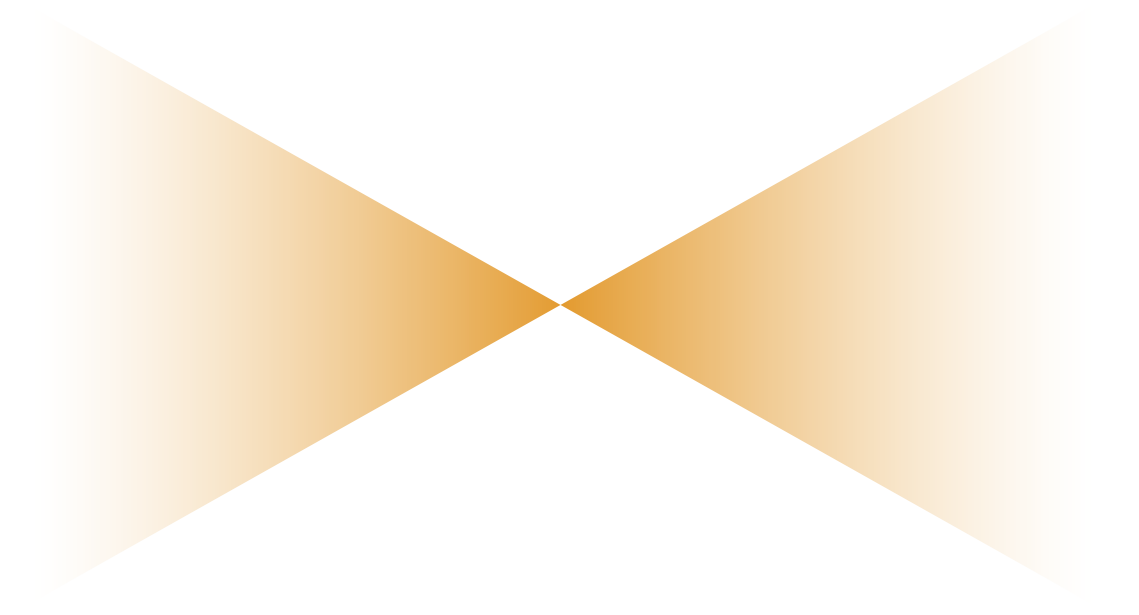


KISD



# **Service Design**

**PRACTICAL ACCESS TO AN EVOLVING FIELD**

Stefan Moritz



Service Design

Practical access to an evolving field

Stefan Moritz, London 2005

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# Service Design

PRACTICAL ACCESS TO AN EVOLVING FIELD

Service Design helps to innovate (create new) or improve (existing) services to make them more useful, usable, desirable for clients and efficient as well as effective for organisations. It is a new holistic, multi-disciplinary, integrative field.

## Executive summary

This summary provides an insight into Service Design and how it can help address some key challenges facing organisations today.

Service Design is a new holistic, multi-disciplinary, integrative field. It helps to either innovate or improve services to make them more useful, usable, desirable for clients, as well as more efficient and effective for organisations.

The service sector makes up the biggest part of the economy, up to 70% of GDP. However, services are not as productive for organisations and as satisfying for clients as they could be. Services have a design problem.

Professionals in the service sector need to realise that they are involved in design and use Service Design to improve it. Services have unique features. They are not tangible, cannot be stored or owned, consumption happens at the same time as production and they are complex experiences that happen over time. Therefore, designing services requires special considerations.

Design as a whole has changed and Service Design can address the unique challenges that the service economy is facing. Design is not only crafting details of products anymore. It is a field that designs complex and interactive experiences, processes and systems. It involves expertise and experts from related fields and clients in the design process. It uses special processes, tools and methods.

Service Design arose about 10 years ago. Since then it has continued to evolve through a number of channels and has gained significant momentum in the last couple of years through the development of an international Service Design Network.

Service Design integrates management, marketing, research and design. It acts as an interface and connects organisations and clients in a new way.

Many organisations in the market today are working to improve and innovate services, and there are many great examples of that in Virgin Atlantic, First Direct, FedEx, however, improvement is seldom done regularly, systematically or even intentionally. That is why there is a need for dedicated Service Design.

Recognising how Service Design can give organisations a significant competitive advantage is a starting point. From there, to get involved in Service Design it is essential to first have a complete understanding of it and this paper sets out in detail what is required to do so. It explains and describes the framework in which service design operates, explores existing models, details the six mind-sets required to complete a service design project (understanding, thinking, generating, filtering, explaining and realising) and provides overview models, a process and a practical job description.

To conclude, Service Design is a very different way of approaching the way we think of the relationship between organisations and clients. This paper defines the essential role that Service Design can play in nurturing that relationship through the creation of outstanding and innovative service experiences. Through Service Design organisations can create competitive advantages, loyal satisfied clients and higher profit margins. Improving services is essential – not only to drive organisations forward, but economies too.

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# INTRODUCTION

## About this paper

### Objective

This paper introduces Service Design as a way for practitioners to deliver value for their organisation. This paper looks at the development of Service Design and describes where it is at today. It gives people that work with services an understanding of, and practical access to, Service Design.

### Enable understanding and access

The service economy is booming – yet clients are not always satisfied, and the service sector is still less productive than the manufacturing sector.<sup>①</sup> Service Design is a new field in which user oriented strategies and concepts are designed to make services work better for an organisation and their clients. Service Design is offering a competitive advantage for organisations and ensuring quality experiences for clients. For example it helps organisations to offer better services than their competitors and to raise clients awareness to the service they consume. However, so far only a few organisations use it.<sup>②</sup> Why?

The paper explores this question, identifies how possible tasks can be addressed by Service Design and it develops a model that groups tasks into a workable framework.

Which tools can be used to enable Service Design? Which can be identified in other disciplines? How can some of them need be adopted to Service Design? And overall: Which ones can be developed specifically for designing services?

The paper also helps identify the skills required to manage and become active in Service Design and explores a set of tools that are helpful to achieve those tasks.

<sup>①</sup> According to the UK treasury the service sector is 1/3 less productive than the manufacturing sector, as stated by Kevin Gavaghan in a conversation.

<sup>②</sup> As found e.g. by research of the University of Westminster

“One of the big challenges is to get people in the service industry to realise that they are involved in design and to get help to improve it.”

Bill Hollins, Service Design pioneer

## Goal

The complex and multi-disciplinary field of Service Design according to some experts can address some of the key challenges that our society and economy is facing.

Given that Services have specific implications, designing them is a complex, iterative and multi-disciplinary process. Service Design is a field that allows and encourages competencies from different fields to come together. Experts from different disciplines have contributed with various perspectives to this new practice.

To make it easy for a broad range of professionals to fully understand Service Design, this work sets out to turn Service Design into a tangible, accessible reality. As a practical starting kit it compiles tools and methods of Service Design to facilitating the explanation of Service Design to clients, institutions and investors.

In addition this work gives me, as the author, the opportunity to establish a holistic and practical knowledge of Service Design, as well as an opportunity to explore and understand various tools and experts in Service Design and its related fields. It enables me to examine this field from an international perspective, to equip myself with a broad range of valuable contacts, tools and knowledge.

To me is clear that I have a unique opportunity to use the experience and the network that partially result from the MEDes<sup>①</sup> and from Birgit Mager's<sup>②</sup> support and endorsement. The combination of both enables me finally to write the first master in Service Design – a subject that I'm very passionate about.

This work includes four chapters. The first chapter sets out to set up the background for the development of Service Design, including the changes in the economy and in design. The second chapter gives an insight into Service Design as a new field, including what it differentiates and what it can deliver. The third chapter explores how Service Design can be made accessible in a practical way. The fourth chapter is the conclusion of this work. The working process has been kept transparent and documented via a Blog.<sup>③</sup> This paper includes research, thoughts and reasoning as well as some material that specifically helps to understand Service Design. Quotes, visual material and summaries support this paper to be a compact and reader friendly summary of Service Design.

① MEDes – European studies in design. A new programme joining seven European design universities, including two years in two different countries.

② Birgit Mager is Professor for Service Design at Köln International School of Design, Cologne

③ On-line communication platform: <http://master.stefan-moritz.com>



## Methodology

In the four different areas of research, interviews, desk research and a workshop were used to investigate and understand Service Design, related fields, service practitioners and various tools.

To establish a profound understanding of the Service Design field various papers and books have been reviewed. A seminar that was conducted by *RSA-Design*<sup>®</sup> in London helped to gain understanding of different perspectives on Service Design.

The attendance of a one-day workshop for practitioners in the service sector that Birgit Mager held in Cologne, helped to understand the detailed background, tools and methods of Service Design as well as the audience that attended this workshop.

Several interviews and conversations with various Service Design experts helped to gain understanding not only about the Service Design practice but also about the landscape and actors within this new field and different perspectives. The emerging international *Service Design Network* was a crucial platform to access people and material. Different resources that are available from those Service Design experts have been reviewed and analysed. ↘

### CONDUCTED RESEARCH

#### 1. Service Design

- Literature review
- Expert interviews
- Model & process review
- Tool analysis

#### 2. Related fields

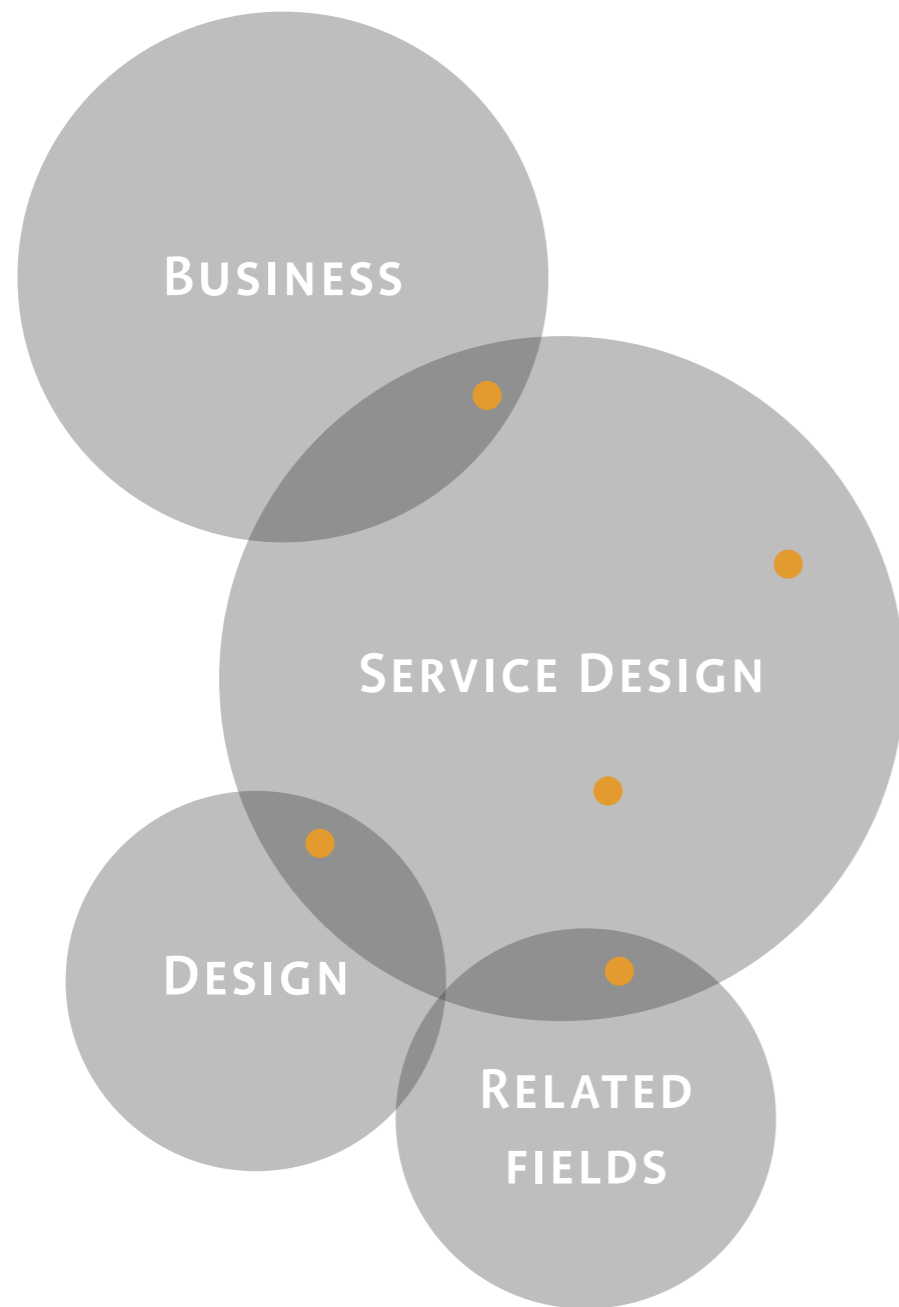
- Expert interviews
- Model & process review
- Tool analysis

#### 3. Practitioners

- Interviews
- Desk research
- Workshop

#### 4. Service Design Tools

- Interviews
- Desk research
- Prototyping
- Workshop



[ MODEL ONE ]

### Where does Service Design fit in?

This map shows two things: Service Design is part of the worlds of Business, Design and Related fields. Only some aspects of the whole systems are covered in this work. The description of the methodology highlights what these areas are.

## Methodology

Service Design is a multi-disciplinary approach. The various relating and overlapping fields have been reviewed to research relevant existing tools. The methods and tools that are available within these areas of related expertise have been reviewed to be applied or adopted to Service Design. Experts in some areas have been consulted to gain detailed understanding of the tasks that cover the discipline and the tasks and skills that are used to perform these tasks. The understanding of the related fields is crucial to understanding Service Design.

The audience that this work aims to enable to use Service Design was specified in the goal. To find out their context, needs and goals several interviews have been conducted. This understanding is crucial for the success of this work. To investigate how different tools can be used with this audience a workshop has been carried out. Research that was available from the *University of Westminster* has been reviewed and gave insights into the way that services are currently developed and innovated.

Research has also been undertaken to analyse the tools that are currently being used by the various academic and consultancy players in the *Service Design Network*. Desk research into existing tools has helped to gain a list of tools and methods that can be used in Service Design as such or that can be adopted to the specific needs of Service Design.

A Service Design workshop helped to identify insights, develop ideas and find solutions and to test different tools. In the workshop a supporting service has been discussed and designed. This activity therefore covered rich results: Insights into the needs of practitioners, the development of ideas, and testing the tools that have been prepared especially for this workshop.

The end result of this work can be seen as a starting point and discussion base. It enables precise and quality input from both sides, the Service Design experts and the service practitioner community.

# CHANGING WORLD

“There’s been a lot of focus on product innovation over the years, but very little discussion or thought on innovation in the service sector – despite the vast growth of that part of our economy.”

John A. Byrne, editor-in-chief of Fast Company magazine, January 21, 2005  
*Service Innovation*, <http://blog.fastcompany.com>

## Service revolution

We are surrounded by services every day. – We listen to the radio. – The window cleaner makes sure that the sun can shine into our apartment. – Our mail is delivered. – The hairdresser gives us a new summer cut. – We borrow books from the library. – We go online, book our holiday and finally take the plane to the Caribbean. – And that is not new. Services have been around for centuries – the old Greek and Romans had servants and even prior to that services were provided and also paid for.

Still, we are aware that some things have changed dramatically in the last say 25 years. We have reached the end of the monopoly of the industrial era.<sup>Ⓢ</sup> In the end of the 19th century the steam machine, bigger factories, new inventions and methods pushed a mass of cheaper goods in the market. The industrial revolution created an ocean of cheaper and better products in developed countries. Today, most households have two TVs, an electrical toothbrush, a car, and most of us stereos and PCs. Like the industrial revolution that transformed society and economy we are now about to experience the service revolution.<sup>Ⓢ</sup>

### Four main drivers lead the service revolution

- 1 . The service economy is booming
- 2 . The product market is satisfied
- 3 . Technology enables services
- 4 . Humans have individual needs

Ⓢ Thackara, John: *In the Bubble*

Ⓢ Conversations with Lavrans Løvlie





Supermarket shelf: The product market is satisfied. Over the last years products got more and more similar.

## Service revolution

### 1. The service economy is booming

The World bank recognises a strong growth of the service sector and expanding trade in services: “Service industries increased their share of the world economy during the past two decades, while the relative shares of agriculture and industry shrank in most developing regions.”<sup>①</sup>

The service economy is the dominant part of the economy of most developed countries. The USA and Japan are the worlds leading countries in their massive service economies. Catching up with this in European countries, services are becoming increasingly important for the economy. Up to 70% of the GNP lies in the service sector today.<sup>②</sup>

Service has been recognised as third sector beside agriculture and manufacturing. In the past years a fourth sector around transformation of data and information into knowledge has also been recognised.<sup>③</sup> The currency of that new economy lies mainly in services.

Pure service companies are emerging in surprising places. Product companies are developing into *solutions* companies by adding services to accompany their products. Jan Carlson at *Scandinavian Airlines* said: “We don’t fly planes any more – we fulfil the travel needs of our clients.”<sup>④</sup>

More and more hybrid product-service companies are relying a lot more on services. For example the revenue mix at *IBM* has gone from 68% products / 32% services in 1994 to 48% / 52% in 2003, a 63% change in ten years.<sup>⑤</sup>

### 2. The product market is satisfied

“As a consequence of mass and serial production, products increasingly resemble each other.”<sup>⑥</sup> Over the last years products got more and more similar. From a client\* standpoint the twenty different washing powders that are available in every super market are all fulfilling the same purpose. And the basic function of cleaning and basic quality is taken for granted for all of them. In the last years branding has worked on positioning, creating unique selling propositions and marketing has pushed and promoted those products. A documentary revealed that shampoo packaging is redesigned every two weeks in Germany on average. But also outside the FMCG market many new versions of old products are being created all the time, even though the results are not always innovative or very different from before.<sup>⑦</sup>

This is not to say that there won’t be new unique products. However, the industrial revolution enabled a new quality of life in developed countries. Results such as the *Volkswagen* peoples car or *Ikea* furniture enabled a wide range of people to afford designed products. To make prices even cheaper and to be more competitive most producing companies moved their manufacturing facilities to low price countries mainly in Asia.

Services are used to support products competitiveness and to add value. Many products are platforms for services. More and more the real business does lie in services and products represent the possibility to consume the service. But

① World bank. Retrieved from the world wide web the 2005-03-12. <http://www.worldbank.org>

② DIEC. Retrieved from the world wide web the 2005-03-16. <http://diec.co.uk>

③ Bel, Daniel: *The Coming of Post-Industrial Society*

④ Mager, Birgit (2004-11-16): Service Design workshop, Cologne

⑤ Rae, Jeneanne M. et. al. (2004): *Services Are Different*. In *Head’s Up! On Organizational Innovation*. Online weekly. InnovationNetwork.

⑥ Mager, Birgit (2004): *Service Design. A Review*. (page 9). Cologne

⑦ <http://uiaf.fi/projects/zone>

\* In this work the word *client* is used consistently instead of *customer*, *consumer* or *user*. This is representing the change of thinking in Service Design towards seeing and treating clients as important and part of the process.

## Service revolution

this does not mean that products are not important any more. Services are integrated in complex hybrid product and service units that complement the service offering. For example a mobile phone as a product is the enabling platform to use the service of communication. The phone mostly comes for free with a service contract. This example has been used a lot to illustrate how important services are and that products are just there for the service. Yet the mobile phone is playing a significant role as a fashion item. Therefore the *service hybrid* represents a new unit that requires new design – in strategy, branding and marketing.

### 3. Technology enables services

A change in technology resulted in the industrial revolution. It changed the way companies worked and offered many new possibilities. Furthermore, the service revolution is based on a wide range of technological changes. The internet, telecommunications, computers & wireless devices again open up many possibilities. All these new technologies work as service enablers.<sup>®</sup> Services can be provided in new ways. Banking for example is now possible via the internet or on the phone. New services can be offered such as broadband for example. There are unlimited opportunities in creating service systems that offer value in new ways.

Technology has changed the relationships between clients and service providers. Therefore technology represents new possibilities as well as challenges. Physical boundaries are not existing any more. Networks make it possible to have service centres in countries with cheap labour. Online services are very quick and rather easy to copy. Overall networks and technology have changed so drastically in the last two decades.

This development changed the way things worked and offers fertile ground for the service revolution.

© Conversation with Lavrans Løvlie, Live|Work

### 4. Humans have individual needs

Clients are complicated. They have individual needs and expectations that can't be standardised. Depending on context and situation every client has different needs even for the same service. The same person might want to go through an airport very quickly on a business trip but might want to relax with a coffee and do some shopping on a private holiday. This need goes clearly beyond different packaging of the same things. In a store somebody wants to browse around themselves and somebody else expects direct specific help. In the last years life styles and patterns changed and today a bank manager can listen to hip-hop, eat in a good restaurant and go home on roller blades.

The mechanics of client behaviour play a much bigger role in information chains than they do in supply chains. Especially in services where clients are directly involved in the process. This is why it is getting increasingly hard to estimate or guess what any one person wants.<sup>®</sup>

No computer, machine or robot can cope with the individual needs of clients sufficiently. Service is a big opportunity to offer a totally new dimension of value.

### Conclusions

The opportunity for Service Design is to address these drivers and to support the service market with new concepts. The future lies in good designed services. Successful organisations have moved from product centred organisations towards offering mainly services, other organisations can benefit from such change too.

The market is full of products. Organisations need to find new ways of standing out against the competition and to offer new value. Just selling and pushing advertising and pricing is not sufficient. Service Design can help to create a new relationship between organisations and clients.

Technology offers new possibilities how to deliver services and enables new kinds of services. But it is not always true that new technology has to be used for its own sake. Clients are individuals with human needs, wants and feelings. There are services that robots and computers can't offer in the same way humans can. Service Design puts clients in a stronger focus.

### Sources & further information:

© Karmarkar, Uday: *Will you survive the service revolution?* June 2004. Harvard Business Review.

→ <http://worldbank.org>

→ <http://diec.co.uk>

→ Rae, Jeneanne M. et. al. (2004): *Services Are Different*. In *Head's Up! On Organizational Innovation*. Online weekly. InnovationNetwork.

→ Mager, Birgit (2004): *Service Design. A Review*. Cologne.



## Services...

1. Are not tangible
2. Are not separable from consumption
3. Cannot be stored
4. Cannot be owned
5. Are complex experiences
6. Quality is difficult to measure

Source: Mager, Birgit: *Service Design – a review*. Hollins, Bill: *Design and its management in the service sector*.

## What differentiates services

70% – a large part of the economy is in the service sector and the vast range of different services<sup>①</sup> underlines the fact that services are everywhere.

To explain what is unique about services the differences between products and services have been examined (Sasser, Hollins, Mager etc.). This differentiation is still valid today and underlines the major shift in thinking that is needed for and delivered by Service Design.

Given the amount and complexity of services it is helpful to describe what services are not. The English magazine *The Economist* wrote: “Service is everything that can’t fall on your feet.”<sup>②</sup> Generally some key features summarise what is unique about services. Those unique features represent some of the challenges that are addressed within Service Design.

### 1. Services are not tangible

Services have no physical form, they can not be physically touched. They cannot be seen before purchase or taken home after. One cannot touch legal advice or a journey, though one can often see the results. The challenge is to find ways to create tangible manifestations and representations that communicate the value of the service.

### 2. Services are not separable from consumption

Production and consumption of services mostly occur at the same time. Supplying a service is inseparable from the consumption by the client. The challenge is that the involvement of clients cannot be planned or prepared in services. New technology offers possibilities for self-service. Even though elements and modules can be prepared there is always an overlap between service and consumption.

### 3. Services cannot be stored

As services are not physical they cannot usually be stored or inventoried. Clients expect services to be accessible most, if not all of the time. Services simultaneously lose their value if they are not used. In contrast, the seat on a plane loses its value once the plane has departed.

### 4. Services cannot be owned

Most services are used on the spot. Nobody can take services home. Most services are not transported or exportable. Services are used rather than owned. Nobody can own a massage for example.

<sup>①</sup> Please see list of services on page 74

<sup>②</sup> Brandeins. German management magazine. 04-2002

## What differentiates services

PRODUCT	SERVICE
→ Produced	→ Performed
→ Material	→ Immaterial
→ Tangible	→ Intangible
→ Can be stored	→ Can't be stored
→ Usually without client	→ Interaction with client
→ Consumption after production	→ Consumption = production
→ Defects in manufacturing	→ Mistakes in behaviour

[ MODEL TWO ]

### Products and services are different

This overview shows the most prominent differences. The implications of these differences are addressed in Service Design.

Source: Backmann, Michaela (1998): *Designmanagement als strategischer Erfolgsfaktor im Dienstleistungssektor. Diplomarbeit im Lehrstuhl für Innovations- und Technologie-management*. University Regensburg. As cited in Kleebank, Nina (2000). *Diploma in Designmanagement*. KISD. Cologne.

“No consumer ever buys a product.  
Consumers buy what products provide.”

Peter Drucker, business & management specialist

### 5. Services are complex experiences

Services happen over time and across several Touchpoints. Unlike tangible products, no two service delivery experiences are alike. Clients perceive services on many different levels. The overall interface and experience connects is a combination of the experiences of all Touchpoints.

### 6. Service quality is difficult to measure

The measures of quality in a service tend to be qualitative and there are few quantitative measures. As a result, there is a wider variability in services and it is more difficult to control the quality of a service.

### Conclusion

The unique features of services have a major influence on the experience that clients have compared to the experience clients have with products. Services can include different components. That can be space, product and service components.

The total experience that clients have is made up from different contacts with these components. Every encounter of a part of a service is called a Touchpoint. That means that services are different, more complex and basically exist from the perception that clients have across different Touchpoints.

An organisation that provides services needs to address research, innovation and development in a different way than that of products. This is where Service Design comes in.

### Sources & further information:

- The Service Management Course, (by Hart, C., J. Heskett, and W. E. Sasser Jr. N.Y.: Free Press, 1990).
- Hollins, Bill: *About Service Design*. Design Council. <http://design-council.org>
- Conversations with Birgit Mager, Bill Hollins, Sean Blair & Lavrans Løvlie



## Understanding design

Design used to be seen as a profession that operates in specialist areas such as graphic design, product design and fashion design. One of the tasks that design used to be associated with, was to make things look good. Design used to work at the very end of the process in most companies. A product designer for example would be responsible for the shape and look of a product that was already developed. Design is not any more restricted to the surface of things and how they look. And it is not any more only employed at the end of the product development process.

### Disciplines are melting

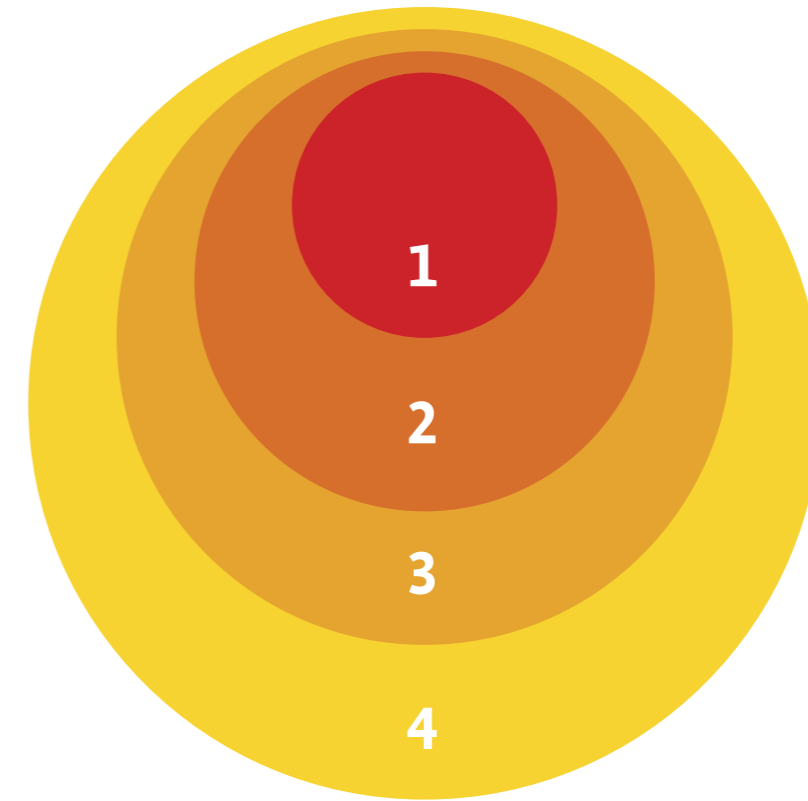
In the last years companies and academic institutions recognised the need and potential of a new approach to design practise. For example the model design school in Cologne offered a new multi-disciplinary design education across thirteen areas of design.<sup>①</sup> Design companies such as IDEO hired professionals from different fields such as psychology, human factors, zoology and ethnography to state but a few.<sup>②</sup> The consequence is that designers work on broader horizons and are able to integrate specialist expertise.

In such working practise the awareness for lacking knowledge or experience and the sensitiveness towards the real needs of a project increase. That means that a designer would not just design a

poster. It would be questioned if in this specific case a light-beam or projection could work better. Instead of a new fridge design a service concept could deliver fresh food. Design does not only operate on a specialist level any more. It combines the expertise of different design disciplines to develop holistic concepts. The co-operation of different experts enables a new platform of multi-disciplinary work.

