

SERVICE DESIGN

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THEORY

—

„If you would ask ten people what service design is,
you would end up with eleven different answers
– at least.“

Marc Stickdorn

... let's ask them anyway ...

„Service Design behandelt eine **Dienstleistung**, die ja gerade keine begreifbare Sachleistung ist, dennoch **als ein Produkt**, das von Grund auf konzipiert und gestaltet werden muss.“

Carl Aigner, Erika Keil, Uli Marchsteiner, Andreas Volk im Vorwort zum Katalog zur Ausstellung „vom Dienstboten zum Service Design“, Museum für Gestaltung Zürich, 2000

... Ah, then we can use the design process to design services? - yes, BUT ...

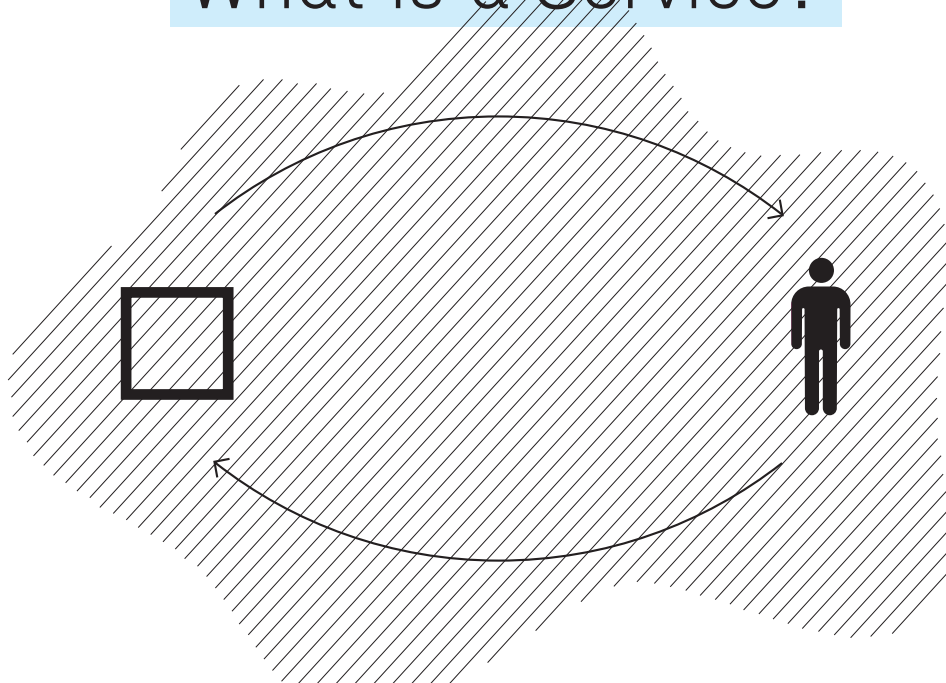
„The **time-based nature** of services is one of the things that makes thinking about them different from thinking about products - they are **never „finished“** in the same way as products. Another difference is that services are **usually completed by the customer** as an integral part of the process.“

Andy Polaine, Lavrans Løvlie, Ben Reason

... so, we can use the design process - but the thinking about services is different from thinking about products ...

Service

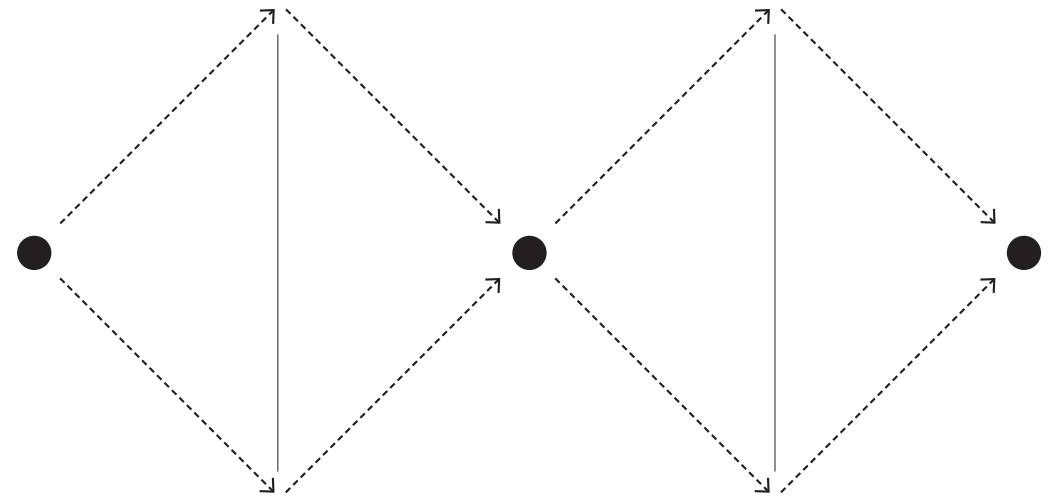
What is a Service?



Definitions and
Models

Design

... how could it be designed?



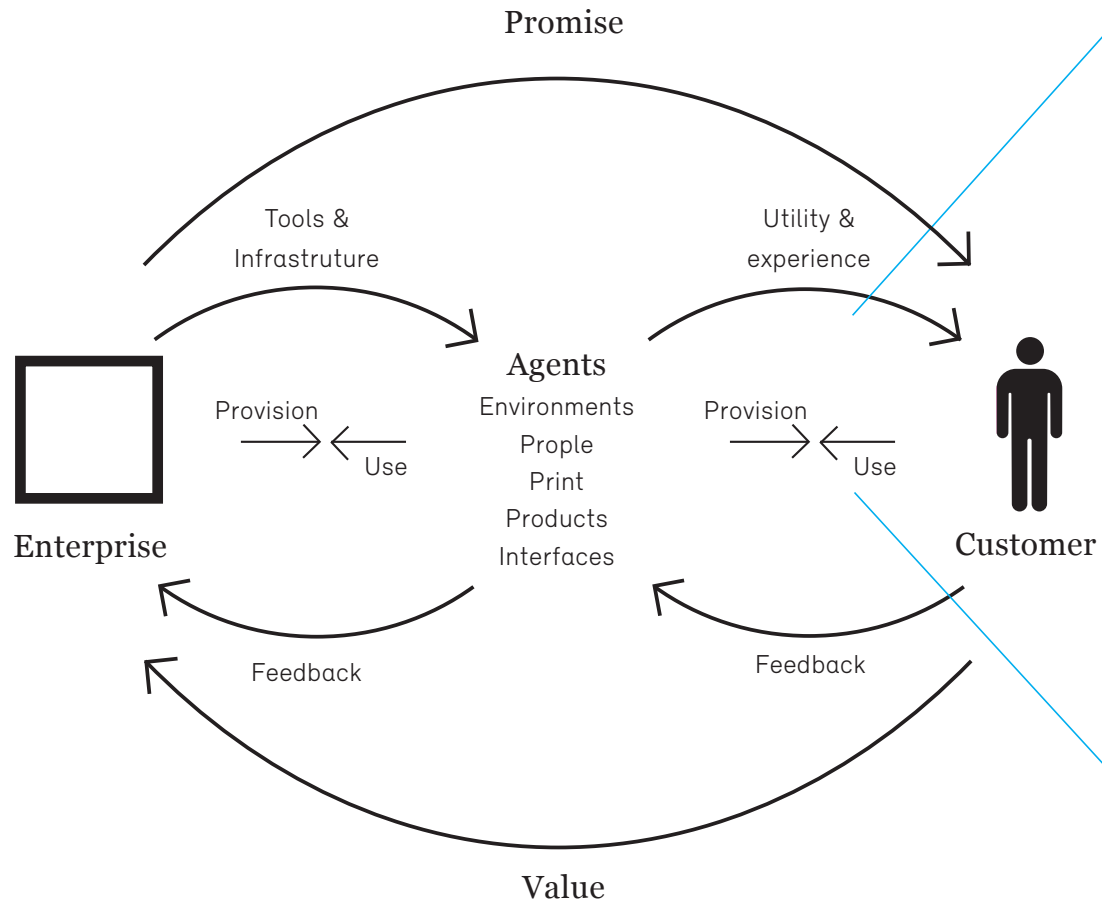
Service Design
Process

„Ein Service macht oder ermöglicht etwas, das der Kunde nicht selber machen kann oder will und reduziert somit das Risiko, bzw. die Kosten.“

Beat Knüsel, erfolgplus

Zitat: Beat Knüsel, Geschäftsführer der Unternehmensberatung erfolgplus, Zug, www.erfolgplus.ch

