Can there be…
A design *of* service?

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2008   2010   2012   2014

The service industries

- Travel, media, health, social, financial, security, online services

- Dominant economic sector since the 1970s

- Is service design a new phenomenon?

Design *for* service…

Subservient to the service delivery process

Sony Triniton (Frog Design, 1975)

Design *for* service…

Where material objects are but a conduit to immaterial processes

Apple Macintosh [Manock & Oyama (& Frog Design?), 1984]

Design *for* service…

Maybe it never wanted to get noticed

Service design something new?

Why?

Service development and design

Service Development Process

Visioning
(Service concept)

Market
Definition

Planning
(Service definition)
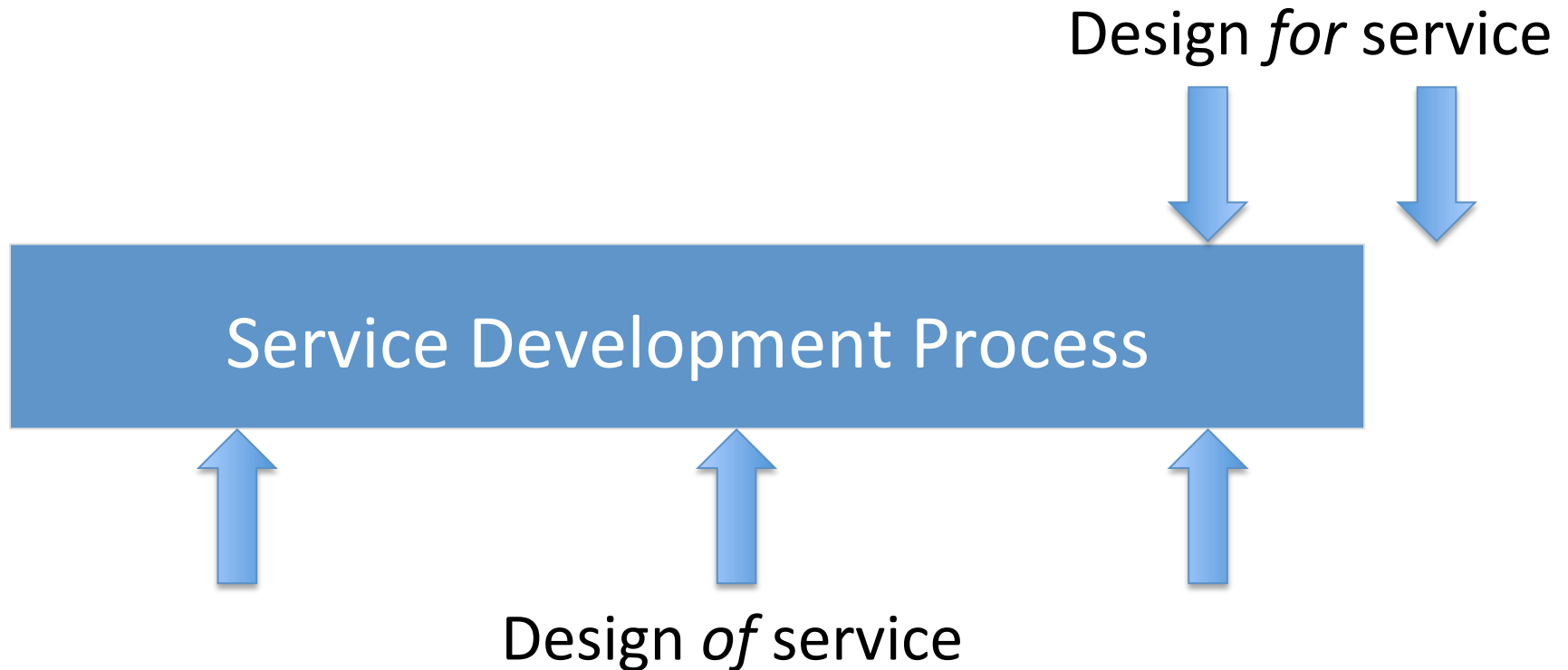
Service development and design

Design *for* service

Service Development Process

Service development and design

Design *for* service

Service Development Process

Design *of* service

The Object of Service Design
Fernando Secomandi, Dirk Snelders

Introduction

Recent decades have witnessed a steep increase in service research springing from disciplines as diverse as economics, management, and engineering. For the most part, this interest is a response to the expansion of the service sector in the last century and the consequent penetration of services in almost all areas of industrial activity and contemporary life. Services now represent an undeniable force behind labor and value creation in the world economy.

Until recent years, however, design approached services as if they were mere appendages to goods. It is not uncommon to still observe in design discourse the surreptitious inclusion of services in expressions like "product/service" or "product (and service)," without a deeper explanation of the meaning of these compound terms. By implication, the fixation on goods persists, which is understandable considering design's historical role in giving shape to the material culture of modernity. But since the advent of post-industrial societies, the half-hearted integration of services into design discourse is increasingly out of touch with the times. Services must receive the attention they deserve so as to unpack the concept and

1 Any attempt to provide an accurate portrayal of a rapidly evolving field is bound to suffer from incompleteness. Still, as formative of the field of service design, the following advances originating within the design community should be mentioned. Articles published in academic journals: e.g., Nicola Morelli, "Designing Product/Service Systems: A Methodological Exploration," *Design Issues* 18:3 (Summer 2002): 3–17; Carla Cipolla and Ezio Manzini, "Relational Services," *Knowledge, Technology & Policy* 22:1 (2009): 45–50; Claudio Pinhanez, "Services as Customer-intensive Systems," *Design Issues* 25:2 (Spring 2009): 3–13. Specialized research groups: e.g., SEDES research,
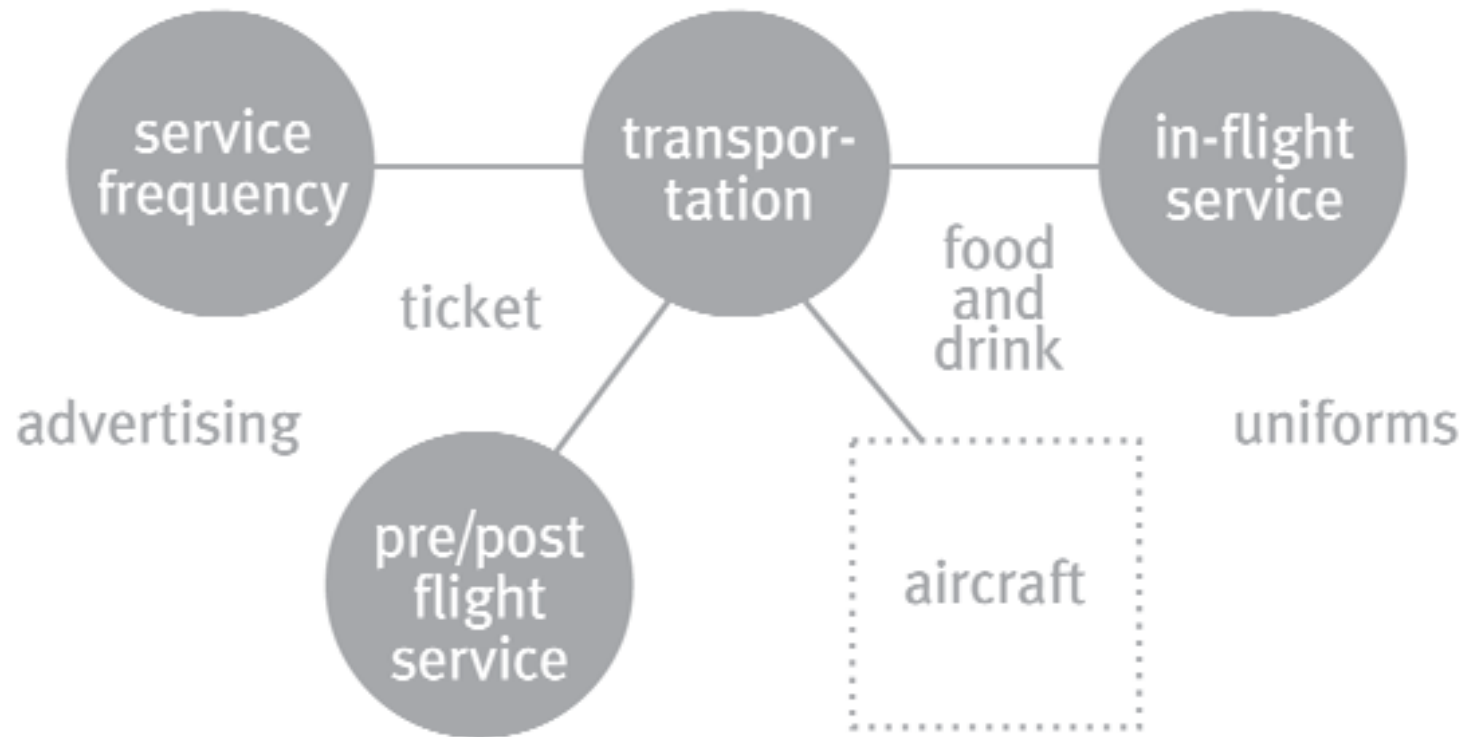
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What is designed in services?