### New scope of design

Design has changed its scope and goes beyond designing artefacts. It used to be limited mostly on to the level of designing features of products, rooms, stationary etc. Design today extends to the experience that clients have with products, services, spaces or a mix of these. But design is used also to design the processes and systems that are behind these experiences. On the broadest level design comes in to policy making, is involved to develop strategies and philosophies. Design is being recognised as a business driver that should be integrated up front in a project. In the course of a project as time goes by design is involved from the broadest to the most focused level. From the strategy to the actual details of the outcome. ↘



[ MODEL THREE ]

### Levels of design

- 1 Design of features (product, service or space)
- 2 Design of client experience
- 3 Design of processes and systems
- 4 Design of strategy, philosophy, policy or ideology

Based on: *Worldviews of Design, Spirit of Creation, 2004*

<sup>1</sup> Köln International School of Design, Cologne. <http://kisd.de>

<sup>2</sup> IDEO, design group. <http://ideo.com>

## Understanding design

### Co-design

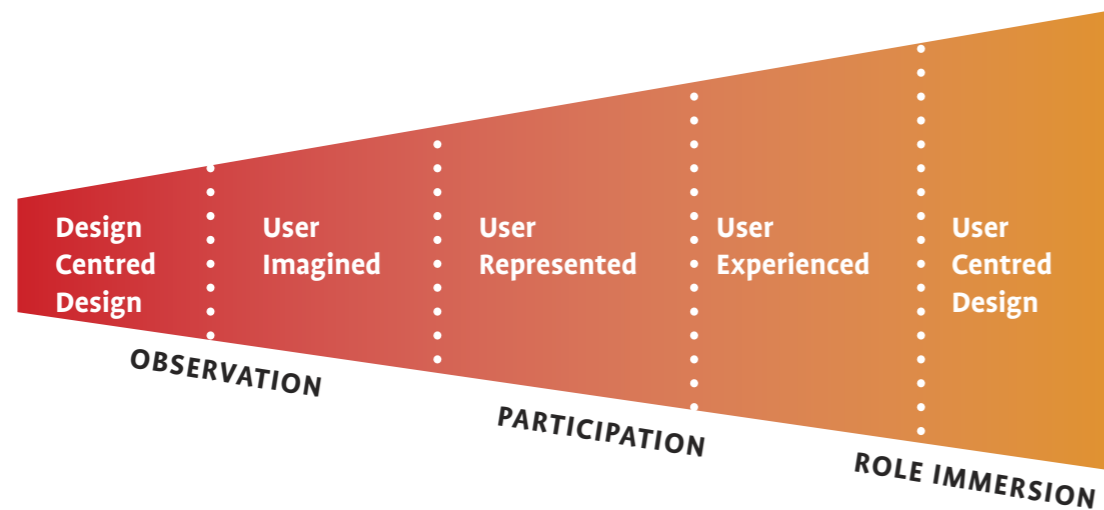
“No design, no matter how beautiful and ingenious, is any good if it does not fulfil a user need.”<sup>①</sup> That seems rather obvious. But the role of the user (client) in the design process has changed (please see model four). Designers used to see users from a design centred observational perspective. At a later stage the user was imagined to think about what they might want or need. A different approach was when designers actually made contact with users. This participation was either in representing the user or experiencing the user. This new way of designing included the user finally in the design process and is today practised as *User Centred Design*. This participatory design makes clients part of the project and involves them in a collaborative design. The research group *Luotain* at the *UIAH* in Helsinki is working on various projects that include clients in different parts of the design process.

### New roles for designers

Design has developed and opened new fields for designers. New roles such as Interaction Design, Gender Design, Experience Design, Design Management, Strategic Design, etc. have emerged. Designers that have been trained in a traditional design background have taken specialised education to accommodate the new market needs and possibilities. Also Service Design is a new role for designers.

### New designers

Design has also opened up a new field for people traditionally considered non-designers to participate in multidisciplinary approaches. Design offers a new platform for collaboration of people from different backgrounds and with different experiences. Are you already a designer? Otherwise you might want to become one?



[ MODEL FOUR ]

### Co-design

This model shows how design has changed towards User Centred Design. Clients are involved in the design which is called Co-design.

This represents one of the dimensions that changed in design.

① Design Council. Retrieved from the world wide web the 2005-04-23. <http://www.designcouncil.org.uk>

Diagram source:  
User Centred Design Conference, 2003-05-12, UIAH, Helsinki,  
Luotain presentation, referencing Bill Gavers

# “We are all designers now.”

John Thackara, Author of *In the Bubble*

### Conclusion

Design involves the understanding of client wants, needs, motivations and contexts as well as business, technical and domain requirements and constraints. This knowledge can be translated into artefacts, into plans for artefacts or strategies that set frameworks or give direction. Design ensures that the overall experience of products, services and spaces is useful, usable and desirable as well as efficient, effective, economically viable and technically feasible.<sup>②</sup>

Design has been recognised as an important factor for businesses and it has been identified (e.g. by the Design Council) that companies that use design in a more integrated way are more successful.<sup>③</sup>

Design strives to create experiences that go across products, spaces or services. It takes the view of a product or service from the entire life cycle with a client, from before they perceive the need to when they discard it.

Design has always been involved in change. Without changes design would not be that necessary. The changes that we are facing have resulted not only in new designs. They have resulted in a re-designing of design.

As John Thackara (Doors of Perception) writes in the last line of his book *In the Bubble. Designing in a Complex World*: “We are all designers now.”<sup>④</sup>

② Design Council. Retrieved from the world wide web the 2005-05-12. <http://www.designcouncil.org.uk>

③ Hollins, Bill. Various papers online. Retrieved from the world wide web the 2005-05-27. <http://wmin.ac.uk/dm/>

④ Thackara, John (2005): *In the Bubble. Designing in a Complex World*. The MIT Press. Cambridge, Massachusetts. Page 226

# SERVICE DESIGN SOLUTION

“It’s one of those areas that is a tweener, falling between other departments in a company.”

Jeneanne M. Rae, Co-founder of Peer Insight

Peer Insight is currently conducting a massive research into the innovation of services. They formed a collaborative venture among eight companies, including Mastercard and Siebel Systems, to share data and deconstruct the successes and failures in service innovation.

## What is Service Design

From the previous chapter it becomes clear that services are different. The world is changing. The service sector has an increased significance for organisations. So what does that mean?

Services have been provided for a long time. And when it comes to serving wine or cutting somebody’s hair nobody would have thought about getting help from a designer to improve their services.

If it comes to the delivery of slightly more complex service, like the supply of a parcel, we know that design can offer help with the corporate design of forms, corporate fashion of the drivers outfit or with the design of the packaging. But for a long time there was no profession existing that would look after the planning and detailed execution of the overall service – a Service Designer.

The design of products seems very normal to us today and interestingly that emerged in a rather similar way to how Service Design is developing. In the 19th century new technology enabled a variety of new machines and devices. Designers like Raymond Loewy and the German Bauhaus engaged themselves with giving the technology a more human face. To design meant to make sure that products are beautiful and pleasing as well as useful.<sup>①</sup>

Today product design is more complex and advanced. The principle is the same – designers think about the end user and make sure that products are useful, usable and desirable. At the same time designers implement manufacturing processes in organisations that are effective and efficient.<sup>②</sup>

Service Design is the design of the overall experience of a service as well as the design of the process and strategy to provide that service.

Service Design is a process across the four D’s – Discover, Define, Develop & Deliver<sup>③</sup>. It is about understanding client, organisation & market, develop ideas, translate them into feasible solutions and to help implementing them. Service Design is involved in the ongoing live-cycle of services and offers continuous evolution. Services can be constantly changing in time. ↘

① Live/Work presentation at the RSA-Design Service Design seminar. October 27, 2004. Conversations with Lavrans Løvlie

② Conversations with Sean Blair

③ Presentation from Jenny Winhall from the new unit RED at the Design Council, at the RSA-Design Service Design seminar. October 27, 2004.

## What is Service Design

# Service Design is not a new specialist design discipline. It is a new multi-disciplinary platform of expertise.

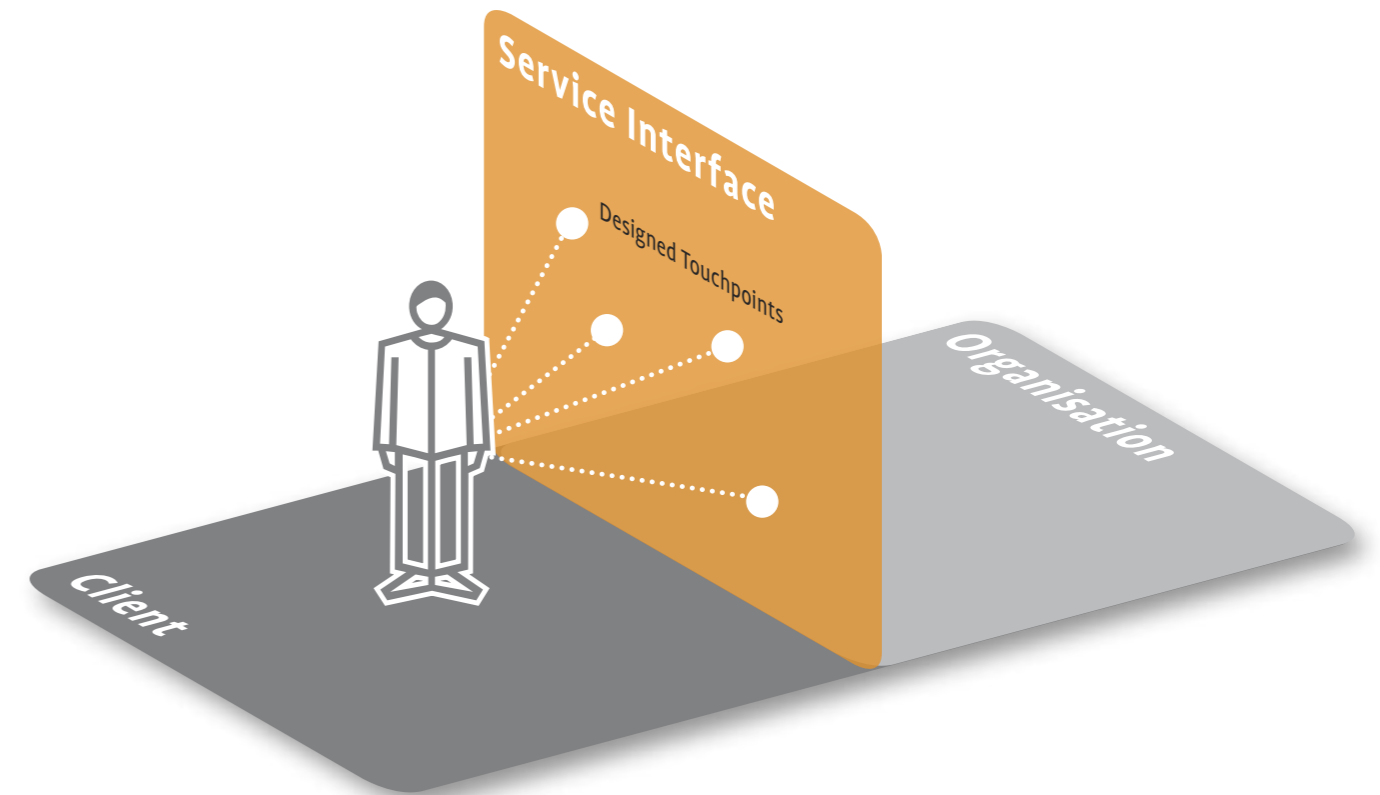
What does this mean? Service Design is not a short project that carries a service through to launch. It is an ongoing process. It is work with components, workshops and projects to integrate new service practises into organisations. Effectively, Service Design adapts to organisations and needs, and is translated into business structures and processes.

Service Design is planning and shaping useful, usable, desirable, effective and efficient service experiences. Service Design helps to understand consumers, the market, resources available and insights into clients expectations, needs and experiences across all Touchpoints and over time.

Service Design helps to unveil opportunities, produce ideas, solve problems and create implementable solutions. It provides meaningful specifications, guidelines and strategies. It generates ideas, develops solutions and creates concepts. It uses criteria to identify the best ideas and solutions. It finds ways to explain and share insights, complex structures and processes. It uses prototyping to test results, plans and process maps to implement the solutions.

Service Design creates and shapes the client interface and crafts all details of the service journey. Methods and tools are used to make the service experience consistent, desirable, useful, viable, in line with the brand and commercially successful. For companies Service Design offers the possibility to create additional value, to differentiate against competitors, to better use resources and to connect to consumers in a desirable way. For clients Service Design represents the improvement of everyday life and the provision of quality experiences.

Service Design connects the desires of the client with the desires of an organisation. Service Design is a mediator that understands how to build the bridge between the two within the overall context.



[ MODEL FIVE ]

### Service Interface

Service Design works on the design of all different Touchpoints that together result in a designed service interface

The Service Interface is the pattern derived from various contacts that a client has with a brand through different Touch-Points of a Service Journey. It is established over time and is the platform for the Service Experience.

A metaphor used for Service Design is that of a theatre stage. Klaus Weyh refers to it as *Broadway Management*<sup>®</sup>. The service experience happens on a stage. The difference to a real theatre is that the client is part of the show literally. But as in the theatre a complete service experience is always a mixture of the actors that play their roles, the stage design and different objects that are used. In service, the stage design is the design of the

space and of the overall situation. The different roles are *played* by service personnel instead of actors. But just as in the theatre a service is a unique individual experience. The stage is the equivalent to the Service Design interface.

Just as in the theatre, Service Design covers not only the design of every detail that happens on stage, but also processes, organisation, business and preparation back stage. Only when all factors front and back are working together will the client experience the service as working perfectly and sufficiently.

1. **Service Design truly represents the clients perspective**
2. **Service Design addresses the unique features of services**
3. **Service Design integrates expertise from different disciplines**
4. **Service Design is interactive**
5. **Service Design is ongoing**

## What differentiates Service Design

Earlier in this paper the special features of services were discussed. They differ to products, happen over time, are complex, interactive and stretch across different Touchpoints. The consequence is that the design and therefore also the research, development and implementation need to be addressed differently. Service Design integrates different fields and clients in the design process. It is a new field that connects organisations and clients in a new way. This paper explores how Service Design addresses the challenge. The following pages set out to identify what is unique about the field Service Design.

**Service Design is a new field that connects organisations and clients in a new way.**

### 1. **Service Design truly represents the clients perspective**

To design services it is important to establish a good understanding of the goals, motivations and latent needs that clients have. They are difficult to predict and mostly clients are not consciously aware of those needs. As well as needs there are some principles that feel more natural to some clients than others.

When *IDEO* developed the service strategy for *Juniper Financial* they observed the bank's clients in their homes as they paid bills, at banks, ATMs and elsewhere. One of the latent needs identified was that people are used to keeping bills in a stack and then pay them all together at some point. Based on this insight they included a gentle reminder function in the online banking portal. Similarly to the bill stack, a virtual list would grow and indicate gently, e.g. with colours, when its time to pay. The service had the possibility to use a mechanism that matches the natural behaviours of clients.

Services so far are provided by organisations and are thought through and planned (designed) mostly from this provider perspective. The point of difference that the Service Design approach offers is the development of service systems which are focusing on the client as well as on the organisation. ↘

## What differentiates Service Design

Clients are involved in designing the service delivery process. Without a client there can be no service. That has a number of consequences on the design of services. Service Design needs to use new ways of testing services.

In Service Design it is easy to confuse user-clients with customer-clients. For consumer products, customers are often the same as users, but in corporate, technical or service domains, users and customers rarely describe the same sets of people. Customers of a product are those who make the decision to purchase the service.

### 2. Service Design addresses the unique features of services

Clients encounter different *Touchpoints* over time. A *Touchpoint* is a contact point with one of the elements of the service offering – like receiving a confirmation letter.

All *Touchpoints* can be considered experience puzzle pieces of a service and can be build out of product and service components. The overall experience that a consumer has is driven by the *Service Interface*. It is a mental concept in the clients mind. Designing this interface means to align all *Touchpoints* against the Service Design concept.

Services are different from products. Yet in many cases they are connected to products in some way. Or as Bill Hollins says: “A lot of services ride on the back of products.”<sup>©</sup> Service Design does not exclude products but rather looks at the unit of product and service as they are experienced together by clients.



#### Touchpoints

All Touchpoints are experience puzzle pieces of the service. They complement the overall experience across the service interface. Each piece helps to shape a whole.

### 3. Service Design integrates expertise from different disciplines

Design has developed into a strategic, conceptual and multi-disciplinary field. Therefore many designers are used to working with experts from diverse fields, such as research, technology, communication etc.

Service Design usually addresses internal as well as external clients. In an organisation there are different people that need to be seen as clients. Service Design ensures that everyone involved in a project feels like a client, and that the different methods and tools used ensure excellent internal and external service experience.<sup>©</sup>

Design (including communications) always has been a mediator / translator between industry and people, technology and application and between offer and need. There is no reason that marketers, engineers or others could not contribute to projects in the multi-disciplinary field Service Design. They might prefer it to be called Service Marketing etc. However, Service Design as a field offers a very unique portfolio of tasks and there are different tools and skills needed to provide those. Later, the role description of the Service Design Scout helps to establish a description of what role Service Design can play in an organisation.

“When designing and developing a new service, organisations need to think about trust, about increasing a sense of transfer of ownership and about experience. Changing the method of payment, can not impact the design of a product, but it is a major change in the development of a service.”

Marc Innegraeve, service expert

<sup>©</sup> Conversation with Bill Hollins, London 2005

<sup>©</sup> Mager, Birgit (2004): Service Design – a review. Page 17. Cologne.



“You can’t  
experience the  
experience until you  
experience it.”

Bill Moggridge, IDEO

## ▾ What differentiates Service Design

Service Design is not a new specialist design discipline. It is a new multi-disciplinary platform of expertise. Born in design thinking it integrates various fields of expertise. However, at the same time at the very core it has a specific offer designed to address the various design challenges in the booming service economy.

### 4. Service Design is interactive

Service Design enables behaviours and dynamics. It offers clients the possibility to connect a potential with a result. It provides all resources and components that are necessary for a client to do what they want to do. As has been identified before the client is an integral part of the service performance.

One big advantage with services is that it is much easier to make changes. Even though it is new and not easy, depending on the complexity of a service it is very feasible to prototype services and to test implementation models. “It is easier to innovate and less expensive in services than in manufacturing.”<sup>①</sup>

### 5. Service Design is ongoing

Given the variety of services that exist, Service Design has to cope with different situations and contexts to products. The systems that Service Design creates and improves are complex and stretch over time. Service Design looks at a scope from long term strategies and designs processes to implementing consistency across organisations in small details such as the style of a text message.

What is unique about services is that they live. They cannot be pre-produced and stored until somebody employs them. That has major implications for the development of a service. For example, even though Service Innovation is able to develop a service and then launch it, Service Design continues after the Service is in use and monitors it for constant improvement. *Amazon* is a Service Design minded company and since its launch in 1995 every day parts of the experience are changed and improved.<sup>②</sup>

<sup>①</sup> Conversation with Bill Hollins, London 2005

<sup>②</sup> Conversation with Lavrans Løvlie, London 2005



## Areas with related expertise

Service Design is a multi-disciplinary process. That means that Service Design integrates and links various fields of expertise. To understand this is important for two reasons. Firstly, to appreciate the portfolio of expertise that Service Design brings together. Secondly, to understand that these areas with related expertise provide existing tools, knowledge, resources and experience. For example some tools that are used in product market research can either be used or adopted to be used specifically for Service Design.

Service Design connects a new profile of expertise with a multi-disciplinary working model. It represents a new practise of work that utilises the best and most suitable experience, tools and knowledge from the various backgrounds. At the same time Service Design continues to work in co-operation with a pool of experts.

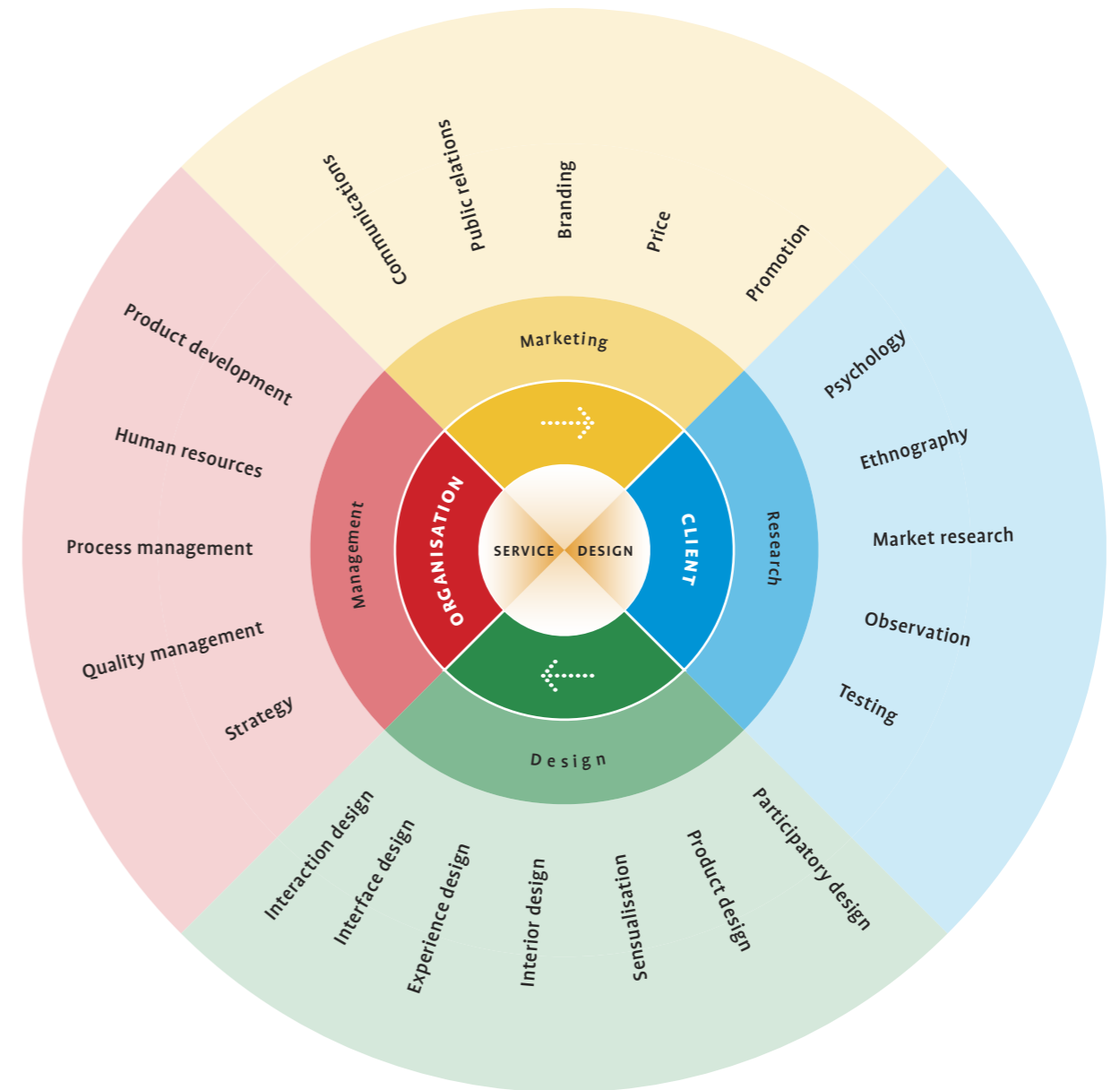
Throughout the Service Design process it is evident that these areas' affects, are part of and link into Service Design. Based on desk research, interviews with Service Design experts and from analysing different examples, the areas in the diagram give an overview of the most important fields related to Service Design.

Based on that knowledge, Service Design can be seen as a hub that brings together the experience, methods and tools from the various fields to employ them in the specific development and innovation of services.

In many organisations there are people responsible for improving and innovating services. Many of them work on elements of Service Design, but often without calling it or recognising it as such.

As the diagram shows, marketing and design have always mediated between the organisation and the client. Marketing mostly operates from an organisations perspective. Design on the other hand mostly works from a clients perspective. Service Design integrates management, marketing, research and design. Therefore it combines the best and most relevant tools and experience from the areas with related expertise to address the challenges of the service economy.

On the following pages key fields, integral and essential to the development of Service Design (please see model six) are discussed. The descriptions are helpful in explaining what aspects Service Design covers with terms that are established and that practitioners can relate to.



[ MODEL SIX ]

### Service Design expertise

Service Design integrates management, marketing, research and design. It creates a unique connection of organisation and client. The areas of related expertise are used and integrated in Service Design and also used in bringing in specialised experts from those areas.

## ▾ Areas with related expertise

### Branding

Branding is important to make sure that all elements of a company look and feel consistent and are visually and sensually aligned with the brand. Even though services require special treatment the main competency driving the field of branding is similar to that of Service Design. On a detail level therefore, the principles of corporate design, corporate fashion and corporate communication are crucial for service design too. On a holistic level, the thinking in the branding field to recognise that every Touchpoint with the brand is a communication opportunity needs to be employed to Service Design also.

### Product design

Products are often an essential part of services and form together a hybrid product-service combination. Therefore understanding of the design of products is important to develop and design successful product-service hybrid concepts. But even for services that do not include any product components the principles and knowledge from product design are important. To develop tangible interfaces and to design the packaging for services these principles can be employed. Product design therefore is an important element within Service Design but is also brought in as a field in its own right to cover product design elements of a

project. Even though Service Design can integrate product components and design product-service concepts, if an important part of a new service is a product, product design specialists would be brought into the project to develop this device. That could be for example a special water-resistant device with a big interface for servicing technicians.

### Psychology

As in many other fields and especially in various design disciplines psychology plays an important role. Given that services encounter and interact with human beings this is particularly important to Service Design. Psychology is important to gain understanding of underlying drivers and the demand for new services. It is also important to understand the influence that details of a Service Design have on the overall perception. For example understanding the psychology of the perception of waiting is used in Service Design. To develop ideas that provide clients information how long they have to wait for example. Waiting time is perceived shorter when this information is provided. The application of general knowledge of psychology is vast in Service Design and specialists can be important partners to develop specific solutions or to evaluate different Service Design concepts.

### Interior (& exterior) design

Given that many services are performed and consumed in set environments (e.g. airport, shop, hospital, etc.) the design of spaces is an important element of Service Design. It is not only important that the atmosphere is in line with the image and quality that the service offers, as well certain details can improve the experience, make a service more useful and desirable for clients and more efficient and effective for the organisation. Orientation and overview can be given in different ways and can be important for the service. A space is not only full of Touchpoints that need to be designed, it is the stage and setting for the service performance. In conclusion, as interior and exterior design works to set the tone and expectation of clients it needs to be incorporated into Service Design.

### Participatory design

The main concept of this new area of design is to make the client part of the design process. This way of approaching design is particularly relevant to designing services. In Service Design it is possible to use the knowledge, techniques and methods from this area to create collaborative and innovative Service Designs together with clients. As the client is part of the delivery of the service (production and consumption overlap in services) the client can be part of designing the service also. User Centred Design involves special methods of research and design that enable the client to contribute to the design process.

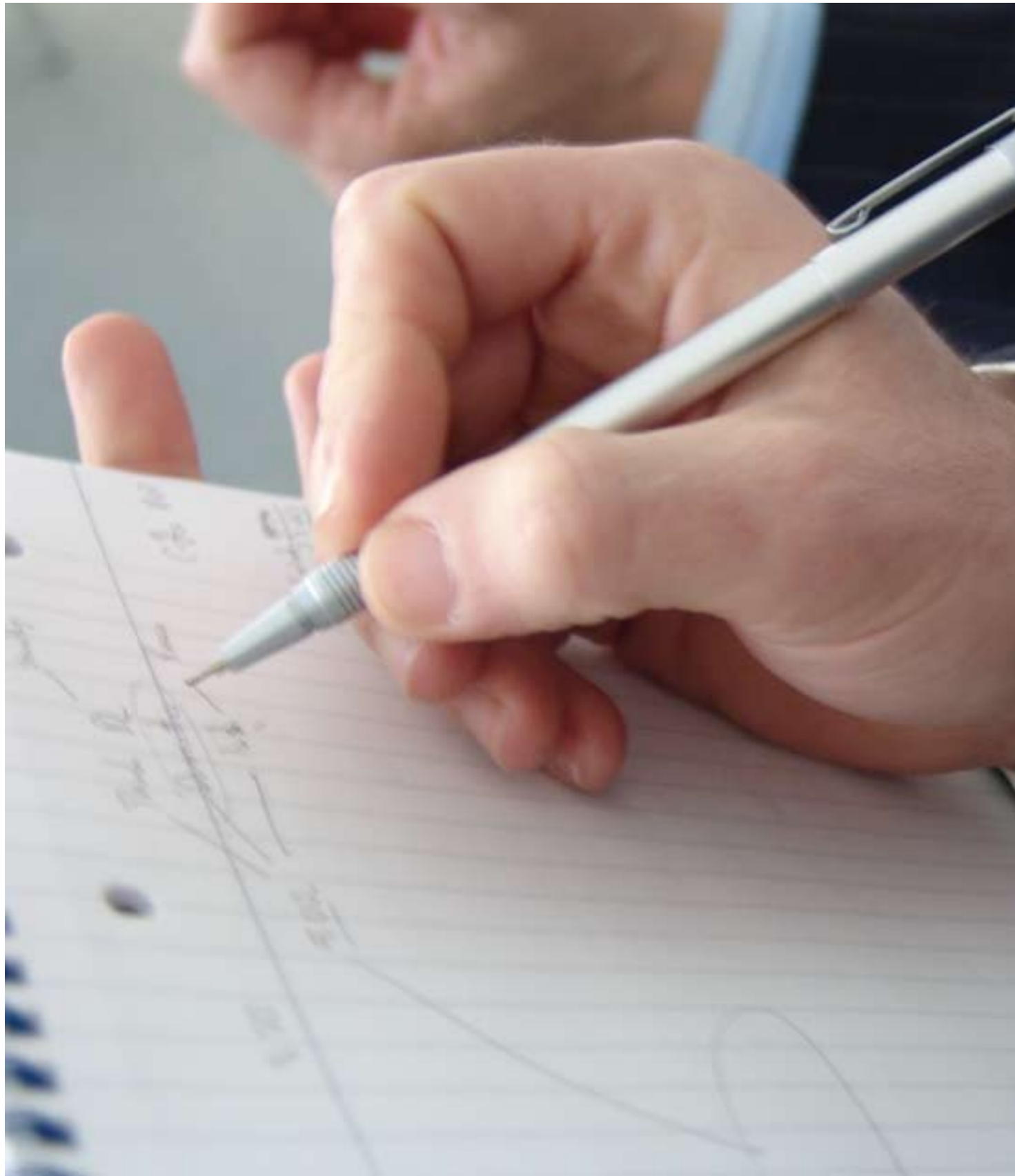
### Ethnography

This special way of research uses an anthropologist's tool kit of methods and theories to observe clients in their natural habitat. Ethnography provides insights in cultural trends, attitudes and lifestyle factors that influence clients decisions and behaviour. And as one can not isolate service experiences from their life context, ethnography provides the possibility to learn and test very close to reality. Eric Arnould describes ethnography as "a way to get up close and personal with consumers."<sup>9</sup> It situates clients in their larger social and cultural context and provides holistic understanding how products and services will resonate with the client's daily life. Given that understanding these issues is crucial to Service Design, ethnography can play an important role in almost any Service Design project.

### Interaction design

Examines the role of behaviours in physical and virtual spaces as well as the convergence of physical and digital products and the way they interact with human beings.