Service Ecosystem



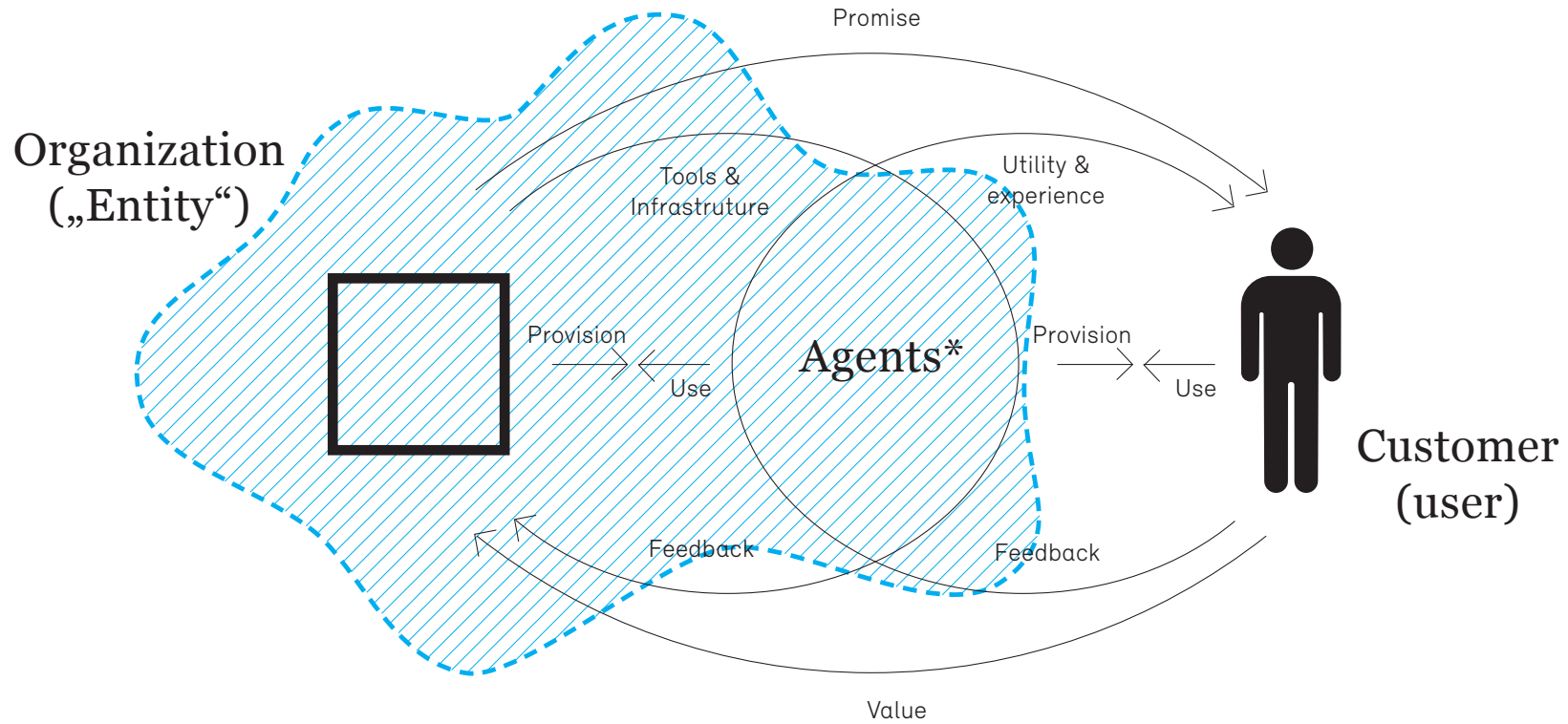
Austausch
Nutzwert-Gegewert

Erzeugung und
Verbrauch fallen
zusammen

„A service is an aggregation of moments of interaction (touchpoints), for a customer (user), that can be associated with an entity.“

Matt Franks, Professor, Austin Center for Design

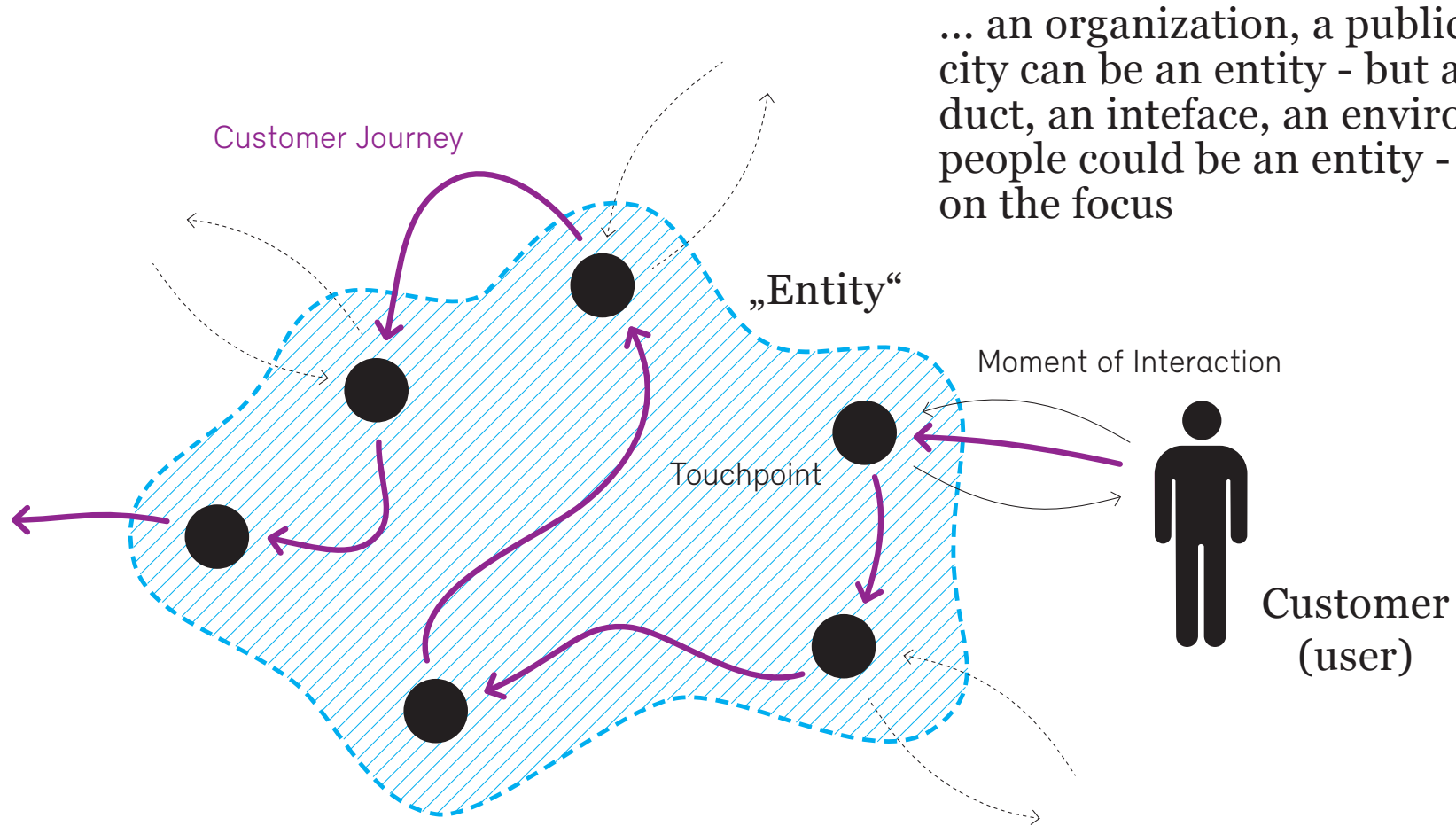
... another Model ...



*) Agents
= Touchpoints:

- Environments
- People
- Print
- Products
- Interfaces

links: Basic Service Ecology nach Polaine, Andy/Løvlie Lavrans/Reason, Ben (2013)



... an organization, a public service, a city can be an entity - but also a product, an interface, an environment, people could be an entity - it depends on the focus

... so, everything with which a customer can interact with could be a service? - yes, but it's a question of focus and ...

... the size of an organization matters: Every Touchpoint has the potential to deliver good AND bad service experiences.

S

z.B. Corner Shoe Shine

Polish
Chair
Preisgestaltung

M

z.B. Barber Shop

Erscheinungsbild
Shop-Innenarchitektur
Mitarbeiter
Kommunikation
Preisgestaltung

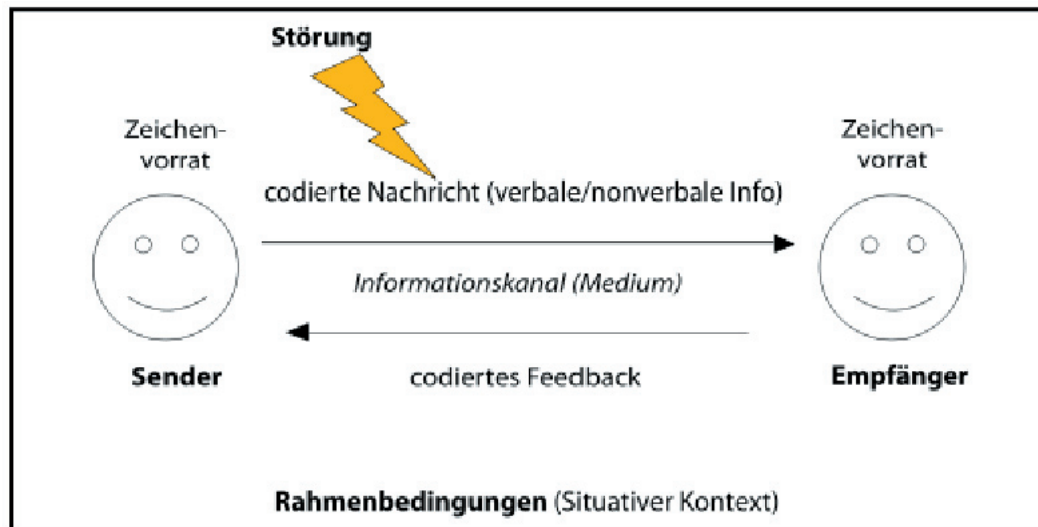
L

z.B. Swisscom

Werbung
Preisgestaltung Angebots-Pakete
Homepage
Online-Service Center
Telefon-Beratung (Call Center)
swisscom Shop
Produkte
Kunden-Cockpit
Mitarbeiter und Kommunikation
Online-Kundencenter
SMS-Service
Rechnung

...

