Service Design and Innovation
TDDD51, vt15

Stefan Holmlid
Linköpings universitet
stefan.holmlid@liu.se
Interaction design, industrial design, design management, service design, information design, experience design, graphic design, furniture design, destination design, product design, ergonomics design, innovation design, packaging design, retail design, automotive design, eco design, sustainable design, user centred design, workplace design, inclusive design, instructional design, exhibition design, building design, interior design, brand design, architectural design, engineering design, fashion design, landscape design, urban design
Try to…

- Sketch wristwatches
- Sketch alarm functionality of alarm clocks
- Sketch wake up service of a 24/7 boutique hotel
- A business strategy and model
- A set of service touchpoints
- A product as a mechanism/platform for distribution
- Parallel channels
- A business strategy and model
- A set of service touchpoints
- A product as a mechanism/platform for distribution
- Parallel channels
TDDD51 Tjänstedesign & -innovation VT15

UPPLÄGG
Övergripande mål

- I den här kursen skall ni
  - lära er att använda (och utmana) er designförmåga i den kontext som tjänster utgör
  - vidareutveckla er
    - humancentrerade designattityd,
    - er analysförmåga,
    - er repertoar för användarutforskning,
    - era faciliteringsfärderighet,
    - er repertoar av visualiseringstekniker,
  - och utöka er tillgång till simuleringstekniker.
Resurser

- **Lärare**
  - Stefan Holmlid, stefan.holmlid@liu.se, IDA
  - gästlärare

- **Hemsida/mail**
  - http://www.ida.liu.se/~TDDD51/
  - tddd51-vt2013@student.liu.se
Examination

- Designövningar (U/3/4/5)
  - Gruppens arbete ni gjort under specifika delar av kursen (DL 27 jan, 3 feb, 17 feb). Seminarium, 3 feb, 17 feb, 24 feb.
  - Individens kritik på en annan gruppars arbete tillsammans med gruppens inlämning (DL: 31 jan, 21 feb)

- Designuppdrag (U/3/4/5)
  - Individuell reflektionsinlämning för 5a (DL: 7 mar)

- Designkritik (U/G)
  - Var och en skriver en sammanfattning av all kritik gruppen fått, med all kritik som bilagor (DL: 7 mar)
Lärande

- Föreläsningar introducerar, på lektioner sker arbete och feedback, på seminarier sker presentationer och feedback.
- Lärandet sker individuellt och i grupp
- Lärandet utgår från det praktiska arbetet med övningar och designuppgdrag, samt kommentarer och reflektion
- Feedback sker framförallt i arbetet, samt mellan studenter
Grupper

- Grupper om 3-5 studenter (beroende på hur stor hela gruppen är)
- Att ge konstruktiv kritik, och att ta kritik konstruktivt
Genomförande

- Ni skall utgå från en **befintlig tjänst eller tjänstesystem**, med utgångspunkt i **Campus** och åstadkomma omdesign
Design for service

- Social innovation
- Service design
- Design for serviceability
SERVICE/ES
Thus, the great economic law is this: services are exchanged for services. /…/ it is trivial, very commonplace; it is nonetheless, the beginning, the middle, and the end of economic science.

(Frédéric Bastiat 1848)
Worldview IHIP

- Intangible
- Heterogenous
- Inseparability
- Perishability
A service is an act of performance offered by one party to another. Although the process may be tied to a physical product, the performance is essentially intangible and does not normally result in ownership of any of the factors of production.

Lovelock (2001)
An activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interaction between customers and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems.

- Gummesson (1990)
Worldview SDL

- Service Dominant Logic, 10 foundational premises
  - FP1 Service is the fundamental basis of exchange.
  - FP2 **Indirect exchange masks the fundamental basis of exchange.**
  - FP3 **Goods are a distribution mechanism for service provision.**
  - FP4 Operant resources are the fundamental source of competitive advantage.
  - FP5 All economies are service economies.
  - FP6 **The customer is always a co-creator of value.**
  - FP7 The enterprise cannot deliver value, but only offer value propositions.
  - FP8 A service-centered view is inherently customer oriented and relational.
  - FP9 **All social and economic actors are resource integrators.**
  - FP10 Value is always uniquely and phenomenologically determined by the beneficiary.
Customers do not buy goods or services: They buy offerings which render services which create value. The traditional division between goods and services is long outdated. It is not a matter of redefining services and seeing them from a customer perspective; activities render services, things render services. The shift in focus to services is a shift from the means and the producer perspective to the utilization and the customer perspective.