This new field works on designing interactions. Especially in the case of software applications and web-sites clients interact with a system through an interface. Interaction design is about designing a system that can be understood and used by clients in an easy way and fulfils their expectations. In Service Design the same principles are used to design the interactions of clients with the interactive system service. Information architects work on the systems and pathways that are provided for clients to find the information that they look for and to offer them relevant information that they



## ▾ Areas with related expertise

might be interested in. Service Design designs the systems, pathways and interactions for services. It therefore includes a variety of interfaces or Touchpoints to interact with clients.

### **Interface design**

This discipline is working on the design of machine and product interfaces. Interface is the set of devices that gives the user control and feedback. Even a pair of scissors has an interface that helps control the cut and gives feedback about the thickness of the paper. In Interface design usability has been the field of extensive research to ensure that all details of designed interfaces are easy to understand and comfortable to use. In Service Design there can be components that require actual interface design such as computer terminals. But also the overall concept of designing interfaces is used in Service Design and applied to services.

### **Strategy**

In any organisation a strategy is an elaborate and systematic plan that specifies the way certain objectives should be achieved. For example Communication Strategy provides a plan that includes the alignment of different communication channels. The strategy would specify different phases and emphasise certain tactics. “Strategy is the overall vision and the plan how to get there.” according to Dr. Wayne Fletcher, Head of Communication Strategy at Carat International.® In Service Design strategy is a very important element to ensure consistency and effective planning.

### **Sensualisation**

This extends the concept of visualisation to all other senses (hearing, tasting, smelling, touching, moving, etc.). Sensualisation is used to explain complex intangible concepts. It helps to envisage future ideas mostly in visual and tangible ways. In Service Design animations and films can show scenarios that highlight how a service would work. Image montages can very simply create the impression that certain Touchpoints exist and how they work. That can be used to discuss and develop detailed solutions of parts or the overall service experience or as *Visioning* discussion base to discuss what could be achieved in the future. Sensualisation can help to develop Service Prototypes of different complexity and level of detail.

### **Market research**

To find out what kind of similar offers are already on the market, to identify market gaps and to know about trends market research is a very important field. Also benchmarking is important to find principles and offers that companies from other fields provide. For any Service Design project it is important to find out about the context that the service is going to live in.

### **Marketing**

Marketing is often described as the techniques that are used to attract and to persuade consumers. That means that marketing encourages recipients of targeted communication messages to purchase or use products or services. ▾

© Conversation with Dr. Wayne Fletcher, London, 2005-06-07

## ▾ Areas with related expertise

Marketing is a huge field that includes several different areas. It has succeeded, for example in the communication between organisations and (groups of) clients. Mostly marketing is focused on product-thinking and has experience in communicating from an organisation perspective towards clients. Even though Service Design is based on the organisation-client-relationship and manages communication and interaction in both directions, marketing is still involved and elements of marketing are used in a new way.

### Process management

Development and distribution processes in manufacturing are managed in order to ensure effectiveness, security and efficiency. Process management is planning and administering the activities that are necessary to achieve the best performance in a process and helps identify opportunities for improving quality, operational performance and ultimately client satisfaction. To deliver services a range of providers and different people have to work together. Process management is an important factor in the design and implementation of services. Service Design uses for example service *blueprinting* to design and implement processes.

### Product development

This represents the entire cycle of a new product from concept through manufacturing including design, engineering, materials selection, component selection, manufacturing process selection, and documentation. Service Design extends the principle of developing products to developing services. In many companies services are developed by product development departments as they are seen as the products of the company. Often Service Design at times works together with internal experts in companies that have been involved in product development.

### Communication planning

This area covers all means of providing information and content to the public, including TV, radio, Internet, papers, outdoor and magazines. It plans how to communicate important messages to key stakeholders of an organization in the most effective way possible. In Service Design planned communication is important towards the client as well as internally in the service providing organisation.

### Experience design

Experience Design is an approach to manage the creation of successful client experiences. This approach includes consideration and design in all three spatial dimensions, over time, the five senses, interactivity as well as personal meaning and the emotional context. Designed experiences can use any medium, including spatial / environmental installations, print products, hard products, services, broadcast images and sounds, live performances and events, digital and online media. To design service experiences this is needed in many Service Design projects.

### Summary

Service Design brings together a unique set of expertise. The field of Service Design is influenced and based on other fields. That means that Service Design is a multidisciplinary team process.

The margins of these related and linked fields are rather blurred. Some of the described fields are areas, some are labels and some are content. But they establish an overview of this new field and support the understanding of the new by showing the combination of existing and known areas.

The consequence of the structure that Service Design is based on is that every team member needs to have a basic understanding of this portfolio of related fields. For Service Design therefore a new set of skills as well as tools and methods is necessary. A very crucial consequence is a new level of communication that is needed to link the experience and knowledge of these fields together. Integration and communication is the glue that holds Service Design together.





## Service Design benefits

The paper so far has shown that Service Design is addressing the specific needs of services. It has shown what is unique about services and what consequences this has on the design. It has shown that Service Design is necessary but what are the specific benefits of Service Design?

It is evident that the growing service sector has an increasing significance for our society and economy. In many countries the service sector is far less productive than it could be. At the same time the quality of service that is available to clients can be considered on average still very poor. Service Design can address these challenges and deliver a range of other benefits.

Service Design works across both the organisation and the client(s). Therefore Service Design benefits the organisation and the client at the same time. The benefits that it delivers to clients have positive effect on organisations as happy and satisfied clients are the ultimate goal of any organisation.

Clients want to maximise the value they can gain from a service or a product-service combination, organisations want to increase their success for example in being more effective, generate higher profits, better reputation and in developing strong brands.

The benefits of Service Design are summarised here from the perspective of an organisation. It is organisations that need to get involved in Service Design. The advantages for Clients again benefit the organisation as the client is a big measure in the success formula of any organisation. Service Design is rooted in client satisfaction.

Service Design can play a crucial part in the success of any organisation and can deliver ten drivers of change:

1. **True understanding of market needs**
2. **Higher value with the resources available**
3. **Changes organisational culture**
4. **New perspectives on future development**
5. **Higher effectiveness**
6. **Better efficiency**
7. **Connects organisation and clients**
8. **Higher quality service experiences as basis of success**
9. **Differentiation against competition**
10. **Brand affinity**

## Service Design benefits

### 1. True understanding of market needs

Traditionally suppliers orient themselves on the market which means that they offer only as much quality as necessary. In case of products the client can estimate the real value of usage only in the actual consumption after the product has been already bought. The client therefore has to rely on aesthetic or brand promises that the product or its marketing give.<sup>①</sup> Service Design delivers on methods that help organisations understand true market needs. Given that clients are part of the service delivery they can be part of the design process as well. The value of a service is estimated by clients mostly whilst they are using the service. The quality needs to be treated differently with services than it used to be with products. Organisations are facing the challenge to offer service quality on an individual ongoing basis. Service Design helps to manage that.

### 2. Higher value with the resources available

Service Design helps organisations to utilise their resources better and more profitably. That is delivered through different methods that Service Design brings in. One example is that services that are already provided can be made tangible. That could be a sign that points to the clean floor in stating *No rubbish – we clean for you*. Another example is *Line of Balance* that can be used to make sure that all stages of the service process work in sequence and take the same length of time. That is very important if technology such as scanners or experts such as doctors need to be utilised more profitably. Clients benefit from less waiting time and a better service experience.

Service Design benefits to organisations in making service businesses more profitable (sell more). In the example of an airport, saving check-in time obviously gives clients more time to shop in the airport. The real big difference can be made in getting those clients quicker and easier to the plane, get more planes through the airport and therefore more people to shop in the airport. It can be assumed that on average people spend not that much more money in ten more minutes. If more people spend some time in the airport they will spend more money in total.

### 3. Changes organisational culture

For any organisation to offer successful services means that a lot of different people need to work together. Service Design integrates people from several levels of the organisation in the design process. That not only offers the best knowledge and experience across the organisation to be utilised in the project. Also it ensures that everybody is on board and supportive to make changes happen. That is crucial to the delivery of new services.

In most organisations still it is the least experienced and least trained people that have the most client contact. The more senior people are the less they are in direct contact with clients and the actual delivery of services.<sup>②</sup>

In call centres for example calls are generally handled by staff with basic experience. Only after a client has called a few times or cannot be helped the client is passed on to experienced members of staff.<sup>③</sup>

Only if the organisation has a service minded culture and everybody treats clients as important individuals and guests the service experience can be excellent. Often the atmosphere and the services that are provided within a service organisation are good indicators of a service culture. Service Design changes the organisational culture by including people in the project and by providing maps and tangible explanation that help everybody to understand, share and contribute to the Service Design.

### 4. New perspectives of future development

Designing services starts with the development of client oriented strategies. It takes into consideration the market, client needs as well as economic and ecological factors and the possibilities of technologies.

Service Design will ensure that new services that reach the market will be competitive, safe, satisfy clients and be profitable. Furthermore, as markets change, continuing design supports the future success of organisations.

Understanding true market and client needs gives organisations the opportunity to offer new successful services. Instead of reacting to new offers of competitors it is possible to lead the market through Service Design. For example the *Inconvenience Analysis* highlights the potential for new services in creating value by making clients lives more convenient. Given that services do not need necessarily long development, engineering, production or testing times, they can be improved far more quickly than products.

In thinking beyond products, organisations can utilise Service Design to find new use for existing knowledge, experience, resources and networks. A German plumbing company for example used the access they had to various data about the houses they worked in. They offer a new service that bundles their knowledge to a database that contains data about the house and gives all building companies and the house owner access to data and plans.<sup>④</sup>

<sup>①</sup> Rummel, Carlo (1994): *Designmanagement: Integration theoretischer Konzepte und praktischer Fallbeispiele*. Deutscher Universitäts Verlag, Wiesbaden.

<sup>②</sup> Conversation with Birgit Mager, Cologne

<sup>③</sup> Conversation with research specialist Phil Gullen, London

<sup>④</sup> Mager, Birgit: Exhibition guide. Wanderausstellung. Service – ein Produkt.

## Service Design benefits

The way sensualisation can be used in Service Design helps to establish a new level of communication inside the organisation and with clients. It provides the possibility for experts that speak different specialist languages to communicate about one future concept and establish shared understanding. For example the tools of *Visioning* enable an organisation to talk about future possibilities from a future standpoint. If a short film shows how a service would work in the future it can be discussed as a specific vision, including what the advantages and further possibilities would be. From that standpoint it can be worked back to work out how to get there. All hurdles like “but we don’t have the legal possibilities to do that” can be overcome and if the concept is good they can be solved together as everybody is on the same page.

### 5. Higher effectiveness

Service Design manages the achievement of intended results. The objectives that an organisation sets are based on understanding the market and client needs as well as the resources and constraints inside the organisation. The objectives are specified and implemented in the service strategy and specification documents. Through the iteration of testing, evaluation and development Service Design ensures effectiveness throughout the process. For example service prototypes are used to ensure that a solution is effective and delivers against the strategy. The connection to real client needs makes sure that the service provided is the service that satisfies clients. Service Design ensures that the objectives of the organisations are met.

### 6. Better efficiency

Service Design reduces costs of development, support, training, documentation and maintenance, shortens the development time and improves marketability. For any organisation it is crucial to not waste resources and to make the most out of what is available. That sometimes contradicts with providing quality service experiences. Service Design balances the effort to develop and provide services with the maximum impact and the best experience possible. Often client segmentation can be used to ensure the appropriate level of service quality. Some passengers need the shuttle from the parking to check-in to be quick and frequent and are happy to pay for this service feature. Other passengers have time and would prefer a cheaper service offer. A bigger bus that goes every half-hour could be combined with small shuttle cars that can leave immediately.

Service Design ensures that the resources available can be used to the full.

### 7. Connects organisation and clients

Good service leads to satisfied, purchasing as well as returning clients. Service Design raises client satisfaction in providing the alignment of all Touchpoints and providing quality service experiences. It manages expectations in aligning the interface of the service. It ensures that feedback from clients is used to constantly improve the design of the service. Bad service on the other hand, leads to angry clients and a loss in sales. Service Design manages a very special relationship.

Products and entertainment can be sold as *one of the experiences*. A service needs to fulfil client expectations and needs on an ongoing basis.

Like a personal relationship between people not with the first problem the relationship will be at risk. But it is crucial that the other side recognises the problem and does something about it. As in any relationship once the partner is not satisfied and chooses to use another service it is going to be very difficult to re-establish the relationship.

There is not only a big opportunity in maintaining satisfied clients. If clients trust one service and are satisfied they usually spend more time and purchase more. In the future trust and time are most likely going to be even more important than purchase.

## Service Design benefits

Service Design identifies new areas to offer services and to extend the service. It therefore represents the potential to convince and attract new clients. Designing services always integrates clients in the design process. That means that the new level of relationship manifests itself also in the way the design works. The service is not only judged by clients in questionnaires. Constant testing of new ideas and solutions and the evaluation of success enables clients to experience what they could not imagine useful.

Often clients do not know what they want yet. Once they can try a new service they might appreciate a side of this service that was underestimated by the organisation. Text messaging is one example of a new service that was underestimated and just tried out. We all know how successful it is today.

Service Design represents clients in different ways all along the process. Personas are one tool that is used to establish research based archetypes that represent certain types of clients. The design can then be based on those clients' profiles to make sure the service is going to strengthen this relationship. From the clients' perspective Service Design provides a consistent service and brand image and experience.

A strong relationship between organisations and their clients is a crucial factor of success. Service Design can help to build that relationship.

### 8. Higher quality service experiences as basis of success

Even though services are intangible and virtual Service Design creates desirability. Every detail of the overall presentation of a service works as a part in setting expectation and to shape an experience that is desirable.

In service quality there are different levels of quality that are appropriate. Service Design is facing this by making sure that the client's expectations are monitored and fulfilled. All details are designed in a way that is in line with the specific service and adopt to individual needs as much as possible.

Often service quality means that clients are in control and get to choose. It is not always the waiting time that needs to be cut on all cost. Often it is enough to inform clients about the reason and the waiting time that is left.

Quality service experience gives clients the feeling that somebody is thinking about them, imagining to be in their shoes and provides a service for them.

Service Design delivers business value in enhancing the client's experience. The service strategy aligns all details and delivers a consistent quality experience that only surprises if it is going beyond expectation.

### 9. Differentiation against competition

"As products and also services are becoming increasingly commoditised, designing a desirable experience becomes the competitive advantage and source of better margins." Kevin Gavaghan

Service Design can be used as a key differentiator against competition. The idea for services can be the same and still the experience can be designed to be very different. Often it is the little things that make the big difference. Service Design does not only help to craft this differentiation at the same time it develops means to communicate the difference in the right way to clients. Car-sharing is a concept that exists in many cities. Details such as naming cars or providing community rules and a thought through web-site can make all the difference.

### 10. Brand affinity

Bad service causes a bad client experience. A bad client experience influences the experience of the brand. Clients are more satisfied when a system offers relevant services that match their needs and expectations.

A majority of clients are loyal only to a few service brands and buy repeatedly these services.



# SERVICE DESIGN EVOLUTION

“It’s only recently been recognised that services as much as products have to be designed. [...]

A well designed service can provide great competitive advantage for a business, even if that business isn’t a service provider.“

<http://design-council.net>

## Service Design to date

Today it is easy to recognise the vast growth of the service sector. However, even though Service Design is considered a new fast growing field, forward thinking experts did recognise and established its principles over ten years ago.

The basic concept of Service Design is the recognition that Services have quality problems which can be addressed with the same principles of design that are used to improve products. There have been papers and books on Service Innovation and Service Marketing that looked at the innovation, improvement and communication from an organisation’s perspective. However, the paper that is recognised to have first brought together the terms Service and Design is *Designing Services that Deliver* from G. Lynn Shostack in the Harvard Business Review in 1984<sup>Ⓢ</sup>. This paper introduces the *Blueprinting* tool to design services. Later, Gill and Bill Hollins included a Design-Management perspective on Service Design in the book *Total Design* in 1991.

In that same year, 1991, Michael Erlhoff and Birgit Mager established Service Design as one of the fields of education and research in the model design school KISD at the *University of Applied Sciences Cologne*, Germany. The *Köln International School of Design*<sup>Ⓢ</sup> was the first university worldwide that offered Service Design education.

Ⓢ Shostack, G. Lynn (1984): *Designing Services That Deliver*. Harvard Business Review.

Ⓢ The Köln International School of Design (KISD) used to be called Fachbereich Design (FB07) at the time <http://kisd.de>

In 1995 Birgit Mager became the first professor of Service Design and her lectures, publications and projects have continuously supported the recognition of the immaterial aspects of design.<sup>Ⓢ</sup>

Birgit Mager worked on several publications that have been published in German. Some elements of those were included in *Service Design – a Review* which was published in English for the tenth anniversary of Service Design in Germany. Mager has been working on university and consultancy projects with *Siemens*, *Provinzial* and *SwissCom-Mobile* as well as massive research projects for the *German Ministry of Science Research*.

In England *Live|Work*<sup>Ⓢ</sup> launched a Service Design consultancy in 2001. From a pre-dominantly Interaction-Design background they work for clients such as *Orange*, *Telecom Italia*, *BBC* and *Sony Ericsson*.

The *Interaction Design Institute* in Ivrea, Italy has set up a department that researches and develops service interaction<sup>Ⓢ</sup>. The Institute is moving to the new premises of the *Domus Academy* in Milan as *Domus* has made Service Design part of their education too.

Since 2002 the international design consultancy *IDEO*<sup>Ⓢ</sup> has included Service Design in their offering. Fran Samalio is *Head of Service Design*. For *IDEO* the move into services was a progression after they decided to not only design products but client experiences. *IDEO* offers their clients help in innovating and improving the design of experiences across products, services and spaces.

Ⓢ <http://service-design.de>

Ⓢ <http://livework.co.uk>

Ⓢ <http://interaction-ivrea.it>

Ⓢ <http://ide.com>

“There is an urgent need for professional exchange in order to better and faster develop the field of Service Design.”

**Birgit Mager** (Co-founder of the Service Design Network)

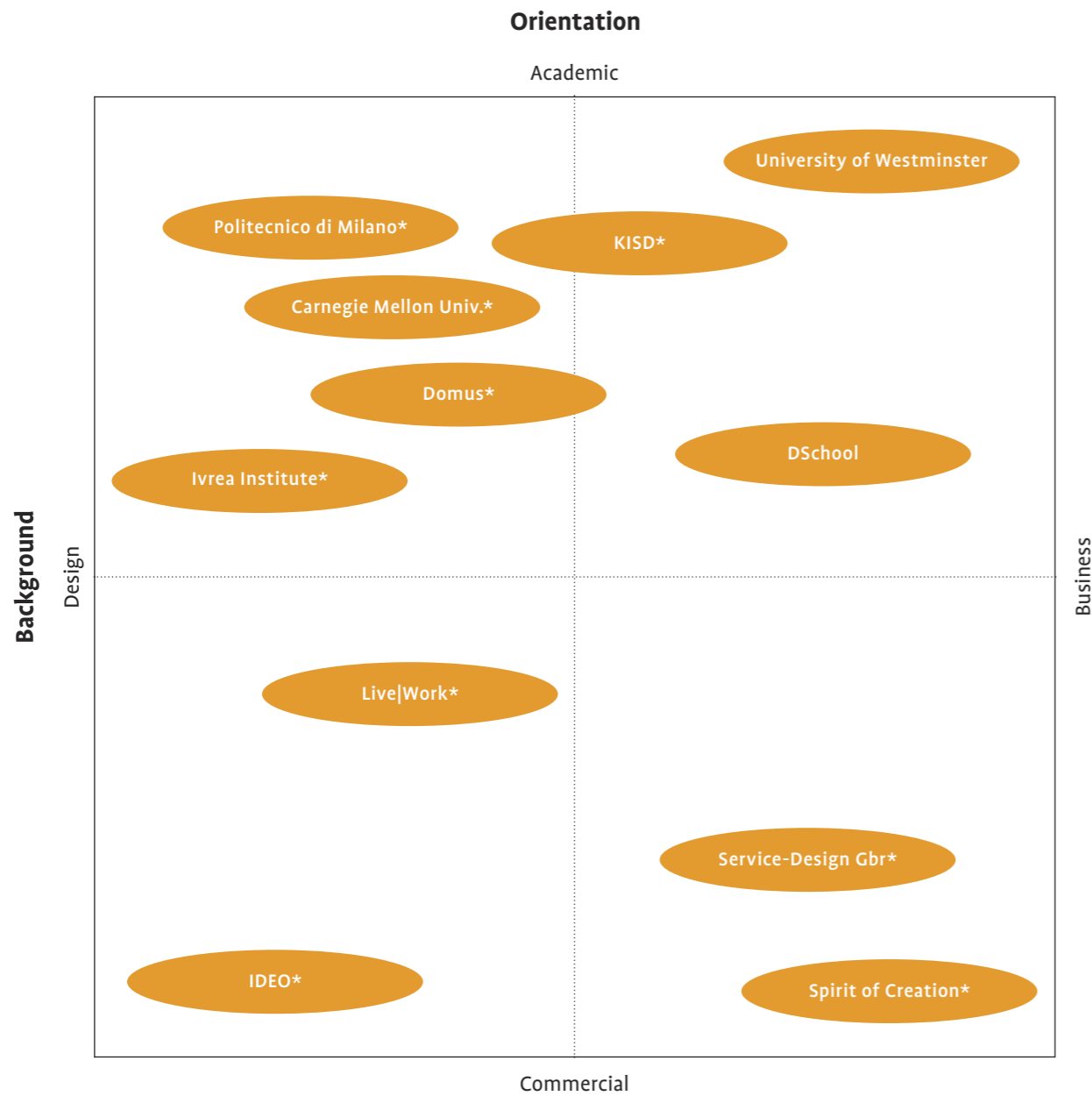
The London based consultancy *Spirit of Creation*<sup>Ⓢ</sup> was asked to develop a strategy to help the economic development of the North East region of England. They successfully pitched the concept of a Service Design education centre for managers and together with a network of 200 experts they have developed the concept and the business plan for a Service Design education centre.

In the summer of 2004 *Spirit of Creation* and Birgit Mager established the *Service Design Network*<sup>Ⓢ</sup>. A growing international network of academics, practitioners and businesses establish codes of conduct for the theories, methods and practices of Service Design.

A committee including Bill Hollins from the *University of Westminster* and Lavrans Løvlie from *Live|Work* are currently working on a paper for *British Standards* that gives a recommendation on the definition of Service Design.

Ⓢ <http://spiritofcreation.com>

Ⓢ <http://servicedesignnetwork.org/>



[ MODEL SEVEN ]

**Service Design ecology matrix**

Key institutions that are involved in Service Design  
 \* Member of the Service Design Network

## Service Design players

To visualise the current ecology of players in the Service Design field, two different approaches have been chosen.

Some key institutions that are involved in Service Design have been mapped in a matrix against their orientation and background (please see model seven). The matrix shows the current ecology as either more academic or commercially oriented. Furthermore, it highlights that some institutions have more of a classic design and others a business background. There are other companies and institutions involved in improving and innovating services, some of which might have a different background than design and business but they have not been mapped here. This matrix is not scientific or absolute, however it gives a helpful overview and understanding of the current ecology and background of the institutions considered throughout this paper.

The second approach is a mind map of the current Service Design ecology (please see model eight on the following pages). Given the development of the Service Design Network the natural differentiator of the different player is their geographical origin. The mind map shows different institutions and companies connected to the countries that they are currently most representative of.

It is worth noting that the mind-map visualises a personal perspective and is not absolute. However, nonetheless it gives an overview of one model of perception of the current Service Design industry. For this paper the overview also represents the network of resources and interview-partners.

In Service Design a *Service Ecology Map* is the visualisation of a system of actors that form a service and the relationships between them. A Service Ecology Map represents a systemic view of a service and the context it will operate in.



Service Design Network

http://www.servicedesignnetwork.org/

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## Welcome to the Service Design Network

### Re-designing Design for the Service Economy

A network establishing a new practice

Established in summer 2004 the Service Design Network who are codifying the theory, method and practice of service design. The Network see's its roles as co-creating and fostering the

## The Service Design Network

The international pool of Service Design experts are joining forces. The *international Service Design Network* is a network of academic and commercial institutions.

The network – initiated by *Spirit of Creation*, Birgit Mager and others – was founded last Summer in London.

It developed through a panel of experts discussing the speed and momentum of the service economy growth, the attractiveness of a framework to help the more rapid and assured growth of the new community of practice, and the benefits to all of establishing a *Service Design Network*.

Further meetings took place in Chicago in the end of 2004 and in Cologne in the beginning of 2005. These meetings included members from *IDEO*, *Carnegie Mellon University*, *Linkoping University*, *Domus Academy*, *University of the Arts London* and *Politecnico di Milano* to state but a few.

The *Service Design Network* is a growing international panel of universities, research centres and design studios. All of them are working on, and have experience in, Service Design. They all are passionate about developing and strengthening the knowledge and expertise in this new field.

**“At some time in the future, the Service Design Network may consider providing access to an innovative worldwide network for the wider dissemination and exploitation of their know-how and their Intellectual Property.”**

<http://servicedesignnetwork.org>



Service	Activities related to the:
Wholesale and retail trade	Sale of goods
Transportation and warehousing	Distribution of goods
Information	Gathering and dissemination of written, audio or visual information, including films and records
Finance and insurance	Facilitation of financial transactions, including those related to risk management
Real estate, rental and leasing	Temporary transfer of property, and the temporary or definitive transfer of real estate
Professional, scientific and technical	Provision of specialised, generally “knowledge based”, expertise (e.g. legal, accountancy and engineering)
Management of companies and enterprises	Management of companies and enterprises, such as holding companies
Administrative and support, and waste management	Day-to-day support of other organisations (e.g. clerical assistance agencies, travel agencies and personnel firms)
Education	Provision of instruction and training (e.g. schools and specialised training centres)
Health care and social assistance	Provision of health care and social assistance (e.g. doctors, hospitals and clinics)
Arts, entertainment and recreation	Provision of entertainment in a broad sense (e.g. museums, opera, theatre, sports and gambling establishments)
Accommodation and food services	Provision of lodging, or the provision of meals, snacks or beverages
Public administration	Governing or administration of public entities and programmes
Other	Provision of personal services, repair and maintenance activities, professional societies, religious institutions, etc.

[ MODEL NINE ]

**List of services** Source: Based on US Bureau of Census, 1999.

## Examples of outstanding services

To illustrate how Service Design can contribute to the success of an organisation some example projects and case studies have been collected and are presented on the following pages.

In model nine on the left a general list of services has been provided. It shows the breadth of services. However, only some companies pay special attention to the services they provide to make them truly outstanding.

To show the variety of possible contributions the following examples highlight details and the difference that elements of Service Design can make.

A few short case studies were chosen in order to give an insight in the broad range of Service Design contributions.

The case studies show that research, development, improvement and innovation is part of businesses reality. However, the examples show elements of Service Design and are not all achieved in a systematic way. Not in all of the examples the design is an ongoing activity.

Therefore the following case studies help to understand some of the elements that Service Design integrates into a systemic ongoing practise.



## Examples of outstanding services

### Virgin door to door service



Even though it is not part of an holistic programme *Virgin Atlantic* uses the Service Design concept of the *Extended-Client-Journey*. Travelling *Upper Class* with *Virgin Atlantic* the service begins from the moment clients leave their home or office.

*Virgin* offer to arrange for complimentary chauffeur driven car service to collect their clients and their baggage from work or from home.

The driver checks in the passenger on the way and drops them off for a special high speed walk through customs. The baggage is taken care of by the driver. After a relaxed and enjoyable wait in the lounge and high quality in-flight service the passenger is met by his luggage and a car waiting outside the airport to take him or her to the desired location.

→ **More information:**  
<http://virgin-atlantic.com>

<http://sevenstarsandstripes.com/content/airline/virginatlantic/VirginAtlantic-01.jpg>

<http://virgin-atlantic.com>, Conversation with a passenger

### Orange future experience strategies



New technologies often drives businesses' strategies while clients experiences seldom do. The London based group *Live/Work* worked on a project for the *Orange Innovation* team which translated assumptions by the business to direct impacts on the future customer experience.

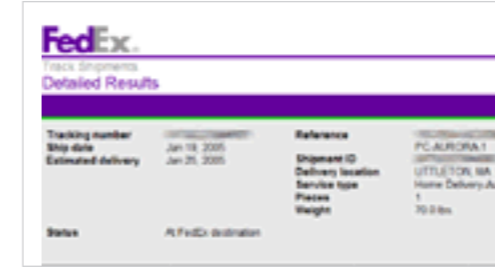
A range of artefacts were developed that projected the assumptions into future client experiences. The project helped to uncover differences in strategic outlook within the business with reality. The artefacts that the team developed included magazine articles, packaging, web sites, newspaper advertisements, letters and television news item. These acted as *tangible evidence* of future service Touchpoints, and were used as discussion points and provocations for the innovations team.

→ **More information:**  
<http://livework.co.uk>  
<http://orange.com>

<http://livework.co.uk>

<http://livework.co.uk>

### Web tracking of packages



In 1994 *Federal Express* launched a service that tracks packages online. It allows the 900,000 packages that go through their system each month to be tracked at will via the internet.

When a package is sent clients are automatically emailed to inform them of the packages transit details. The tracking number supplied enables the package to be tracked via the web whenever required.

This system saves *FedEx* \$4million per year in answering telephone queries. This showcases how an extension of a service through innovative design can both save money and improve the client experience.

→ **More information:**  
<http://fedex.com>

[http://unbecomingleivity.blogharbor.com/pix/fedex\\_tracking.gif](http://unbecomingleivity.blogharbor.com/pix/fedex_tracking.gif)

<http://designcouncil.org.uk>

### Bank without branches



*First Direct* created a revolutionary banking service launched in October 1989. An internal project at *Midland Bank* investigated what the bank could do to react to a complex, deregulated environment and increasing competition. Many surveys, benchmarking and research of other banks helped the team to identify crucial insights where identified and through their research *Project Raincloud* found that a lot of customers did not like to come in to the bank.

The concept created was a 24/7 bank without branches. Telephones were identified as a low cost and flexible delivery system to deliver the new service. When launched, phonelines opened at midnight to make the point that this bank is available at all times. Today *First Direct* has more than one million clients.

*First Direct* had to establish a totally new customer centric culture. One of the ways they did that was by hiring people for the call centres that had backgrounds such as nurses, firemen and teachers.

→ **More information:**  
<http://firstdirect.com>

<http://wolff-olins.com/firstdirect.htm>

Conversation with Kevin Gavaghan  
<http://firstdirect.com>

## Examples of outstanding services

### AT&T treasure hunt



IDEO worked with their client AT&T in San Francisco to stage an analogy experience. IDEO prepared a set of different tasks connected to finding out about movies. The AT&T people found that data services around movies can only answer two questions on a phone: 1. What is happening at a particular movie theatre and 2. Where can I find this particular film. For pretty much every other question it is quicker to get a copy of *TimeOut*.

