

**IMPROVING**

SERVICE  
DESIGN  
SPRINT

**EMPLOYEE  
EXPERIENCE**

**BY  
DESIGN**

**AT**

**DECATHLON**

**This brief report describes the development of an intensive 5-days Service Design Sprint undertaken by twenty students from the MA Service Experience Design and Innovation programme (London College of Communication, University of the Arts London), to deliver novel solutions that contribute to improve the employee experience at Decathlon Lakeside (UK).**

Decathlon invited the MA Service Experience Design and Innovation to explore, propose, implement and assess the impact of novel strategies for Decathlon Lakeside to improve the experience of their employees.

Decathlon is one of the world's largest sporting goods retailers, whose purpose is to make sport accessible for the many. Initiated in France in 1976, Decathlon opened its first UK store in London in 1999 and has since grown to over 28 stores. Decathlon has expanded to over 1,095 stores worldwide. In 2017, Decathlon UK will open its 30th store and employ over 1,100 people.

The MA Service Experience Design and Innovation (London College of Communication, University of the Arts London) is a practice-based professionally oriented course, which combines theory with practice in a project-led curriculum. Live projects with public, private and third sector organisations prepare students for their professional life, by developing service design solutions that tackle complex challenges. Typically, students on the MA carry out in-depth 10-week curriculum projects, engaging stakeholders through exploratory design research methods, such as design ethnography, co-design workshops and service prototyping, and deliver research and service concepts to the client.

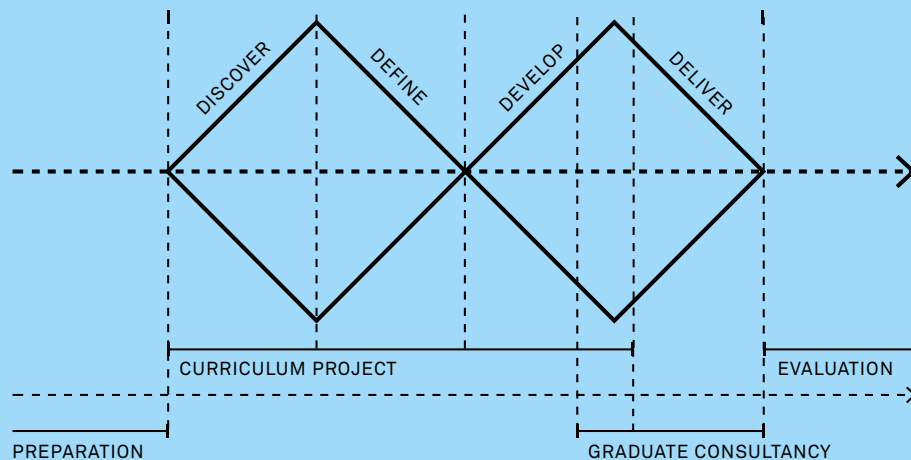


FIG. 1 Service Design Sprint model.

This project pilots an agile model of collaboration that tackles a well-structured challenge and focuses on implementation and measurement of a service proposal with a private enterprise client. The model is devised as a five-day Service Design Sprint that follows a Double Diamond design process (FIG. 1) divided in two stages that combine curriculum project and graduate consultancy. For three intense days, teams worked to develop four service concepts, including research, prototypes, tests, implementation plan and measurement plans at 3 months. This stage concludes with the selection of one of the four service concepts proposed.

The second stage takes the form of a graduate consultancy. Over two days, the selected team, visiting service designer and tutor work together with the client on the delivery and implementation of the selected service concept. Following the Service Design Sprint, a tutor assists Decathlon during the implementation and measurement of the service concept.

Students benefit from this model by working in a professional environment through all the stages of the project, from research to implementation and measurement of the service concept's impact. Enterprise benefits from the expertise of a team of service design practitioners, academics and students throughout the curriculum project, graduate consultancy and follow up stages to measure impact.

