different people involved in its development can understand and deal with it objectively.
- ❑ It's one of the extensively used technique for describing and improving the interaction between service provider and service customer.
- ❑ It is basically a map that illustrates the service system.



# - Service Blueprints

## Benefits:

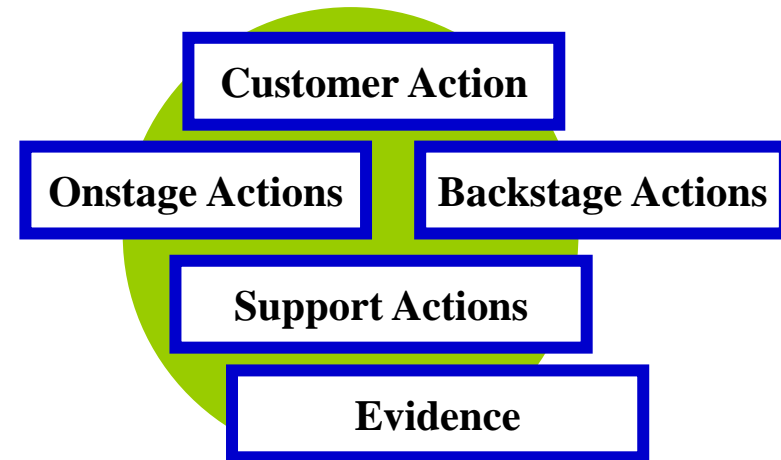
- ❑ Helps management to identify the potential failure points.
- ❑ Facilitates the service design and improvement processes.
- ❑ Streamlines the organization processes.
- ❑ Improves delivery time, and thus, efficiency and productivity.
- ❑ Helps to identify the areas of innovation.
- ❑ Identifies points of rule-breaking and theft in service process.
- ❑ Improves the quality of service and customer experience as well.



# - Service Blueprints

## The Basic Components

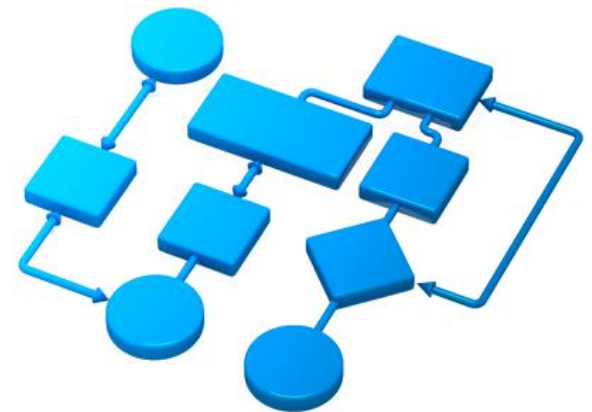
- ❑ **Customer actions:**
  - The steps that customers take as part of the service delivery process (purchasing, consuming, evaluating, etc.).
- ❑ **Onstage contact actions.**
- ❑ **Backstage actions** (invisible contact actions).
- ❑ **Support processes:**
  - Activities need to happen in order for the service to be delivered.
  - E.g.: Personnel and IT.
- ❑ The **evidence** of service provided to the customer.