The exercise was designed to teach the team that knows a lot about mobile applications about experiencing the experience. Based on findings they then developed together with IDEO three guiding principles: *Time-slice* (think less about where you are but when you are), *Relevancy* (What's the question in a persons mind at any given time, what's their context), *Social* (Mobile communication is inherently social so we need to empower the social part for it to be compelling). These have since become essential for the further development of AT&T services.

It is essential to involve experiences in the Service Design process.

→ **More information:**  
<http://ideo.com>

<http://rsa-design.org>

Presentation at RSA-Design Service Design seminar. October 2004  
<http://rsa-design.org>

### Lufthansa scenarios



For the project *Intercont.innovation* a multidisciplinary team led by Birgit Mager developed innovative service concepts for the *Lufthansa* airline.

Initially the service procedures, behaviours, products and technology have been thoroughly analysed. Based on principles of drama different service worlds have been designed and innovative scenarios developed.

Clustered into different idea pools the scenarios helped bring the recommendations and ideas to life. This completely new format included future products, stage-designs, role scripts, props and technologies and more. The visionary Service Design scenarios developed have been integrated into *Lufthansa's* corporate direction, strategy and has set triggers for the airlines service offering.

Scenarios developed have been supplied to *Lufthansa* in a book that introduces the features in a story format like a theatre play in different acts. Its emphasis lies on the client's perspective.

→ **More information:**  
<http://lufthansa.com>

<http://konzern.lufthansa.com>

Conversation with Birgit Mager

### From ownership to usage



The Service Design consultancy *Live|Work* provides ongoing support to the car-sharing network *Streetcar* in London. *Streetcar's* fleet of cars are located around London, bookable online or over the phone and accessed with a special card and PIN. Clients pay by the hour and receive a monthly bill.

*Live|Work* provides input as the service grows – an ongoing practice of service innovation and design throughout the life of the service. The Service Designers are providing an ongoing analysis of the clients experience of the service, reporting usability, accessibility and satisfaction from the clients perspective.

For *Streetcar* they design the service experience on an ongoing basis. A special blueprint is used as a live, operational document that evolves through the incremental improvement and scaling of the service.

New service processes are prototyped with real clients to improve them and to solve potential problems.

→ **More information:**  
<http://streetcar.co.uk>  
<http://livework.co.uk>

Presentation at RSA-Design Service Design seminar. October 2004  
<http://rsa-design.org>

<http://rsa-design.org>; <http://livework.co.uk>; <http://streetcar.co.uk>

### Airport express train



The *British Airport Authority* is responsible for the client experience at *Heathrow Airport* in London. The Design Director Raymond Turner and his team used elements of Service Design to launch the *Heathrow Express* service. The new rail link between *Heathrow Airport* and central London was introduced in 1999.

The service concept is based on a quick 15 minute journey. The research showed overwhelmingly that customers were prepared to pay a high price for saving time and having a more luxury experience. This is a very good example that market research and understanding client requirements can be key drivers for Service Design. The insight that there is an existing segment of clients that is able and willing to pay a high price has made a service possible that nobody would have thought is feasible.

The *Heathrow Express* is now used by almost 20,000 people every day. After the new service has proven to be successful, many European cities are introducing very similar services.

→ **More information:**  
<http://heathrowexpress.com>

[http://o-keating.com/hsr/gb\\_lhe\\_1.jpg](http://o-keating.com/hsr/gb_lhe_1.jpg)

<http://designcouncil.org.uk>



## Examples of outstanding services

### Juniper – redesigning a bank



The *Juniper* banking service has been redesigned by *IDEO*. One of the findings that *IDEO*'s research has unveiled is that people keep their bills in stacks somewhere in a shelf. They then pay bills when the stack falls over. That is the reminder that it is time to pay the bills.

The bill cycle is usually two weeks. Based on the research *IDEO* had identified the latent behaviour and habit of collecting bills. They developed a system as part of the *Juniper* service that gently reminds clients to pay their bills.

→ **More information:**  
<http://ideo.com>

### Credit card voting



*Black & White* is a new concept that allows clients to vote for the service experience with their credit card.

The concept is based on the idea that clients get two credit cards, one black, one white. With paying with either card they have a very subtle but effective way of leaving the message that they had an excellent or disappointing service experience. Every time clients pay for something they vote.

“*Black & White* isn't in the credit card business; it's in the business of empowering consumers, of giving them voice.” say Richard Monaghan and Amanda Nicholls who developed the new concept. *Black & White* is among the first new business ideas welcomed onto the *Creative Pioneer Programme* in 2004 by *Nesta*<sup>®</sup>, the organisation that invests in UK creativity and innovation.

→ **More information:**  
<http://nesta.org.uk>

### Community service



The German student project *Wir Hier* shows very impressively how Service Design can be applied for social and society aspects too. For the *RSA Design Directions* competition the students were asked to identify a contradiction, and then design a service that helps people better deal with that contradiction (by nature contradictions can't be solved) and designed ways to communicate this new service.

*Wir Hier* has won the competition in the new Service Design category. The service concept deals with the fact that we only appreciate what we have when we lose it. The concept covers different stages including awareness, changing relationships, creating community and continuity. In a magazine that is dated from 2006 the students show how this service would work and how it would affect life from a future point of view.

→ **More information:**  
<http://rsa-design.org>  
<http://wir-hier.org>

### The Oyster card



The *Oyster card* was introduced by London Transport at the end of 2003. It is a travel pass that makes it easier, more comfortable and quicker to enter and exit the tube or to board a bus.

The *Oyster card* can be used across the whole bus and tube network in London. It is possible to load either period tickets (e.g. for one month) or pre-paid money on an virtual account. The linked reference to the account works through a RFID chip of the card. People generally dislike queuing and the *Oyster card* addresses that problem.

A research project at the *University of Westminster* is currently analysing the amount of time that is saved through the *Oyster card*. The card is a great example of how a service can be made tangible. For *London Transport* clients the *Oyster card* is literally a service Touchpoint it is a symbol of their freedom and the innovative Service Design.

→ **More information:**  
<http://tfl.co.uk>  
<http://oystercard.com>

<sup>1</sup> <http://ideo.com/portfolio/>

<sup>2</sup> Presentation at the *RSA-Design* Service Design seminar. October 2004. <http://rsa-design.org>  
<http://ideo.com/portfolio/>

<sup>3</sup> The National Endowment for Science, Technology & the Arts

<sup>4</sup> <http://pro.corbis.com>  
<sup>5</sup> <http://nesta.org.uk>


<sup>6</sup> <http://wir-hier.org>

<sup>7</sup> <http://rsa-design.org>  
<http://wir-hier.org>

<sup>8</sup> [http://oystercard.com/press\\_3.php](http://oystercard.com/press_3.php)

<sup>9</sup> <http://oystercard.com>

# SERVICE DESIGN REALITY



“So far, I looked at our services with what you would call common sense, I never thought of myself as a designer.”

## Who is designing services now

A majority of companies in our economy are involved in services. And even though Service Design is a new field that does not mean that these companies have never thought about their clients or the services that they provide. So how have these practitioners been designing services so far?

One example of a service organisation that was not aware of the fact that they design services was the Finnish airline *Finnair*. In a 2003 research project within the *Strategic Design department* of *UIAH* in Helsinki the design process at the airline was investigated.<sup>©</sup> *Finnair* develops their services between the product development and the research department. Until they were approached about the *UIAH* research it had never occurred to them that the products that they developed are actually services. *Finnair* is working with an interactive service guideline system. That means that they conduct training sessions where clients are represented in interview videos, they conduct prototyping sessions on, for example, the experience of their food. Different channels of client feedback are used as the basis for improving services. The system is very reactive and relies on client complaints or suggestions to stimulate and direct change. Even though the team was still working with product thinking a lot of the methods and tools of Service Design have been used.

### Service Knowledge

The *University of Westminster* in London has undertaken a research project to investigate how services are designed and managed in the service sector. Questionnaires were sent to managers that are operating in the service sector in London. The purpose of the questionnaire was to determine aspects of design management within companies that operate in the service sector. The analysed companies are in the areas transport, charities, health, banking, insurance, public and private services. ↘

© Moritz, Stefan et. al. (2003): *Presentation: Design in Organisations – Product or Service Development*. UIAH. Helsinki.

## Who is designing services now

Surprisingly, more than half of those questioned from the service sector didn't know what design was. Slightly more than half knew what innovation was. "It was found that most managers are operating at a very basic level and as such, are not in control of the future of their organisations." says Bill Hollins. One third of the companies questioned do not have a strategy document and only one fifth have a written process for the delivery of new services. 48% do no research new services prior to their development. As a source of new ideas several stated that they copy from their competition or from market leaders. Quite a few companies seek ideas only from inside, such as ideas from directors, senior managers and suggestion boxes.

48% percent of the companies have not seen a specification for the development of a new services in the past seven years. Of those who have, in only 16% of the companies did this specification appear to be adequate.

What the research did show though is that the few companies that did appear to be effective (about 16%) were very good. This was further shown in the fact that 16% generated greater than 30% of their turnover from services developed in the past three years. Unlike manufacturing organisations, in service design specifications (the controlling documents) tend not to be written. As a result, such companies are not in control of their design function.

In manufacturing the most costly part of the process is tooling up for manufacture. That typically takes about half of the total design cost. With service design there are currently no figures available for the cost of the various stages of the process. This is partly due to the fact, as previously stated, that most people in the service sector do not consider themselves to be designing. Therefore, they are not able to identify the costs of the various stages of the process. Although no figures exist, and although there is great variation between types of services, it can be estimated that the latter stages of the process are the most expensive. Rather than *tooling up for manufacture* in services costs are likely to come from *implementation*.

From these findings it can be concluded that services are not always understood to the full. Design is not known as a possible solution. Therefore Service Design has a long way to go to be integrated in these organisations. It seems that understanding, recognition and acknowledgement of Service Design is still the biggest barrier to success.

University of Westminster (2003): *London Aiga Experience Design*. Design Council. London.

Hollins, Bill (2003): *How Are You Managing Your New Services?* Colombo.

Hollins, Bill; Blackman, Carol & Shinkins, Sadie: *Research into Design Management in the Service Sector*. University of Westminster. London.









## Workshop with practitioners

### Participants

The workshop was attended by fifteen people that are involved with or want to be involved in, the design of new or existing services. Most of them from a business background. They ranged from architects, technology providers, a call centre CEO to representatives from Serco (one of the largest service organisations in the world).

### General workshop goal

The main goal of the workshop was to give practitioners an overview and insight into Service Design and the potential of it for their business. Simultaneously, the team developed a concept for a business support service – useful for *Business Link* who sponsored the workshop.

### Goal for this work

The opportunity of this workshop for this work was to talk to, observe and work with practitioners. It was helpful to further understand the dynamics of teamwork in Service Design projects. At the same time it was a possibility to test tool prototypes, learn how the tools work and to collect feedback. It offered, besides insights in the project environment of business practitioners, a reality check for concept and practical applications. As for the content of the workshop it gave many insights into the requirements of business support services and innovative service ideas.

### What was tested?

The tools that were tested in the workshop included different elements linked together. As underlying structure the four *Spirit of Creation* phases Discovery, Generation, Synthesis & Enterprise were used.

The following tools were developed and tested:

1. Service Phase Cards
2. Service Exercises
3. Service Wallchart
4. Service Grid Cards
5. Character Profiles
6. Service Method Cards

### Challenge

Given that *Spirit of Creation* was commissioned to run the workshop, all material is branded *Spirit of Creation*. The DGSE model was used throughout all materials for consistency. The challenge was to prepare a workshop that brings the essence of Service Design across and to offer hands on practical learning for business in only two days. Everything needed to be thought through in detail to ensure success. That meant that the preparation functioned as an actual prototype ensuring that the workshop had a quality worthy of a valid end result. It was challenging to face unknown people from different backgrounds and to immerse ourselves in the normal external factors that such a workshop situation will inevitably present.



## The preparation

The workshop created an opportunity to develop functional tools of an appropriate quality. Envisioning the room, the people and the process thinking widened from method cards to a broader scope. In the discussion about the needs of the workshop the idea of a wall chart was developed.

Initially, a wide range of tools, methods and techniques were reviewed and grouped into six clusters. Once the agenda and the structure of the workshop was agreed with Sean Blair and Simon Haslam, tool concepts that could be tested were developed: *Inconvenience Analysis*, *Service Ecology Map*, *Character Profile Modules* and *Visioning*.

It was agreed that a useful tool for the participants would be a summary card for each of the four phases with practical guidelines to excellence. A grid system was developed that would help give the *DGSE* process a tangible interface. It consisted of a big wall chart and cards that can be stuck on the chart in the different phases.

### Learning

The cards prepared took much more time to complete and write in a way that can be easily understood than initially anticipated. Whilst preparing the cards it became clear that the cards that had already been given a lot of time and energy were probably not going to be that important to the workshop given the fact that it would be facilitated anyway. In addition, for the system *Wallchart*, *Grid Cards* and activity integration still needed a lot of fine tuning to work “safely” in the workshop.

In the end the *Method Cards* that had originally been the focus were not used in the workshop, while the *Wallchart* system initially not really acknowledged as a tool became the main focus. It is therefore fair to say that during the preparation the view and approach to tools changed and evolved.

### Personal expectations

The *Method Cards* tool was my main focus before the preparation of the workshop. But I soon realised that they were to become something like place holders as we were going to be there to explain everything anyway. I was aware that the *Wallchart* grid system would be a helpful platform to share and produce an overview, and ideally I would have liked to have more flexibility with the space for each phase. I was imagining that the participants would take a mental picture of the *Wallchart* home with them and expected the *Method Cards* to be questioned on their practical use.

All conversations and the work with Sean Blair and *Spirit of Creation* has been very interesting for the further development of this paper.



**Service Phase Cards** Developed by Sean Blair and Stefan Moritz for the Business Link Service Design workshop, Newcastle, April 2005.

## 1. Service Phase Cards

### Tool purpose

A tangible and useful tool that participants can take with them after the workshop was developed. It consists of a set of four Phase Cards, one for each DGSE phase. It works as a reminder and at the same time as a check list with practical advice for each of the four phases.

### Tool design

Like all tools developed, the set follows a colour code – green for Discovery, red for Generation, cyan for Synthesis and dark blue for Enterprise.

Each card has a coloured header with the name of the phase on either side. The front of the card contains an iconic image with a visual metaphor for the phase and a short definition of the phase.

The back of the card contains basic principles and guidelines for excellence of each phase. The bottom shows the visual model of the DGSE process.

The cards are placed in a layout that makes it possible to produce the card post-workshop in any office from a PDF template.

### Tool use

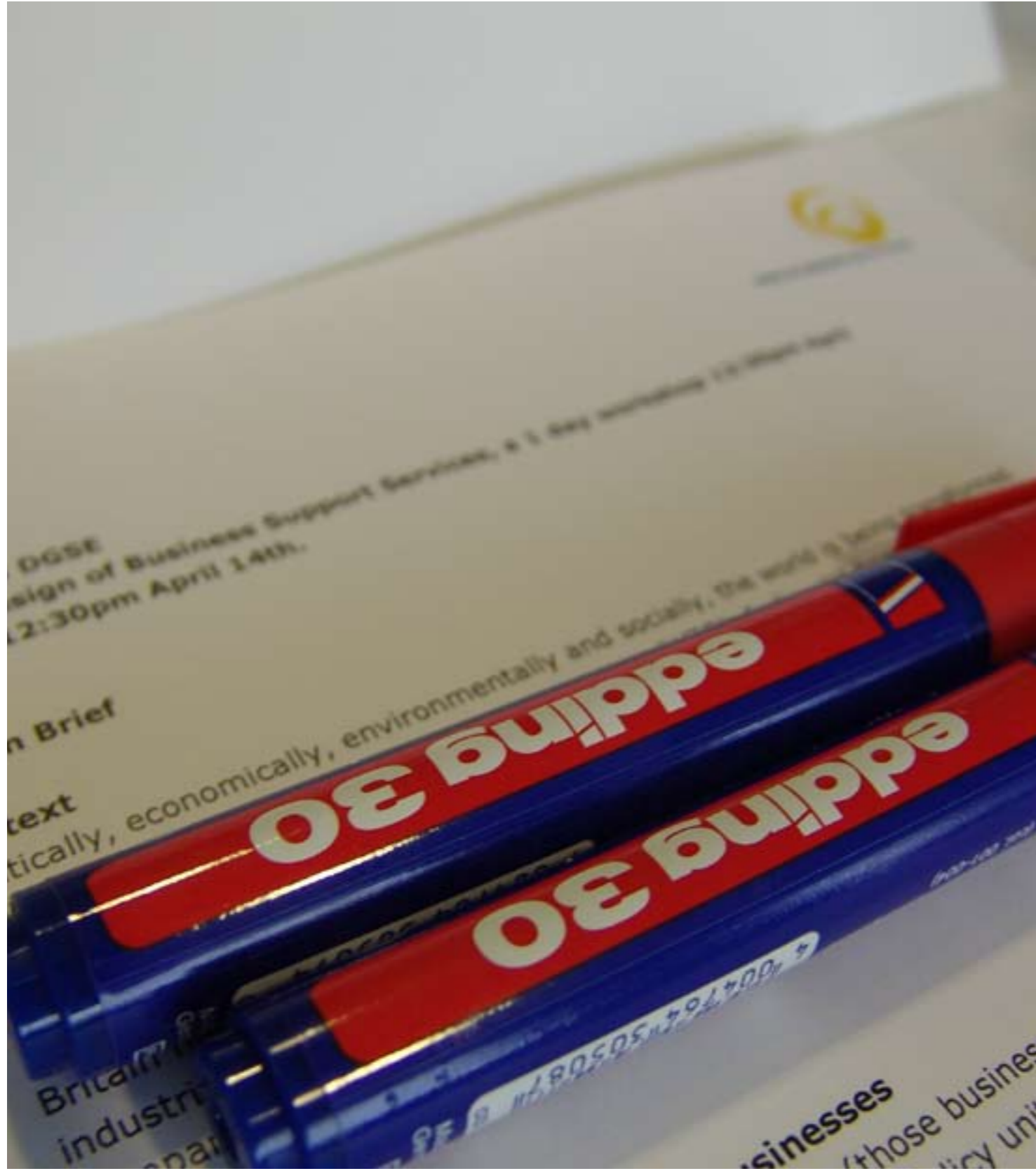
The Phase Cards were used in the workshop as tangible manifestations of the four phases. The short definition summaries have been used by participants for clarification. Every participant took a set of Phase Cards with them. The tool helped to establish a tangible reality of a Service Design model while at the same time functioning as a helpful tool.

### Tool evaluation

The cards helped to make the DGSE model and each phase more accessible. The principles on the back of the card have been considered helpful in the workshop. A follow-up survey would be required to investigate the use and practicality of the cards once the participants were back in their offices.



“The Phase Cards are a very useful and simple device that enables me to explain the principle and the basics of those phases in my organisation.”



## 2. Service Exercises

### Tool purpose

For the workshop a series of exercises and methods were designed to practise and bring to life the four different phases. They were designed to help participants imagine that they were working as a hand-picked team of experts on the development of a business support service.

### Tool use

In each phase several tasks needed to be accomplished. In a real life Service Design project several different methods and techniques would for example be used in the area *Discovery*. To run a draft version of the *Discovery* process the exercises for the workshop were designed to have similar effects. Taking new angles to look at things and identifying and specifying key implications and potential starting points in order to develop ideas for the *Generation* phase.

### Tool design

Methods and exercises were explained in a screen presentation. Each one was clearly named and a time for completion and essential guidelines were provided. For every exercise an example was shown and explained. The participants wrote their results or ideas for each exercise on a *Grid Card* and then posted them on a workshop *Wallchart*.

### Tool evaluation

All exercises have been understood and were completed on time. Some difficulty was experienced in the *Discovery* and *Generation* phases. *Discovery* is particularly difficult to accomplish in a short time. In the case of this workshop *Discovery* could therefore only be made in reflecting and exploring existing knowledge.





### 3. Service Wallchart

#### Tool purpose

To make the four phase process tangible and to create a shared working platform a special *Wall Chart* was developed. The *Wallchart* supports the understanding of the different phases by visualising how for example some insights can be used to generate a lot of ideas and how a set of criteria in the *Synthesis* phase work as a filter etc.

#### Tool use

The *Wallchart* is a grid platform to post *Grid Cards* (see pictures below). Each phase is divided in several rows for the different exercises. The *Grid Cards* from *Trends & Drivers* for example will be posted underneath each other in this section. The chart is empty in the beginning of the workshop and in the end represents the work that has been done through the addition of *Grid Cards*.

#### Tool design

The *Wallchart* is a six by two meter wall chart. It has four big colour coded areas for *Discovery*, *Generation*, *Synthesis* and *Enterprise* phases. In the background the graphic model of *DGSE* visualises

the stages of generating and filtering like light that goes through a lens. Thin lines assemble the grid. The header of this chart is flexible so that it can be used in a number of workshops. The surface is coated so that *Grid Cards* can be stuck on temporarily. Under the phase headings there is a space for flexible title cards.

#### Tool evaluation

The *Wallchart* was a very dominant tool in the workshop and helped to make the *DGSE* model tangible. It was a shared platform that sensualised the achievement of the two days by turning it from an empty to a completely filled *Wallchart*. One improvement could have been to have more space for the *Generation* ideas.



#### Service Wallchart

Designed by Sean Blair and Stefan Moritz for the *Business Link* Service Design workshop in Newcastle, April 2005.





Wallchart including the sections Discovery, Generation, Synthesis & Enterprise





## 4. Service Grid Cards

### Tool purpose

The *Grid Cards* have been used in each phase to fill in the results of the various exercises. Each card was then posted on the *Wallchart*.

### Tool use

The *Grid Cards* were used throughout the workshop and all important insights, thoughts, ideas, criteria and elements were written on them. Writing a card meant that the content was considered a valuable asset in the process. The posting on the *Wallchart* made it a visual part of the total result. Even though the end results is of course what counts the most, the *Grid Cards* are like pixels that together give the complete picture of the process.

### Tool design

The *Grid Cards* were produced in the four *DGSE* colours. Each card included the title of the phase, a field for the participants name and lines that help to write straight and suggest the size of writing.

### Tool evaluation

Like tailor made post-its for this process the *Grid Cards* worked very well. The name field on the bottom of the cards was not used very much and could have been moved to the top where many participants spontaneously wrote their names anyway.







**Character Profiles** Designed by Sean Blair and Stefan Moritz for the *Business Link* Service Design workshop in Newcastle, April 2005.

## 5. Character Profiles

### Tool purpose

*Character Profiles* have been prepared for the workshop as a start and client reference point. Four fictional characters have been created to represent target stereotypes for the new business support service. They helped set a framework for the kind of people that should be addressed through the new service. They also provided the possibility to check insights, ideas, criteria and concepts against the profiles by asking probing questions such as “What would Norman think about that?”

### Tool use

The four profiles were posted on the left of the *Wallchart*. They were introduced to the participants once they received the design briefing. They help present the fact that the new service is for actual users and to give a focused starting point to work effectively in the short time.

### Tool design

Each of the profiles consisted of a big image of the character in question, as well as the name on one side and a description of the person and their business on the other. This information was very basic, including age, experience, passion, name of the business, nature of business, turnover, number of employees and expertise.

### Tool evaluation

The *Character Profiles* helped to establish clarity and were well received by participants. However, they were not referred to at any point of the project and were therefore not a crucial element for the success.



### Examples of Service Method Cards

Designed by Sean Blair and Stefan Moritz for the Business Link Service Design workshop in Newcastle, April 2005.

## 6. Service Method Cards

### Tool purpose

Descriptions and instructions of key methods were formulated in the form of *Method Cards*. Every card represented a method used at one or several points of a Service Design project. The set of *Method Cards* helped to establish Service Design in a tangible and credible way. Designed to help the team, they quickly establish shared understanding of a method and a basic ability to use it.

### Tool use

The *Method Cards* were not used in the workshop. As the workshop was facilitated and all exercises and methods have been introduced and explained in person it was not necessary to use the cards for explanation. The cards have been shown to the participants to underline that Service Design includes a lot more than what was covered in the two days.

### Tool design

Each card has a symbolic image, the name of the method on one side and a description and an example of the outcome on the other. The description includes a short summary, the results and what the method is used for. It also includes the key steps to follow and important considerations.

### Tool evaluation

It can be assumed that the cards alone would not be sufficient material to carry out the methods without further facilitation, but they worked well as tangible representation of further possibilities within Service Design.

## Personal evaluation & reflection

### Preparation

For me the preparation of the workshop was the first reality check. I had imagined that the tools *Inconvenience Analysis*, *Service Ecology Map* and *Visioning* could be used effectively in this workshop. I had done some thinking about how cards could work that changes methods to tools. We decided not to use those methods or the cards. This was disappointing given the work and time I had invested. But most importantly for me, the question then became if the workshop would really be useful for this paper at all? The *Wallchart* was for me a really straight forward element. Even though weeks of thinking went into it, to me it was simply a big poster that would help to share the different elements in a tangible way.

### The workshop

It was only in the workshop I realised the immense importance and potential of the *Wallchart* system as a tool.

The participants were rather tired in the afternoon of the first day and had some difficulties with the *Discovery* and *Generation* exercises. They had enjoyed the *First Direct* case study and Kevin Gavaghan's insights and stories. Lunch and the *Open Space Technology* sessions were used to get to know other participants and to share information. It was very challenging for the participants to learn, reflect, meet new people, share work experience, see the relevance of the examples for their businesses and to develop a concept for a new business support service in just two days. The participants had difficulties with *Discovery* and *Generation* whereas *Synthesis* and *Enterprise* seemed rather easy to them. Perhaps this was due to the fact that they all have a business background and are more familiar with this type of activities from their day to day jobs. With a group of designers this might proved to be the opposite.

The *DGSE* process is quite broad. The advantage is that every project fits in. The disadvantage is that it needs very specific guidance to be used successfully. The four phases worked really well in the context of this workshop and more phases would not have been possible to go through. For most of the participants the most surprising element was the *Synthesis* stage, while everybody was aware that research and *Brainstorming* are important to improve or innovate Services.

In my point of view this workshop built very much on existing ideas which in turn means limited innovation. This was in part due to the limited possibilities in the *Discovery* phase but also to the *Open Space Technology*. The participants were naturally discussing more than sparking new ideas.

During the workshop it occurred to me that it would be interesting to do an *Inconvenience Analysis* for Service Design itself to find out what people find difficult.

While first in doubt, the workshop proved to be a helpful way to step back and reflect on what I am trying to achieve.

# ACCESS TO SERVICE DESIGN

## Bridging the gap

As explained in earlier parts of this paper, services are an important part of the economy. To make services more productive, efficient and effective for organisations and more satisfying, useful, usable and desirable for clients they need to be designed. Service Design is a new field that does just that. It provides the expertise and tools required to design services and furthermore, undertakes research to address the unique features of services.

Even though some organisations have already been using Service Design successfully it is still not an established and known field or a recognised new holistic business practice. The suggestion here is that Service Design needs to be profiled. Service Design will be an important function in most companies in the near future. The field needs to provide clear communication and establish a recognisable profile.

The remainder of this paper will attempt to establish such a profile by further exploring the following areas:

### **Existing Resources**

What resources are already available and can be collected and reviewed?

### **Structure for Service Design**

Can we clearly define a simple framework that explains what the areas are that Service Design covers?

### **Sharing**

How can the *Service Design Network* play a bigger part in connecting the current Service Design players? How does it help in sharing experience, resources and creating common references.

### **Tools and methods**

What tools and methods are suitable to fill the structure or framework created for Service Design? What tools and methods are available and needed to design services?

### **Service Design overview**

What would a simple diagram outlining the most important elements and functions of Service Design look like?

### **Service Design process**

Can the Service Design process be mapped out?





## Service Design framework

### Set-up

To give practitioners an understanding of what Service Design is about a framework that structures the different areas of expertise and the key tasks that belong to Service Design is needed.

A list with the main areas that Service Design includes, and examples of tasks and tools that are used in Service Design creates a base to further build upon. The framework is the starting point to develop tools and services that can help practitioners understand and assist to use Service Design in their organisations.

In addition, to establish a practical way to access Service Design it was found necessary to create an overview that enables easy understanding of Service Design.

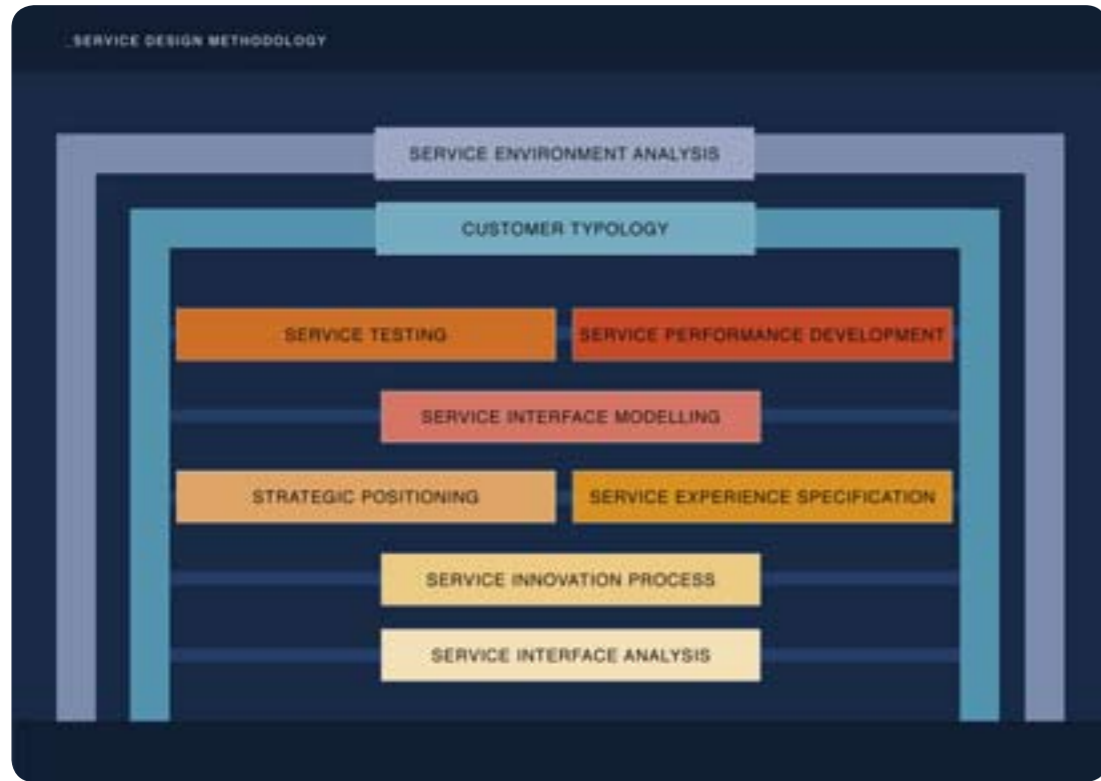
In the same way that a geographical map gives an overview of an area (all villages and towns need to be explored to produce the map) it is necessary to explore the different parts that make up the whole of Service Design. Several resources have been used to create the overview. Various models and processes that exist within Service Design as well as in related fields have been analysed. Service Design experts have been consulted to understand the way they work and the ground they cover. The developed framework provides the base to develop a process or a simplified representational model of Service Design.