Vergleich: Klassisches Kommunikationsmodell



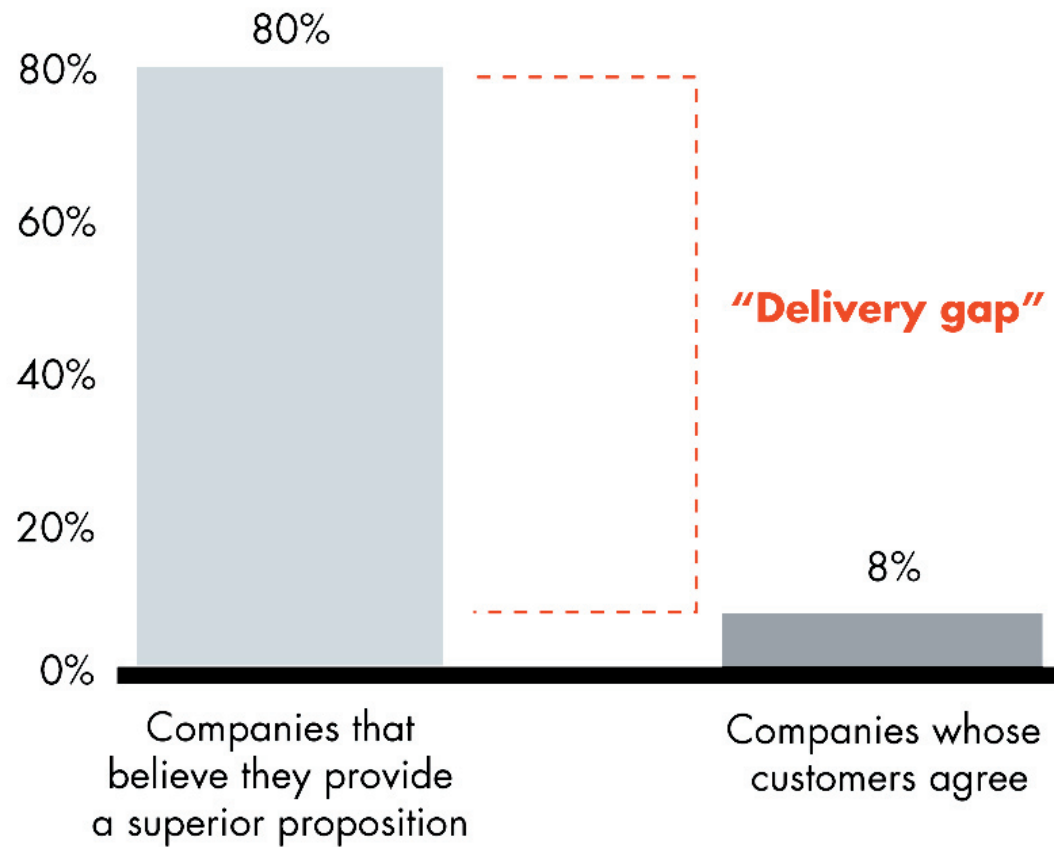
Der Sender hat eine Idee und will diese mitteilen und damit etwas erreichen. Aber zwischen Sender und Empfänger lauern viele mögliche Kommunikationsstörungen:

„gedacht“ ist nicht gesagt...
 „gesagt“ ist nicht gehört...
 „gehört“ ist nicht verstanden...
 „verstanden“ ist nicht gewollt...
 „gewollt“ ist nicht gekonnt...
 „gekonnt und gewollt“ ist nicht getan...
 „getan“ ist nicht beibehalten...

(in anl. Konrad Lorenz (1903-1989), österreichischer Verhaltensforscher, 1973 Nobelpreis)

Delivery Gap

80% der Unternehmen glauben, dass Sie einen grossartigen Service bieten aber nur 8% ihrer Kunden stimmen dem zu.



Bain Customer-Led Growth diagnostic questionnaire, n = 362, Satmetrix Net Promoter database, n = 375; Quelle: Bain & Company, 2005: <http://www.bain.com/bainweb/pdfs/cms/hotTopics/closingdeliverygap.pdf>

„Dysfunctional Products come from Dysfunctional Organizations.“

Jon Kolko

Zitat: Jon Kolko, Vice President of Consumer Design at Blackboard; aus: Kalbach, Jim (2016), Mapping Experiences, 1. Auflage, O'Reilly Media, Inc. Sebastopol, CA 2016

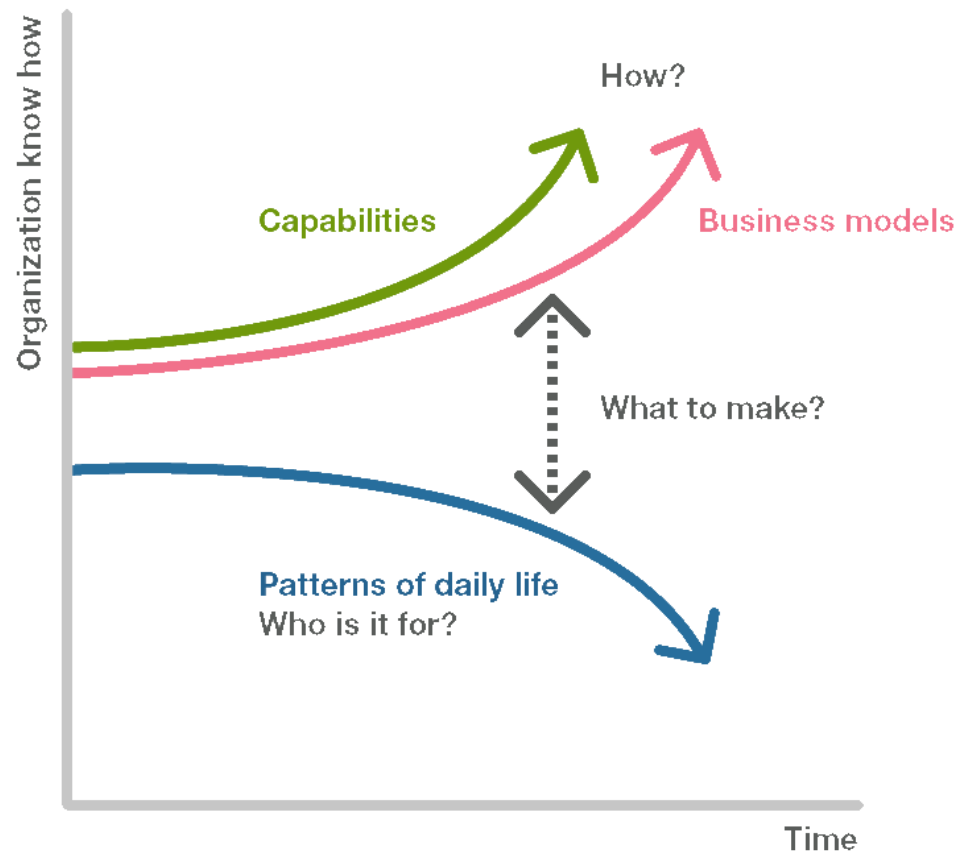
„Few organizations deliberately want to create bad experiences for the people they serve. ... I believe the fundamental problem is one of alignment: organizations are out of sync with what the people they serve actually experience.“

Jim Kalbach

... what causes the innovation gap

Innovation Gap

Wachsendes Know how bei sinkendem Wissen über das „Für-wen“ generiert eine Innovations-Lücke



„As our knowledge of how-to-make-stuff has increased, our knowledge of what-to-make has decreased—creating an innovation gap.“ Quelle: <https://www.id.iit.edu/design-strategy>