Gummesson (1995)
Worldview PSS

- Product
- Service
- System
- a marketable set of products and services capable of jointly fulfilling a user's needs
  - van Halen, te Riele, Goedkoop (2005)
WHAT SERVICE DESIGNERS DO
Co creation – participation

- Emancipatory objectives; democracy, power, sustainability...
- Co-operative approaches
- Engaged involvement and pluralistic participative techniques
# Product vs service vs …

<table>
<thead>
<tr>
<th></th>
<th>PRODUCT</th>
<th>SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value produced</td>
<td>Linearly</td>
<td>Constellation</td>
</tr>
<tr>
<td>Value</td>
<td>Exchange</td>
<td>Value in context, value in use</td>
</tr>
<tr>
<td>Customer</td>
<td>Recipient</td>
<td>Co-producer</td>
</tr>
</tbody>
</table>
### Product vs service vs …

<table>
<thead>
<tr>
<th></th>
<th><strong>PRODUCT</strong></th>
<th><strong>SERVICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Value produced</td>
<td>Linearly</td>
<td>Constellation</td>
</tr>
<tr>
<td>Value</td>
<td>Exchange</td>
<td>Value in context, value in use</td>
</tr>
<tr>
<td>Customer</td>
<td>Recipient</td>
<td>Co-producer</td>
</tr>
</tbody>
</table>
- Service is technology
- Service is process and action
- Service is interaction
- Service is co-production of value
Product – Service – Interaction

![Diagram of product-service-interaction dimensions: Tangible, Virtual, Spatial, Temporal, Social, Visual, Active, Experiential. Dotted lines marked ID, orange lines marked IxD, blue lines marked SD.}

DIMENSIONALITY

AESTHETIC

MATERIAL

ID

IxD

SD
Design perspectives

- Service interfaces
- Value co-creation in systems
- Transformation
Design for service

- Has always been there
- Service design makes it explicit; focus on the people of the service, in design, in service performance
- People as resourceful
- In design research since the 90’s in Italy and Germany
Cardboard mockups
(User involvement)
Design games
(User involvement)
Design probes
(User involvement)
Communities of co-creation
(Cooperation)
Personae
(Cooperation)

Greta, 76

Torsten, 81
Basic concepts

- Service touchpoints
  - Instances of direct contact with a service or
  - The moments and places where customers are in touch/touched by the service
- Service evidence
  - Manifestations kept by the customer that proves that s/he has the right to the service or has performed the service
  - Receipts, contracts, buscards, vouchers, ...
- Service channels
  - Online, cell-phones, offices, ...
- Service blueprints, service journeys
Svårt att förklara. Lätt att använda. Byt till hemtelefoni och spara 600 kr om året!

SMS to remind to close the procedure once back home.

Dear [Name],

Please remember to close the Army declaration online back home through the Internet application at http://www.tullverket.se/armydeclaration

Best regards,
Tullverket

[Image of an airport terminal with self-service kiosks]
Optik

Göran Center Karlskrona

Välkommen till synundersökning
Katarina Wetter Edman

Datum: 13/11/33
Tid: 14:30

Butik Telefon

324 15 11
0616 10 18
Across channels

Engage me

Inform me

Guide me

Support me

Face to face

User community

Telephone

Text messages

Internet

Marketing communication
FLORIAN the German hunter

1. Organizing the hunting session in Sweden
2. Organizing/ discovering about hunting in Sweden
3. Get info on what to do to be able to come hunting
4. Bureau 1 (Importation permit)
5. Bureau 2 (Jäkkor)
6. Bureau 2 (Jäkkor)
7. F checks he has everything
8. Arriving to Sweden (T.V. ansökan)
9. Hunting around
10. On the way back (leaves Arms declaration)

FRIEND or ASSOCIATION
WEBSITE HUNTING ASSOCIATION
WEBSITE NATURVÄRDS VERKET
PHONE DISTRICT WEBSITE POLICE
WEBSITE POLICE CONTROL
WEBSITE CUSTOM OFFICE

5d. F receives the importation permit
6d. Control on Florian's eventual crime status
7d. Registration in the system
6a. Send to Florian his importation permit
SERVICE BLUEPRINT
Service blueprints

- Technical drawings for buildings
- First testrun from a lithographic film before making the printing plate
- Technical specification for a product

- These are needed for services and service offers
- BUT
- Are detailed descriptions of how the service process unfolds
Customer activities

Onstage activities

Backstage activities

Support processes

Management activities
### Service blueprint, example

#### Blueprint 1

<table>
<thead>
<tr>
<th>Physical Evidence</th>
<th>5-10 minutes</th>
<th>1-5 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive into the car park</td>
<td>Empty parking slot</td>
<td>Parking receipt</td>
</tr>
<tr>
<td>Look for an empty parking slot</td>
<td>Park</td>
<td>Place the receipt in the car</td>
</tr>
<tr>
<td>Park</td>
<td>Pay the parking fee</td>
<td></td>
</tr>
<tr>
<td>Find car</td>
<td>Drive home</td>
<td>Ticket machine</td>
</tr>
</tbody>
</table>

#### Onstage

**Line of Visibility**

#### Backstage

**Line of Internal Interaction**

#### Supporting processes

**LiU**
Service blueprint, example
Warm up exercise
Flower delivery

- You have a flower shop helping people to deliver flowers to the door in a traditional manner.