Review:

- New service development in marketing, management, engineering, and economics

Result:

- Models prioritize infrastructure (back-office) development to support an intangible process

"An essentially intangible process"
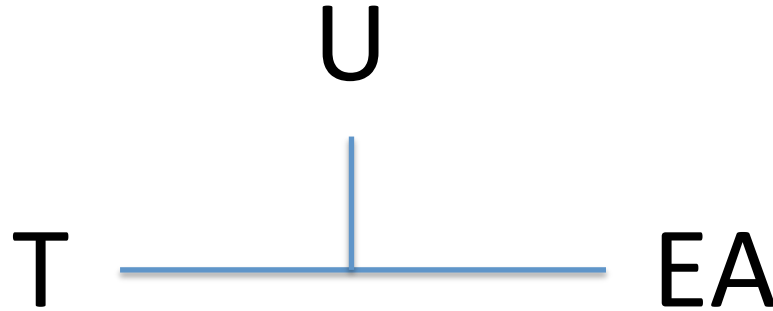

Airline service (source: Shostack, 1977)

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Secomandi and Snelders:

- It is through a material interface (front-office, touchpoints) that services exist for the user

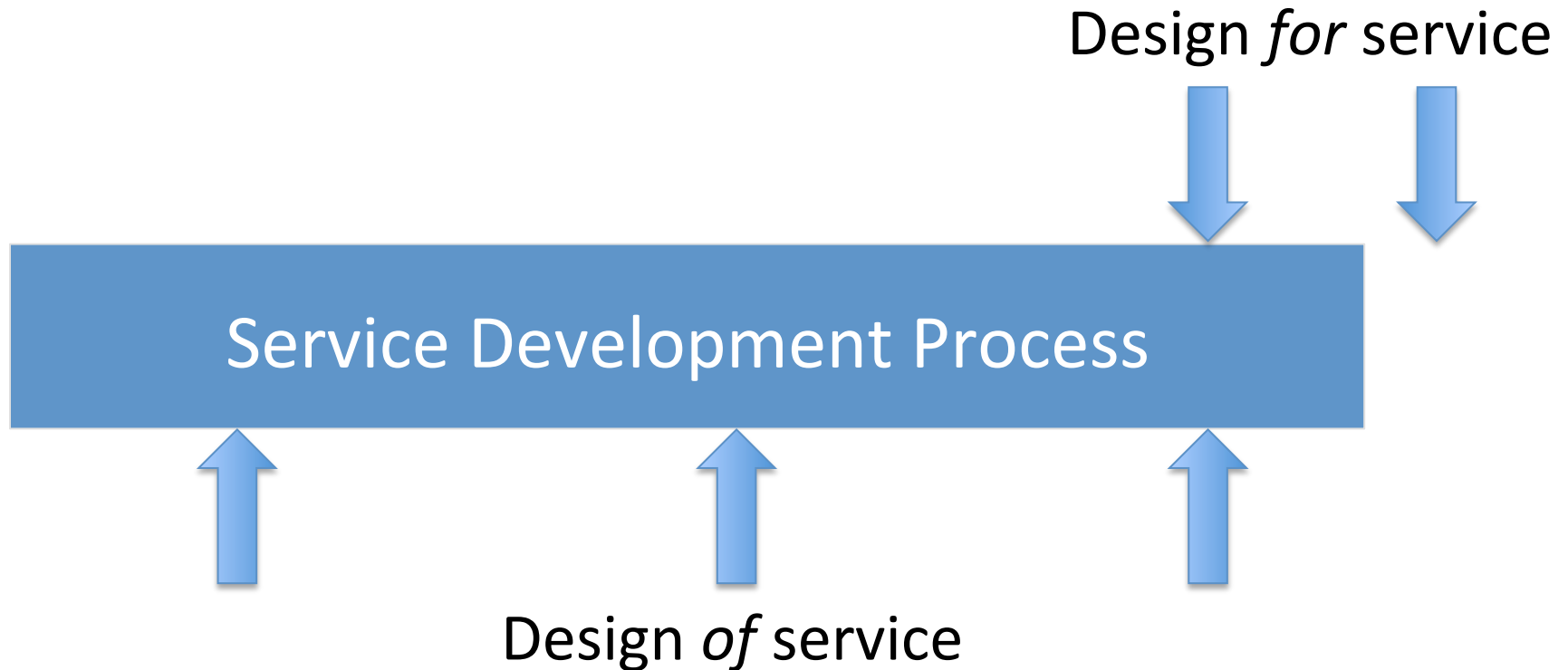- This interface needs early envisioning and later planning in the service development process