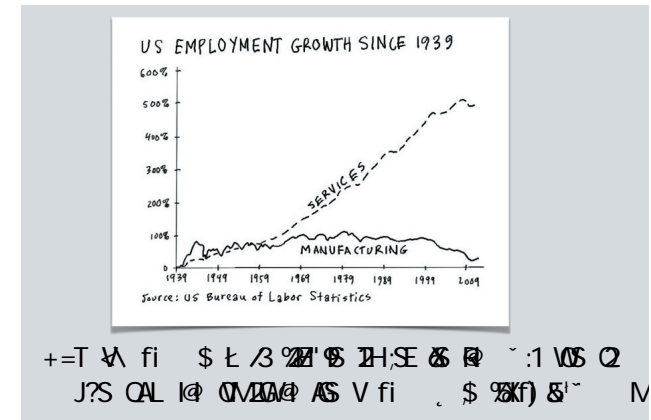
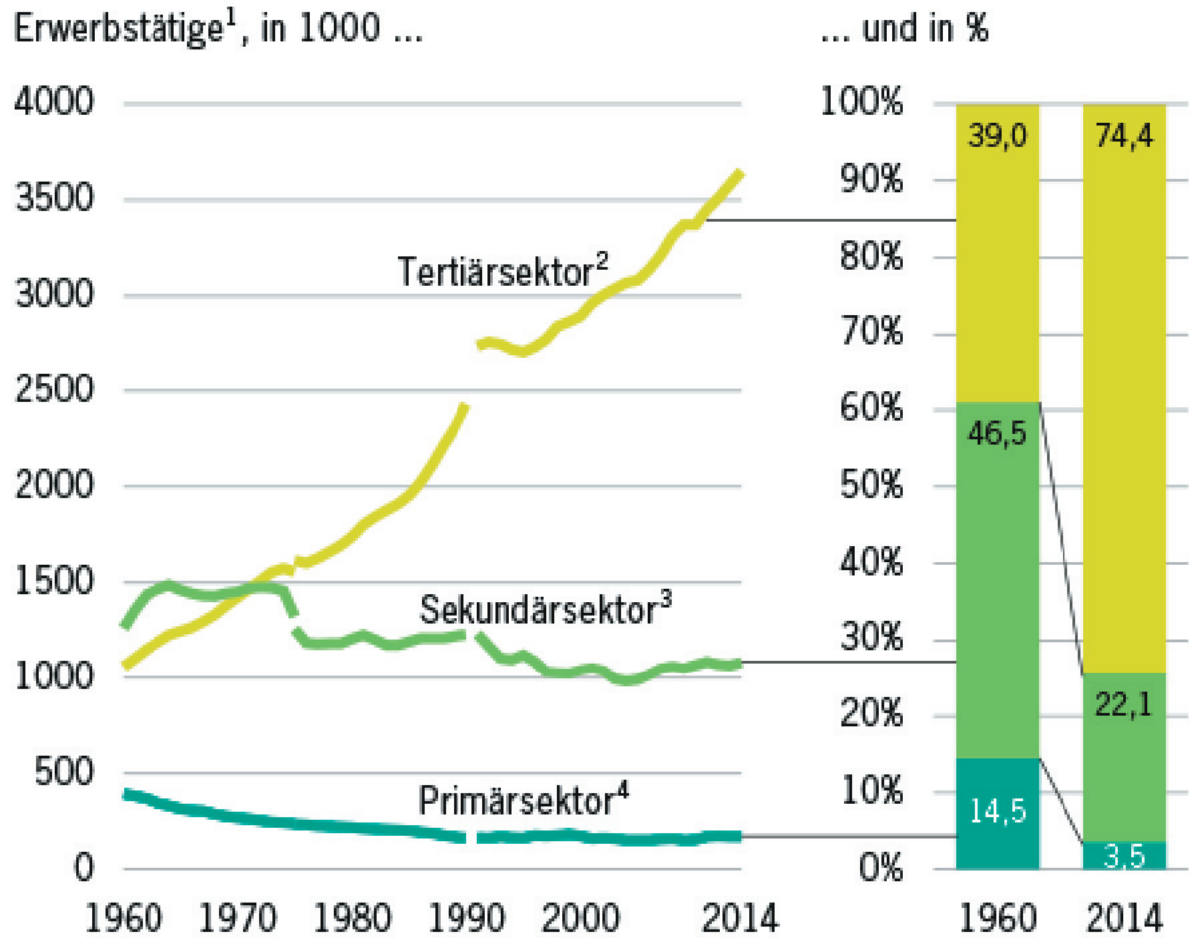
„These three imperatives organizations must follow to achieve alignment:

1. View your offerings from outside-in rather than inside-out.
2. Align internal functions across teams and levels.
3. Create visualizations as shared references.“

Jim Kalbach

... this is important, because ...

Von der Industrie- zur Dienstleistungsgesellschaft (CH)



- 1 Ab 1975 bzw. 1991 neue Berechnungsmethode
- 2 Dienstleistungen
- 3 Industrie und Gewerbe
- 4 Landwirtschaft

Quelle: Bundesamt für Statistik, Schweizerische Eidgenossenschaft, 2015

Pre-1900

Goods-centred model
of exchange

Concepts:
tangibles, static and discrete
transactions

Value is embedded in objects

21st Century

Service-centred model
of exchange

Concepts:
intangibles, competences,
dynamics, exchange proces-
ses and relationships

Value is co-created in dyna-
mic exchange relationships

Goods- dominant logic

Services (in the plural) are
what products are not

Value Chains

Value is embedded in objects

Service- dominant logic

Service (in the singular) is the
fundamental process through
which value is created

Value Constellations

Value is co-created in dyna-
mic exchange relationships

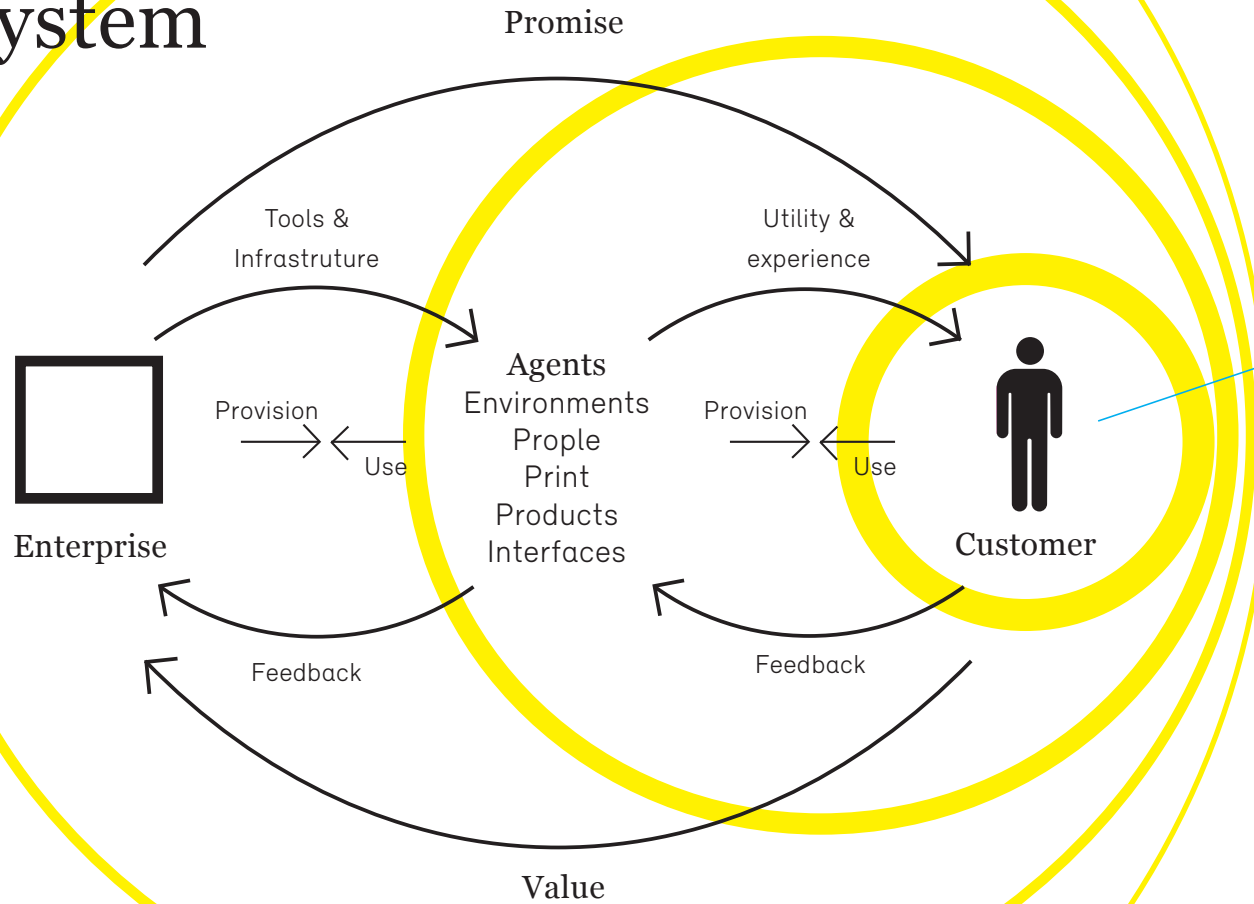
... Dienstleitungen gibt es schon immer, warum also braucht es Service Design?

- Wachstum des Dienstleistungssektors
- Diversifizierung von Serviceangeboten: Reaktion auf Bedürfnisse, aber auch: Bedürfnisse generieren
- Viele gleiche Angebote: Abgrenzung im Markt, herausragendes Service Design als USP
- Viele Dienstleitungen sind umsonst verfügbar: Wertschöpfungskette im Dienstleistungssektor
- Kundenbindung durch Service: Service um Produkte wird immer wichtiger
- Steigerung Produktnutzen und -ausnutzung durch Einbindung in Nutzer-Produkt-Netzwerk
- ...

„In der Erlebniswirtschaft erfolgreiche Unternehmen zeichnet aus, dass sie den Überblick behalten und alles, was sie tun auf den Kunden und dessen Erlebnis ausrichten: Sie sind ganzheitlich kundenzentriert.“

Jan-Eric Baars, Andreas Brandenburg, Stephan Engl

User Centered Service Ecosystem



there is no service without customers or users

-
... but service doesn't automatically mean that the experience is good

-
... this is where Service Design comes in ...

