

# Launching a new business model

A case study about improving user experience and compliance through service design.



## Opportunity

Philips faced increasing commoditization in the sleep therapy market and decided to focus on services and software for clients and physicians.

This shift from hardware to patient compliance and outcomes would impact Philips' operations, development priorities, pricing, and sales model. Leadership and team members needed to understand and embrace the new business model strategy.

## Solution

ThoughtForm created a series of clear and engaging communication tools that shared the business model strategy with internal and external stakeholders. The visual thinking involved in developing these tools also allowed Philips to refine the details of the vision.

## Project Impact

- **Increased speed to market** by using prototypes to work through service design kinks.
- **Secured leadership buy-in and approval**, resulting in continuous initiative funding.
- **Enabled the launch of new service offering** that improved user experience and lowered costs.
- **Fostered internal alignment** and a company culture of innovation.

# What was ThoughtForm's approach?



## Captured and articulated the initiative team's vision for the new product strategy and service design.

ThoughtForm met with the Philips team and used visual thinking facilitation techniques to understand the essential criteria and system pieces of the new business model. Creating a series of napkin sketch drafts of the visual model allowed the project team to explore different storytelling structures and refine key messages. Along the way, ThoughtForm helped Philips refine their overall approach to the service offering and begin to define details of the implementation.



## Developed a refined Foglifter® to build alignment and gain leadership buy-in.

ThoughtForm refined the design drawings and napkin sketches to develop a Foglifter. This visual explanation was used broadly with leadership and implementation teams in both 11" x 17" placemat and presentation formats. The Foglifter's visual storytelling helped stakeholders quickly understand the project team's approach, how the new business model differed from the existing model, and the advantages of the strategy. The Foglifter was supplemented by Deep Dives, which provided additional details necessary for implementation.



## Packaged the course as a complete kit.

Once leadership approved the new vision and the implementation team defined an approach to move forward, it was time to prepare the organization for the shift. ThoughtForm created experience maps and implementation plan timelines to ensure alignment and realistic expectations for internal teams in IT, operations, customer service, and products, as well as external stakeholders such as distributors and physicians.

# Who did we help?

## Philips Health

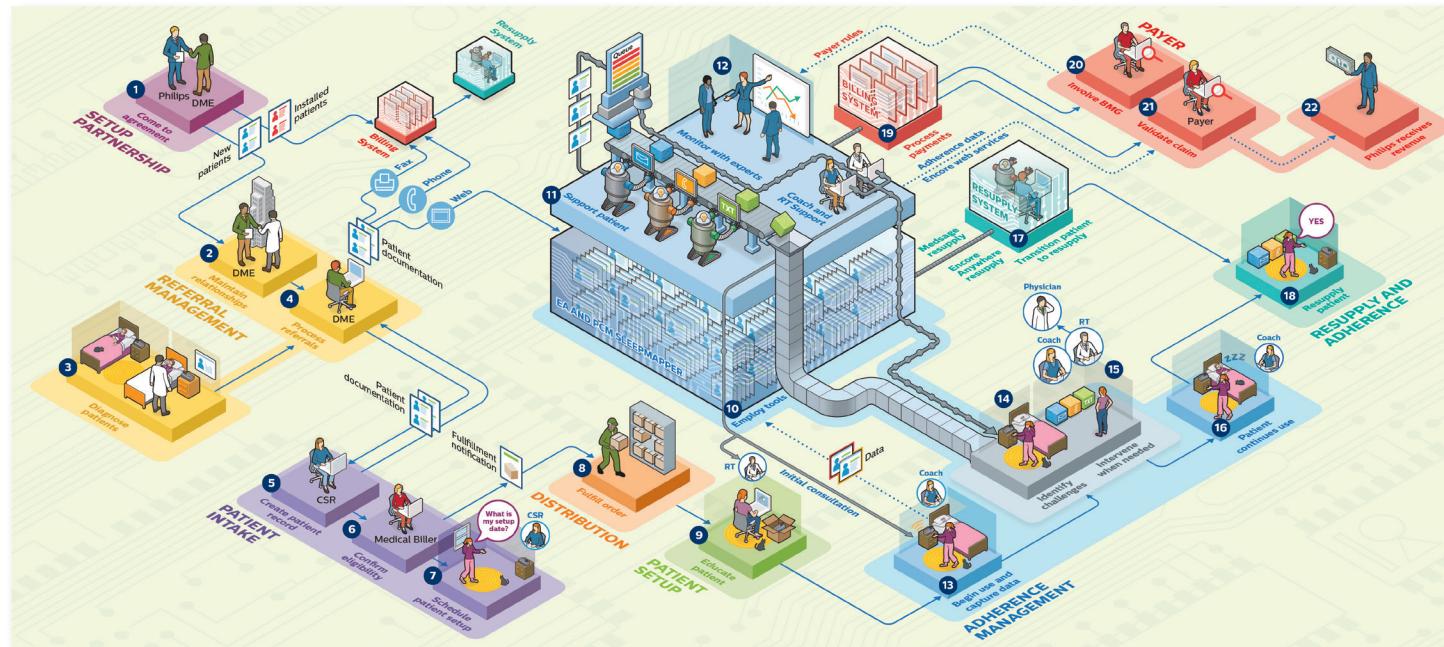
Philips Health is an industry-leading health care technology company that serves over 100 countries and has almost \$21 billion in annual revenue. With leading research, design, and innovation capabilities, Philips Health partners with their customers to transform health care delivery.