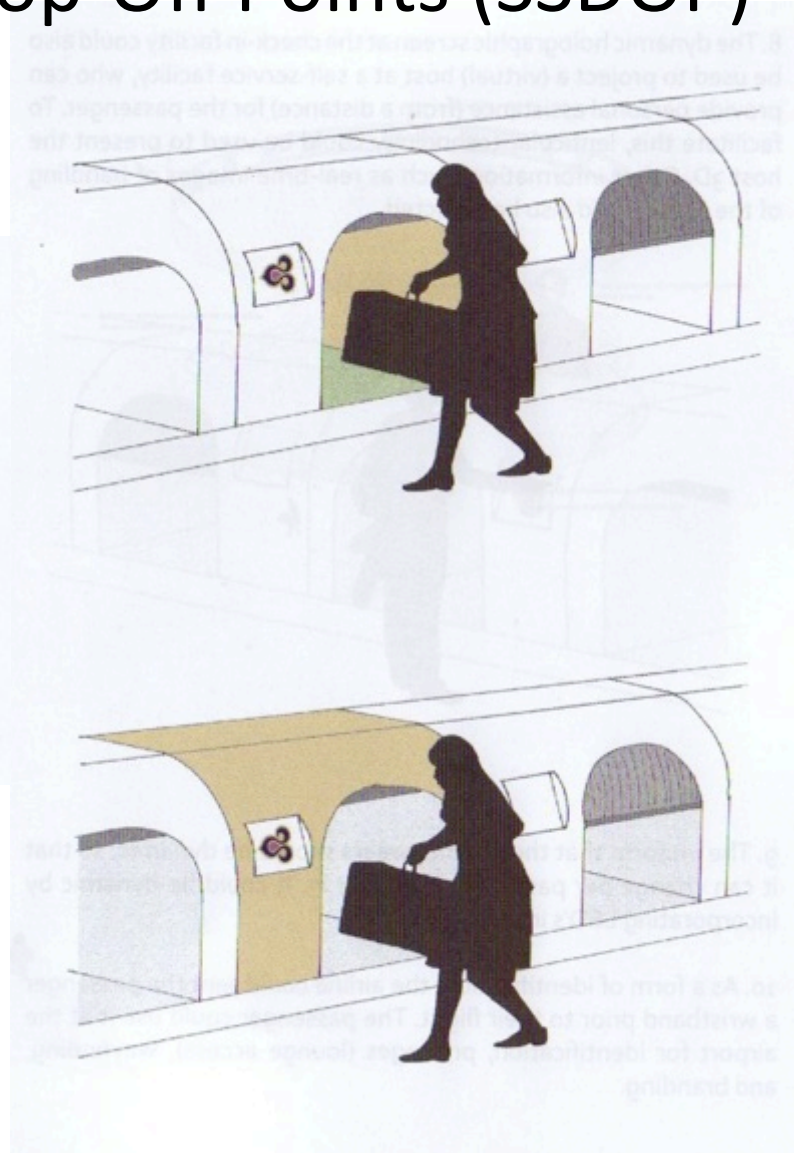# The interface as the object of design
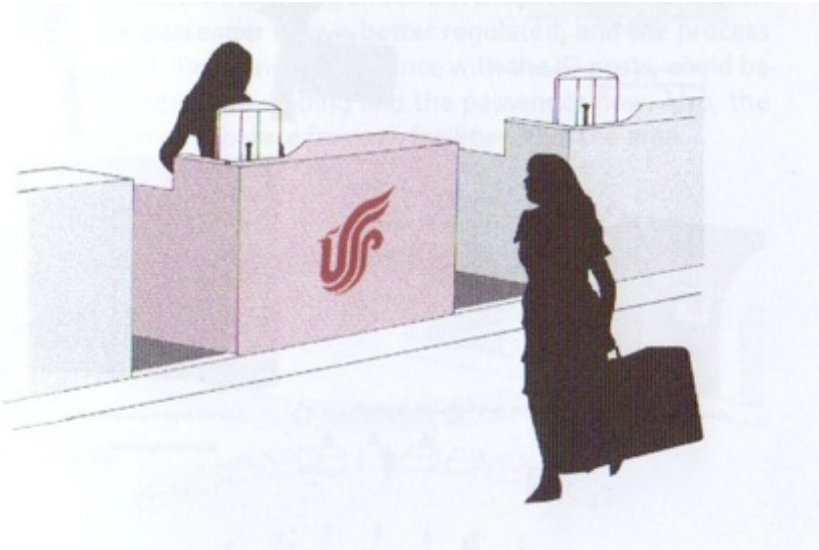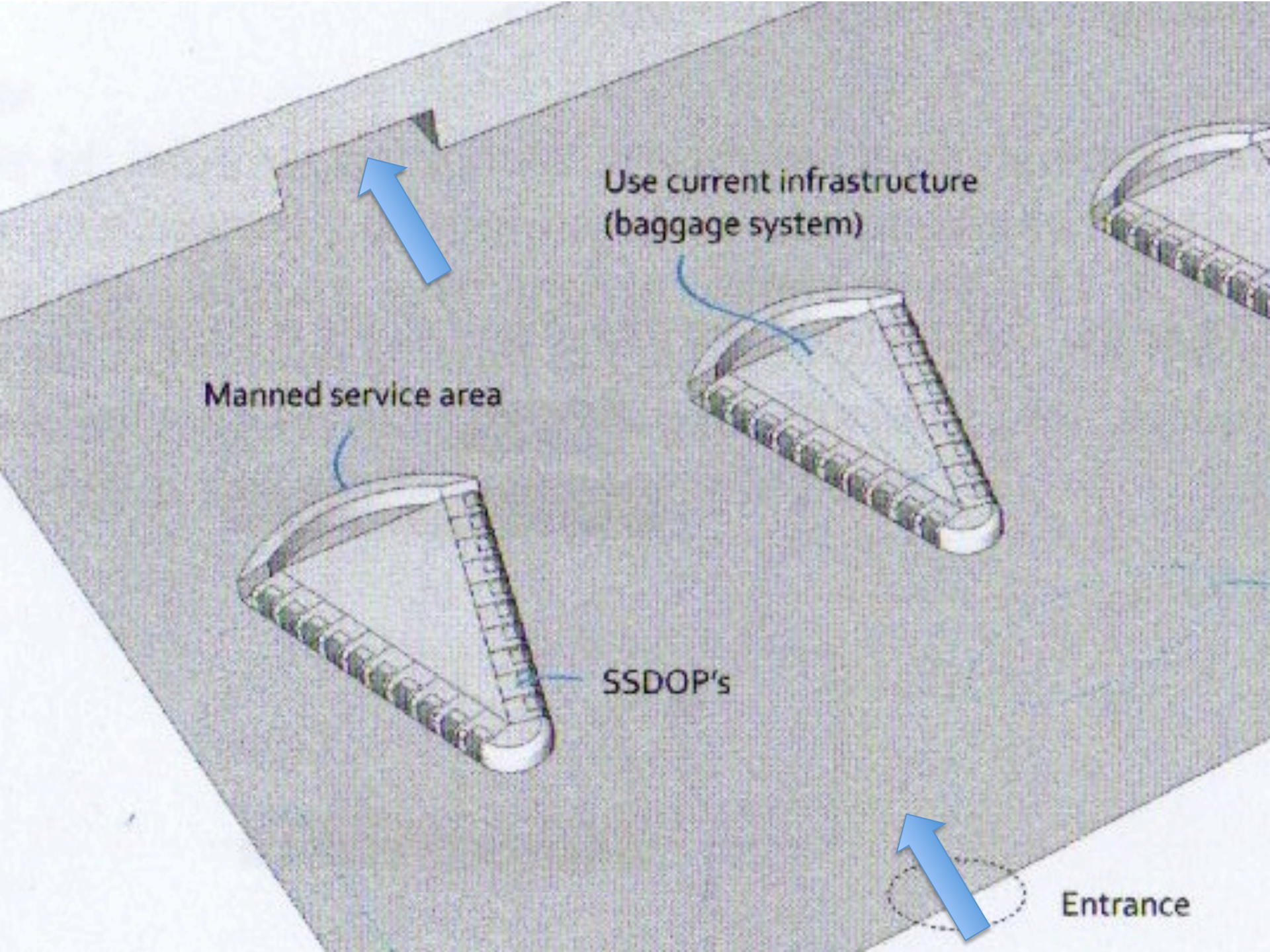(Bonsiepe, 1995)