„Service Design gestaltet Funktionalität und Form von Dienstleistungen aus der Kundenperspektive. So werden Serviceangebote gestaltet, die aus der Sicht des Kunden nützlich und begehrenswert sind, aus der Sicht der Anbieter effektiv, effizient und anders. Service Designer kreieren, formulieren und visualisieren solche neuen Dienstleistungen.“

Birgit Mager

... so, who are these service designers? ...

The Four Orders of Design Richard Buchanan

1.
Things talking
to a person

Symbolic and visual
communication

- Graphic Design
- Communication Design
- Information Design

2.
Things a person
interacts with

Material objects

- Product Design
- Industrial Design
- Engineering Design

3.
Groups of people and
things in interaction

Activities and
organised services

- Interaction Design
- Experience Design
- Service Design

4.
Groups of people and
things in interaction
with other groups of
people and things


Complex systems
and environments

- Environments and Systems
- System Design

Lucy Kimbell's reordering of Buchanan

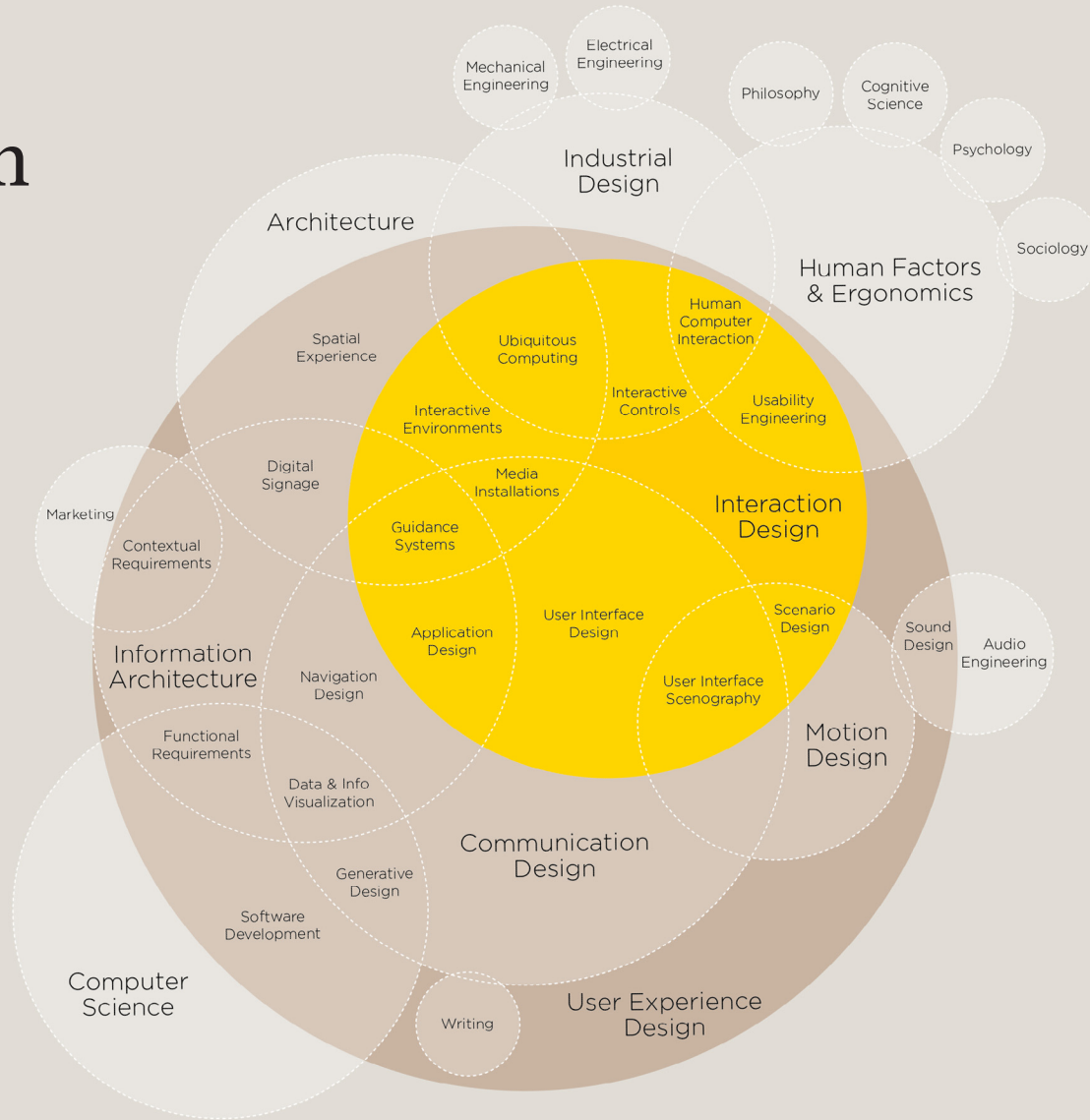
Symbols	Things	Action	Environments and systems
Graphic Design	Product Design	interaction Design	Environments and systems
Communication Design	Industrial Design	Experience Design	System Design
	Engineering Design	Service Design	

Lucy Kimbell's reordering of Buchanan

Symbols	Things	Action	Environments and systems
Graphic Design	Product Design	interaction Design	Environments and systems
Communication Design	Industrial Design	Experience Design	System Design
	Engineering Design	Service Design	
 Designing for service			

Lucy Kimbell (2009), designer, researcher and educator, associate fellow at Saïd Business School, University of Oxford, teaching an MBA elective in Designing Better Futures

The Disciplines of Interaction Design



The Disciplines of Interaction Design, creative commons, San Francisco, www.envis-precisely.com

„Frankly, one of the great strengths of design is that we have not settled on a single definition.

Fields in which definition is now a settled matter tend to be lethargic, dying, or dead fields, where inquiry no longer provides challenges to what is accepted as truth.“

Richard Buchanan

**SERVICE
DESIGN**

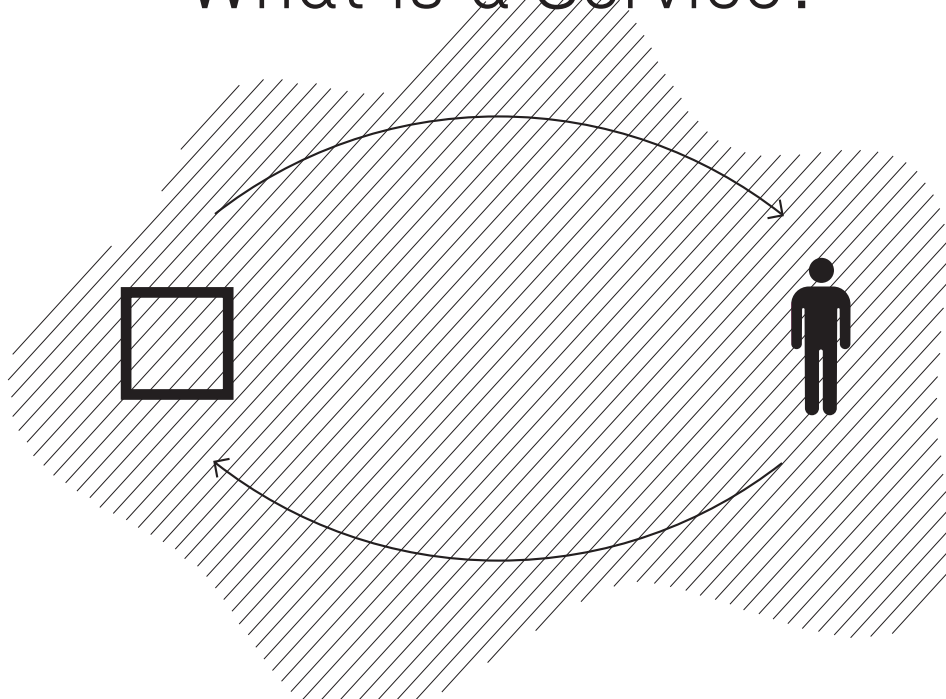
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PROCESS

—

Service

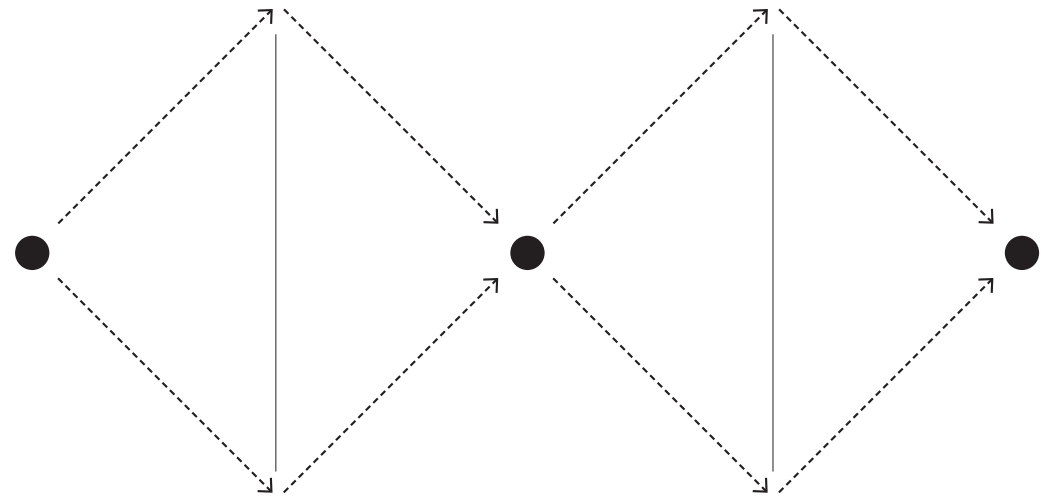
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Models

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... how could it be designed?

