

## H priedas. Danijos ekspertų apklausos anketa (trijų taškų vertinimui)

Dear expert,

I am a doctoral student at Vilnius Gediminas Technical University, Faculty of Business Management, and working on my research called Modelling of Service Development Process. The aim of this research is to formulate the intermediate recommendations for the improvement of new services development and to prepare for the approval of the proposed model in the company that is developing a new service after determining the duration of work at each stage of the process of new service development. In order to achieve the aim, I kindly ask you to assign the following evaluations to the actions assigned to each stage of the model (preparation, analysis, formation, realization): 1) optimistic, the shortest duration; 2) the most expected value of the duration; 3) pessimistic, the longest duration. Your answers will help to determine all possible durations of work.

Based on the ethics of researchers, I undertake and warrant you that all requirements of confidentiality will be respected and fulfilled. If you wish, I can send you the summarized results of this survey after completing the research. I am grateful for your insights.

### GENERAL INFORMATION ABOUT AN EXPERT

1.	Represented company (write in)	
2.	Education (write in)	
3.	Job position (write in)	
4.	Total work experience in the service sector (in years) (underline the best option or specify your own)	0–3    6–10    16–20 4–5    11–15    21–25 Other ( <i>please specify</i> )
5.	Your experience in creating, developing and introducing new services to the market (in years) (underline the most appropriate option or write your own answer)	0–3    6–10    16–20 4–5    11–15    21–25 Other ( <i>please specify</i> )
6.	Would you agree to participate in another stage of the research if necessary? (underline)	Yes    No
7.	Would you like to see the final results of the research that would be sent to you via this e-mail? (underline)	Yes    No

### INFORMATION ABOUT THE DEVELOPMENT AND PROVISION OF NEW SERVICES IN THE REPRESENTATIVE COMPANY

1.	Is your company currently developing a new service or has launched a new service during a period of one year? (underline)	Yes    No
2.	Has the company you represent currently or no more than one year ago developed a product that would be used by your company or another company to provide a service? (underline)	Yes    No
3.	Has the company you represent currently or no more than one year ago developed technological solutions that would be used by the company you represent or other companies to provide a service or improve the delivery process (e.g. reduce time costs, distribute customer flows, etc.)? (underline)	Yes    No

## INFORMATION ABOUT DURATION OF THE INDIVIDUAL TASKS ASSIGNED TO THE STAGES OF NEW SERVICE DEVELOPMENT

Choose the values of work duration (days) to the individual tasks assigned to the stage of preparation

No.	Individual tasks of the stage	Duration of work (in days)		
		optimistic time	most likely time	pessimistic time
1.	Identifying the demand to develop a new service (taking the market trends, competitive environment, prevailing environmental conditions, and user experience into account)			
2.	Generating new ideas (generating ideas according to the identified need to develop a new service)			
3.	Employees involvement in the process of new ideas generation (staff selection, process coordination, evaluation of ideas)			
4.	Customers involvement in the process of new ideas generation (process coordination, evaluation of ideas)			
5.	Evaluation of exceptionality of the newly generated ideas			
6.	Evaluation of possibility to realize the newly generated ideas in the current market conditions or in the current technological way			
7.	Evaluation of the relevance of the idea to potential customers			
8.	Evaluation of the relevance of the idea to specific groups of customers			

Choose the values of work duration (days) to the individual tasks assigned to the stage of analysis

No.	Individual tasks of the stage	Duration of work (in days)		
		optimistic time	most likely time	pessimistic time
1.	Evaluation of the general preparation of staff (identification of available, missing, and additionally required competencies)			
2.	Evaluation of the possible expenses incurred during the development of a new service			
3.	Competitor analysis			
4.	Evaluation of the possibility to apply innovations to the newly developed service			
5.	Evaluation of licenses (evaluation and identification of patents, licenses, or other limiting factors)			
6.	Identifying the specific needs of customers			
7.	Assessment of ideas proposed by customers towards the newly developing service (evaluation of customer expectations and experiences when the conceptual service has not yet been tested)			
8.	Portrait formation of the targeted customer (e.g., according to age, education, generation (baby boomers, X, Y, Z), incomes)			

Choose the values of work duration (days) to the individual tasks assigned to the stage of formation

No.	Individual tasks of the stage	Duration of work (in days)		
		optimistic time	most likely time	pessimistic time
1.	Employees involvement in the development process of a conceptual service (staff selection, process coordination)			
2.	Simulation of conceptual service delivery among company employees (process monitoring, evaluating the observations of employees)			
3.	Elimination of shortcomings of a conceptual service identified by employees			
4.	Training of employees involved in the process of new service development (development of necessary competencies)			
5.	Threat assessment of potential new competitors			
6.	Customer involvement in the process of testing a conceptual service (selection of target customers, process coordination and monitoring)			
7.	Assessment of observations and recommendations expressed by customers (process monitoring, evaluating the observations of customers)			
8.	Elimination of shortcomings of a conceptual service identified by customers			

Choose the values of work duration (days) to the individual tasks assigned to the stage of realization

No.	Individual tasks of the stage	Duration of work (in days)		
		optimistic time	most likely time	pessimistic time
1.	Preparing a marketing plan for a newly developed service (selection of marketing channels, implementation of selected marketing solutions)			
2.	Formulating the pricing of a new service			
3.	Choosing the distribution channels for the new service			
4.	Evaluating the response of the direct competitors to the newly developed service			
5.	Improvements caused by the reaction of direct competitors (technological improvements, set an earlier date of launching, changes in pricing)			
6.	Trial release of the newly developed service to the customers			
7.	Short-term post-launch assessment of a newly developed service			
8.	Execution of the minor changes before the full-scale launch			

## OPEN QUESTIONS

Which steps of the new service development process (preparation, analysis, formation, realization) usually require more time than it was planned?

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In which of the steps involved in the development of new services do you usually feel the greatest need to save extra time?