Service development and design

Design *for* service

Service Development Process

Design *of* service

Checking in at Amsterdam Airport with Self Service baggage Drop-Off Points (SSDOP)

Eva Muller, 2010

Use current infrastructure
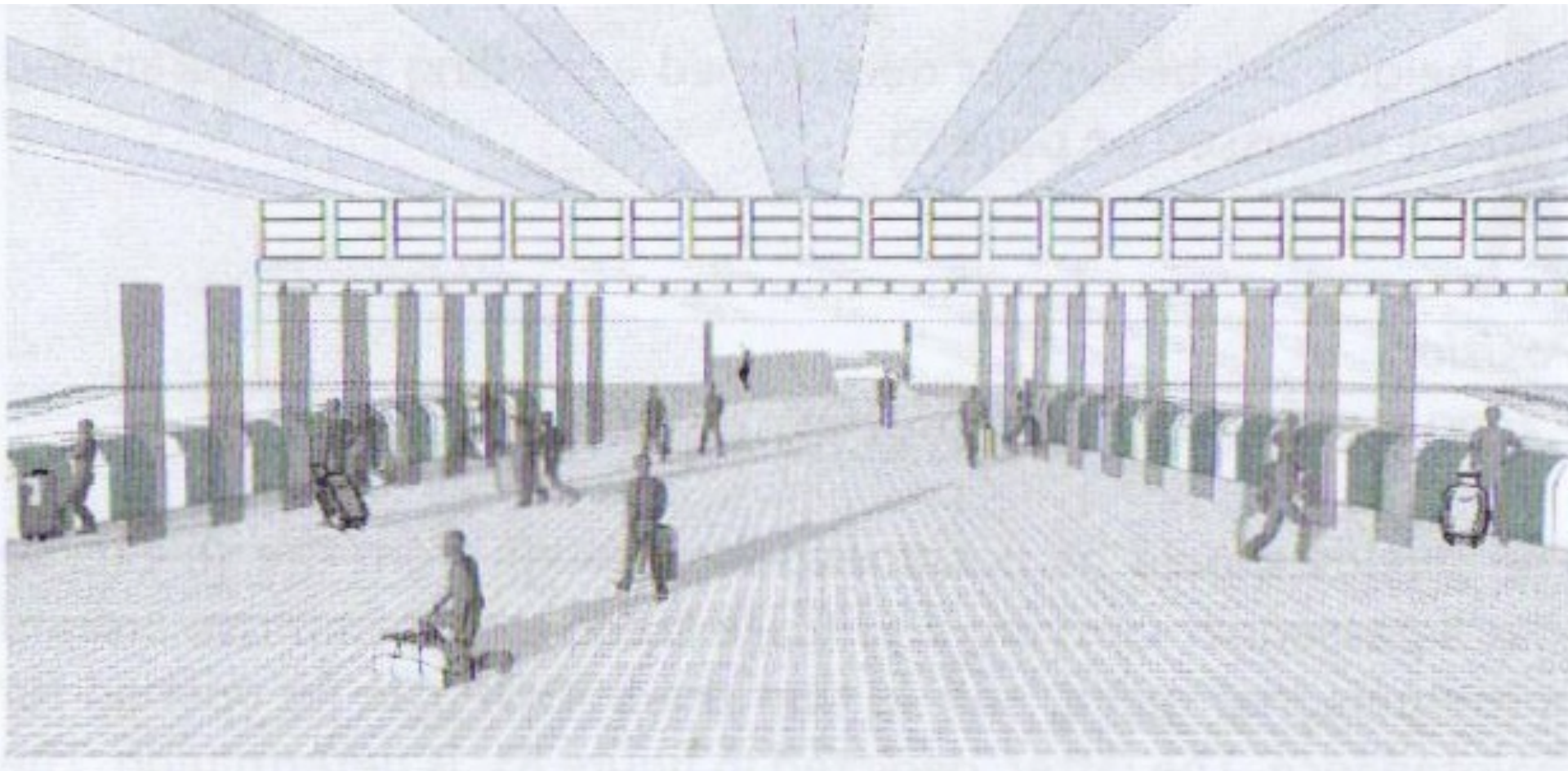(baggage system)
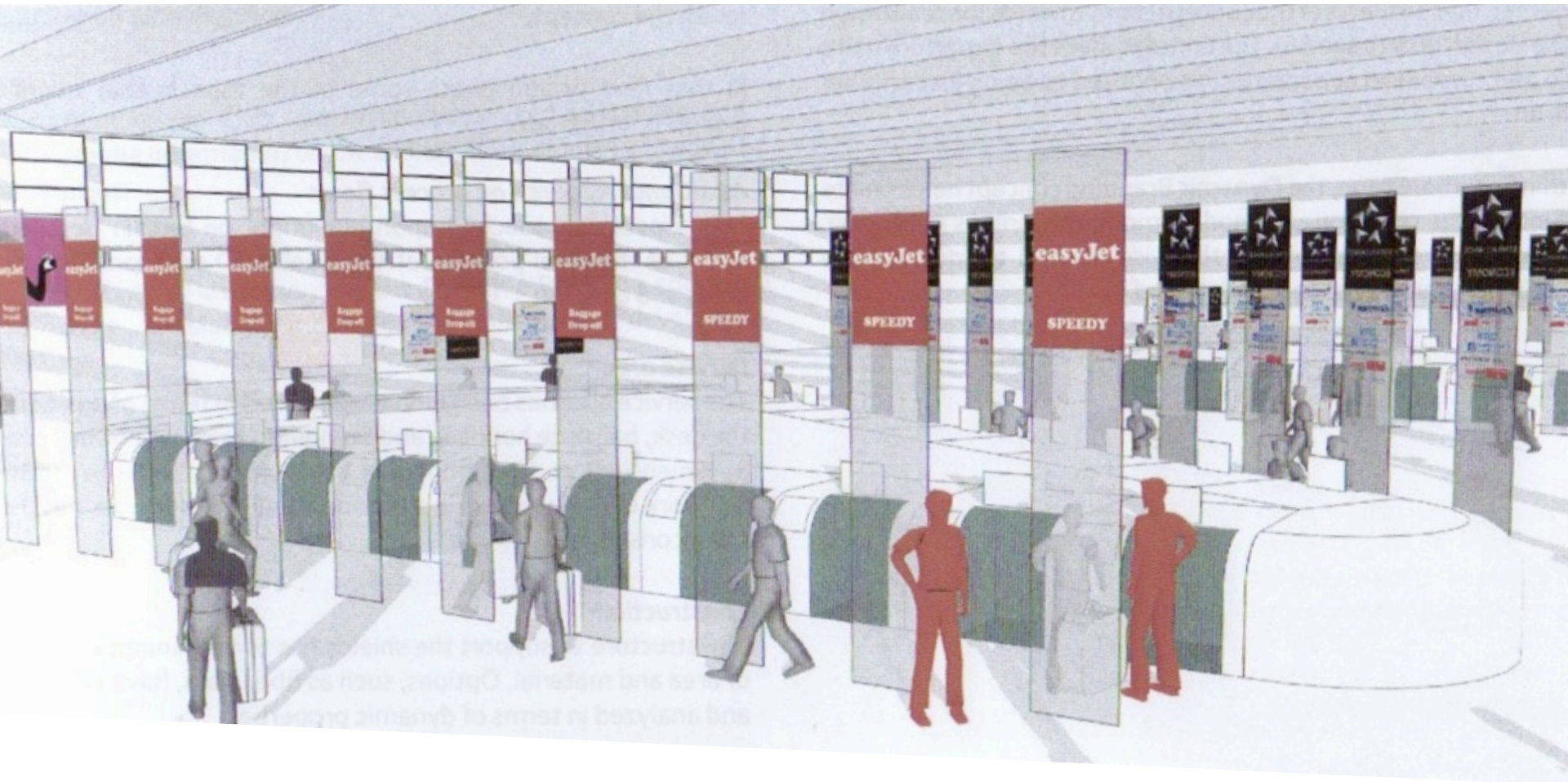
Manned service area