### Framework

To develop a framework that covers the different areas and tasks that Service Design offers, the following approach was chosen: Several processes and models were analysed. These included the *Service Design Methodology* that Birgit Mager developed, the process that the Service Design consultancy *Spirit of Creation* works with, the process that the Service Design department at the design consultancy *IDEO* works with, the process that the unit *RED* at the *Design Council* uses, the process that Bill Hollins suggests in his book *Total Design*, the process model that the committee for the Service Design standard recommendation for *British Standards* developed and processes and models that show what related disciplines cover.

Conversations with Sean Blair, Lavrans Løvlie, Bill Hollins and Birgit Mager helped to gain detailed understanding of the importance and significance of the different areas. Looking at different examples of Service Design projects as well as projects that have been undertaken in related areas has helped to add to the findings.





[ MODEL TEN ]

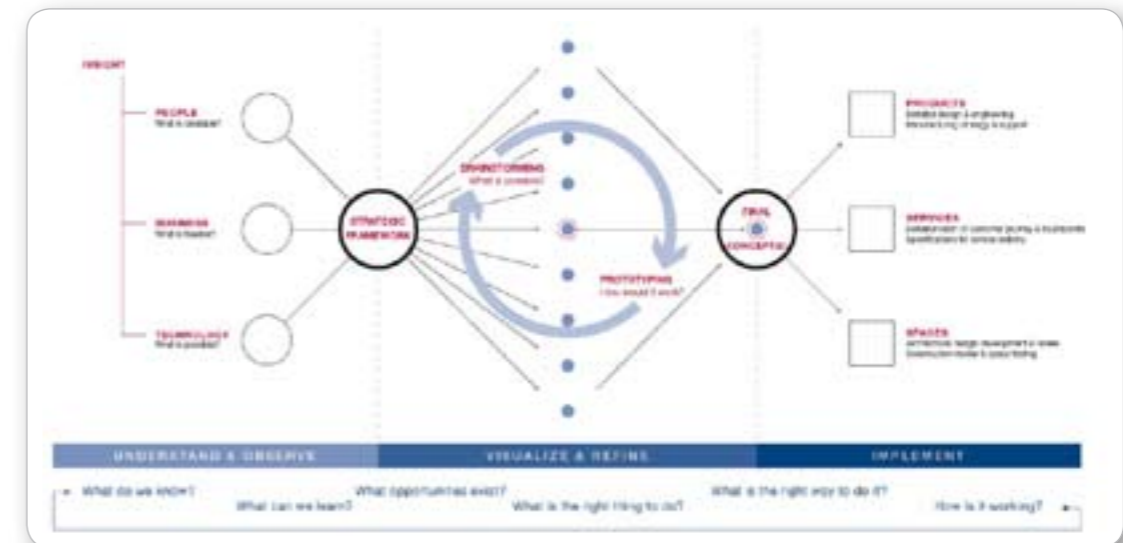
### Service Design Methodology

This model was developed by Birgit Mager based on her extensive research and experience with Service Design projects. It provides a systemic view and shows different stages of the Service Design process. Any process is framed by Environment analysis and customer typology. Based on the analysis of the Service Interface the Innovation process develops new ideas and improvement solutions. Details of the Service Interface are modelled in line with the strategic positioning and the Service Experience Specification. The service experience is tested and the performance developed.

### Analysing processes and models

The first model looked at was the Service Design methodology (model ten) that Birgit Mager developed. It contains nine segments that cover analysis, innovation, strategy, specific development, testing, environment analysis and client typology. It can in itself be considered a framework, however, it was found that this model is a useful overview but that it is tailored more for *insiders* in Service Design than general practitioners and decision makers. The nine segments have been used to develop an initial list of tasks that are important in Service Design. This methodology gives a compact overview of the different stages that Service Design covers without relying on a time based process. The model is generic and does not mandate how different stages link into each other and which areas iterate. It therefore provides

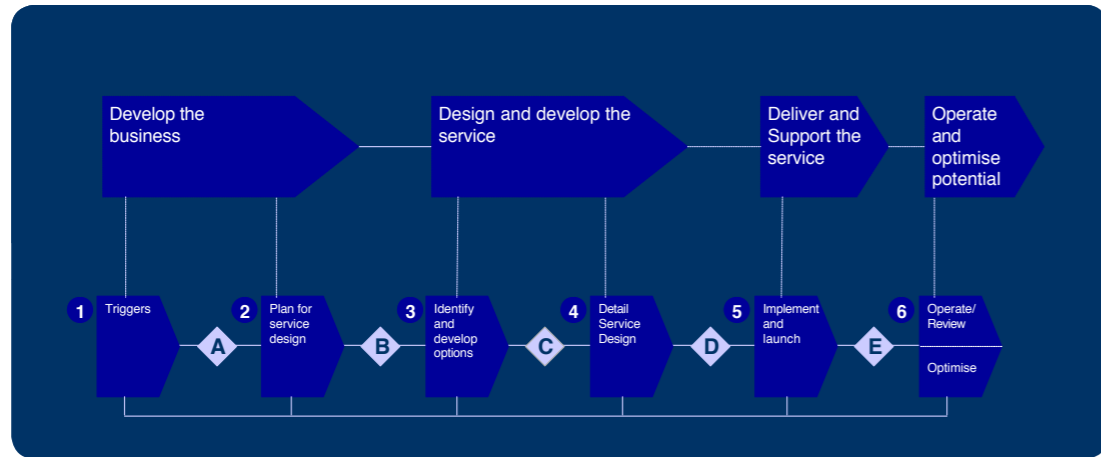
a very useful overview of specific stages but is not self-explanatory or easy to understand. Another process explored is the one used by the Service Design division at *IDEO* (model eleven). It is divided in three main segments. The first segment covers observing and understanding people, business and technology. All insights lead into the development of a strategic framework. The second segment includes the principle of iteration. Idea development and prototyping help to develop a final concept. This is then translated into product, service and space solutions. This process was very helpful to gain understanding in what type of tasks need to be accomplished in the course of a Service Design project. However, rather than an overall framework it provides a working process tailored specifically to *IDEO*.



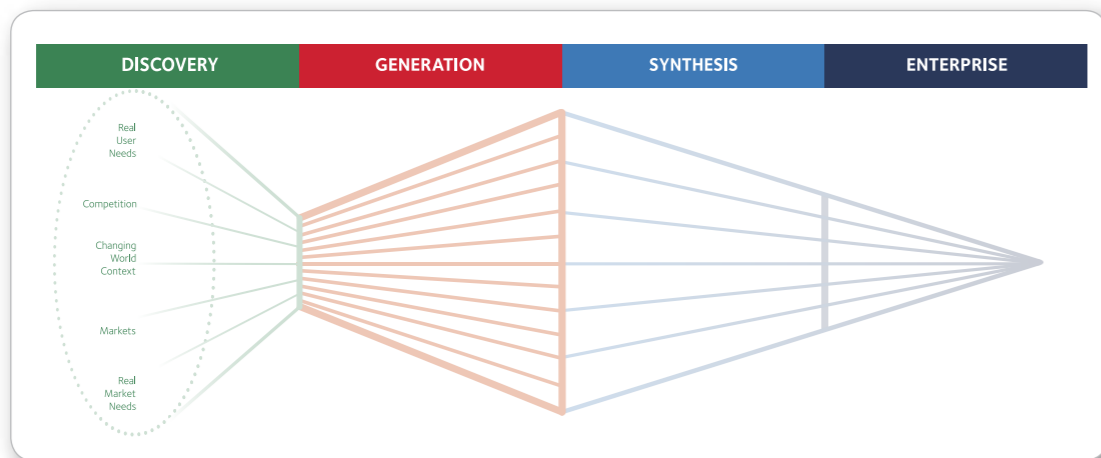
[ MODEL ELEVEN ]

### IDEO design process

The process that the design consultancy *IDEO* uses for services, products and spaces. The process is divided in three main stages. The first one *Understand & Observe* builds a strategic framework based upon insights into what people want, what is feasible for business and what is possible in technology. The second stage *Visualise & Refine* is developing final concepts through iteration of Brainstorming and Prototyping. Based on the insights and in line with the strategy, ideas are developed and tested. In the third stage *Implement* the final concept is translated and implemented into products, services and spaces.



[ MODEL TWELVE ]

**Service Design process model**

[ MODEL THIRTEEN ]

**Spirit of Creation DGSE process**

The Service Design process (model twelve) developed by the committee that wrote a new Service Design recommendation for *British Standards*. It is divided in four main stages.

Stage one – *Develop the business* – develops a plan for service (configuring the project, planning resource, process design & controls) based on triggers (shortcomings, gaps, prompts, opportunities, ...). A project proposal leads into stage two – *Design and develop the service*. This stage identifies and develops options (generate options, evaluate and select the best options, develop solution concepts, select final concept) and leads into *Detail Service Design* (development of all components, experience specification, etc.) A detailed service design approval leads into stage three – *Deliver and support the service*. This stage helps to implement and launch the service (ensure completeness, introduce to market, launch plan). Stage four – *Operate and optimise potential* – is about operation, delivery and review (delivery, feedback, maintenance, etc.)

The Service Design model developed by *Spirit of Creation* (model thirteen) is a visualisation of the complex field Service Design. The core of the model is the DGSE process; Discovery, Generation, Synthesis and Enterprise. Many conversations with Sean Blair and Kevin Gavaghan as well as a workshop designed in co-operation with *Spirit of Creation* helped to gain an in-depth understanding of the DGSE process. In the model this generic process is surrounded by components that contain other important elements such as experience modelling or assessing the consequences that a service would have. *Spirit of Creation* are very successful in using this process as the basis for explaining and profiling Service Design.

The desk research and conversations with experts have been particularly helpful to deepen the understanding of the various elements that are needed to accomplish Service Design. Reviewing and analysing models used by various people has also led to further thinking about what an ideal framework might look like.

**Grouping**

The paper set out to create a task-list overview which is as useful and practical as possible. Therefore it was considered to group the list of tasks into sensible units or segments. This was based on the kind of tasks that are used to achieve the same kind of results. The models were analysed to find what units have already been formed to enable a compact overview. For example it was found that in the processes the same kind of segments are often used.

From comparing the different models it could be clearly identified that there is a pattern emerging in the processes. Sometimes named differently and sometimes with different focus points some commonality can still be found. From analysing the processes an understanding of the kinds of things that are covered could be gained. It was found that four segments are used throughout a lot of processes in design and innovation.

Four phases cover four D's: Discover, Define, Develop and Deliver.<sup>①</sup> These can be seen as the design equivalent to the four P's of Marketing. They cover the basic steps but do not do justice to the extended areas that Service Design covers beyond traditional design.

<sup>①</sup> The four D's are covered for example in the process of the Design Council's unit RED: Discover, Define, Develop and Deliver

### Unique for Service Design

It was clear that areas of research, idea development, selection of ideas and implementation are crucial for Service Design. These areas are covered in every model. The area that is not specifically mentioned in all models and that takes Service Design beyond Service Innovation is the area of strategic thinking and planning. Before ideas are developed in Service Design a strategy or specification document needs to be written.

Bill Hollins and Fran Samalionis highlighted that the first steps in a Service Design project are very similar to that of a design project not specifically looking at services. However, Fran Samalionis finds that one of the main differences when designing services is the different approach required to explain and test ideas with service prototypes.

### The solution

Through critical analysis it was decided that a grouping of four segments is not specific enough for Service Design and does not include all essential parts in the overview. But too many segments would not be easy to oversee or remember. Therefore six categories have been further explored: *SD Understanding*<sup>®</sup>, *SD Thinking*, *SD Generating*, *SD Filtering*, *SD Explaining* and *SD Realising*. These categories cover everything that Service Design delivers.

One advantage of this formation is that somebody that wants to understand Service Design has the possibility to explore and understand what Service Design entails. It needs to be noted however that this model is generic and even though it can cover more than four categories it is still a simplified structure.

On the following pages the six categories are explained in more detail with a view to establishing a complete overview of Service Design.

<sup>®</sup> The abbreviation SD is used for Service Design. It gives the six categories unique names. It means that the descriptions are not about tasks but about the tasks in specific relation to Service Design.

## Service Design overview

To give practical access to Service Design this task-overview has been developed. It is a list of the different tasks that are part of Service Design. It gives a holistic view of Service Design that is easy to understand. Based on the tasks, various tools and methods that are helpful to accomplish these tasks are listed later on.

### Which tasks are important for Service Design?

Different projects, case studies and processes have been analysed and experts have been interviewed to identify which tasks are important and crucial parts of Service Design projects. Even though every Service Design project is different, this list of tasks has been established as an overall overview. It helps to understand what Service Design is about in detail. The list of tasks has been discussed with some Service Design experts again to add tasks that they felt should be included.

This is the beginning of a list of tasks which does not claim to be complete. It nonetheless gives a detailed overview and provides a practical checklist for Service Design tasks. To achieve these tasks a series of tools and methods can be used and different skills are needed they too are described here. The suitability of tools and methods selected will be depending on the project.

## Service Design (SD) tasks

The tasks that need to be undertaken in different stages of Service Design (SD) have been grouped into six categories: *SD Understanding*, *SD Thinking*, *SD Generating*, *SD Filtering*, *SD Explaining* and *SD Realising* – described below



On the following pages a more in-depth overview of the six categories is provided through descriptions and a list of tasks and tools / methods.

The categories enable easier application of the list of tasks and tools to projects. Every task (e.g. interview) is an intermediate step that helps to reach a goal (e.g. understanding clients). The goal stands for a crucial step in the Service Design process and at the same time it represents a specific mind-set. Every goal might be achieved by a number of tasks. The Service Design categories have two functions. One is to create a simple and generic framework that helps to understand Service Design. The second one is to establish what different mind-sets are needed for Service Design.

It was an insight from the research, that Service Design covers different stages and that each of them requires a different mind-set. In the prototypical workshop it was found that it is important to switch mind-sets within a Service Design project. That means that the category of SD Generating requires a different mind-set, attitude, focus and environment than for example SD Explaining. Furthermore, in every category the constellation of the team might change to accommodate the skill profile needed. Still the categories can interlink and overlap. Generating ideas can help to raise new questions for research and in the research new ideas for solutions can come up.

## → Finding out and learning

### DEFINITION

Researching the clients latent and conscious needs. Finding out about context, constraints and resources. Exploring possibilities.

### DESCRIPTION

This is a broad area that underlies the Service Design process. SD Understanding is the connection between a project and its reality. SD Understanding generates insights that identify areas the company should be going for, according to what is right for the organisation. SD Understanding goes beyond things that people are already familiar with. Like, what are the things that people don't like? Exploring the client's wants, needs, motivations and contexts. Investigating business, technical and domain requirements and constraints. Taking into account the client's goals in a systematic way. What do people desire? What are the possibilities? What will sustain a business?

### Requirements

Project objectives are needed.

### Relevance to Service Design

SD Understanding is important for Service Design to make sure results are true to reality, relevant and appropriate.

### Considerations

Quantitative market research and market segmentation is useful for selling products and services but falls short of providing critical information about how people actually use services – especially services with complex behaviors. Most traditional methods don't provide a means of translating research results into design solutions.

Most people are incapable of accurately assessing their own behaviours.

Self-referential design occurs when designers project their own goals, motivations, skills and mental models onto projects.

Always verify assumptions and interpretations (but do not forget to read between the lines!).

### Examples of SD Understanding

To find out how clients should find their way to the parking facilities of an airport the client journey was tested and documented in the form of photo journals. To make the conference service of a hotel more flexible a circus was analysed. To investigate how people pay their bills interviews were conducted in peoples homes. To understand how a complex system works teams from different departments played all functions in a bodystorming session. To explore peoples mood in the morning, a series of wakeup-call interviews have been conducted. To understand how much people value a service that they usually take for granted, they were payed as much as needed to not use the service.

## Tasks

### 1. Understanding clients

Exploring the following areas can help to better understand a client or clients:

- Goals
- Values
- Needs
- Behaviour
- Problems
- Group dynamics
- Interaction
- Demographic
- Psychographic

### 2. Understanding contexts

What considerations need to be made with regards to the following:

- Political
- Legislation
- Economic
- Social
- Technological
- Competition
- History
- Culture

### 3. Understanding providers

What factors are influential to the project, person or organisation:

- Resources
  - Technology
  - Personal
  - Finance
  - Knowledge
  - Skills
- Politics
- Short- & long term goals
- Constraints
- Responsibility
- Processes & systems
- Language
- Key decision makers / stake holders

### 4. Understanding relationships

Is there something to be gained from:

- Opportunities
- Other providers

## Tools & methods

A non-exhaustive list of various tools and methods that could be used to generate SD Understanding\*

Benchmarking

Client segmentation

Context analysis

Contextual interviews

Contextual enquiry

Critical incident technique

Ecology map

Ethnography

Experience test

Expert interviews

Focus groups

Gap Analysis

Historical analysis

Inconvenience Analysis

Interviews

Market segmentation

Mystery shoppers

Net Scouting

Observation

Probes

Reading

Service status

Shadowing

Thinking Aloud

Trend Scouting

User Surveys

5W's

Insight matrix

Tested and tried components

Inspirational specialists

\* The tools and methods are further explained in the Appendix



## → Giving strategic direction

### DEFINITION

Identifying criteria, developing strategic frameworks, specifying and scoping out of details. Turning complex data into insights.

### DESCRIPTION

SD Thinking includes all strategic considerations and the identification of direction and scope of a Service Design project. It sets the parameters for the other categories. SD Thinking often has a transitional role between other categories. For example after working in SD Understanding it is necessary to specify which elements should be used, and in what way in SD Generating. SD Thinking is the category that identifies the purpose of SD Understanding for the project. It can be important before SD Understanding or generally in the beginning of a Service Design project to review or set objectives and to make sure that all other categories work in line with the strategy. SD Thinking is the area that gives Service Design direction and guidelines.

### Requirements

Information about context, client, service provider, constraints and market place.

### Relevance to Service Design

To direct, control, structure and aligne.

### Considerations

*SD Thinking* is always based on information. The strategy and direction is only as good as the facts they are based on. It links into several other categories in a Service Design project.

In a short or small project *SD Thinking* will most likely be done with natural common sense. But it is important to be aware that this category is crucial and needs to be taken seriously.

*SD Thinking* often requires buy-in on a senior level of an organisation. Only if the service strategy is relevant and true to the context and needs of the organisation will the project be successful.

### Examples of SD Thinking

It was revealed that for mobile phone services only a very limited portfolio of scenarios can satisfy true client needs. It was recognised that professional expertise is crucial to trust a business support service and that ideas need to be generated how to enable access to high quality expert knowledge. It was recognised that for a community service a four stage strategy of Attention, Change Relationship, Create Community & Continuity needs to be employed. It was decided that for a project in a hospital the focus and emphasis of the service is going to be on the quality of care rather than to make the experience as pleasant as possible. It was decided in a project to involve clients and external experts to work together. It was identified that a service does not have to be re-invented and that its design would only have to be improved.

# SD Thinking

## Tasks

### 1. Identifying

- Criteria
- Problems
- Focus
- Underlying motives

### 2. Setting

- Objectives
- Goals
- Vision

### 3. Planning & feasibility

- Requirements

### 4. Analysis

- Competition
- Content

### 5. Reviewing

- Insights
- Related components

### 6. Direction

- Time plan
- Design guidelines
- Team setup
- Specification

## Tools & methods

A non-exhaustive list of various tools and methods that could be used in SD Thinking\*

Affinity Diagrams

CATWOE

Brutethink

Fishbone diagram

Lateral thinking

LEGO Serious Play

Mindmap

Parallel thinking

Personality matrix

Priority matrix

Specification

System thinking

Think tank

Touchpoints

Total quality flow charting

Visual thinking

\* The tools and methods are further explained in the Appendix

## → Developing concepts

### DEFINITION

Developing relevant, intelligent and innovative ideas. Creating role-, design- and concept-alternatives. Crafting details and consistency.

### DESCRIPTION

SD Generating is about doing, creating and coming up with ideas and solutions. In a Service Design project relevant ideas need to be developed and combined into strong concepts. Solutions need to be found and processes set up. The service experience needs to be designed in every detail and objects, spaces and other elements need to be developed.

### Requirements

*SD Generating* requires professional creativity. The work is always based on information and direction from the other categories. Even though it is possible to develop random ideas in general *SD Generating* is based on insights and in line with strategy.

### Relevance to Service Design

To produce great service experiences different challenges need to be addressed with innovative and sensible ideas, concepts and solutions that are true to the needs of clients and organisations and in line with the developed strategy.

### Considerations

For *SD Generating* it is important to find the right people for the team and to select the right environments to work in.

It is important that *SD Generating* is not a random idea session. It always needs to be based on insights and strategy. Still *SD Generating* should be free, innovative and visionary. It helps to use *SD Explaining* to make ideas as easy to understand, visual and tangible as possible.

### Examples of SD Generating

To develop concepts for a new train service an actual train was used as the work environment. To explore different possibilities how to solve a problem in a water cleaning plant, *Bodystorming* was used to resemble all parts of the system. To develop great ideas *IDEO* has the five most important rules of *Brainstorming* written on the walls of their board rooms. To come up with new ideas for a service, different elements have been combined with a special software randomly. Kids have been invited into a *Brainshaping* session to build new ideas with simple tools in play-do.

## Tasks

### 1. Developing

- Ideas
- Solutions
- Processes

### 2. Creating

- Concepts
- Scenarios

### 3. Finding

- Environments
- Inspiration
- Ways to work with clients

### 4. Implementing

- Corporate Design

### 5. Crafting

- Evidences
- Touchpoints
- Interface
- Experiences

## Tools & methods

A non-exhaustive list of various tools and methods that could be used in SD Generating\*

Bodystorming

Brainstorm

Brainwriting, -shaping, -racing, -station

Experience sketching

Feature tree

(Group) Sketching

Idea interview

Open space technology

Parallel design

Randomiser

Think Tank

Unfocus group

\* The tools and methods are further explained in the Appendix



## → Selecting the best

### DEFINITION

Selecting ideas and combining concepts. Evaluating results and solutions. Identifying clusters and segments.

### DESCRIPTION

From a range of solutions or ideas the best and most relevant should be selected. That means that they are chosen by experts or that they are selected against specific criteria. The performance or quality is tested and measured. That is true for prototypes, existing elements as well as people. Ideas, concepts, solutions and performance are evaluated against different measures. For example It could be assessed if an idea works against the legal requirements or which idea will require less technical effort.

### Requirements

*SD Filtering* is always based on the results of other categories of the Service Design project. Elements and contexts are necessary to evaluate and select. *SD Filtering* follows strategies established in *SD Thinking*.

### Relevance to Service Design

To identify the best and most appropriate solutions and ideas. To make sure that service components are evaluated in order to be improved.

### Considerations

To proceed with a project it is important to make decisions. It is important to involve key decision makers as much as possible.

Ideas and solutions that have been cut out do not have to be deleted forever. Often it is good to keep them somewhere so they are not lost completely.

### Examples of SD Filtering

To identify the best idea, different cards with descriptions have been created to choose from. Experts were asked separately to highlight the advantages and obstacles of various concepts. Scenarios have been walked through step-by-step from different clients' points of view to evaluate potential problems. To find the best concept, different idea-tree pathways have been tested to create a chain of ideas. The existing service in an airport has been evaluated to select all features that people like. Components of a service have been taken away to evaluate the impact on clients.

# SD Filtering

## Tasks

### 1. Selecting

- Ideas
- Concepts
- Solutions

### 2. Test & measure

- Performance
- Quality

### 3. Evaluation

- Subjective
- Heuristic
- Economic
- Technical
- Legal

## Tools & methods

A non-exhaustive list of various tools and methods that could be used in SD Filtering\*

Card sorting

Character profiles

Cognitive Walkthrough

Constructive Interaction

Diagnostic evaluation

Evaluation review

Expert evaluation

Feasibility check

Focus Groups

Heuristic evaluation

Personas

Pluralistic Walkthrough

Retrospective Testing

PEST analysis

Sticker vote

SWOT analysis

Task analysis

\* The tools and methods are further explained in the Appendix

## → Enabling understanding

### DEFINITION

The sensualisation (visualisation for all senses) of ideas and concepts, mapping of processes and illustration of potential scenarios. Giving overviews and showing future possibilities.

### DESCRIPTION

SD Explaining can give a team, decision makers and other stakeholders access to abstract future concepts. It provides a discussion base that is accessible for people with various backgrounds also as people with different levels of imagination. SD Explaining can work with different principles and techniques. It always aims to create a shared understanding in a multi-disciplinary team. From hand sketches, Photoshop mock-ups, video montages to real life prototypes, different levels of abstraction and detail can be shown. It is possible to stage the service experience in a Beta-launch to test how it works. Processes and models can be explained with animations or maps. Different scenarios can show the different ways in which a service could be used. SD Explaining is usually connecting SD Generating with SD Realising but is important in combination with SD Understanding and SD Thinking also. Sometimes SD Filtering can be based on SD Explaining too.

### Requirements

For successful *SD Explaining* a thorough understanding of the findings, ideas or processes is necessary and it needs to be clear what the purpose, target group and context of the results are.

### Relevance to Service Design

*SD Explaining* is necessary for shared understanding and to test service experiences.

### Considerations

Given that in *SD Explaining* decisions about details need to be made (e.g. the porter had a yellow name tag) it is important that it is seen as a discussion platform by the whole team. It then provides the possibility to discuss with a what-if perspective.

### Examples of SD Explaining

To show how a new polymer-ticket would change the experience of entering a club, different animated scenarios have been produced. To show how a concept works across different media channels, Photoshop mock-ups were used to show the different application. To highlight to the team how elderly people experience the service, different Empathy Tools have helped to feel the struggle on their own skin. An animated map was projected on the floor to illustrate the behaviour in a waiting room. To test a wake-up call service, participants have been woken up every morning for a week with different messages. Client archetypes have been created to test different ideas on the reaction that would be assumed for the different characters. *SD Explaining* was used to stage the elements of a service as if it would already exist.

## Tasks

### 1. Ideas & concepts

- Sensualisation

### 2. Processes

- Maps
- Models

### 3. Interaction

- Animation
- Role play

### 4. Experiences

- Prototypes
- Scenarios

## Tools & methods

A non-exhaustive list of various tools and methods that could be used in SD Explaining\*

Camera journal

Character profile

Empathy tools

Experience prototype

Informance

Metaphors

Mock-ups

Moodboard

Moodfilm

Persona

Rough prototyping

Role play

Scenario

Storyboarding

Social network mapping

Tomorrows headlines

Try it yourself

Visioning

\* The tools and methods are further explained in the Appendix



## → Making it happen

### DEFINITION

Developing, specifying and implementing solutions, prototypes and processes. Writing business plans and guidelines. Conducting training.

### DESCRIPTION

SD Realising makes a service happen. It provides whatever is needed to implement the defined and selected concepts. SD Realising the service can either mean to test an experience prototype or the actual service. Various means are used to realise a service depending on its complexity and if it is implemented in different locations. SD Realising includes everything necessary to plan, specify and roll out a service. A business plan often is provided in combination with a blueprint to direct how the service system will work in every detail. Training and guidelines are used to ensure that staff is able to put the service into action. Briefings and specifications ensure consistent Touchpoints.

### Requirements

To realise a service it needs to be clear what the concept and purpose is and how different components link into each other.

### Relevance to Service Design

*SD Realising* is taking a service to market. All details are established, final checks and plans are made and all means developed to ensure a consistent and quality service delivery.

### Considerations

A service is likely to never be perfect and can therefore always be improved. *SD Realising* ensures the best possible service performance. But as systems are complex and the environment changes it will always be necessary to test, improve and maintain the service. *SD Realising* should therefore not be considered the end of Service Design. It is a new beginning.

### Examples of SD Realising

A business plan was written to explain and specify all details of the basic principles a service would work upon. A *blueprint* was made to plan how all processes and components link into each other. An intranet was provided to give staff the information and templates needed to provide a service. Role descriptions were written for staff to imagine and perform their role in the service delivery. A game was built for staff to play through different scenarios and to learn about the principles of a new service.

## Tasks

### 1. Testing

- Prototypes
- Models
- Processes
- Experiences

### 2. Developing

- Business Plan
- Blueprint
- Processes
- Touchpoints

### 3. Providing

- Training
- Guidelines
- Templates
- Instructions
- Specifications

## Tools & methods

A non-exhaustive list of various tools and methods that could be used in SD Realising\*

Behaviour sampling

Blueprint

Business plan

Guidelines

Intranet

Line of balance

Mind map

Performance testing

Post release testing

Role script

Scenario testing

Service prototype

Simulation

Specifications

Templates

Wizard of Oz

\* The tools and methods are further explained in the Appendix

## Considerations

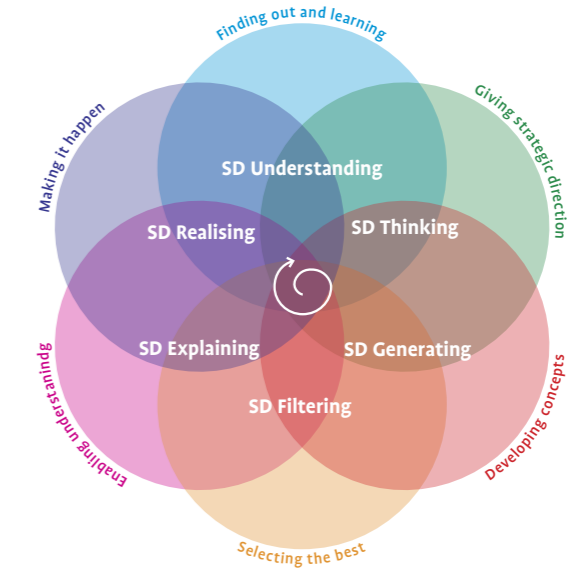
The framework and the content of the six categories have been established to work as an overview of the various tasks that Service Design covers. For each category, several tools and methods that can be used for support when designing services have been put forward. In addition to being an overview, the descriptions can be used as checklists to understand Service Design and to put it into practise.