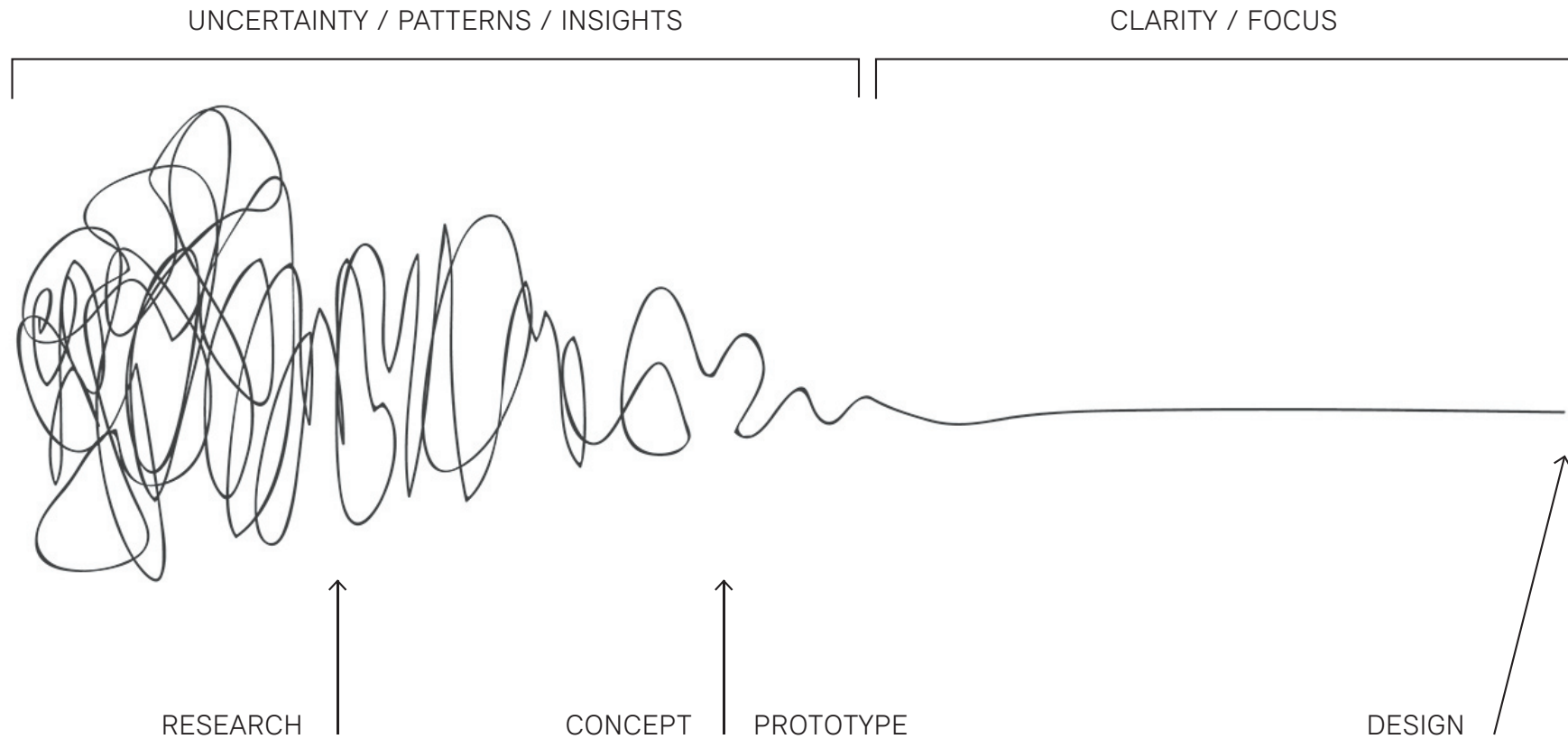


Service Design
Process

„Service Design ist die **application of established design process and skills to the development of services**, It is a creative and practical way to improve existing services and innovate new ones.“