# What did we create?

## Patient Manager System Foglifter®

Provided a comprehensive overview of the new service offering.

This visual explanation enabled stakeholders to quickly and easily understand the gist of the strategy then dive into additional detail needed.



## Patient Compliance Management System Deep Dives

Diagram illustrating the Patient Compliance Management System Deep Dives, showing the following steps:

- 3 SET UP PARTNERSHIP
- 4 SET UP PATIENT
- 7 COMPLIANCE PATH
- 9 PAYER

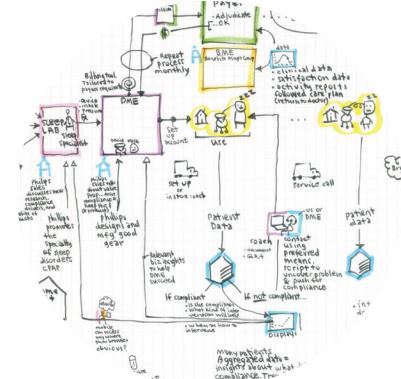


# How did we do it?

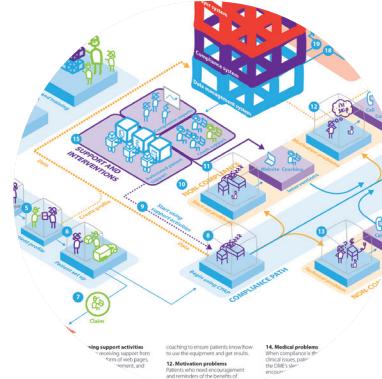
To ensure alignment, ThoughtForm and Philips Health used a highly collaborative, iterative, and agile process.



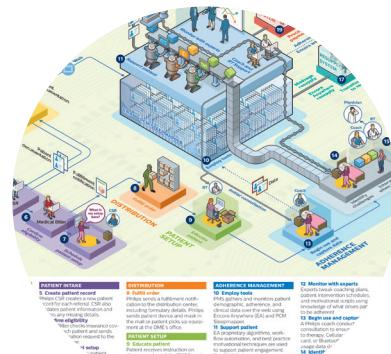
**Conducted a work session** to define the parts and criteria of the new service system.



**Developed napkin sketches** to explore the details of system functions.



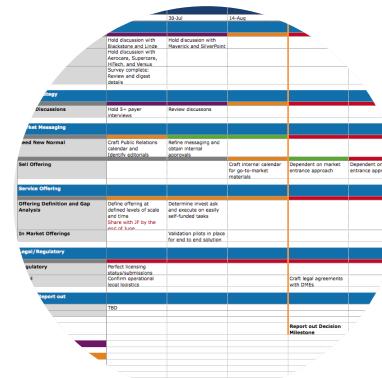
## Refined the service design by iterating on napkin sketches.



**Completed the Foglifter** with polished visuals and descriptions.



**Created Deep Dives** to explain implementation details.



**Developed the experience maps and implementation plan** to ensure alignment.

# ThoughtForm

ThoughtForm transforms ideas to connect people with actionable information. Working where strategy meets design, we help our clients turn fuzzy ideas, challenges, and opportunities into clear and meaningful messages and experiences. With ThoughtForm, you can engage and inspire people, build their understanding, and enable them to take action.

ThoughtForm is a Pittsburgh-based design consultancy focused on visual communications. We work with leadership teams in organizations ranging from Fortune 100 companies to small nonprofits. Let us give your thoughts a visual form with the power to communicate.

To find out how our design solutions can help you, contact Laura Sebulsky at:

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To learn more, visit us at:  
**[thoughtform.com](http://thoughtform.com)**

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