- Identify:
  - Evidence
  - Touchpoints
  - Customer activities
  - Onstage activities
  - Service channels
  - Environment

- Finalize as a simplified customer journey in a tidy manner (pen & paper)
Customer activities

Line of interaction

Onstage activities

Line of visibility

Backstage activities

Line of internal interaction

Support processes

Line of implementation

Management activities
CUSTOMER JOURNEY
Customer journey

- Starts from the experience of the customer from beginning to end, and is a vivid description of what happens.
- Segments the process into steps/stages/states/scenes based on the customer’s actions (measurable, identifiable, definable, actionable, substantial).
- It shows in a layered model:
  - The customer’s actions
  - Service touchpoints (over different service channels)
  - Visible activities that respond to the customer’s actions and needs, showing supporting technology and responsible person/role
  - Experience qualities along the journey
  - Direct and indirect supporting processes (sometimes also inferred)
## Simplified

<table>
<thead>
<tr>
<th>Feelings</th>
<th>Getting to the airport</th>
<th>Check-in</th>
<th>Comfort until flight</th>
<th>In-flight comfort</th>
<th>Arrival</th>
<th>Getting to destination</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stressful</td>
<td>Long, frustrating queues</td>
<td>Want/need to work</td>
<td>Planes are uncomfortable by nature</td>
<td>Unkempt</td>
<td>Traffic</td>
</tr>
<tr>
<td></td>
<td>Complicated</td>
<td>Only necessary to the airline</td>
<td>Want/need to relax</td>
<td>Long time spent in a seat</td>
<td>Unshowered</td>
<td>Unfamiliar place</td>
</tr>
<tr>
<td></td>
<td>Parking</td>
<td></td>
<td></td>
<td>Boredom</td>
<td>Clothes a mess</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Heavy luggage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Service solution

<table>
<thead>
<tr>
<th></th>
<th>Customer Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport to airport provided</td>
<td>Arrival valet</td>
</tr>
<tr>
<td>Driver handles luggage</td>
<td>Showers</td>
</tr>
<tr>
<td></td>
<td>Makeup &amp; shave</td>
</tr>
<tr>
<td></td>
<td>Clothes pressed</td>
</tr>
<tr>
<td></td>
<td>Hot &amp; cold breakfast</td>
</tr>
<tr>
<td></td>
<td>Chauffeured delivery to destination</td>
</tr>
<tr>
<td></td>
<td>Comfortable ride door-to-door</td>
</tr>
<tr>
<td></td>
<td>Knowledgeable local driver</td>
</tr>
</tbody>
</table>
Customer Journey in design
<table>
<thead>
<tr>
<th>Key journey steps</th>
<th>Receive summons</th>
<th>Jury selection</th>
<th>In court pre-trial</th>
<th>In court – during trial</th>
<th>Deliberation</th>
<th>Delivery of verdict</th>
<th>Post trial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receive letter – looking forward to it</td>
<td>Judge was ‘professional’</td>
<td>Expenses ‘a hassle’</td>
<td>Trial was impersonal</td>
<td>Judge thanks jury – much appreciated</td>
<td>Locked in</td>
<td>Finishing was a relief</td>
<td>Victims family start to cry – ‘lowest point’</td>
</tr>
<tr>
<td>Easy to change date by email</td>
<td>Slow selection process</td>
<td>Late start most days</td>
<td>Only small amount of evidence useful</td>
<td>No preparation for delivering verdict</td>
<td>Not sent information about sentencing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Customer Satisfaction Rating**

- **Great** +100
- **Customer Satisfaction Rating**
- **Poor** -100

**Levers for solution hunting**

**Objectives, scope & journey type**

Track the process experienced by jurors to improve levels of service

**Jurors**
Customer journey

Passenger's Ideal Experience - T3
Service Design Research - Jan 2006
Exercise 1
Flower delivery

- You have a flower shop helping people to deliver flowers to the door in a traditional manner.

- Identify:
  - Participating people and organisations
  - Visible activities that are not the customer activities
  - Service channels, service moments and touchpoints, service evidence
  - Important experiential qualities for sections of the journey

- Work on large papers to bring structure

- Finalize as a service/customer journey (pen & paper & collage)
Exercise 2
New flower delivery

- (First, field visit to make sure your basics are OK.)
- You still have a flower shop helping people to deliver flowers to the door. But you got this new idea on how this could be done
- Change and design for this new business:
  - Customer activities
  - Participating people and organisations
  - Visible activities that are not the customer activities
  - Service channels, service moments and touchpoints, service evidence
  - Important experiential qualities for sections of the journey
- Work with post-its and a large paper to create the customer journey
- Finalize as a customer journey in a tidy manner (pen & paper)
Karina har under en längre tid mått dåligt. Hon har tappat greppet om verkligheten och känner sig ständig förföljd.
Den psykiskt funktionshindrades väg genom vården

..som är involverade i Karinas vård.

Karina har svårt att hantera kontakten med alla de personer som finns till hands för att ge henne hjälp och stöd.
Den psykiskt funktionshindrades väg genom vården

Beroende på hur Karinas vårdplan ser ut har hon kontakt med ett begränsat antal professionella som ger henne stöd i vardagen.

Kontaktpersonperson och socialt stöd
Psykiatriker
Sjukgymnast
Boendehandledare och socialt stöd
Närstående
Sjuksköterska