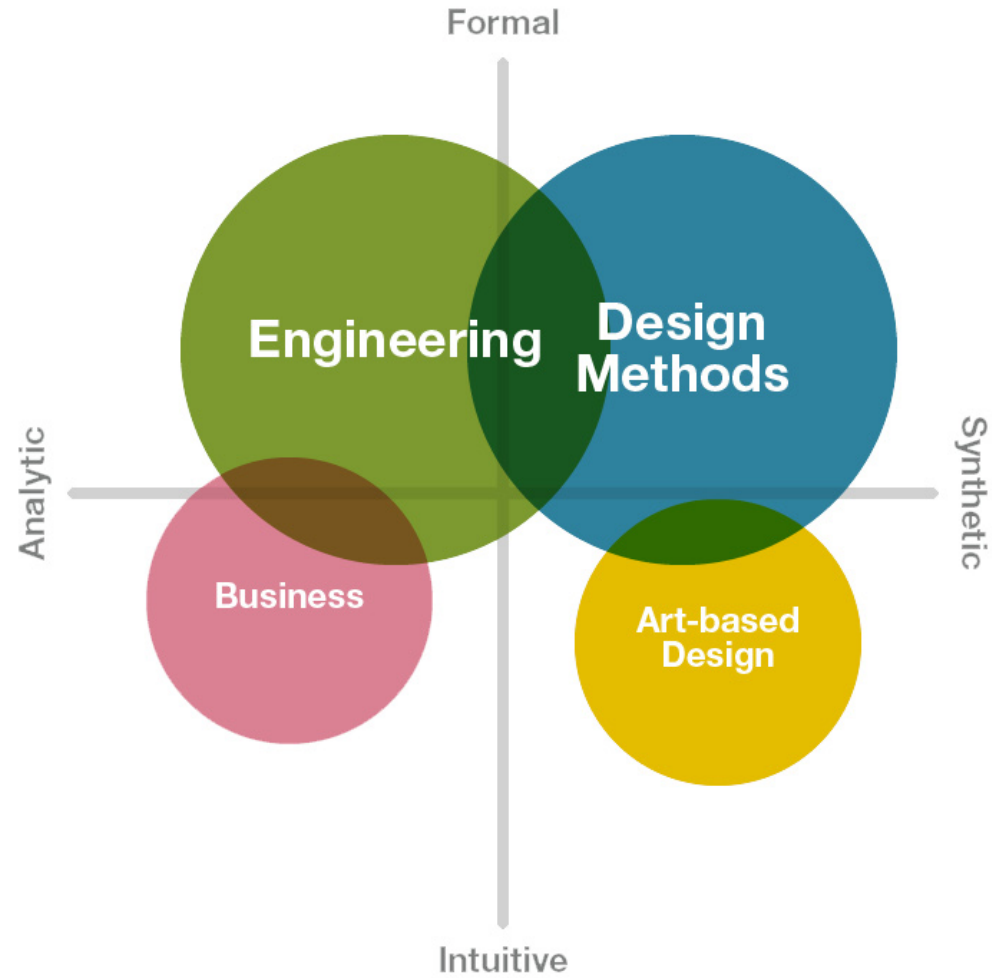
live|work

„The Squiggle“ Damian Newman



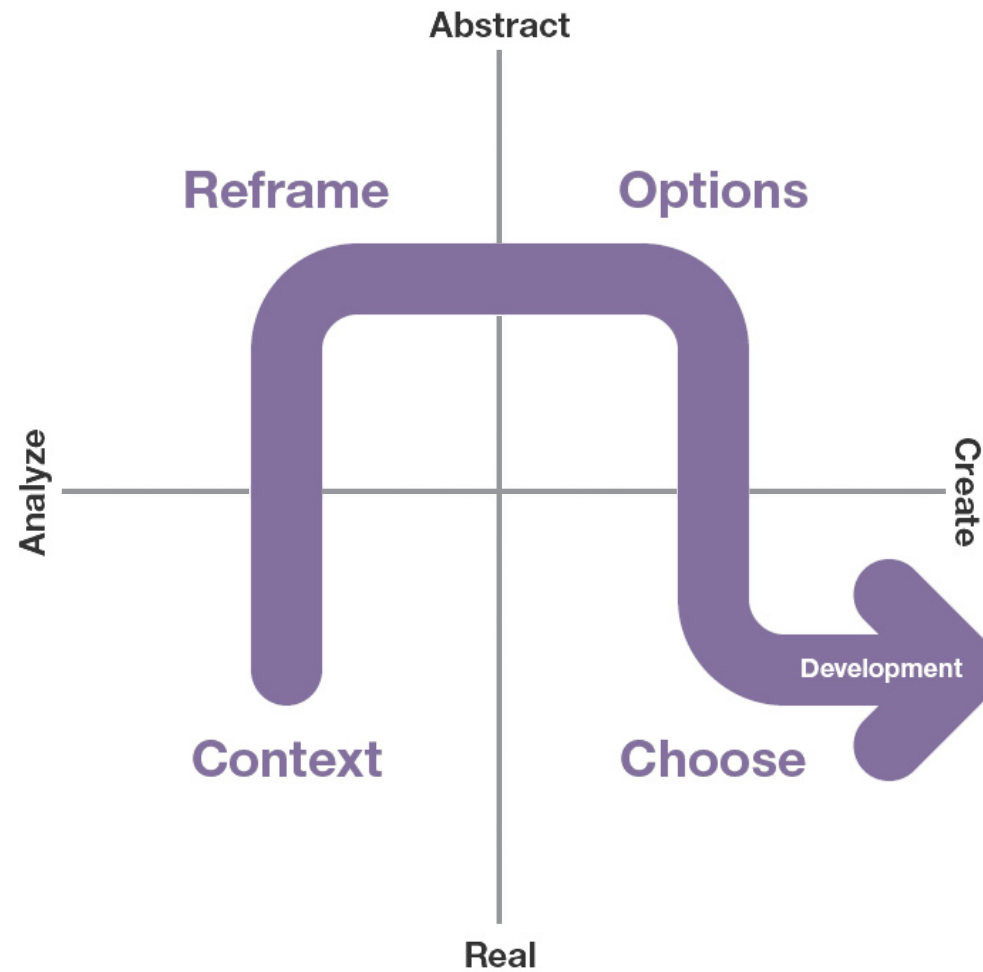
„The Squiggle“ by Damien Newman, Central Office of Design Inc.

Formalizing design methods ID IIT Chicago



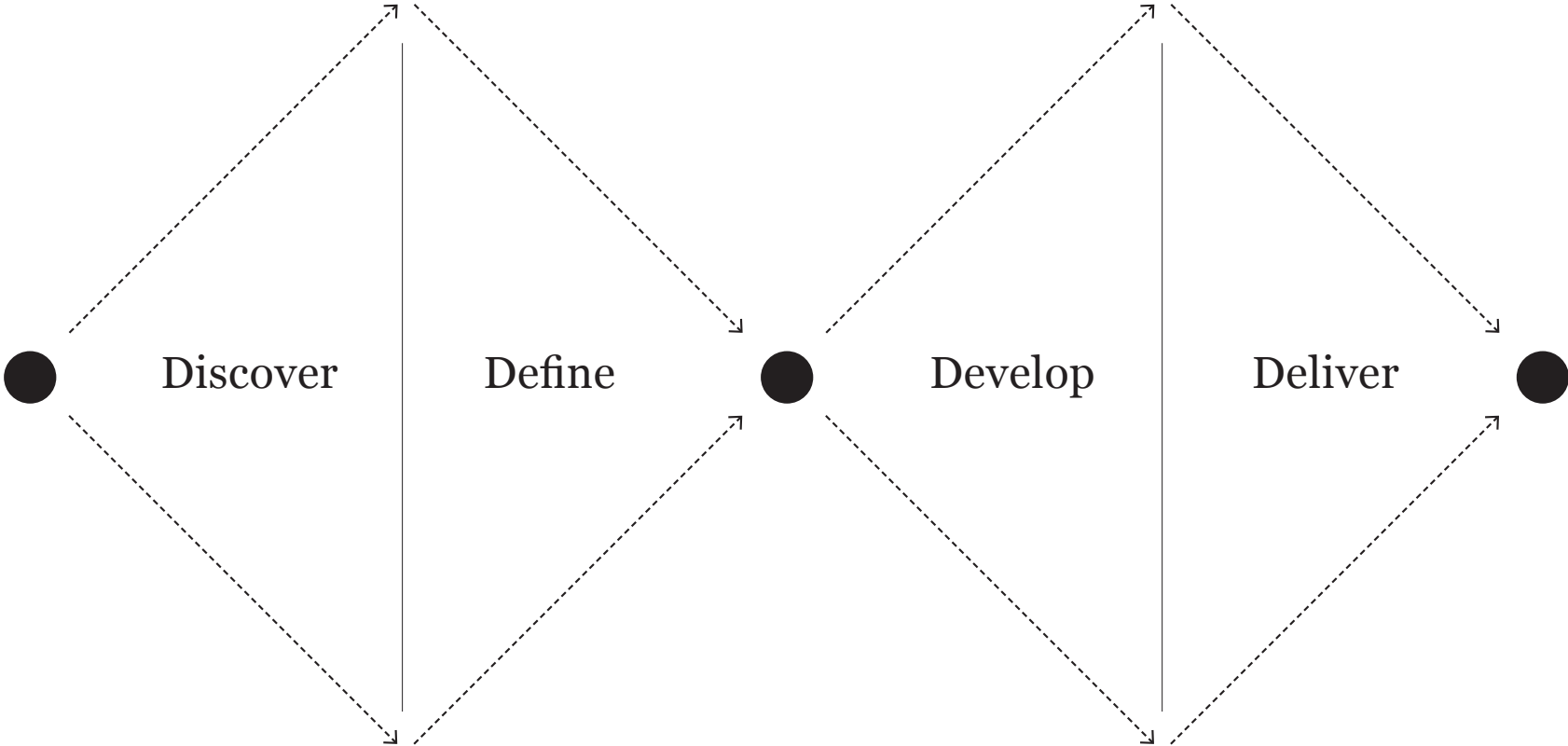
„By formalizing design methods, ID makes them repeatable, opens them to improvement, and builds knowledge.“; Quelle: <https://www.id.iit.edu/institute-of-design-chicago-graduate-design-school>

Exkurs: Strategic Design Process ^{ID IIT Chicago}



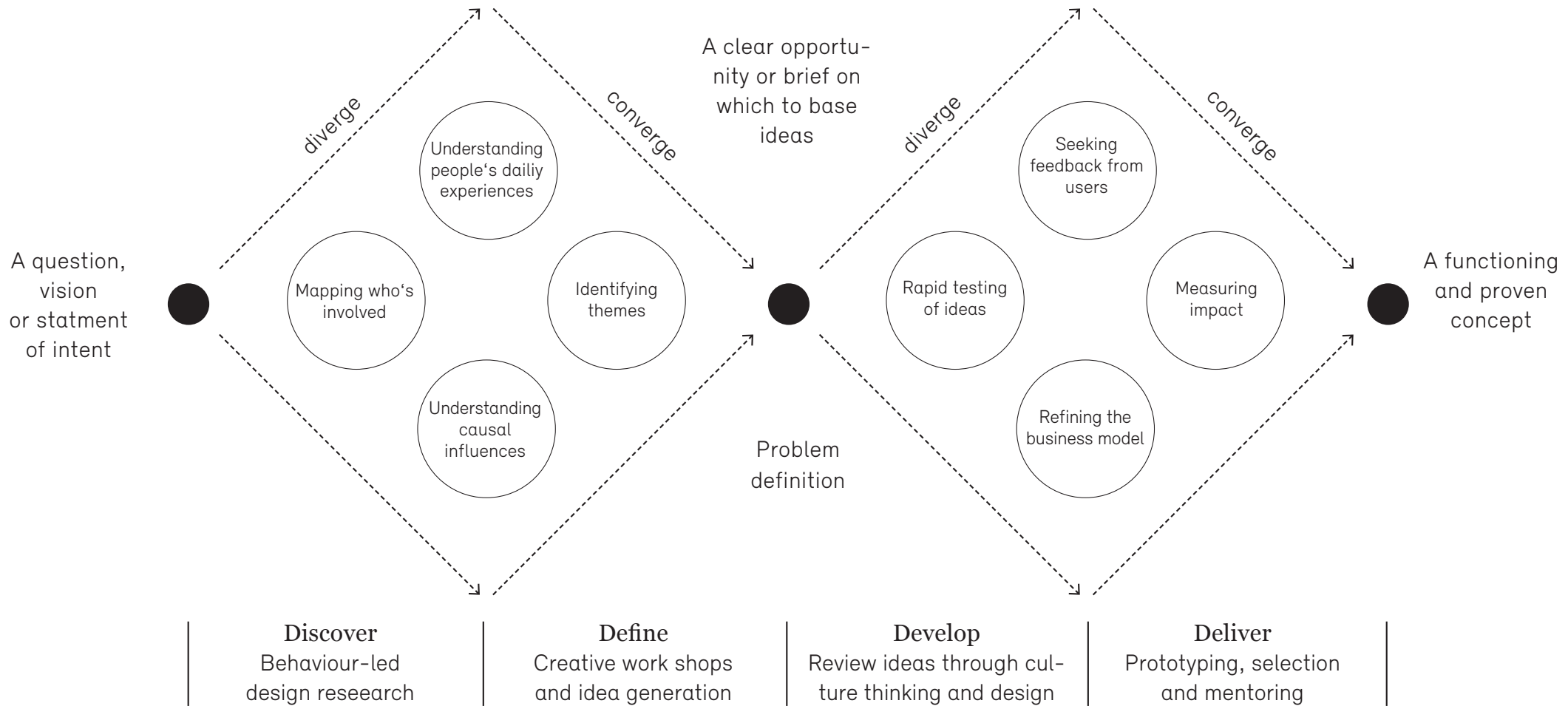
„Figuring out what-to-make begins with analyzing existing conditions and abstracting out important elements. Frameworks and methods play an important role in the process.“; Quelle: <https://www.id.iit.edu/design-strategy>