SSDOP's

Entrance

Entering departure hall

Dedicated SSDOP's
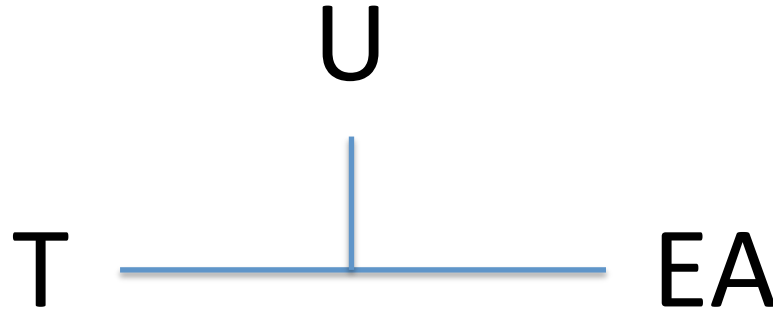
Manned service area (back of hall)

Heterogeneous interfaces:

The service comes into being through a complex interface:

- Objects (Service Clues)
- Environment (Servicescape)
- People (Service encounters)

Patricio, Fisk & Cunha, 2008; Kimbell 2011; Secomandi and Snelders 2011   23

The interface as the object of design
(Bonsiepe, 1995)

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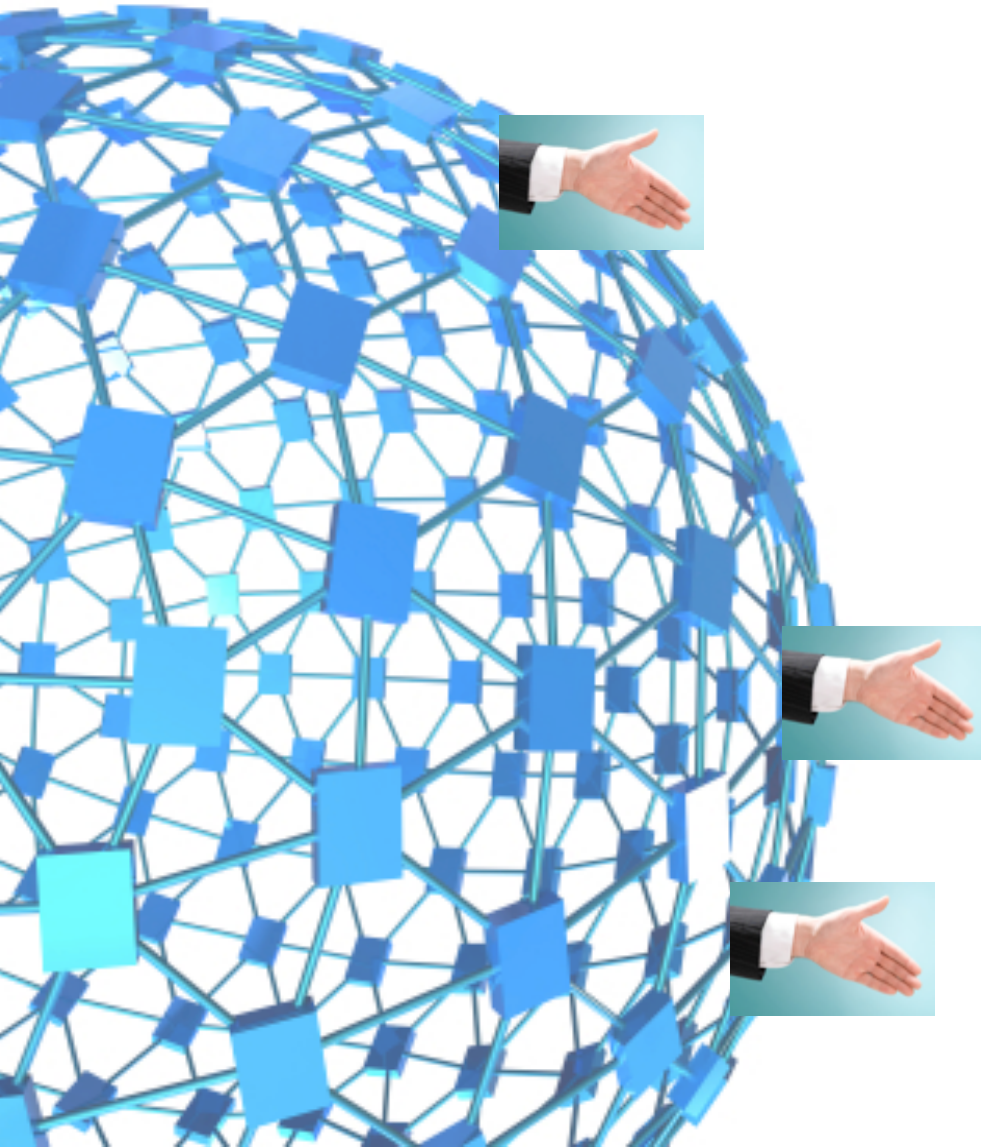
Interface as the object of design

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Interface as the object of design