#### Acknowledgements

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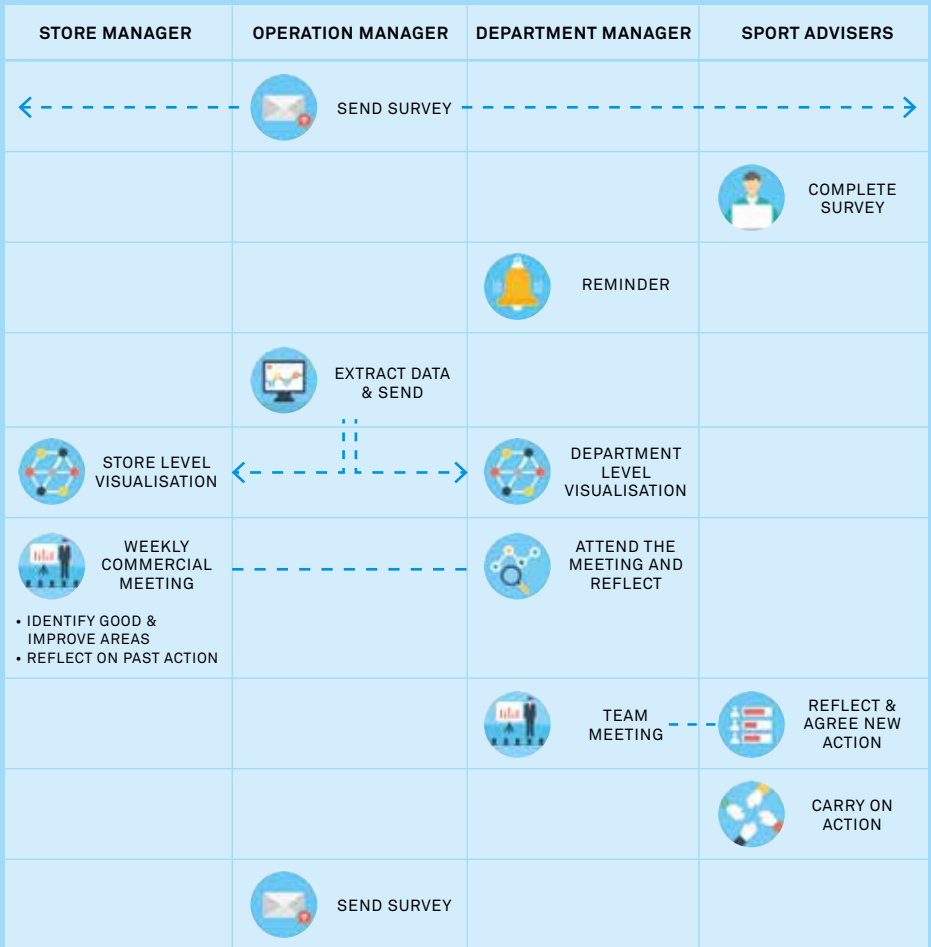
Phillipa Rose, director of Current.Works and visiting service designer.

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Final output  
**DECAScore**

**DecaScore** is a proposal to provide regular and actionable insights to improve employee experience. DecaScore provides an online survey that collects monthly store-wide quantitative and qualitative insight on employee’s experience at the workplace. In addition, DecaScore provides quarterly visualisations that allows department teams to identify, share and adopt best practices, as well as agree upon plans of action, enabling all team members to have an active and equally weighted role in decision-making processes concerning employees’ experience. DecaScore, is an excellent complement to the Team Mate Barometer, Decathlon’s annual country-wide survey instrument to assess the employee’s happiness.



DAY 1 DISCOVER AND DEFINE

After Decathlon's briefs and preliminary desk research, the week kicks-off in-store, with attendance to the weekly managers meeting followed by semi-structured interviews with department managers, and non-participant observation on the shop-floor. Data collected through design ethnography is synthesized visually, and insights, challenges, and opportunities start to become apparent. (FIG. 2, 3, 4)

FIG. 2 (RIGHT) Team members analyzing insights in preparation for semi-structured interviews.



FIG. 3 (BELOW) Storyboard in progress.



FIG. 4 Team conducting a semi-structured interview with a department manager at Decathlon Lakeside.