Service Design projects are often very different and there are no absolute rules about in which order categories should be used. Just like production, consumption and design can happen all at the same time, in a Service Design project the six categories often overlap and inter-link with each other. Model fourteen is a visual representation of how the categories overlap. It shows in a simple way that the various tasks in each category can be undertaken simultaneously and in a flexible order. Imagine for instance that a Service Design project starts with an idea, could be the result of observing a situation and thinking of a solution, however the idea might still need to be prototyped and tested and different executions be developed, selected and prepared for implementation.

But, beside the fact that the categories can be used in any required order and time, the model does suggest through a spiral arrow that Service Design projects are mostly iterative, meaning that some categories will be used several times throughout the course of a project.

Overall, Model fourteen is conceptual rather than practical. It does not show any definite direction or order and requires imagination on behalf of the interpreter as it is not self-explana-

tory. However, it does show that Service Design is a complex, iterative and ongoing process. It is interesting to note that designers who have been shown this model find it relatively easy to see and understand how the six overlapping layers represent the different areas of Service Design tasks.



[ MODEL FOURTEEN ]

### Service Design categories

A different model will be required to truly represent the essence of Service Design as well as the workings of it. The following pages have set out to do just that.

## Service Design overview model

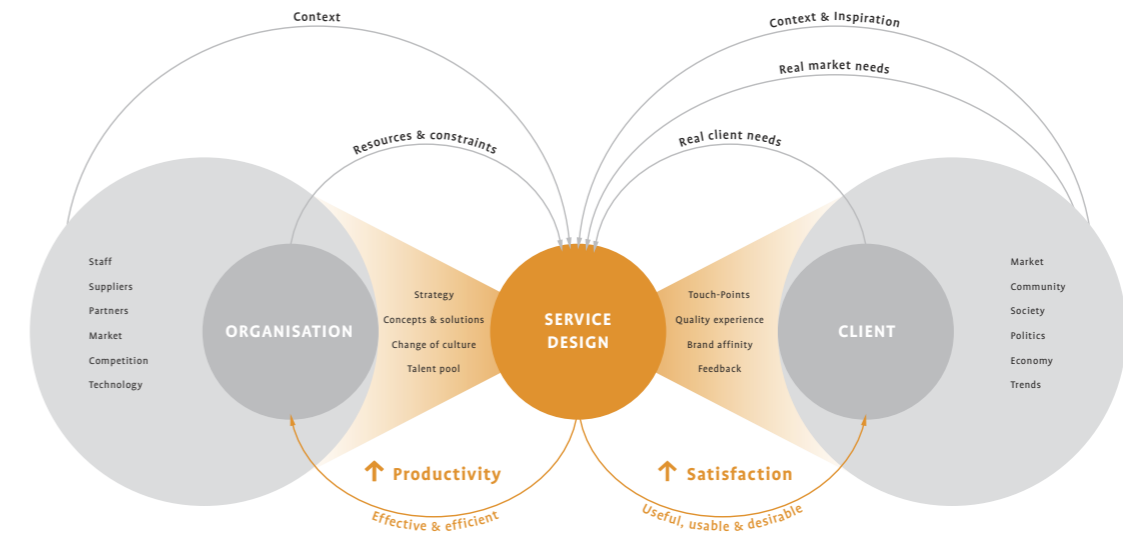
In this paper it has been suggested that showing the essence of Service Design in an overview would be helpful to enable access and understanding. The model on the left (please see model fifteen) has been developed to give this overview. It is based on research previously mentioned in this paper, and has been evolved through discussions with various Service Design experts.

It illustrates how Service Design operates as a mediator between organisations and clients. It shows in the bottom with orange arrows that Service Design delivers higher productivity to organisations in making their services more effective and efficient. Raising client satisfaction in designing services that are more useful, usable and desirable.

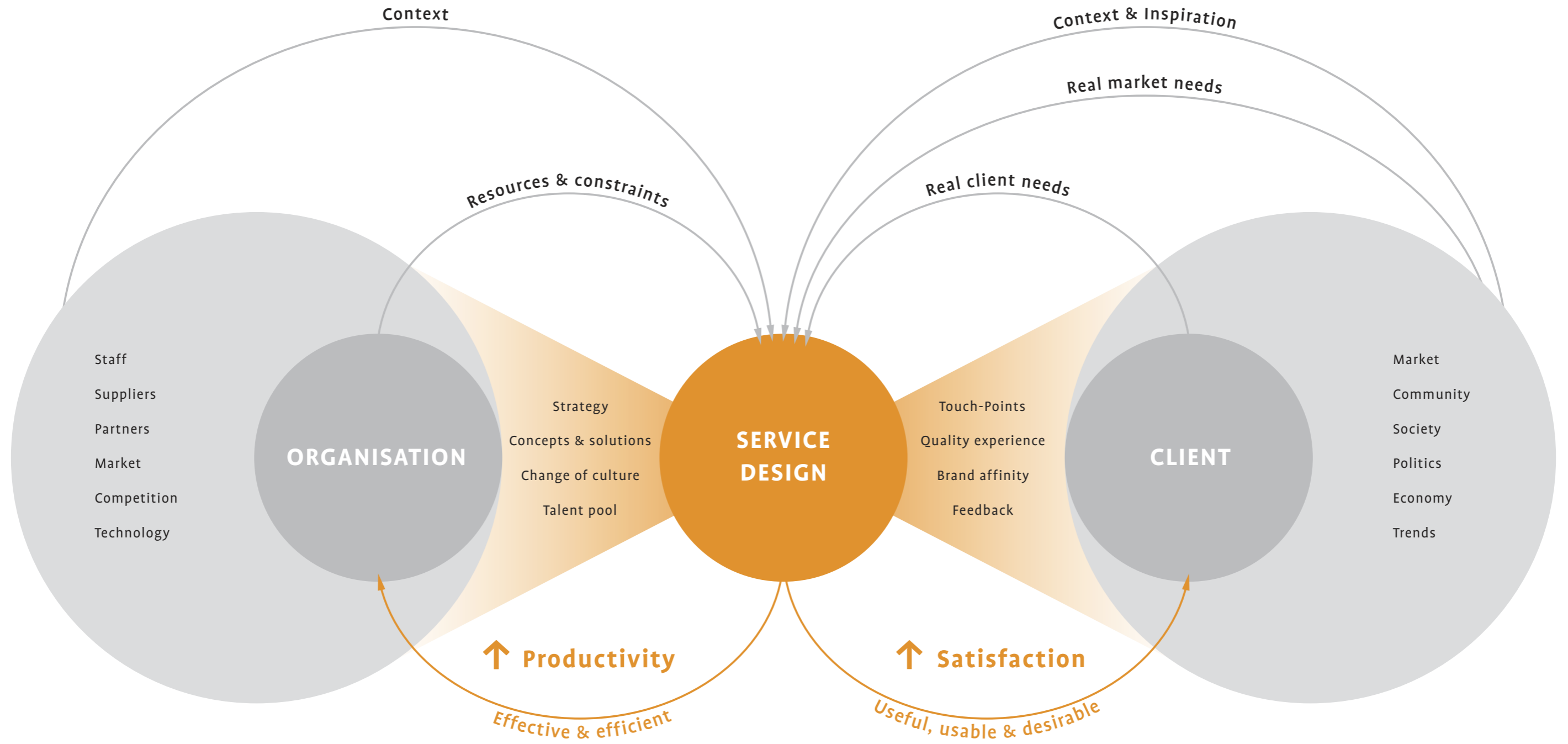
The grey arrows in the top show how Service Design explores organisations and considers their resources, constraints and the context they operate in. This context, which is shown as grey circle, consists for example of staff working for the organisation, suppliers that are or could be used, partners that are available, the market the organisation operates in, the competition and relevant technologies. At the same time Service Design develops insights based on client and market needs. It investigates the clients context, such as the market, community, society, politics, economy and trends.

In an organisation Service Design supports and helps to establish strategy, develop service concepts, solutions, designs processes and guidelines. It helps change a culture towards a service minded, client focused and innovative one. It sets out to grow a talent pool of people that are part of ongoing service improvement. Service Design helps design all Touchpoints that a client encounters and so improves the overall experience that clients have with a service. In creating innovative service ideas and fostering the relationship between organisation and client Service Design increases brand affinity. Part of the relationship is the way Service Design manages feedback and integrates people from the organisation and clients in the design process.

Service Design designs the interface between organisations and clients. The diagram shows how Service Design operates as an interface itself. It works across both the organisation and the client from investigating insights through to service delivery. It creates a win-win situation for organisations and clients.



Please see fullscreen on the next double-page



[ MODEL FIFTEEN ]

### Service Design overview model



## Service Design process

**“It is important that we do not rationalise back in a linear process.”** Chris Downs, Live|Work

In a conversation with Lavrans Løvlie and Chris Downs at *Live|Work* it was discussed how a process for Service Design would look like. The conceptual model (please see model fourteen on pg. 149) that has been discussed earlier was confirmed by both. For them it is important to ensure that Service Design is understood as different. In their view there is no linear process existing in Service Design unlike when dealing with products. The various tasks can happen in different order and sometimes at the same time. Service Design is not a short project to launch a service but rather continues to evolve the service on an ongoing basis. But to explain what Service Design does the model is not really helpful. So how can a general overview on the process of a Service Design project be given?

It was found in the development that the joining of management, marketing, research and design would need to be reflected in the execution of this process. Crucial is to explain the most important elements without being too detailed. The process should be easy to follow and build on what this work has put forward earlier on. How can this be achieved? Please refer to model sixteen on pg. 155.

The six categories of Service Design have been used as the basic structure to set up this process. They have been recognised as playing an important role in any Service Design project. There is a natural order that can be recognised through analysing the different out- and inputs that are

required and achieved. Even though this process is simplistic and generic it can be easily understood and is easy to follow. It is mainly a tool to develop a shared understanding of the stages of the project and how they can link into each other. What does it include?

In the beginning of a Service Design project the leaders in an organisation need to make decisions and initiate preparations. The project team for a Service Design project needs to be chosen to ensure both that the internal knowledge is used to its best and that a feasible implementation can be ensured. People in a Service Design team can come from different levels and areas of the organisation or from outside the organisation. There should be a core team but other people can come in at specific points of the project for example to generate ideas. (Further details on pg. 157)

It is important to set the objectives for a Service Design project. The project usually starts based on a reason like market changes, need for differentiation, improving efficiency or increase value for clients. For the success of the project it is important to specify these as well as the scope and direction of the project. Based on these a timeline should also be put forward. All these initially specified guidelines can of course evolve and change in the course of a Service Design project. The guidelines will be the base of an initial meeting of the project team to discuss and plan the next steps, open questions and the course of the project. The next step is to identify what knowledge, insights and resources are available. After this review it will be decided what tasks should be undertaken in the category of *SD Understanding* (See pg. 125). As specified earlier the different tools and methods

can be used for finding out and learning. This will help the team to better understand market needs, client needs, their own organisation, the overall context and relationships available.

The material, findings and insights that are available from this are the basis for work in *SD Thinking* (pg. 128). Based on the review the tools and methods of *SD Thinking* are used to set criteria, objectives, set the service strategy and refine the direction. The leaders of the organisation should be involved in at this point to ensure that the initial objectives and the new insights are combined to a relevant and approved strategy, criteria and project framework. Sometimes at this point different tools and methods of *SD Explaining* (pg. 140) can help to create practical overviews and to question and support strategic decisions. For example the creation of *Character profiles* or *Personas* can help to sharpen the idea of the client profile.

The Service strategy, objectives and criteria that have been established in *SD Thinking* and had senior leader approval are the foundation for *SD Generating* (pg. 132). After establishing the appropriate environment, involving relevant people, preparing research insights and inspiration, a huge amount of ideas, solutions and concepts are developed. This can happen in one or in many sessions lasting from one hour to several days. The basic principles of a brainstorm can be used as guidelines in *SD Generating* in general. That effectively means that any idea is allowed at this point.

The amount of ideas, solutions and concepts is cut down based on the established criteria, strategy and factors (e.g. legal restraints) to those which are relevant and fit the profile. In this analytical part of the process another iteration of *SD Generating* might be required to ensure that enough high quality and relevant results are achieved. Sometimes tools and methods of *SD Explaining* (pg. 140) can help to inspire and support this. For example a mood-film that illustrates how one of the ideas could be the basis of another *SD Generation* workshop.

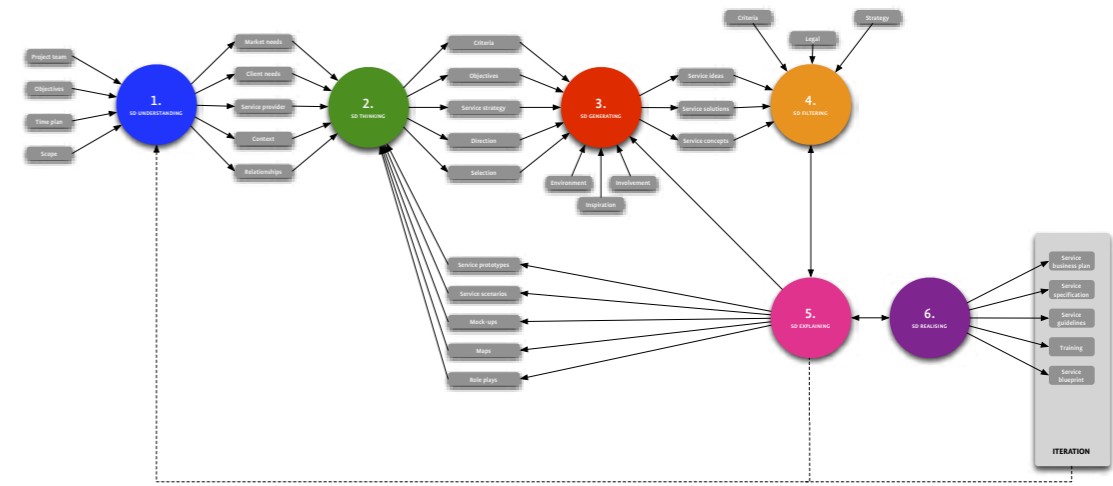
The ideas, solutions and concepts that were selected are translated into formats that can be easily shared within and outside the organisation. *SD Explaining* tools and methods are used to enable understanding of the ideas, solutions and concepts developed. Service prototypes, scenarios, mock-ups, maps and role plays are some of the possible results. These represent the basis for insights and for specifying the strategic direction. The results of *SD Explaining* tasks are used as the basis for *SD Realising* (pg. 144).

The different formats that explain ideas, solutions and concepts are used to further evolve details. The tools and methods in *SD Realising* are used to specify and plan service business plans, specifications, guidelines for implementation, training and service blueprints. These will either be approved to be put into action or be tested and evolved further. While put into action the tools and methods of *SD Understanding* are used to get feedback

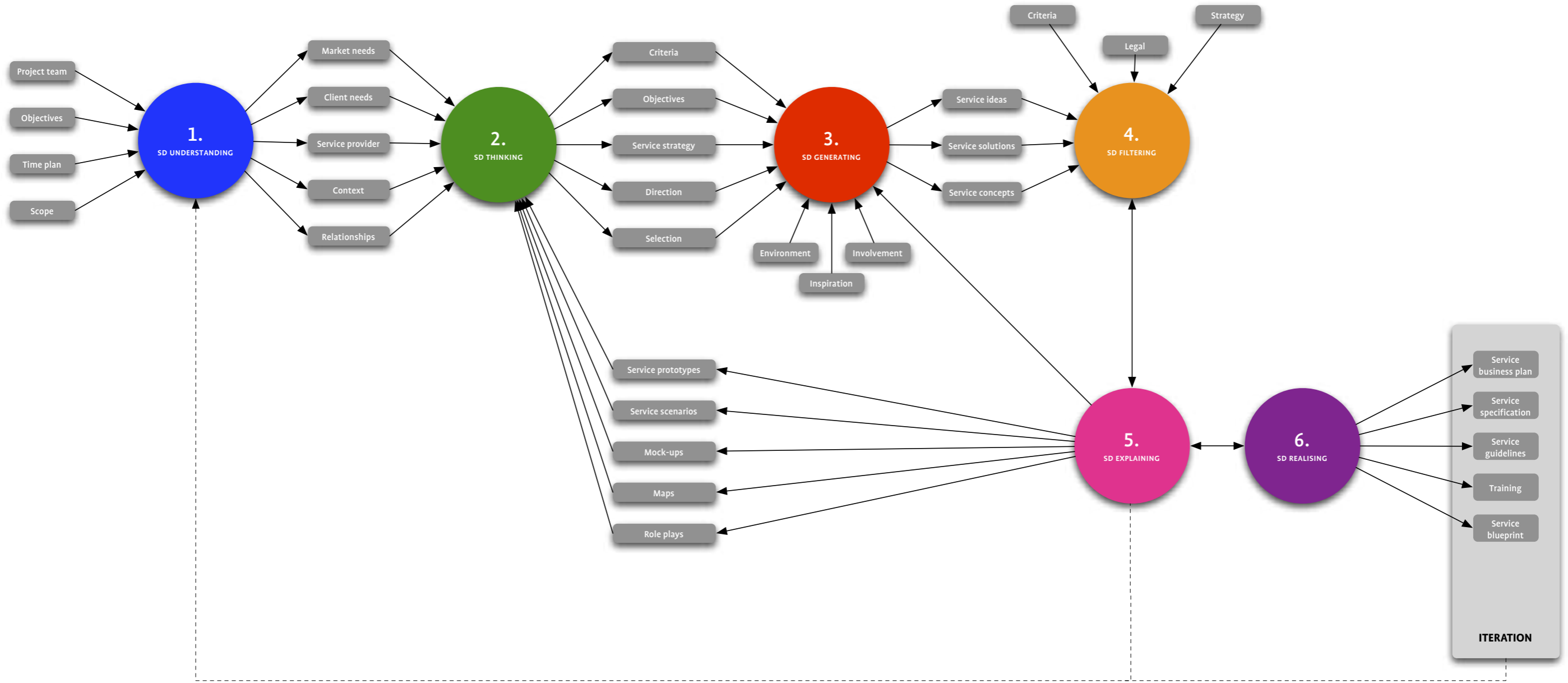
## Service Design process

and to ensure that the service works sufficiently. It will provide new triggers, raise questions and provide insights that can be used for another iteration of the full process.

Depending on the size of a Service Design project the pictured process can be used in parts, as a whole or in several iterations. It needs to be noted that it is not only used to innovate new services. The same process is used for improving the design of existing services too.



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[ MODEL SIXTEEN ]

# Service Design process

## Service Design role description

How can the role of Service Design in an organisation be described? What skill set is needed for an organisation to get involved in Service Design? This paper has identified the different categories that Service Design needs. It has investigated the most important tasks that need to be achieved within each of them. On that basis different tools and methods have been offered to help achieve these tasks.

To explore the skill set that is needed to accomplish the different tasks in Service Design this role description for Service Design has been developed. It is a helpful tool to understand the different skills that are needed for Service Design. It can be used as the basis to plan how a Service Design project could be undertaken in an organisation.

Service Design has been introduced in this paper as a broad field that incorporates and co-operates with different related disciplines. The role profile that is offered here helps to manage skills that are available in an organisation and which skills might need to be acquired from outside the organisation.

In practical terms there are three different models how the Service Design role can be applied in an organisation.

### 1. The Service Design Guide

An outside consultant that helps the organisation to run Service Design projects. This person is a facilitator that manages different outside resources together with a contact person in the organisation that is not necessarily trained in Service Design.

### 2. The Service Design Scout

One person in the organisation is trained or hired to represent Service Design in the organisation. This person would help identify possible projects and manage internal projects. When necessary outside resources can be brought in for the different stages of the project.

### 3. The Service Design Manager

One person is trained or hired to oversee, direct and manage a multidisciplinary team. This role can be extended in hiring a small team that covers the main skills and that is then complimented with external consultants and experts.

In any of these three principle models the combination of in-house staff and outside Service Design consultancy need to cover a specific set of skills. To enable understanding in the following the skills are listed under the six SD categories. ↘

**Service Design basic skills**

- Must be generally service minded
- Excellent social skills are needed
- Outstanding communication skills are required
- Good negotiation skills are a big plus
- Great facilitation skills and experience are needed
- Must be able to be a good team player
- Generally needs to be curious and open minded
- Overall understanding of economy needed
- Excellent organisational skills required
- Comfortable with working on high visibility projects and with all levels of management
- Professional who can lead a team or be part of a team to humanise complex interactive experiences
- Must have awareness and point of view on industry developments and market needs
- Experience in proposal writing and development of new client relationships
- Recognised expertise in one or more business areas: HR, management, research, marketing, design, technology and other related disciplines
- Proven ability in leading crossfunctional, cross business project teams through full project cycles
- Solid time and project management skills
- Good ability to multitask in a fast-paced corporate environment

**SD Understanding skills**

- Good ability to develop hypothesis
- Experience in developing alternative decision models
- Able to conduct and manage qualitative as well as quantitative research
- Solid in distilling complex information and transforming it to simple insights
- Deep expertise in user behavior and human factors techniques for design and marketing
- Expertise and experience with a variety of user research and usability testing approaches
- Exemplary interviewing skills

**SD Thinking skills**

- Proven expertise in strategic thinking
- Ability to understand complex systems
- Experience in establishing frameworks and setting the boundaries
- Comfortable in synthesising and leveraging research and data in order to identify key insights
- Experienced in defining target audiences, segments and opportunities for strategic development
- Ability to obtain relevant information and think through situations, problems or processes to identify core issues, patterns or trends
- Proven ability to understand business strategic and tactical goals

- Able to effectively participate in the development and implementation of business solutions

**SD Generating skills**

- Outstanding ability to develop ideas
- Ability to be creative and associative
- Trained fresh and visual thinking
- Ability to see unusual and unique angles
- Profound brainstorming experience
- Excellent problem-solving skills
- Ability to identify inspirational environments and methods
- Experience in translating insights into relevant innovative ideas, concepts and solutions
- Proven ability to design and craft Touchpoints
- Experience in creating scenarios

**SD Filtering skills**

- Experience in analysing and synthesising research findings
- Ability to work with selection criteria
- Good systematic thinking
- Observant and critical attitude
- Experience in testing and measuring performance and quality
- Proven experience in evaluation

**SD Explaining skills**

- Experience of translating complex information into simple explanations
- Proven ability to identify appropriate means of sensualisation
- Ability to identify metaphors
- Experience in bringing ideas and concepts to life
- Excellent ability to imagine the future
- Experience with fresh and visual thinking
- Working knowledge of prototyping tools
- Ability to develop overviews and maps
- Experience with stories, scenarios and animation

**SD Realising skills**

- Proven expertise in developing complex processes
- Experience in implementing services and service components
- Ability to develop details in line with the bigger picture and strategy
- Experience in developing instructions, guidelines, blueprints and business plans
- Ability to manage training
- Experience in testing service prototypes



# CONCLUSION

## Conclusion

In the first chapters of this paper the changes in the economy have been discussed. It is clear that services play an increasing role and are the essential sector for our future society and economy.

The importance of the service sector is without question. Policy makers and organisations on all levels recognise that services are the area that needs to drive forward to be successful in the future.

But still services have a massive problem. The productivity of this sector is poor. The quality that is provided overall is at a low standard and client satisfaction generally low. Even though the pressure rises and with some innovative organisations making a difference their competition tries to catch up in mostly copying what they are doing, there is a problem.

This paper suggests that it is a design problem. Services are currently not designed in the way they could be.

Earlier in the paper it was discussed how the design field has opened up towards new roles for designers and towards integrating people that traditionally were not considered as designers. That is true for all different areas in design. But where would it make more sense to put this new understanding of design into action than in the design of services?

Integrating clients in the design process – that is especially relevant in designing services where clients are anyway involved in production and delivery. Design has developed other competencies like the design of interactive complex systems. Services are nothing else than that.

Design has excellent experience in designing details and human interfaces. Those are needed at different parts of the service offering and make up the Touchpoints that clients experience. Design can look after these details with the big picture in mind like it does in designing corporate identity systems. In doing so the design tradition has worked closely with experts from other fields and it almost seems like a natural development to integrate all this into a new field and practise that addresses the unique challenges that we are facing in the new service world. But how is Service Design answering these problems?

This paper has recognised that services are different. It has discussed the unique features and the implications they have on designing services. To address this problem different academics and consultants have worked towards offering a new practise that takes this into consideration. Service Design brings together elements of management, marketing, research and design.

Even though Service Design has been developed for more than ten years it is still a young field which seems to be blossoming right now. In the last years Service Design has undertaken research to address the challenges that this new concept is facing. For example the design of intangibles and interaction was developed further. New methods needed to be developed and the practice from designing needed to be adopted to design services. The integration of other areas of expertise was an important factor to shaping this new field.

Many projects have proven the principle and helped to further develop the methodology and to take the field to the next level. These develop-

ments have been mainly separate from each other. Most of them in different countries. The breakthrough for the field seems to have been the point when the islands of Service Design research, thinking and practice in different places joined together. The *Service Design Network* enables this new field to drive forward together. Based on this development different synergies have been established and the field seems to head forward as one. But whilst Service Design is getting ready, are not service organisations doing it already?

The need for Service Design is growing. Service Design projects have been undertaken on different levels together with different organisations. The north region of England has invested in a concept to use Service Design to support their economy. The concept that was developed by *Spirit of Creation* proposed a highly innovative Service Design education centre for top level managers. Together with 200 specialists they redesigned design education to match up with the unique challenges that we are all facing.

So far practitioners in service organisations have mainly tried to help themselves. Process reengineering, service marketing, total quality management and other concepts are used to solve the day to day problems and to in fact design services. Some of the achievements are remarkable and whether they call it Service Design or not it proves the point and direction.

This paper suggests that the developments in service organisations and in Service Design need to come together to really make a difference. There are more and more examples how Service Design was used in very successful ways in organisations of very different structures and markets. In different projects and Service Design workshops for practitioners it becomes clear that it is well received and it was proven that Service Design can make a difference.

One example of a huge success of Service Design was the creation of *First Direct* an innovative banking service that is hugely successful. “At the time we didn’t know that, but looking back now we have done Service Design and the success we had was definitively based on some of the Service Design principles.” says Kevin Gavaghan who was Marketing Director at *Midland Bank* and one of the leading heads behind the revolutionary service. But if the need is there and Service Design can offer solutions for what is needed to bring this together?

Looking at the service sector it becomes evident that Service Design is not yet established and well-known. It seems that Service Design is the solution that everybody is waiting for. Somebody just needs to go and tell them. But of course it is not as simple as that.

For organisations to get involved in Service Design means a change of thinking. And changes are always difficult. The people that work with services, the people that work client facing and the people that influence the structure and design of all the Touchpoints that clients encounter hardly work hand in hand. They all do their best but Service Design can only be achieved together. This and some other factors mean that people in a service organisation are not likely to make the move to find out about Service Design and to change their structure to accommodate the new solution. It needs to be Service Design that offers a service that is satisfying, usable and useful. And as we know ideally it will be so desirable that it overcomes barriers and problems and will be put into action.

The suggestion here is that it is necessary to review the available resources in Service Design and to find ways to make Service Design more accessible. When it is possible to create a simple overview of what it is that Service Design has to offer and how it works this would be a fantastic base to profile Service Design and to establish it as a well known field. It would help to confront these results with practitioners in service organisations and to find ways to make this access as practical as possible.

To move this forward this paper provides some thoughts, resources and recommendations on how that can be achieved. The main principles are summarised here. The ultimate goal is to profile Service Design and to enable practical access.

## Sharing

At the moment the Service Design landscape is spread and in the various countries and institutions it has been approached differently. Language therefore is a barrier in two different ways. Most of the papers in Germany or Italy for example have not been written in English. Therefore the material is difficult to share. Beside the language of different countries, Service Design includes also different technical languages that are the result of the different backgrounds that come together. It is therefore needed to further develop a shared Service Design vocabulary, preferably in English. This paper has given an overview of the institutions, resources and the field as such. For the close future the *Service Design Network* could become the base to make a difference. Sharing is going to be crucial to set up a structure that unites Service Design as a strong field. Methods and best practise need to be shared also as knowledge and experience.

### Existing resources

It is important to review the existing resources that have been developed, tested and are available. This provides the manifestation of Service Design and is the essential foundation to explain and profile what can be achieved with Service Design. The resources that are available range from papers, research and project results to methods, processes and models. To establish this field it will help to review and discuss the similarities and differences. This paper has set out to give a starting point of an holistic view on the resources available. The goal would be to establish a shared set of resources that can be used across the network.

These resources could then be made available to service organisations and to business-, marketing- and design-education. The review would also help to identify needs for further development. As for the integrative nature of the Service Design field it is important to include existing resources of the areas with related expertise.

### Framework

To enable cooperation and sharing and to establish an overview of Service Design a structure is needed. Given that Service Design is a field that integrates different areas of expertise and people from different backgrounds this framework is an essential working platform. This paper has put forward a structure that is easy to understand. The six category framework is able to accommodate different elements like what it does, how it does it and what is needed. Based on this framework different materials can be structured and provided. It is almost the equivalent to *Gutenberg's typesetter frame* where every letter is stored in a structure. The Service Design framework in this case is not a theoretical model but more a practical workable structure. This can be to explain Service Design and it can be further filled with methods and tools.

### Collect tools and methods

The structure that has been developed can accommodate the various elements. Everything that needs to be achieved within Service Design is covered by this structure. It is helpful to provide tools and methods that can be used to help and support in a Service Design project. The list of possible tools and methods is obviously endless. They very much depend on context and circumstances. In this paper a set of tools and methods has been useful to explain and enable practical access. They are a huge support to understand what needs to be achieved at different stages of a Service Design project. The tools for Service Design therefore help to explain the framework and make Service Design tangible and practical at the same time.

### Service Design overview

An overview diagram for the essence of Service Design was suggested earlier in this paper to be very helpful. The diagram that has been put forward earlier in this paper has set out to explain the complex interactive process in one page. This overview accommodates the most important elements. It shows how Service Design acts as an interface between organisations and clients. The diagram has been discussed with some of the experts in the Service Design Network. If the other members can agree or adopt this overview so it becomes an agreed diagram it could be one of the elements that can be used to profile Service Design and explain what it is.