In a technical system…
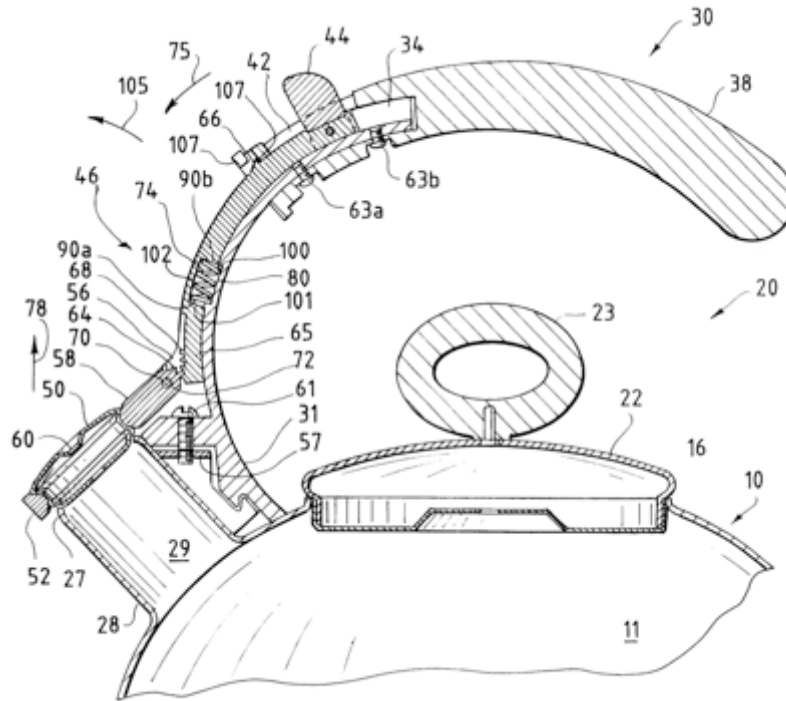

Alexander 1964   27

In a social-technical system…

Interface as the object of design

T

Bonsiepe, 1995

Interface as the object of design

In a technical system…

In a social-technical system…

Schwartz Cowan, 1997   32

Designing the interface:

Service 'designables' are those interfaces in a social-technical system that can be envisioned and planned for

Designing the interface:

Service 'designables' are those interfaces in a social-technical system that can be envisioned and planned for:

- Objects (Service Clues)   High control

- Environment (Servicescape)

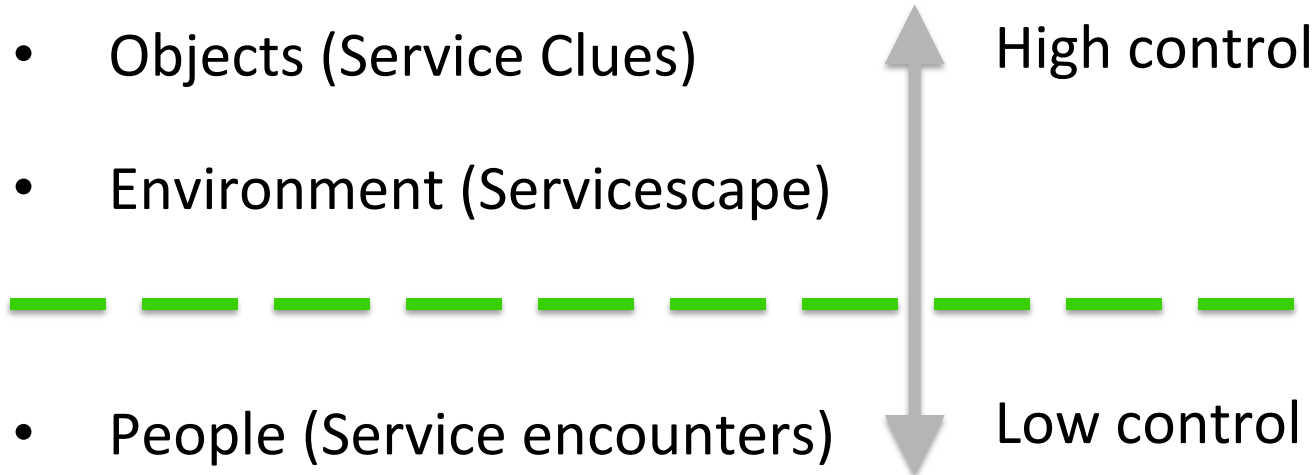- People (Service encounters)   Low control
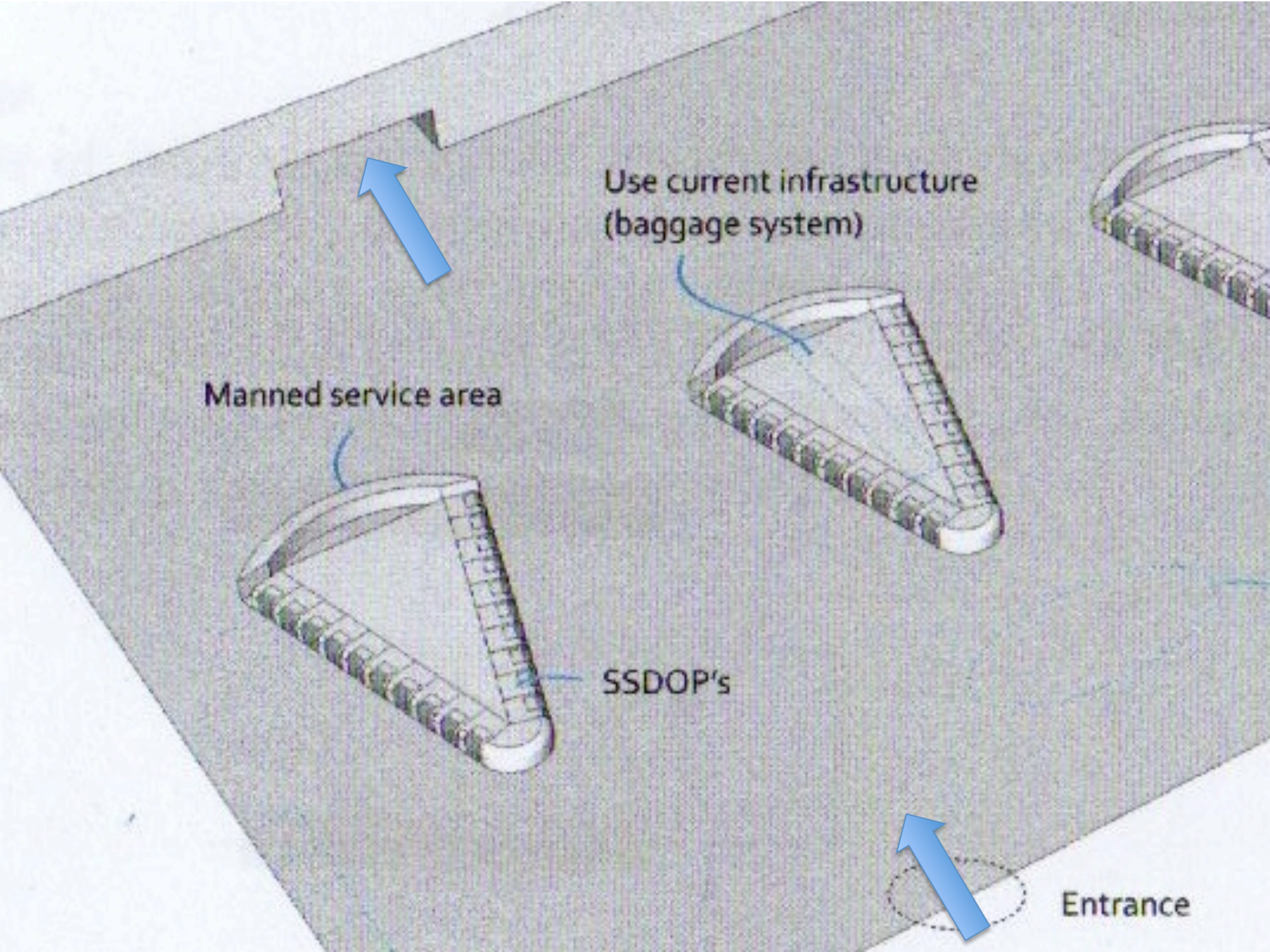
Designing the interface:

Service 'designables' are those interfaces in a social-technical system that can be envisioned and planned for:

- Objects (Service Clues)

- Environment (Servicescape)

- - - - - - - - - - - -

- People (Service encounters)

High control

Low control

Use current infrastructure
(baggage system)

Manned service area

SSDOP's

Entrance
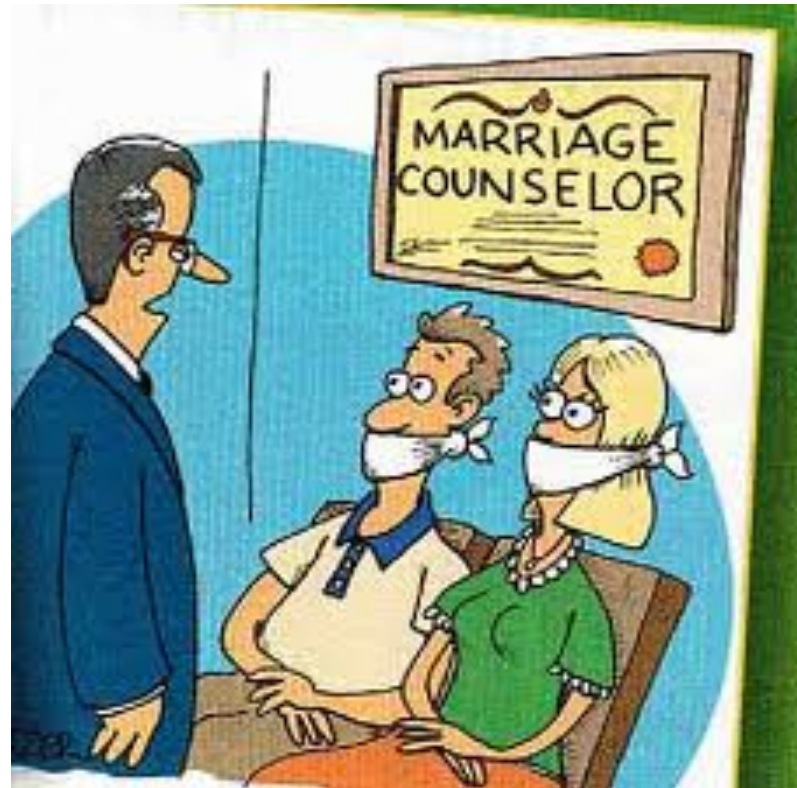
Can there be…
A design *of* service encounter?

People as 'undesignable'

- In product design, the user is the most uncontrolable factor

Service encounter 'undesignable?'

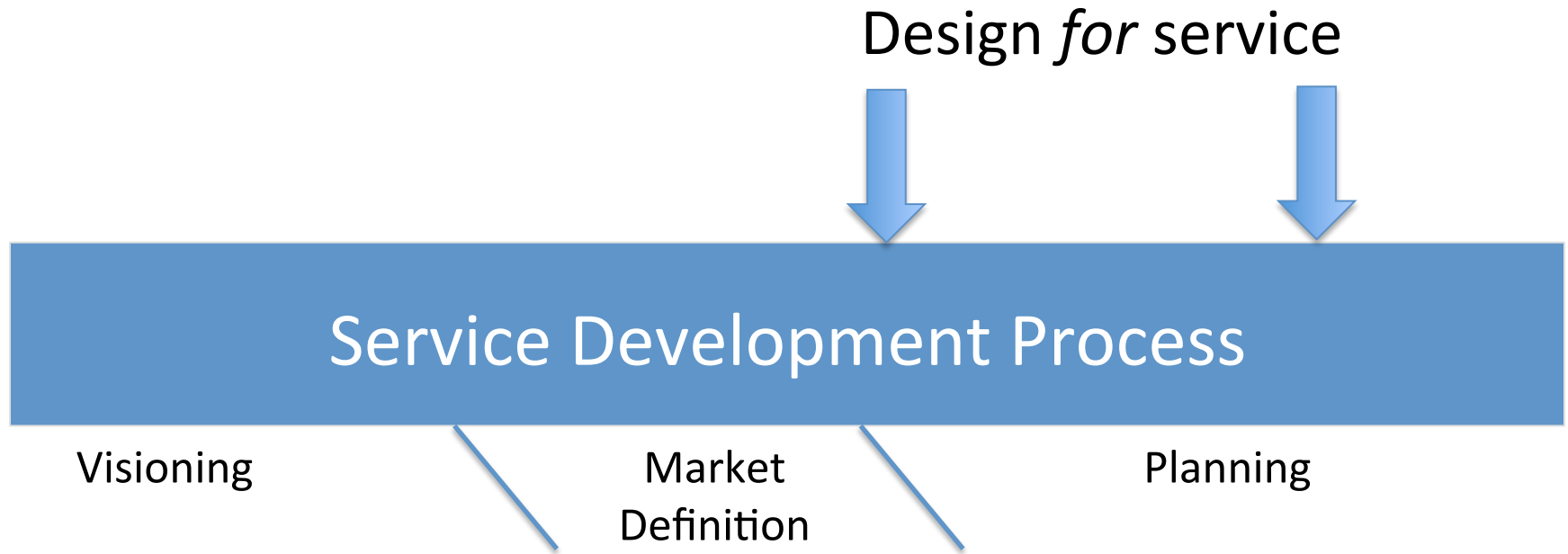- The social dynamic in service encounters is even harder to control!

Verdict 1: Encounters undesignable

Sangiorgi: Social encounters are essential to services, so we can only design *for* service, together with users and providers
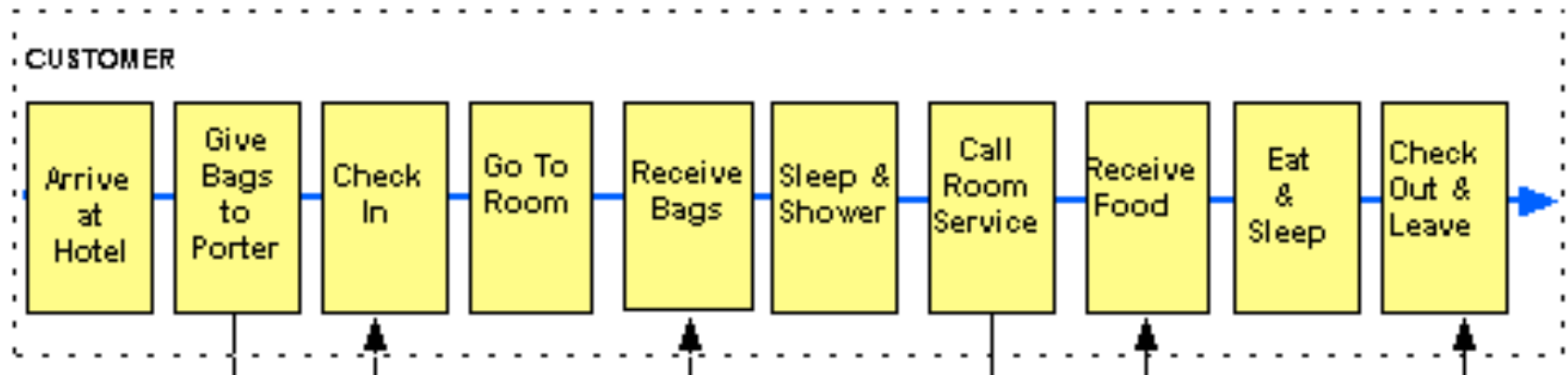
Service encounters and design

Design *for* service

Service Development Process

Visioning   Market   Planning
                     Definition

Verdict 2: Try harder to control!