Day 1 film » <https://vimeo.com/221739985>

DAY 2 DEFINE, DEVELOP AND ITERATE

Throughout the second day at West Thurrock, each team brainstorms to frame the challenges identified in their research as an opportunity in the form of 'how might we'. (FIG. 5)

## How might we...

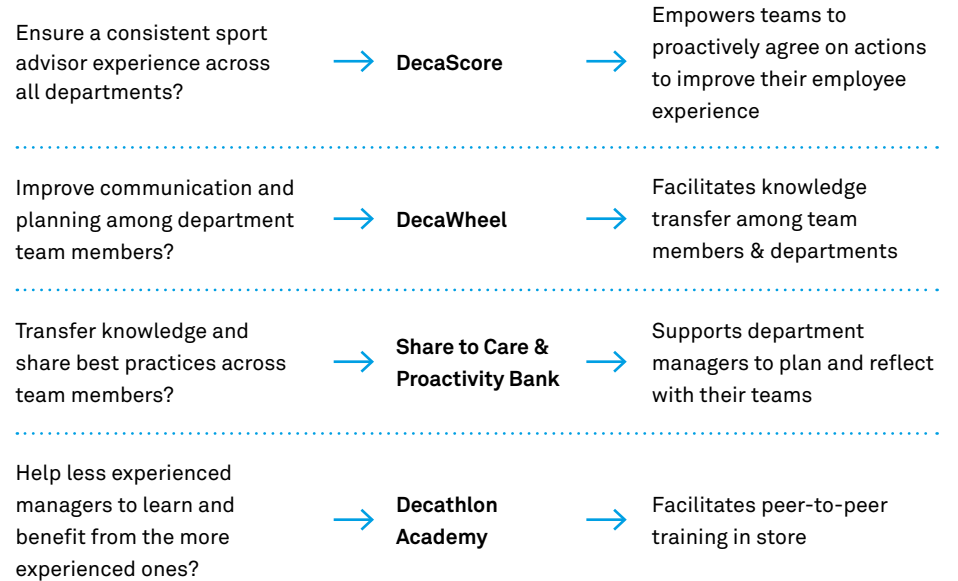


FIG. 5 Different team's briefs and final service concepts.



Teams developed rapid prototypes to test their service concept with final users (department managers and sale assistants) at Decathlon Lakeside. Rapid prototype techniques such as mock ups, experience prototypes, role play and service blueprints allowed designers to gather valuable insights and quickly iterate their service concept according to the client's feedback. (FIG. 6)

FIG. 6 (LEFT) Team member and department manager testing an early prototype.

Day 2 film » <https://vimeo.com/221739899>

Teams finish their service concepts, and prepare their pitch to the client: from research insights, demonstration of the service concept and value proposition, delivery and implementation, and measurement plan in 3 months. <sup>(FIG. 7)</sup>



FIG. 7 Sale assistant testing the DecaScore's final prototype.

Decathlon Lakeside's operational manager selected one service concept, Decascore, to be taken forward based on five factors:

- ① Potential to affect employee experience
- ② Implementation and integration with existing systems
- ③ Resource intensity, sustainability after three-month trial
- ④ Transferability across and beyond the store
- ⑤ Delivery measurable impact

**Decascore** is an online survey that provides managers with regular and actionable insights to improve employee experience, quarterly visualisations and plans of action, enabling all team members to have an active and quality weighted role in decision-making processes concerning employees' experience.

Based on the feedback received from Decathlon, Team One and our visiting service designer worked closely with Decathlon to deliver the DecaScore.



FIG. 8 Team One discussing the implementation of DecaScore with Decathlon Lakeside's team.

#### **DecaScore: next steps**

Decathlon Lakeside will implement DecaScore in one department of the store for a period of three months, after which the trial will be assessed in terms of adoption by all team members, and creation of agreed action plans. Over a one-year period, DecaScore will be assessed based on the extent to which it has contributed to positively influence the result of Decathlon's official mechanism to assess employees' happiness. <sup>(FIG. 8)</sup>