### Service Design process

To explain what Service Design exactly does in detail has been recognised to be essential. To profile how Service Design works it is necessary to make a process diagram available that shows how the different elements of Service Design link into each other. The process that has been introduced in this paper is a blueprint for Service Design. It is easy to follow and at the same time not too generic. It shows how Service Design works, what it covers and what can support this approach. It is a map of the complex and interactive process. Given that people from different backgrounds have to work together in Service Design this is not only an important tool to explain and profile the field it is a very valuable tool that enables shared understanding in a Service Design project.

### Understanding audience

To profile Service Design and to make it accessible it is necessary to establish a very good understanding of the professionals in the service sector. What are the problems that they perceive the strongest? What are the constraints they have to face? If Service Design can be seen as a service itself it needs to consider its clients, involve them in the process and develop a service concept that works for them. Not only research and observation but also workshops together with practitioners will help to reveal what they are most interested in and how it can be offered.

### Pool of competency

At the moment the pool of Service Design experts is still limited. Given that Service Design is an approach that integrates people from different backgrounds it can be assumed that these people could learn the additional skills and the pool of competent people would grow quickly. At the same time of profiling and spreading Service Design there is a responsibility to make sure that different educational institutions are supported to make skilled people and training for professionals available.

### What next

The change from agriculture to manufacturing and to industrialisation was not quick and easy. It was difficult, took time and influenced everything. Some patience is needed. However, it is important to recognise that change in our times happens differently than it used to be.

The conclusion here is simply: Services are an important part of the economy, they are not as productive and satisfying as they should be and therefore they need to be designed better.

To design services the classic project structure is not always adequate. Service Design needs to offer organisations different modules that address the ongoing and iterative nature of services but that are compatible with the way the organisation works.

Service Design needs to become recognised and profiled. It will struggle in positioning as the new model that everybody should adopt to – the holy grail of business success.

It needs to pick up the people that work in organisations, that are smart and that already think about what they do. They know their organisation and are key for Service Design to be successful.

The suggestion here is that Service Design is not about doing more research. It is not about designing scripts for phone operators. It is not just about doing extensive service testing:

It is a very different way of approaching the way we think of the relationship between organisations and clients. It is not about reinventing the wheel, but about finding a new way to travel.



# APPENDIX

## Glossary

The following is a selection of terms that are relevant definitions for this paper and for Service Design.

### A

#### Added value

Over and above the norm delivery. The possibility for an organisation to delivery beyond client expectations. Service Design can create added value for example in showing to clients the intangible service that they already get in a new way so they can perceive it.

### B

#### Behavioural mapping

Photographing people within a space, such as a waiting room, over a period of time.

#### Blueprinting (Service Blueprinting)

Mapping a service journey, identifying the processes that constitute the service, isolating possible fail points and establishing the duration of the various stages for the journey. Method for exploring the (mainly) qualitative components during different experiences with the service. A Service Blueprint is an operational tool that describes a service in enough detail to implement and maintain it.

#### Business plan

Financial and economic case with narratives and numbers, tables and spread sheets to validate the concept and assess the viability, returns and risks.

### C

#### Character profile

Please see tools & methods

#### Client

In this work the word client is used consistently instead of customer, consumer or user. This is representing the change of thinking in Service Design towards seeing and treating clients as important and part of the process. The word client is more formal than customer. It gives the client more respect and a special role.

#### Customer

Someone who purchases or rents something from an individual or organisation. Therefore this person pays for goods or services. Informal for client.

#### Consumer

Someone who uses services or products. Not necessarily at the same time the customer who pays for it.

**Client journey**

All the interactions a client has with a product, service or space over a certain period of time.

**Concept**

A combination of ideas formed in the mind. Something conceived in the minds such as a plan, a design, a mental image or a thought. Describes a set of ideas for a service design component or system.

**D****Design**

Translating a problem into a solution for a specific user group. This is true for products, spaces and services. Design deals with researching, understanding, analysing and solving problems, achieving improvements in a commercial environment and is always addressing users. Designers create multi-dimensional concepts that add value to people's lives, are desirable, useful, viable and commercially successful. Design provides a holistic perspective on life, society, economy and on what drives people – it therefore is about the understanding of complex issues.

**Design management**

Totality of the design activity, its administration and contribution to an organisation's performance. Design management includes the organisation and implementation of the process for developing new and improving existing products and services.

**Design process**

Stages that a product or service will pass through during its design. The stages are generally shown in chronological order but the process is, in practice, highly iterative.

**Desirability**

The quality of being worth desiring.

**E****Effectiveness**

Ability to achieve stated goals or objectives, judged in terms of both output and impact.

**Efficiency**

The ratio of output to input. Making the most of resources and investment.

**Ethnography**

The systematic and immersive study of human cultures (from Anthropology).

**Emotions**

Feelings clients experience and attach to events, people, products and / or services. Emotions describe clients' emotional attachment and understanding of people, artefacts and events.

**Experience**

Clients' sensation of the interaction with services through all senses, over time and on both physical and cognitive levels.

**Experience Design**

Approach to creating successful experiences for people in any medium. This approach includes consideration and design in all 3 spatial dimensions, over time, all 5 common senses and interactivity.

**Experience prototype**

Simulation of the anticipated experiences of those who deliver and use the service including all Touchpoints during the service experience. Enables a Service Design team to gain appreciation of existing or future conditions through active engagement with prototypes.

**Extreme User Interviews**

Talking to people who really know – or know nothing – about a product or service and evaluating their experience using it.

**Evidences**

Show the effect and difference that a Service Design will make.

**G****Goals**

Driven by human motivations, which change very slowly, if at all over time. Goals are end conditions, whereas a task is an intermediate step that helps to reach a goal.

**I****Identity**

Self knowledge about characteristics and features. A collection of channels that work together to create an image.

**Interface**

The boundary or surface between two different distinguishable entities.

**Internal customer**

One who is influenced or affected by an organisation, or who directly works within it.

**L****Launch champion**

Person who organises or oversees all aspects of the service launch.

**M****Market**

Mechanism which allows people to trade, normally governed by the theory of supply and demand. The service sector accounts for almost 80% of UK employment and contributes to 67% of the economy, yet receives just 16.5% of research and development investment. Across the EU, service growth is at 15%, while manufacturing is growing at just 5%.

**Mock-up**

Models, illustrations, collages that explain concepts, ideas and visions.

**Moments of truth**

Definition of experiences of the service that make a significant impression on the customer.

**Multi-disciplinary**

Several professions working together toward common goals.

**O****Offering**

Provided value (product or service).

**P****Perception**

Process by which customers organise and interpret their sensory impressions in order to give meaning to their environment. Perception is affected by attitudes, motives, interests, past-experience and expectations.

**Project**

A complex assignment involving more than one type of activity and production.

**Plan**

**To have the will and intention to carry out some action. A series of steps to be carried out or goals to be accomplished.**

**Prototyping**

A scaled down system or portion of a system is constructed in a short time, tested, and improved in several iterations

**R****RATER**

Common reference to the five dimensions of service quality. It refers to reliability, assurance, tangibles, empathy and responsiveness. It has been defined in SERVQUAL by Zeithaml et.al.

**S****Scenario**

Description and configuration of what the user is likely to do with the service.

**Service**

Intangible, interactive client experience across different Touchpoints and over time.

**Service Blueprinting**

Please see Blueprinting

**Service Ecology**

A service ecology is the system of actors and the relationships between them that form a service.

**Service Evidences**

Show the effect and difference that a Service Design will make.

**Service Design**

Service Design is planning and shaping useful, usable, desirable, effective and efficient client experiences across Touchpoints and over time.

Improving an existing or developing new kinds of services. Service Design is the field concerned with the development of services to meet specific needs. These services may make use of different communication media (including online, telephone, in-person, etc..), may or may not be automated, and may or may not use products as part of the service experience.

**Service Design brief**

Documentation that describes the primary purpose of a service and gives guidance in a Service Design project.

**Service Design data mining**

Quantitative data on aspects of a service. This could relate to service use, configuration, market and technological trends etc.

**Service Design Guide**

Outside Service Design consultant that helps a dedicated in house person with the facilitation of workshops or projects.

**Service Design Manager**

A project leader who is a constant member of the Service Design team and outside experts. Responsible for ensuring effective communication, co-ordination of the Service Design process and decision maker.

**Service Design Scout**

A person dedicated to identify and organise Service Design projects in an organisation.

**Service sector**

Defence, Health, Manufacturing, Education, Law & order, Telecommunication, Transport, Leisure, Environment & agriculture, Taxation, Banking & finance, Retail.

**SERVQUAL**

Method for measuring service quality. The model is based on the premise that the best way to measure service quality is to base it on the customer's experience of quality. SERVQUAL breaks service quality down to five basic dimensions, often referred to as RATER.

**Stage gateway**

Milestone and decision point relating to continuation, or otherwise, of service development projects.

**Stakeholder**

Individual, either from inside or outside an organisation, who needs to be considered, is involved with, has an interest in or could be affected by a service.

**Service specification**

Documentation that prescribes the requirements to which the service has to conform. A service specification should refer to or include drawings, patterns or other relevant documents and should also indicate the means and criteria whereby conformity can be checked.

**Service components**

Parts that assemble a total service.

**Servicescape**

The role of physical surroundings in and how physical environments relate to a service.

**Service evidence**

People, process, and physical cues.

**Shadowing**

Observing people using products & services (going to hospitals, shopping, taking the train, using their mobile phones etc.).

**Storytelling**

Prompting people to tell personal stories about their consumer experiences. Also a method to explain scenarios.

**Specification**

Precisely specifying implementation steps and requirements.

**Sensualisation**

Extends the concept of visualisation to all other senses (hearing, tasting, smelling, touching, moving, etc.). The sense of sight is the strongest sense for most human beings. Hearing is the next most significant channel of information for humans.

**T****Team**

Group of professionals that can include various experts and clients.

**Touchpoints**

Individual tangibles or interactions that make up the total experience of a service.

**Tool**

Device or item used to perform or facilitate work. Used in (improving) the performance of an operation. Tools are always suitable for a particular job.

**U****User**

The person that uses a product, system or service.

**User Centred Design**

User Centred Design is an approach that supports the entire development process with user-centred activities, in order to create applications which are easy to use and are of added value to the intended users.

**Usefulness**

The quality of being of practical use.

**Usability**

The ease with which a service component can be used.

**Unique selling proposition**

Statement that identifies what makes a service or organisation different from competitors.

**V****Videography**

Short films that depict the consumer experience or illustrate a scenario.

**Visualisation**

Make intangible complex concepts visible. Helps to envisage future ideas in visually illustrating how it would work.



## Service Design tools & methods

In the section that specified the framework of Service Design tasks several tools and methods have been put forward. The list of tools and methods available is endless. The main reason to add this element was to the overview as it makes it very clear what the six categories are about in practical reality.

In the following section of the appendix all the tools and methods that have been listed will be explained in a very short format. Some of the tools and methods are existing in some of the fields of related expertise, some have been adopted for Service Design and some have been developed new. The index in the bottom helps to identify this.

It needs to be noted that it was chosen to describe these tools and methods to support the overview. Some of them are very easy to understand and to use, whereas some others are more complex. To use any of the tools they can easily be found online. Some of the most useful sites have been listed here. It is recommended to get help from Service Design consultancies or expert companies from the respective backgrounds to assist in using these tools and methods. These professionals will be able to help finding additional tools and methods as well as ensuring that they are adopted to the individual situation and project.

### Sources for tools and methods online:

<http://mycoted.com/creativity/techniques>

<http://nada.kth.se/cid/usor>

<http://www.dsr-group.com>

<http://goodgestreet.com>

<http://smart.uiah.fi/luotain>

<http://bmrc.berkeley.edu>

<http://www.interaction.rca.ac.uk>

<http://www.hcibook.com>

<http://hostserver150.com/usabilit/tools>

<http://en.wikipedia.org>

<http://thinking.net>

<http://ideo.com>

Please see bibliography for further sources

- E** Existing tool or method
- A** Adopted tool or method
- N** New tool or method

## Benchmarking

Looking at providers that offer a different service but with similar characteristics. Service Design can identify general principles and look for areas that address these principles already. It is helpful to look at the service that is developed from a different perspective as well as to learn from experience that other companies have in providing services with characteristics that are the same to the service that is developed.

For example an airport modified the software that is used in a hospital to allocate patients to beds to allocate planes to parking positions.

E

## Client segmentation

For most services it helps to identify different client segment groups. It is the process of splitting existing clients, or potential clients, in a certain market into different groups, or segments, within which clients share a similar level of interest in the same or comparable set of needs satisfied by a distinct service proposition. Segmentation based on client needs and wants helps to understand the potential different types of services are needed.

For Service Design client segmentation helps to identify different types of clients, ages, incomes, attitudes, needs, frequency of use, etc.

For example economy class versus business class services are based on different client segments.

E

## Context Analysis

Method to understand the overall context of the service. All variables are collected that can affect on the organisation, the client or the service.

E

## Contextual interviews

Clients are interviewed in the relevant environment. The interviews take place as close to where the client is in contact with a service as possible. Data is generated whilst clients perform real tasks. The interview takes place based on the client using a service. The interviewer finds out why they are doing certain things or what their expectations are for example. The information is captured either in audio, video or note format.

It is important that the observer is familiar with the domain the service is operating in. The results need to be documented and interpreted.

This is a very good way to get qualitative data about the usage of services. In Service Design contextual interviews give rich insights into clients behaviour and environment and their interaction with a service.

E

### Critical Incident Technique

Analysing factors that could threaten a service or that could go wrong. By looking at the journey that a client goes through when a service works, all elements are identified and listed that are critical to the service but that would damage the service experience if they didn't work. For the design of services it is an opportunity for ultimate involvement to eliminate as many of these problems as possible or to develop solutions to better cope with such eventualities.

For example the loss of electricity could be very limiting or even eliminate parts of a service. Service Design could make sure that in this case alternative solutions are provided.

E

### Contextual Enquiry

A specific name for a style of user interview, conducted within the context of the customer's activities. This approach enables and combines the benefits of observational approaches and the standard face-to-face interview. It is intended to be an interactive exploration of the issues, hence the reason for being called enquiry rather than interview.

E

### Ethnography

The systematic and immersive study of human cultures (from Anthropology).

E

### Ecology map

A service ecology is a mapped out system of actors within a service and the relationships between them.

Mapping service ecologies is a process that helps to establish a systemic view of the service and the context it will operate in. The Service Ecology maps actors affected by a service and the way they relate to each other in order to reveal new opportunities and inspire ideas. This helps to establish the overall service concept. This systemic view helps for example to create service ecologies that are sustainable, where the actors involved exchange value in ways that is mutually beneficial over time.

The ecology map gives everybody in the Service Design project a good overview of the stakeholders, clients and suppliers of a service system. The map is designed based on desk research and interviews and can be discussed with the different actors to establish a correct understanding.

E

## Experience test

To test how a service is experienced a test person is observed and interviewed afterwards. To find out what clients do, what they think and how they feel. The experience is tested in an environment that is as close to reality as possible. Sometimes this can be also reality.

E

## Expert interviews

Talking to specialists and experts with experience from the field a Service Design project aims to improve can reveal insights and help in a very short time to understand essentials of a new environment. Designing a service often takes a team into new areas, and talking to experts helps to gain understanding and views on the subject.

The mix of outside perspective with the knowledge of experts can help to establish a new network of understanding. The experts need to be carefully selected and questions should be based on criteria as well as focused on one aspect of the service.

To interpret the market expert interviews is important as pitfalls, trends, problems, important constraints as well as possible solutions for the Service Design project can often be found within them.

E

## Focus groups

A small group of people is selected to have a guided discussion about a selected idea or issue. This qualitative method is used to learn from clients sharing their thoughts, opinions, feelings, attitudes and misconceptions about an issue in an intimate setting. A facilitator or moderator is required. Focus groups deliver insights to peoples views and opinions and for Service Design it is an interesting method to identify what people really think about a service and get their opinions on new ideas, improvements, barriers etc.

Focus Groups have been used to talk to a group of clients about their experience with service hotlines to identify what is perceived as important service features. This method of investigation can be used to generate and filter ideas, too.

E

## Gap analysis

The analytical process focuses on identifying gaps, inefficiencies, inconsistencies and variances, and other weaknesses in service delivery.

It is likely that the customers are realistic about some services and very demanding about others. Knowing this allows facilities to invest resources in the areas where expectations are the highest. Once expectations are known, the gap between the levels of service expected and the levels of service delivered can be measured.

Negative gaps need to be addressed by improving the service levels and/or influencing expectations by very effective communica-

tions about circumstances affecting service levels.

The Gap Index is the difference between the level of service that the customer expects to receive as versus the level of service that the customer evaluates as received. For example, if a customer evaluates a certain service at a 4 level "more than satisfactory" while they expect service to be delivered at a 3 "satisfactory" level, there is a positive gap. If their expectation is higher at the 5 "excellence" level, there is a negative gap.

E

### Historical analysis

Looking at the historic development or background of a service, need or solution. By researching and analysing the roots and the progress a lot can be learned about different constraints, influences and drivers for change in an environment and / or context. Historical analysis needs to be focused on one question that is relevant for the Service Design development and always involves understanding the different tangents and historical contexts too. It delivers a broad understanding of the nature and context of the service as well as a different perspectives. In Service Design this view can for example help to solve old issues with new technologies.

E

### Inconvenience Analysis

To discover gaps and opportunities in clients lives. By analysing a situation that clients perceive as inconvenient this method helps to understand potential service offering opportunities. The service opportunity lies in resolving the inconvenient situation. The journey of (potential) clients is analysed over time using other methods (e.g. Thinking Aloud, Focus Groups, Interviews, etc.). Issues which could cause inconvenience are identified and various possible causes determined. The driver of inconvenience is an insight that can help to offer a new service that resolves this inconvenience.

For clients it could be very inconvenient that their lawyer is not available immediately to finish an urgent contract. The insight that clients sometimes need unpredicted urgent help can lead to a new feature or a complete new service. This method helps to identify things and areas that clients may not think about or are not consciously aware of.

E

### Interview

A face-to-face discussion with usually one person to collect information or opinions. Interviews can be recorded in video, audio or note format. They need to be analysed afterwards. Questions are prepared before the interview. It is a quick and very qualitative way of getting to know more. Sometimes it is valuable if the interviewer is able to read between the lines. Interviews are used in Service Design to get peoples opinion or to learn about their experience, expectations etc.

E

### Market segmentation

Any market can be divided into different areas or segments. This can be based on geographic areas, amount of purchase or other factors. For Service Design the segmentation into different parts based on relevant criteria is important to address the different needs, opportunities and constraints of these different segments with the service concept.

E



## Mystery shoppers

Actors or researchers act as though they were “normal clients”. A service is consumed and then the person reports back on their experience. This can reveal problems, work as a quality check or test specific details of a service. Mystery shoppers are a very useful way of ensuring service quality and consistent service performance.

Mystery shoppers can be used also to test what services are being offered by competitive organisations.

This method has been used successfully to make sure that employees are encouraged to give their best and to control the client experience. Mystery shoppers reveal insights in the perception of the service on the front stage. These findings can then be used to identify possible improvements back stage.

E

## Net scouting

To review sources on the internet is becoming increasingly important. The internet is a huge historic as well as and up-to-date resource. Given that Service Design projects often involve new variants and conditions Net Scouting is a good initial way of establishing an understanding of the market conditions and environment. It can also help to identify existing solutions in other areas, be a valuable tool to find out about statistics, market share and different development trends and identify new markets.

It is important that clear questions and parameters are used as the basis for this understanding method as the information available is vast. The findings need to be interpreted to establish the relevance for the project. Important is to check sources carefully and to take into consideration their quality as well as that every point has a counterpoint.

E

## Observation

Clients and their behaviour is observed. This can happen either in a person watching them or in installing cameras. The advantage of filming the observation is that very rich material can be analysed afterwards. The observation technique can be used to identify how clients use a service. This can reveal for example that certain factors trigger longer waiting time. From observing how clients behave many different service improvements can be considered. It is important helpful if observation is based on objectives or specific questions.

Observation can be used also to identify and evaluate how service prototypes work. But mainly it is a rich source to learn about behaviour and the way service systems work.

E

## Probes

Probe packs are used to gain qualitative data about peoples lives. They are collections of tasks designed to elicit information. Probes can include diaries, photo-cameras and other tools that are supplied to clients together with instructions. Clients are then asked to document a day in their life or while performing a certain task, to take photos of good services etc.

A probes-pack and instructions need careful preparation. The data that is produced can be very visual, real and can be used to communicate authentically about clients. The packs need to be analysed and interpreted.

For Service Design Probes represent a simple way to involve clients and to gain insights based on real client behaviour and views.

Probes were used by the Royal College of Art Interaction Design group to study the way people see their own homes. Volunteers were solicited through a newspaper advert and the results used to enable designers to get a ‘feel’ of the meaning of home for many people.

E

## Reading

Even though this might be obvious, reading is an important source of knowledge, and for understanding specialist fields. Given that Service Design reading is crucial as every Service Design project involves new areas and the team needs to have an understanding of clients backgrounds and environments. Reading gives access to understanding the context of the service that is designed

For example to redesign a hospital unit a overall understanding of the illness that is treated there is crucial.

At times specific trade literature and specialised material can be very valuable to be read. It is important to keep in mind objectives, questions and not to lose the bigger picture.

E

## Service status

This method identifies whether there is the need for a service to be improved or innovated. For the design process it makes a difference if an existing service offer needs to be improved, or if a new additional service needs to be created. Based on the same principal as Product Status this method identifies if the existing Service fulfils a need in an efficient way or what new potentials might be. If a new service potential is discovered it might be possible to create a new service if the old one is still valid to exist aside.

For a Service Design project that can influence the starting point and scope of the project. It is important to identify why a new service is needed to ensure that the service innovation project fits into the current offering.

E

## Shadowing

Following clients around and observing their behaviour. Shadowing can be recorded by a video camera or captured in still images. Mostly shadowing is done by one researcher that observes clients in their natural environment performing tasks and consuming products or services in a natural way. Shadowing can be used with hidden cameras and for example micro cameras installed in clients glasses.

It is important that the shadowing activity is not intruding and does not influence the behaviour of clients. Shadowing is a qualitative method where the findings need to be interpreted post-research.

Shadowing can help to gain in-depth understanding of clients natural behaviours. In Service Design it is a good opportunity to learn about clients interaction with a service e.g. to understand how people work in a water-plant they are followed by a researcher with a camera for one full day.

E

## Thinking aloud

Clients are asked to explain and talk about what they think whilst using a service. This helps to reveal their expectations, experience and problems of using the service. The client is prompted and encouraged to speak out aloud by the researcher. Questions such as "So, what is your reaction to this message?" help to prompt clients think about how their perception works. It reveals problems and underlying reasons for difficulties.

Thinking Aloud is documenting every step that the client makes with their explanation either in video, audio or notes form. "I'm clicking on this button because I want to find out how I can contact them. I expect them to offer me a

free phone number so I can give them a call." could be a potential Thinking Aloud result. The material needs to be reviewed and interpreted into insights such as "a free phone number is expected". In the project it could be an idea to put the free phone number directly on the home page to save clients clicks and time for example.

E

### Trend scouting

Identifying overall trends through holistic lifestyle observations. By reading magazines, visiting fairs and researching online, trends can be identified. Opinion leaders, specialists and experts can be interviewed to get their views on the directions that culture, society, politics and technology are going. Trend scouting for Service Design helps identify key changes in social and cultural life that will affect perceptions.

Trends need to be translated into insights for Service Design projects so that they can be used to specify the offer, identify new markets, new possibilities and the way services are communicated e.g. the emergence of customisation can mean that people will come to expect more tailor-made services.

E

### User surveys

Information is collected and analysed on characteristics of clients, purposes for using the services, reasons for satisfaction or dissatisfaction, details, patterns, needs and service priorities.

E

### 5 why's

This method encourages clients to examine and express the underlying reasons for their behaviours and attitudes.

The interviewer asks five times why. The client therefore is encouraged to explain the reasons behind the first answer.

It was used by IDEO to interview dieting women around the US to understand their attitudes and behaviours around weight loss.

E

### Focus groups

A small group of people is selected to have a guided discussion about a selected idea or issue. This qualitative method is used to learn from clients sharing their thoughts, opinions, feelings, attitudes and misconceptions about an issue in an intimate setting. A facilitator or moderator is required. Focus groups deliver insights to people's views and opinions and for Service Design it is an interesting method to identify what people really think about a service and get their opinions on new ideas, improvements, barriers etc.

Focus Groups have been used to talk to a group of clients about their experience with service hotlines to identify what is perceived as important service features. This method of investigation can be used to generate and filter ideas, too.

E

## Insight matrix

This matrix helps to establish an overview of the insights available and needed for a Service Design project. It assesses the insight status of a Service Design project (what is known, needs to be found out, can be assumed and can be left open). The matrix can then be used to decide whether to conduct more research or to generate ideas based on existing insights and assumptions. This matrix is always used in relation to a specific project, specification or brief. Everything that can be specified or decided (clear facts that nobody will question or disagree with) is filled in the field Assumptions.

Everything that is less relevant (has no influence on the Service Design) is filled in the field Open. Issues that still need to be researched (not known but will possibly influence the Service Design) is filled in the field Research. This establishes an overview of the status of research and relevant knowledge for the Service Design project. It helps to highlight areas of research that still need to be covered and then becomes a summary of the insights and facts that are the basis for the service idea and / or concept development.

N

## Tested &amp; tried components

Components that are already used, tried and tested can be identified to be used in the development of a Service Design concept. If an interactive screen works well already for clients to purchase tickets it can be used to book a treatment in a hospital.

N

## Inspirational specialists

If a certain quality is identified for a service concept the analysis of a very different area can help to provide insights about this quality. For example, if it is crucial for a service to be flexible look for other fields in which flexibility is key e.g. a circus could be chosen as specialist in flexibility. Understanding different principles that are used by a circus to be flexible will help from a very different perspective to translate some of the principles into the service concept.

If security is key for the service a special vault of a bank can be visited and the learnings will inspire the service design and offer solutions that can be integrated in the project. Brainstorming can help to identify other fields of inspirational specialists.

N

### Affinity diagram

An Affinity Diagram is a creative process to gather and organise insights, ideas and opinions. It helps adding structure to a large or complicated issue, breaking down a complicated issue into broad categories or gaining agreement on an issue or situation.

It starts with a clear statement of the problem or goal and provide a time limit for the session. Each participant should think of ideas and write them individually (for example on index cards). The cards are then arranged into related groups. For each grouping a title or heading is created that describes the theme of each group.

E

### CATWOE

A simple checklist that can be used to stimulate thinking about problems and solutions. The title CATWOE is made up of the first letters of the elements of the checklist:

C = Clients: those who receive gain or loss from what the system does.

A = Actors: those who can act in the system.

T = Transformation: what the system does to change inputs into outputs.

W = World view: wider context of the system, or the values, ethics behind the system

O = Owners: those with power over the system, that can even make it stop if they wish

E = Environment: constraints and limitations for output of the system.

System can equal service.

Out of the CATWOE elements a rich problem definition can be formulated, which can be reformulated or shortened afterwards.

E

### Brutethink

To develop strategic ideas and solutions is a difficult process in which a team can get stuck. To open up this situation and the thinking process Brutethink helps to create a new perspective with random stimuli. For example a random word can be brought into a problem (from a dictionary, magazine or book). The team brainstorms things that are associated with the randomly picked word. Then the team tries to think about connections between the random word and the challenge and between the associated things and the challenge. All the ideas and solutions are listed and evaluated.

E

### Fishbone diagram

A graphic technique for identifying cause-and-effect relationships among factors in a given situation or problem. Also called Ishikawa Diagramming.

Helps if a problem needs to be studied or the cause determined. In Service Design it can be used for example to identify areas for data collection and to investigate why a process is not performing properly.

The diagram, like other problem solving techniques, is a heuristic tool. As such, it helps to organise thoughts and structure the quality improvement process.

E



## Lateral thinking

Lateral thinking is concerned with the perception part of thinking. It has been established by Edward de Bono. He defines it as a technique of problem solving by approaching problems indirectly at diverse angles instead of concentrating on one approach at length. Techniques that apply Lateral thinking to problems are characterised by the shifting of thinking patterns away from entrenched or predictable thinking to new or unexpected ideas.

E

## LEGO serious play

LEGO Serious Play can be used to explore relationships and connections between people and their worlds in new and enlightening ways. During the process it is possible to observe both internal and external dynamics, explore various scenarios and quickly gain an awareness of a variety of possibilities.

Serious Play uses three-dimensional thinking by creating and constructing metaphors to describe real situations an organisation faces. Building landscape models with LEGO bricks, giving them meaning through storytelling and playing-out various possible scenarios deepens understanding, sharpens insight and creates strong bonds among the group of

participants. The team communicates more effectively, engages their imaginations more readily and approach their work with increased confidence, commitment and insight. This allows for taking dialogues to deeper levels.

In Service Design projects it an ideal way for all team members to take an active part in the proces. It is a completely new platform for thinking and communicating.

E

## Mind map

Mind-mapping is a special way of documenting thoughts and their connections. Mind Maps radiate from one problem or idea at the centre and use lines, symbols, words and images to write down a system of connected insights, ideas and solutions. Mind Maps work in line with your brain's natural way of thinking. They can be used to draw an overview of a large complex subject or area. For Service Design this is important think about services from a big picture and see the different systemic connections.

E

## Parallel thinking

With the traditional argument or adversarial thinking each side takes a different position and then seeks to attack the other side. Each side seeks to prove that the other side is wrong. Adversarial thinking completely lacks a constructive, creative or design element. It was intended only to discover the 'truth' not to build anything.

is a technique of problem solving by approaching problems indirectly at diverse angles instead of concentrating on one approach at length. This is especially helpful for a team as it ensures that everybody looks at a problem from the same angle. What happens is that a team does not discuss about a problem

from all different angles at the same time which often can be confusing and unproductive. Every angle is discussed together so that the reference system is the same.

E

### Personality matrix

A method that is based on the four different areas of human personalities. This method has been developed in psychology (C. G. Jung) and is used in branding to identify the personality of a brand and to ensure that all communication is inline with this positioning. All Touch-points of a service are designed to be inline with the same service personality.

E

### Specification

A written document that specifies the scope of a Service Design project or of a specific service. The specification can be a growing document that evolves based on new insights but is always in line shared and agreed with the team and based on the Service Strategy. It represents a detailed goal description and contains criteria for success. The specification document is especially important for long term and big scale projects. It helps the project team to have a shared focus point and to make sure that the project stays on track.