Double Diamond Process UK Design Council



Double Diamond Process, adapted from the British Design Council

Double Diamond Process UK Design Council



Double Diamond Process, adapted from the British Design Council

Service Design Process: viele Namen, ein Prozess

British Design Council
(Double Diamond Process)

discover → define → develop → deliver

Best, 2006
Mager, 2009
Miettinen & Koivisto, 2009

exploration → creation → reflection → implementation

Engine, 2009

Identify → build → measure

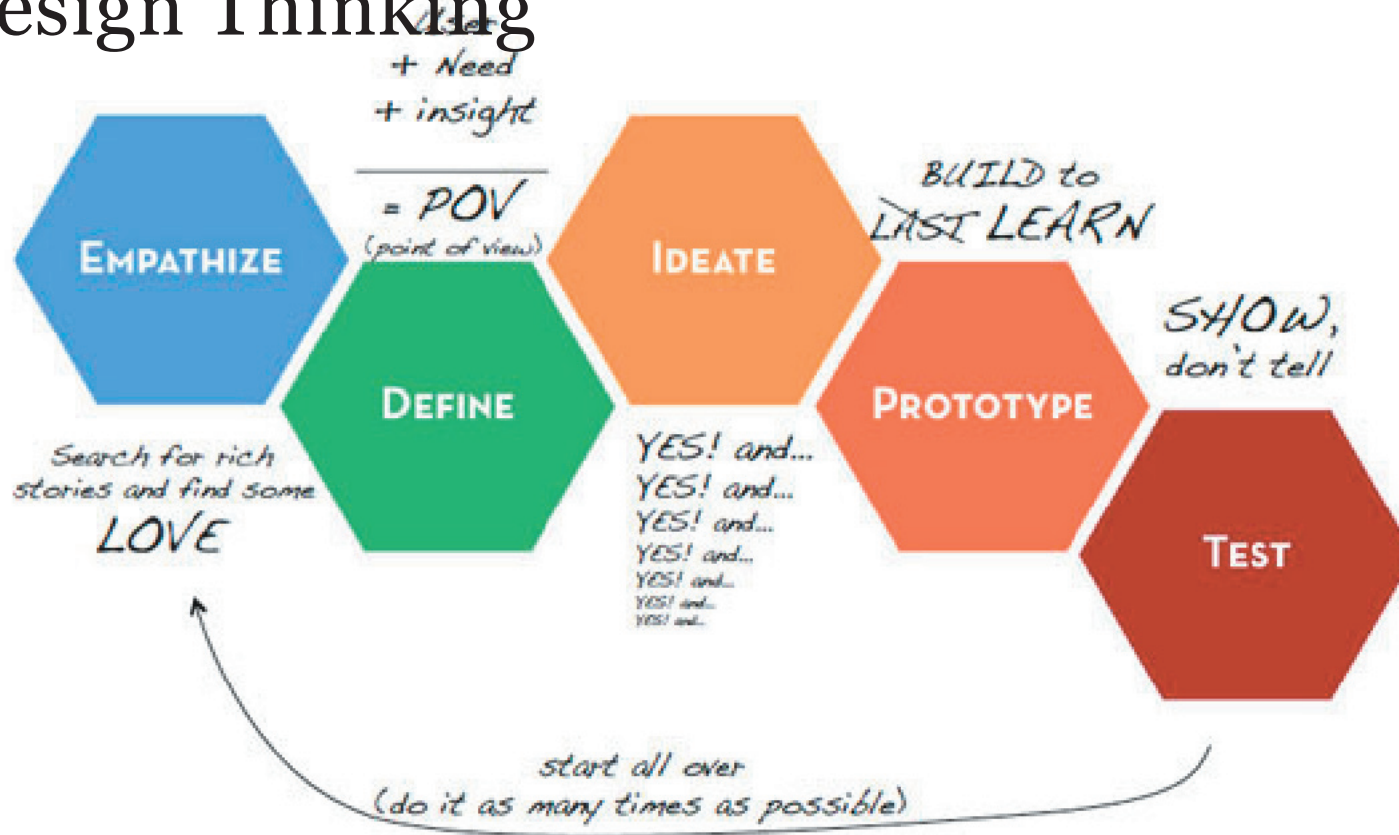
live|work, 2009

insight → idea → prototyping → delivery

Designthinkers, 2009

discovering → concepting → designing → building → implementing

Exkurs: Design Thinking



1. EMPATHIZE
Develop a deep understanding of the challenge

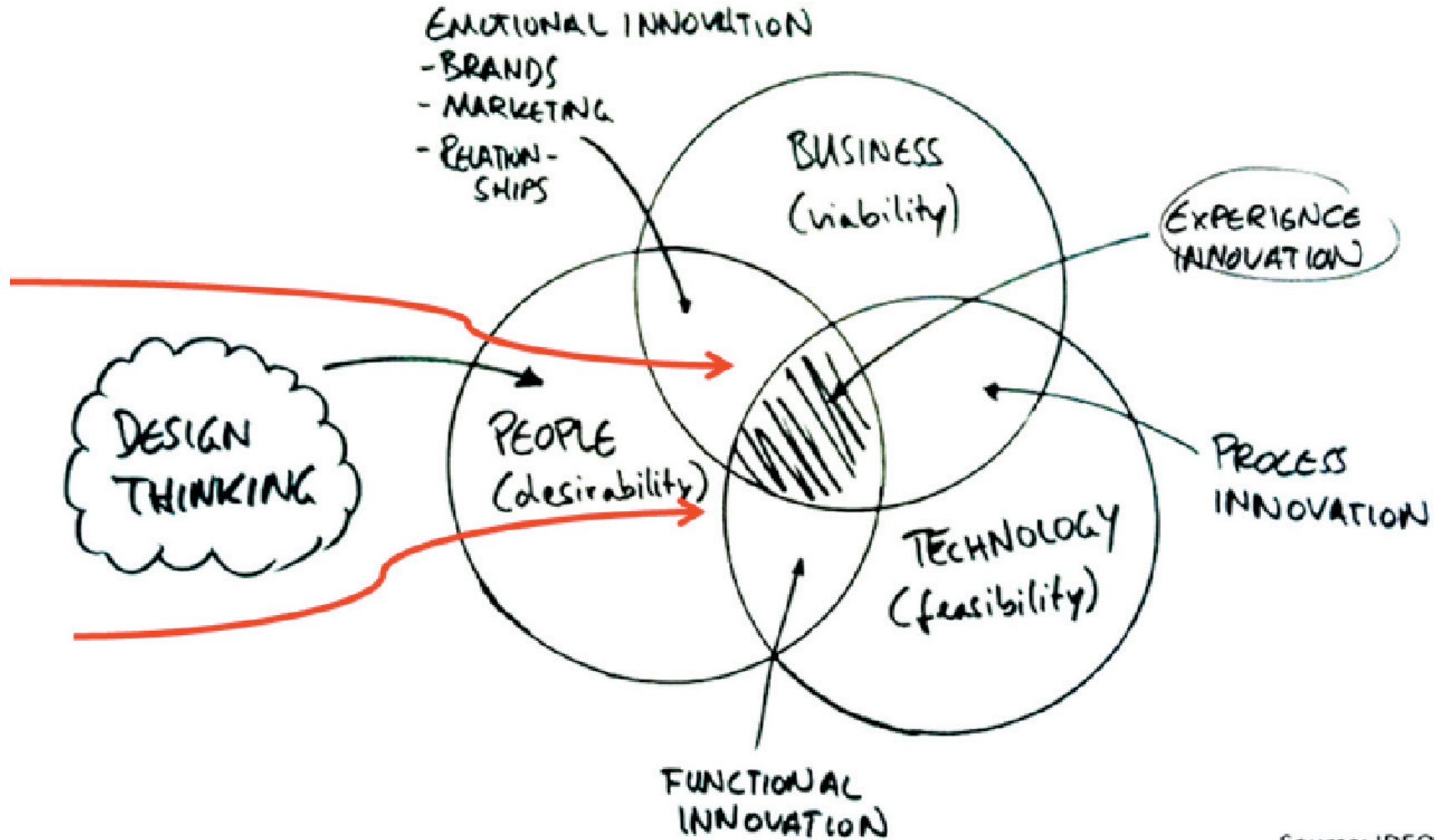
2. DEFINE
Clearly articulate the problem you want to solve

3. IDEATE
Brainstorm potential solutions
Select and develop your solution

4. PROTOTYPE
Design a prototype (or series of prototypes) to test all or part of your solution

5. TEST
Engage in a continuous short-cycle innovation process to continually improve your design

Exkurs: Design Thinking



Source: IDEO

Spezialisierung: 5 Principles of Service Design Thinking

1. User-centred

Services should be experienced through the customer's eyes.

2. Co-creative

All stakeholders should be included in the service design process.

3. Sequencing

The service should be visualised as a sequence of interrelated actions.

4. Evidencing

The service should be visualised in terms of physical artefacts.

5. Holistic

The entire environment of a service should be considered.