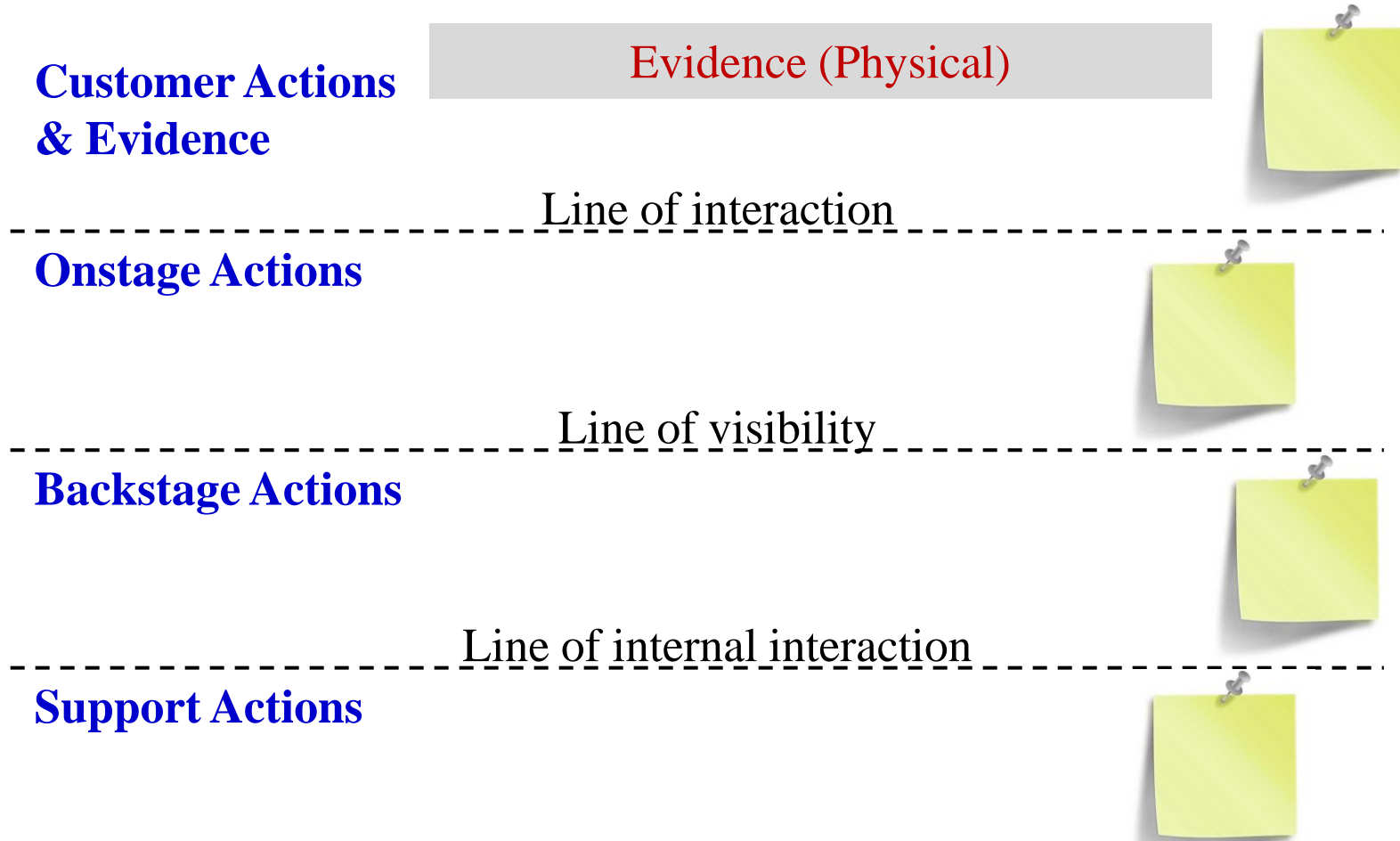
# - Service Blueprints

## Approach:

- ❑ Identify the service process that is supposed to be blueprinted (from the customer's perspective.).
- ❑ Identify the customers that are supposed to experience the service.
- ❑ Identify the contact actions (onstage and backstage).
- ❑ Link the contact actions to the needed support processes.
- ❑ Add the evidence of service for customer action steps.



# - Service Blueprints



# - Service Blueprints

## Example:

### Customer Actions & Evidence

Reserve  
online

Parking, cart

Arrive at  
hotel

Room key

Check-in

Go to  
room

Line of interaction

### Onstage Actions

Greet  
Take bags

Process  
registration

Line of visibility

### Backstage Actions

Reserve  
for guest

Line of internal interaction

### Support Actions

Reservation  
system

Reservation  
system



# - Service Blueprints

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## **Further Information:**

- ❑ It provides a way to break the service into logical components.
- ❑ It provides guidance on how both front-line staff and those behind-the-scenes will provide a service through different stages.