E

### System thinking

Systems thinking involves the use of various techniques to study systems of many kinds. It includes studying things in a holistic way, rather than purely reductionist techniques. It focuses on the interactions in a system. It aims to gain insights into the whole by understanding the linkages, interactions and processes between the elements that comprise the whole “system”. Systems thinking can help in Service Design to understand complex problems that involve multiple actors and a great number of interactions.

E

### Think tank

An open discussion between experts. Based on questions, problems or ideas a Think Tank involves specialists to develop solutions and share their expertise. A Think Tank can be used involving senior staff of the organisation to develop or evolve the service strategy. This is essential to set objectives, criteria and direction for the Service Design project.

E

## Touchpoints

Individual tangibles or interactions that make up the total experience of a service.

Touchpoints can take various forms, from advertising to personal cards, web- mobile phone- and PC interfaces, bills, retail shops, call centres and customer representatives.

In Service Design, all Touchpoints needs to be considered in totality and crafted in order to create a clear, consistent and unified client experience.

E

## Total quality flow charting

Is a visual thinking method. Elements in a business process are laid out in a linear fashion (left to right) using key words and symbols, with process flows mapped out using lines and arrows. This powerful visual diagramming method has been used widely to simplify business processes, by eliminating steps that don't add value.

E

## Priority matrix

Helps to sort tasks by their priority. Draw two lines in shape of a letter L where the importance in one direction and urgency in the other direction. Map out where tasks sit. Tasks that are important and urgent need to be dealt with right away. Tasks that are important but not urgent can wait. Tasks that are urgent but not important can be delegated. Tasks that are not important and not urgent can be either delegated or as well denied.

To design services is a complex team project over time. To manage priorities is crucial for the success of these kind of projects.

E

## Visual thinking

Picture Thinking or Visual Thinking is the phenomenon of thinking through visual processing, what most people would think with linguistic or verbal processing. It is non linear and often has the nature of a computer simulation. Where in lots of data is put through a process to yield insight into complex systems, which would otherwise be almost impossible through language.

To share thoughts with a team, organisation and / or clients, visualising concepts, strategies and thoughts can help to create an united vision. Words can be a limited tool and misunderstandings can be bigger when restricting thinking to only be based on

language. Many elements of Service Design are difficult to explain with words. Visual thinking can be supported by drawing, selecting and combining images or other materials.

E

**Brainstorming**

Developing a large number of ideas with a group of people. It is a meeting in which everybody is encouraged to have wild ideas and where no criticism should take place. The goal is to generate a great number of ideas – and all ideas are written down. Usually a brainstorm is targeted towards one issue which is then bombarded with ideas. Ideally the ideas build on each other. The brainstorm can invite people with an expert or outside perspective to inspire the group with surprising ideas.

A brainstorm needs to be facilitated to ensure the rules are applied, to make sure all ideas are written down and to manage timing. A brainstorm ideally takes place in an inspiring

and positive environment. Depending on the subject the environment can be themed. Various prompts and objects can help to inspire ideas. At several stages of a Service Design project problems need to be solved and ideas need to be generated. A brainstorm is a very cheap, fast and effective way to generate a big number of ideas.

E

**Body-storming**

The people in a group assemble systems and try and act out different ideas and possible solutions. The check-in process in an airport can be played by a group of people. Every one person represents one process, function or touch-point. Different scenarios can be played through to develop new ways of combining existing systems and how to adopt and add on to them. It is a very helpful way of achieving transparency of complex interactive systems. It needs to be facilitated and can be documented either by filming or taking photos.

E

**Experience sketching**

This is a special form of group sketching that focuses on the experience that clients have in using and performing a service. It helps the team to project themselves in the perspective of the client and to imagine and plan how they feel, what they expect and experience. Again sketching is helpful for the team to share the same platform.

E

**Brain-writing, -shaping, etc.**

Brain-writing, -shaping, -racing, -station, -charting

Variations of brainstorms (see brainstorm) that are adopted to specific needs of certain projects. Somebody in the team can write down five ideas. The next person selects one of these ideas and develops five ideas based on that idea. Different materials can be used in a brainstorm to shape and build ideas and talk about them. Drawing can be used in a similar way. Given that Service Design projects can have different needs and are often about experiences and complex interactions these other techniques can be very helpful.

E

**Group sketching**

Sketching is a very quick and cheap way of developing ideas and their explanations at the same time. It is easier to remember the ideas and to talk about them. A service idea can be sketched in a comic format if it is about a series of events over time. Given that people from different backgrounds talk about service ideas, sketching helps to share and discuss. Designers might have trained sketching as part of their education. It is important for them to forget about rendering and to encourage other team members to draw simple stickmen. Everyone can draw and sketch to explain ideas in a symbolic way. For example the game *Pictionary* highlights how people visualise things differently. See also *Visual thinking*

E

**Idea interview**

After an idea or a concept has been developed it can be discussed with either experts or clients. This helps to gain additional understanding and to develop the idea further. This interview can be based on a very simple idea statement or as well on an elaborate prototype or mock-up.

E

**Open space technology**

To generate ideas in a big group of people this method is used to run several sessions of brainstorming simultaneously. Different issues or problems that somebody is passionate about can be posted. The person that posted a session will be in one area of a room equipped mostly with a flip-chart. Everybody that is interested in a session can go there and participate. Everyone works only on topics they are interesting and that they feel passionate about. They can leave a session at any time to visit another one. Sessions last between half an hour to one day. There can be three or more sessions at the same time, depending on the amount of people available. As a rough guideline there should be about at least three and

E

maximal fifteen people in one session. After the time of the first session is over another set of sessions can be run so that everybody has the opportunity to host sessions and visit sessions. There can be as many sets of sessions as time allows and there are topics, insights and problems to generate ideas from. Every host writes up a session report that includes all the ideas that have been developed. It is a very good possibility to work together with different people including experts, clients and to generate a huge amount of ideas.

**Parallel design**

Two or more groups are working on the same design brief at the same time. They brainstorm, sketch or prototype ideas and solutions for the same problem. The results can be compared and build upon. It is possible to swap teams after a period of time to take the work that another group has done further. Not only to have fresh and different views on the same subject this is helpful. As well to make sure that the best Service Design can be identified. The outcome can be several valid solutions for the same problem. Sometimes different elements can be combined for one strong concept that addresses several perspectives.

E



**Randomiser**

To create concepts and complex solutions different ideas can be combined. Randomiser combines different elements or ideas randomly. The easiest way is to put ideas in card format and take one random card from each stack. It can be realised with a software as well. It helps to develop concepts and generate more ideas. If a service addresses several issues or problems than the ideas and solutions for these individual problems can be combined randomly to develop these combinations further.

E

**Unfocus group**

Interviewing a very diverse group of people that are related to the subject in special ways. Subject experts and people that don't know anything about the subject are brainstorming or discussing about ideas and solutions. Given that the group is mixed and has very different experience with the subject the results and ideas are often open, unique and have a fresh perspective. In Service Design this helps to come up with innovative ideas for new services or how to improve existing services.

E

**Feature tree**

A tree diagram is drawn that shows different features (needs, functions or elements of a service). For each of the branches it captures different ideas to achieve that. Different concepts can be created in combining each one of the idea branches of all the feature branches. For example a service could have a waiting area and complaint function. The different ideas how the waiting area could look like and how the complaint system could work can be combined to generate concepts and new ideas. In Service Design this helps to create combinations that can incorporate more than one feature.

E

## Card sorting

Different ideas or concepts are written on small cards. The cards are sorted into different groups and order. Different stakeholders such as senior representatives of the service provider organisation or clients can sort the cards in order starting with the best idea. The order of cards can be explained to learn from the judgement and to make sure ideas have not been misunderstood.

The comparison of the way the idea cards have been sorted gives the team a good indication of the ideas that best fit the criteria or are relevant for different departments or clients. The advantage is that the sorting is not influenced by anybody else's opinion. The ideas have to

be explained in a way that they can be easily understood. For Service Design projects this is a very helpful way to understand the criteria fit, the compatibility and the order of quality of ideas and concepts.

E

## Character profiles

Help to establish a shared understanding in a team to who the clients of a particular service are. A character profile usually is an image and a short and relevant description of a fictional character. The purpose is to help the team understand and imagine what sort of client that might be and therefore what needs, experience and expectations can be assumed. For a project several profiles help to reference individuals that have a face, a job and an opinion.

Contrary to personas, character profiles are not based on in-depth research. They are therefore cheaper and quicker but at the same time don't represent profiles that can be

referenced in detail. They help to have a shared understanding of the clients and to represent them throughout a project in a tangible way. In various stages of a Service Design project they can help as inspiration, criteria in asking "What would Sarah think about this idea? Would that work for John?" etc.

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## Cognitive walkthrough

Cognitive walkthrough involves one or a group of evaluators inspecting a service by going through a the stages of the client journey. The service can be presented in the form of a mock-up, a prototype, but it can also be a fully developed service. The input to the walkthrough also include the client profile, especially the knowledge. The evaluators may include human factors engineers or other specialists.

A

## Constructive interaction

This method is sometimes also called Codiscovery learning. This method is based upon the client thinking out loud while performing a specific task, and the evaluator recording this in some way. By having two users cooperating instead of one, a more natural way of thinking aloud is present.

The results from a Constructive interaction session are a lot of qualitative data. Due to this fact, the number of clients does not have to be so large, a lot of important and valuable information could be obtained with just a few clients.

A

### Evaluation review

Already existing services and systems they are tested and evaluated. This can be either done by a service expert or by clients, encouraged to observe the experience they have in using the service and analysing it step by step afterwards. The point is to understand the principles that work really well and the things that don't work or can be improved. This method can be used for existing services or competitive services.

The result is an Evaluation review that points out the strength and weaknesses as well as an experience description. As services are more complex and more individual than other designs this is a very valuable method to

understand the systems and experiences and as well raise the sensitiveness towards the detailed and the holistic design at the same time.

E

### Diagnostic evaluation

From usability analysis. User based evaluation of a working system, where the primary objective is to identify usability problems.

This method can be used to identify usability problems of services. An understanding is gained of why clients have difficulty with the service. Approximate measures can be obtained for the clients' satisfaction.

A

### Feasibility check

To identify the implications and possibilities of service ideas and concepts internal and external experts are asked to advise on the feasibility. It might be a principle, a component or a detail that needs to be reconsidered to make it work. Service ideas and concepts may have financial, resource, legislative or other implications that need to be taken into consideration.

Usually it helps to use sensualisation to make the ideas easy to understand for experts. Sometime scenarios are necessary to fully explain and discuss the implications of ideas and concepts. Depending on the stage of the project the feasibility check can be used as

input for further design and development or to make small changes for implementation. Given that Service Design influences and interacts with complex systems over time it is essential to establish ways to check how feasible ideas and solutions are and to build on that learning.

E

### Expert evaluation

An expert evaluation is a quick and cost-efficient way to pre-empt service implementation and usability problems, obtain a fresh perspective before full testing with real clients. Depending on the project a range of experts is brought in to evaluate components, the usability and the feasibility. From the experience of these people various potentials, problems and pitfalls can be identified quickly.

E

### Heuristic evaluation

A form of usability inspection where usability specialists judge whether each element of a user interface follows a list of established usability heuristics. Expert evaluation is similar, but does not use specific heuristics.

Usually two to three analysts evaluate the system with reference to established guidelines or principles, noting down their observations and often ranking them in order of severity. The analysts are usually experts in human factors or HCI, but others, less experienced have also been shown to report valid problems.

A heuristic or expert evaluation can be conducted at various stages of the development lifecycle, although it is preferable to have already performed some form of context analysis to help the experts focus on the circumstances of actual or intended usage.

The method provides quick and relatively cheap feedback. The results generate good ideas for improving a service.

A

### Personas

User archetypes that are based on in-depth research. They represent patterns that have been identified based on research insights. A persona is one fictional character that merges patterns that occur in the research. Instead of grouping people in demographic or interest segments personas help to identify relevant patterns that cluster qualitative findings. This is very relevant to Service Design as it enables a more detailed and individual understanding of a group of clients.

In the Service Design process the personas have a similar role as character profiles. They help the team to see individuals and they can reference them in different design decisions.

The advantage of personas is that qualitative and quantitative research is available to back up the relevance of a certain profile.

E

### PEST analysis

Checklist of the political, economic, socio-cultural and technological aspects of the environment.

It is a part of the external analysis and gives an overview of the different macro-environmental factors that an organisation has to take into consideration. Political factors include areas such as tax policy, employment laws, environmental regulations, trade restrictions and tariffs and political stability. The economic factors are the economic growth, interest rates, exchange rates and inflation rate. Social factors often look at the cultural aspects and include health consciousness, population growth rate, age distribution, career attitudes

and emphasis on safety. The technological factors also include ecological and environmental aspects and can determine the barriers to entry, minimum efficient production level and influence outsourcing decisions. It looks at elements such as R&D activity, automation, technology incentives and the rate of technological change.v

E

### Pluralistic walkthrough

A method of usability inspection where a diverse group of stakeholders in a design are brought together to review the design, including designers, clients, researchers and management. The walkthrough is conducted by identifying primary tasks for the service system and stepping through those tasks, identifying potential problems along the way. The purpose of bringing together various stakeholders is that each one brings a certain perspective, expertise, and set of goals for the project that enables a greater number of problems to be found, specified and documented.

A

**Retrospective testing**

After a client testing session has been conducted and videotaped, retrospective testing lets the client look at the just finished test session on a videotape to make additional comments while watching. The user's comments while reviewing the tape are often more extensive than comments made during the actual test session. This also gives the the opportunity to stop the tape and ask questions about a certain action or comment.

A

**Sticker vote**

Different ideas, concepts or criteria that have been developed are written on cards and pinned on a wall. Every member of the team gets three to five small stickers to vote for the best ones. The cards with the most stickers have been voted as the best and most relevant.

To ensure that nobody is influenced by the opinion of others, everybody is asked to look at the cards before carefully and to decide which ones are going to get the stickers. Then all put the stickers on at the same time.

It is a very quick and easy way of filtering to identify the best and most relevant cards. Usually the voting process is based on an earlier discussion or on criteria that have been devel-

oped and discussed. The process can as well be repeated with different colours for different criteria. That helps to focus on one criteria and after the process every card can easily be checked against the criteria it matches. If then the criteria have different priorities the voted cards can be sorted against those. In Service Design projects a lot of decisions need to be made to move on. As Service Design always works in teams it is important to have easy and democratic decision processes that involve the whole group and are transparent.

E

**SWOT analysis**

A very effective way of identifying an organisations or services Strengths and Weaknesses, and of examining the Opportunities and Threats it is facing. Carrying out an analysis using the SWOT framework helps to focus activities into areas of strength and where the greatest opportunities lie.

E

**Task analysis**

Task analysis analyses what a client is required to do in terms of actions and / or cognitive processes to achieve a task. A detailed task analysis can be conducted to understand the current service system and the information flows within it. These information flows are important to the maintenance of the existing system and must be incorporated or substituted in any new system. Task analysis makes it possible to design and allocate tasks appropriately within the new system. The functions to be included within the system and the service interface can then be accurately specified.

A

### Camera journal

Clients are given a simple camera and a journal and asked to document a day, a procedure or their view. It can be part of a probes pack or used as separate method. The images combined with the notes give insights in the way clients see and think. The journal underpins the images with explanations that explain their motivations, goals and expectations. Camera journals can be used to document a theatre booking, to document good service experiences etc.

The camera journals are very rich and tangible material to explain the way clients think and can be used as inspiration for the idea development. Modern camera phones can be used to

take images and to leave voice messages with an explanation. The clients can be prompted by SMS to take an image of anything next to them that reminds them of flexibility for example. Camera journal are a very simple way of connecting with real clients and to generate rich qualitative material and relevant insights in their life, goals and needs. The journal and the images are a very valuable tool to share and explain the findings and later on ideas and concepts.

E

### Character profiles

Help to establish a shared understanding in a team to who the clients of a particular service are. A character profile usually is an image and a short and relevant description of a fictional character. The purpose is to help the team understand and imagine what sort of client that might be and therefore what needs, experience and expectations can be assumed. For a project several profiles help to reference individuals that have a face, a job and an opinion.

Contrary to personas, character profiles are not based on in-depth research. They are therefore cheaper and quicker but at the same time don't represent profiles that can be

referenced in detail. They help to have a shared understanding of the clients and to represent them throughout a project in a tangible way. In various stages of a Service Design project they can help as inspiration, criteria in asking "What would Sarah think about this idea? Would that work for John?" etc.

E

### Empathy tools

To explain and understand special individual needs these tools are used to experience how clients experience the service. They can limit or extend certain senses and features. They are used to find out how elderly feel in wearing weights and glasses that limit vision. This helps the Service Design team to understand and explain the problems and possibilities that a service concept is linking in.

To explain how a emergency service for lorry drivers works it helps to involve oily hands. The experience can then be addressed in the way the service works. It is important that empathy tools are used for a clear point. Sometimes the effort is not feasible and a short video can

make the same point to explain the background, insight or solution. As Service Design is about the experience that clients have it helps to have an understanding of special features in this experience in the team and explain them to stake holders.

E

### Experience prototyping

To try and test how service ideas and components work in the context of real life. Given that services never exist in isolation the prototyping and testing requires the reassembly of reality to frame the environment and expectation to ensure the service experience is overall similar to the one it would be if the service would exist. Often that means that the service needs to be put into a temporary existence. People that use it should use it naturally and under reality conditions. Sometimes that requires a lot of effort in creating spaces, atmospheres and settings and sometimes all is needed is a phone and an actor that pretends to be the hotline.

E



## Informance

Performing insights and information. To find unique and relevant ways to act and dramatise information is a very interesting way of presenting, explaining and sharing. Depending on the project this method can be used to package and stage information. Storytellers and actors can be involved. It is important that the way the story is performed is relevant and supports the content and the message.

Informance can be used to present insights to the team. It is very engaging, motivating and the presented facts can be easier remembered. The different elements such as videos, maps etc. can be combined to a performance. Clients can be asked to be part of the performance.

E

## Metaphors

To explain service ideas often metaphors are very useful. They find an example from another field to explain the principle of an idea or concept. It is easier for people to relate to metaphors and to remember the idea as the metaphor bridges the new concept with a familiar concept. If a service helps business people to find partners that they could learn from a dating site could be a metaphor that immediately explains the principle how this service would work in principle.

A chameleon represents flexibility and people will remember that principle of the service better if metaphors are used to explain the unique features.

It sometimes helps as well to learn from metaphors for the actual service design. In presentations metaphors can be used to underpin certain principles in a tangible way.

E

## Mock-ups

Mostly mock-ups are photo montages that illustrate an idea. They use images of existing situations and scenery to mount elements on them and combine them in a way that explains an idea or a service concept. Mock-ups can as well be prototypes and dummies that illustrate principles and ideas in creating a model. The idea of printing individual poems on coffee cups could be illustrated by digital effects or could be printed and mounted on an actual cup to then be photographed. It needs to be considered what the mock-ups are needed for.

mock-ups are very strong tools to explain and sell ideas. But they can often be understood to be final solutions. Either the execution reflects this or it needs to be made clear if the discussion is about the principle concept or about detail elements. With that in mind mock-ups are very useful to have very tangible and visual tools in development of services. Mock-ups can be so elaborate that they can be used as prototypes to test them as parts of the service experience. They can be part of scenarios or used for visioning.

Sometimes a very rough execution has the advantage that everybody understands that the idea is just one possibility. Perfect

E

## Moodboard

A collage of different images and materials is used to show a certain mood or atmosphere. It is the combination of certain images that creates an overall impression. The board overall represents the mood of a service experience or of the environment where the service will take place. It helps to explain unconscious, sensual and intangible values of a service that are difficult to capture by words.

of a new service different elements and components or touch-points can be integrated in the mood-board. Given that Service Design develops and designs experiences that involve different elements and work with different people this method helps to establish a shared understanding of the mood and atmosphere that a service uses and represents.

Some of the images are conceptual, some show details and some are metaphoric. To explain a very friendly and warm service experience, images of smiles, warm colours, metaphors like a grandmother and soft images could be used for example. To show the mood

E

## Moodfilm

The next level of a mood board is reached by adding audio visual elements. The images that could be used for a mood-board are assembled according to the atmosphere in the way they are cut, in the rhythm that is used and in the music that is used. Footage of the environment and the actions that assemble the service help to support the specific imagination of the service experience. Mood-films are a very strong presentation format for Service Design concepts.

E

## Personas

User archetypes that are based on in-depth research. They represent patterns that have been identified based on research insights. A persona is one fictional character that merges patterns that occur in the research. Instead of grouping people in demographic or interest segments personas help to identify relevant patterns that cluster qualitative findings. This is very relevant to Service Design as it enables a more detailed and individual understanding of a group of clients.

In the Service Design process the personas have a similar role as character profiles. They help the team to see individuals and they can reference them in different design decisions. The advantage of personas is that qualitative and quantitative research is available to back up the relevance of a certain profile.

E

## Rough prototyping

A very quick and simple way to create prototypes. To represent and test ideas anything that is available can be used to assemble components of a service. In difference to experience prototyping that tries to be as close to reality as possible, rough prototyping is quick and dirty. It is used to try ideas out quickly, develop them further or use the prototype as manifestation. It helps a team to have the same reference and to make sure they are talking about the same thing.

Trying out rough versions often triggers new ideas and possibilities. It is important that Service Design works as interactive and tangible as possible. It enables the team to understand the service not only in theory. The hands on experience is important to develop and explain service experiences.

E

## Role play

Actors or team members act out how the service works. To show how different elements of a service concept work it helps to pretend that it existed and to play out a journey or one element of the service experience. The interaction with people can be very effectively and easily shown. It is possible to play the same act with different character profiles on the side of the client role and with different service executions.

play can either be performed live or recorded on video. The role play can be planned and tested in form of a story-board. In Service Design many interactions with people are designed. It is supportive to work with people in the design and to explain the design in showing how it would work by acting it out.

This method helps to explain, develop and test service interactions and experiences. Rough prototyping can be used together with role play to show how different components would work in the context of the service. The role

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## Scenario

Explains a client journey in a story format. A scenario can be either animated or filmed. It illustrates an idea or concept in the context of the client's life. It shows the principles, features in everyday situations and the implications on the client.

A redesigned or new service concept can be explained with different clients (e.g. character profiles) to show how the experience will differ. In order to develop a scenario several decisions need to be made beyond the actual concept.

Therefore the scenario development will question how the ideas work in context and is in a way a step towards a more detailed

service design. It needs to be clear what the idea or concept is that needs to be explained. It usually is difficult to explain to many things at once. Several scenarios help to show different aspects and variations.

The story element of scenarios is important for everybody to relate to it and to support imagination but it shouldn't distract from the actual idea. Scenarios is a very powerful method to explain interactive experiences over time.

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## Storyboarding

To explain a set of events or a story different key situations are illustrated on each one screen or sheet. It is a step by step explanation of a service experience or journey. It can be sketched or mocked-up in Photoshop. It helps to test and explain how different touch-points work and link into each other.

A story-board is a very useful presentation format but usually is not self explanatory. It can be combined with text that explains each frame and tells the story. Sometimes the story-board can be divided in a front stage and back stage area and show the experience of the client and what happens in the background to facilitate the service. Given that a story

board is rather rough there is more room for interpretation which can be supportive or limiting. It can be helpful that a story-board has a sketch feel to underline the fact that it is a concept and not a solution. In Service Design it is a very useful method to explain how a service works. Given that every slide or page can be changed it is very flexible and can be easily adopted. Some parts of the story can be used several times to show different ideas. Only some of the slides need to be changed to adopt the story.

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## Social network mapping

Every person is involved in several private and professional networks. To map all these networks and the way they link together helps to understand the social system, sources and needs for service and to explain how clients live. Network maps are especially interesting tools when a service has social or communication aspects.

It helps as well to explain how professional and social life link into each other. Network maps are very useful to explain what kind of people a service is working with. It needs to be considered that sometimes the maps need additional explanation to make sure that all systems and components in the map can be

understood. For Service Design it is not only important to understand people. It is relevant to find ways to explain and share in the team and with stake holders how these people relate to networks and systems and how a service would interact with that.

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## Tomorrows headlines

Newspaper and magazine headlines are written from a future perspective to illustrate the impact that a service idea or concept would have. This is a simple and easy way to use the principle of visioning. The front cover of Time magazine in 2010 could illustrate how a new service is going to impact and influence peoples lives and its perception in the future.

Often this method gives a strong sense of shared vision and can help as reminder and motivation.

It can be used as well to capture what a service idea is about. It could suggest advantages like "Orgeo-Hospital saved \$10m by creating a fantastic treatment experience." or "Pas-

senger wait less and the airport even makes profit from it." As services are intangible this simple method is a good way for a shared understanding of ideas and the consequent advantages in the future. Given that it is about writing everybody in a multidisciplinary team can easily participate and relate to it.

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### Try it yourself

Members of the Service Design team try out services or components themselves. This is a very simple but highly effective way to test but as well to imagine to be in the client's shoes. It can be used to test existing services, competitive services or service prototypes.

It is a very different experience to observe clients or talk to clients than testing services oneself. The test can be documented either in film or notes or in a report afterwards. It is important to try services not as a robotic neutral observer but as a individual person with feelings, mood and expectations and to reflect these in the documentation.

These tests not only create a new level of understanding the domain they provide highly relevant insights. Especially for people that work for a service organisation it is interesting to project themselves in the client perspective and try to document step by step how they would try to find out about the booking line number. They might be surprised how they would try to find out and what is actually available. Services are individual experiences, it is important to experience them to understand how clients think and what their expectations are.

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### Visioning

Using the future perspective to explain and discuss the consequence of ideas. Mock-ups, scenarios, videos and other elements are used to create a vision that shows how an idea or a service concept would work in the future. As well referred to as evidencing, visioning is a very powerful tool to discuss a "how would that be" perspective and to refer backwards on the consequent steps how to get there rather than killing ideas with "we can't do that anyway".

The results of visioning are artefacts that a group of scientists could of brought back from time-travelling exploration into the future. For example a TV documentary in the future could talk about the service and how it works. As service concepts are often systemic and dependent on certain other factors this method is very helpful to skip the development in other areas for example like technology and social changes.

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## Blueprint

Process diagram and model of all details of a service. A blueprint shows in a schematic diagram how different service components link into each other. It is divided in client facing and backstage processes. It shows different touch-points and the different options that clients have to choose from. On a blueprint all possible client journeys that are possible within a service can be overseen. The blueprint is a very essential element to plan and design services. Along the different pathways it can be specified, how long processes take, what they need and what their outputs are. Blueprints are the basis for planning in order to put a service into action. All components and processes need to be aligned and organ-

ised against the blueprint. A blueprint can either exist as a two dimensional map or as a interactive system. Blueprinting is very similar to information architecture for complex digital systems. Service Design extends the need of mapping complex interactive systems. In order to supply services different systems need to work together and the behaviour and actions of staff and clients need to be incorporated. Blueprints are an essential discussion base and planning tool. But they are essential to implement services. And in order to maintain and improve services blueprints help a Service Design team to make changes.

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## Business plan

Document that specifies and plans the implementation and roll out of a service. It is a detailed concept that considers and explains the market the service is going to operate in, the way the service will be promoted, what processes and systems are necessary and how they work together, what kind of people are required, what virtual and physical space is needed, which systems are in place to monitor and evaluate, how the economic model works and how it is going to develop over time.

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## Guidelines

Document that specifies details, features and behaviours. A guideline helps to implement a service. It is an important communication between the design team and the execution personnel. It is essential to ensure consistency. It is as well important to specify and decide about details. Depending on the service a guideline can be regarding systems, settings or staff.

It is important that guidelines consider the recipient and are written and designed to address the situation they are in. Guidelines can be provided in various formats but are usually provided in a simple format that is easy to understand and actionable. Usually it is helpful if the format allows that the guidelines can be easily updated.

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## Intranet

Internal online platform that is used to provide information and the latest guidelines and templates within the organisation. It is an easy way to keep everybody up to date and for everybody to access the different documents they need. They can be used to share feedback and to monitor different stages of testing, implementing and monitoring services. An intranet can be used as well to share information about the service that is provided to certain clients. It is overall a very flexible system that can be adopted and help to provide the service. It can change very easily which is an important feature in Service Design.

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**Line of balance**

Line Of Balance is a management control process for collecting, measuring and presenting facts relating to time, cost and accomplishment - all measured against a specific plan. It shows the process, status, background, timing and phasing of the project activities, thus providing management with measuring tools that help:

Bill Hollins suggests that this method is useful in Service Design to time parts of a process to ensure the best use of resources.

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**Role script**

Document that specifies the role within a service performance. It provides service staff with a script including the different possible service scenarios. It helps them to understand the concept and their role in playing a part in making it reality.

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**Service prototype**

To try and test how service ideas and components work in the context of real life. Given that services never exist in isolation the prototyping and testing requires the reassembly of reality to frame the environment and expectation to ensure the service experience is overall similar to the one it would be if the service would exist. Often that means that the service needs to be put into a temporary existence. People that use it should use it naturally and under reality conditions. Sometimes that requires a lot of effort in creating spaces, atmospheres and settings and sometimes all is needed is a phone and an actor that pretends to be the hotline.

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**Specification**

A written document that specifies the scope of a Service Design project or of a specific service. The specification can be a growing document that evolves based on new insights but is always in line shared and agreed with the team and based on the Service Strategy. It represents a detailed goal description and contains criteria for success. The specification document is especially important for long term and big scale projects. It helps the project team to have a shared focus point and to make sure that the project stays on track.

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## Templates

Are useful documents and tools that help to implement a service consistently. In difference to guidelines templates imply the rules in the format and the way the templates are designed allows only outcomes that are in line with the intended guidelines. Instead of instructions how to write the job description for counter staff different modules are provided that cater for the instructions in the way they are written. Templates are easier to use than guidelines, ensure that the results are conform but are less flexible.

In Service Design are important for a number of different activities. They help to translate the concept together with the detailed design into action. They can be used as well to provide a consistent structure but to still allow some flexible and individual adoptions.

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## Wizard of Oz

The name of this technique obviously comes from the film The Wizard of Oz and is referring to the man behind the curtain. It has a long tradition in the computer industry and is used to test hard to implement features.

In Service Design some of the details of solutions can be improved and adopted in faking that they exist. Role play can be used to pretend to the client that the human side of the service is already in place which is one of the advantages in services. If terminal systems or any other but human interfaces are used the Wizard of Oz can help to complete the service experience as if the service would already be completely implemented.

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## Versicherung

Hiermit versichere ich, dass ich die Arbeit selbstständig angefertigt habe und keine anderen als die angegebenen und bei Zitaten kenntlich gemachten Quellen und Hilfsmittel benutzt habe.

Stefan Moritz, London, 2005-06-24

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