Use tools for early visioning and later planning of the service encounter (blueprinting, customer journey analysis, storytelling)
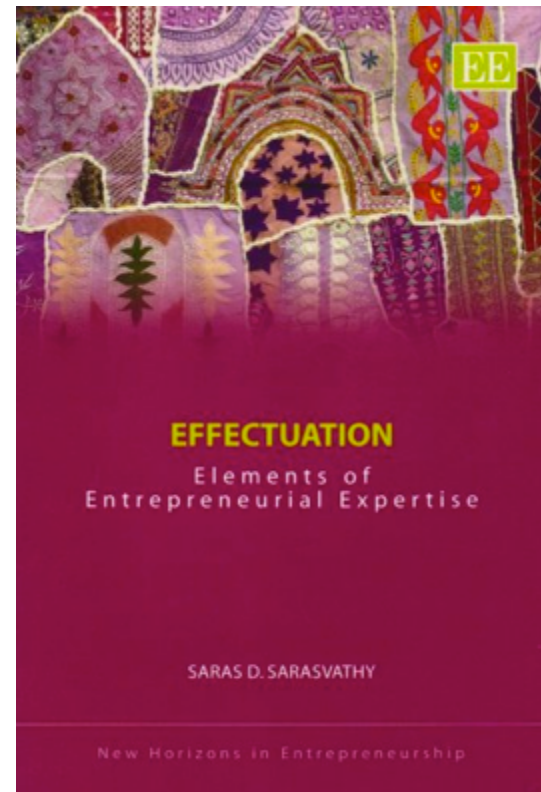
But should we try harder?

Tools for visioning and planning of the service encounter are excessively protocolled:

• Depart from set problems,

rule out improvisation and

creativity in the service

encounter

EFFECTUATION
Elements of
Entrepreneurial Expertise

SARAS D. SARASVATHY

New Horizons in Entrepreneurship

Sarasvathy, 2008

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But should we try harder?

Tools for visioning and planning of the service encounter are excessively protocolled:

- Presupposes helpless user with needs and always happy provider

Ken Lum, 1990

Service encounters and design

Verdict 1:
Design *for* service

Service Development Process

Verdict 2:
Design *of* service

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# Alternative 3: Is control itself a designable?

Can we envision a level of social dynamic in service encounters at the early stages of service development?

- Project GRIP (subproject of FES-CRISP, a large Dutch initiative on Design of Product-Service Systems)
- Employing a broad range of researchers and designers (DAE, Philips Design, TU Delft, TU/e)
- Centered around work related stress
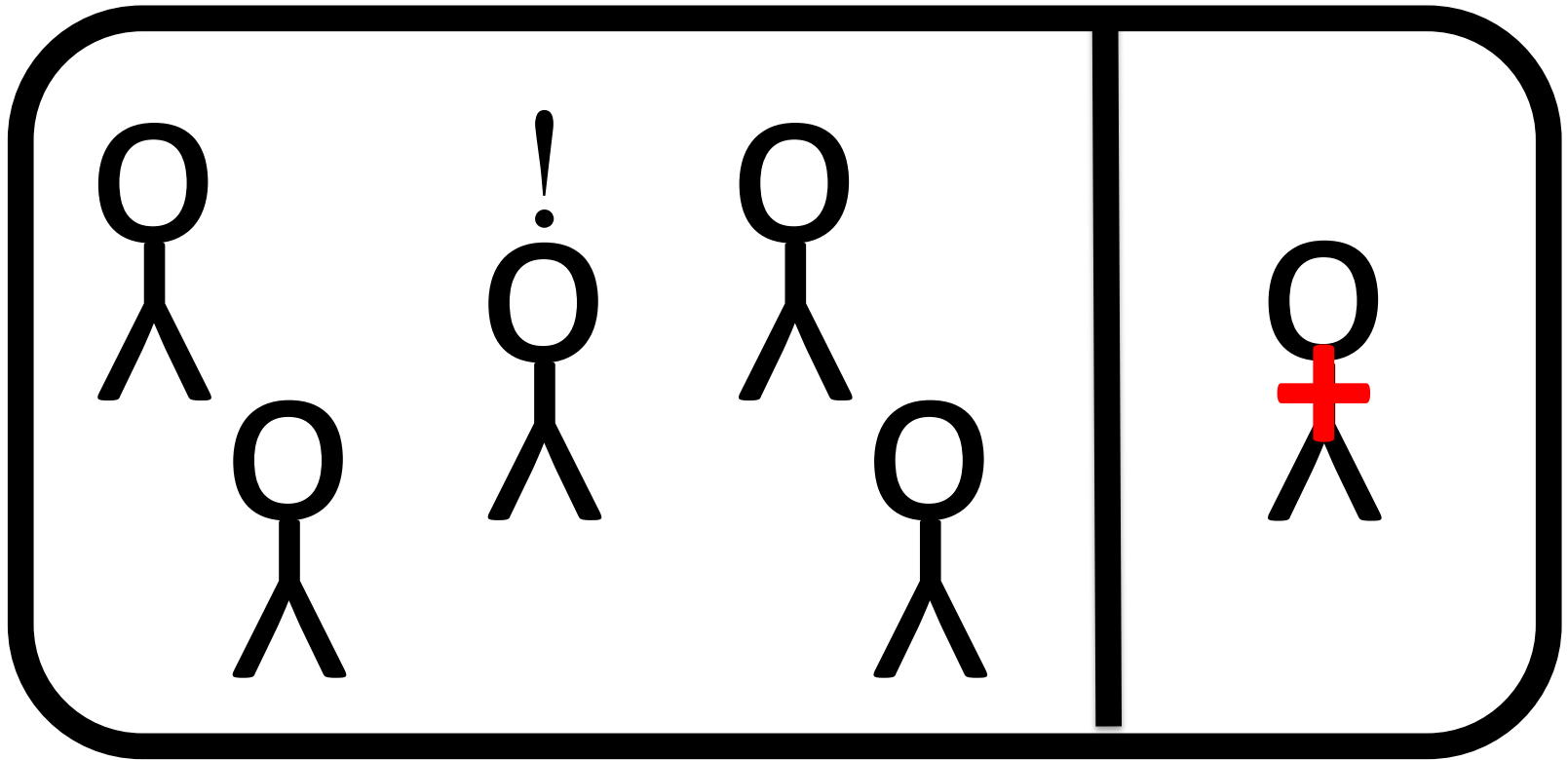
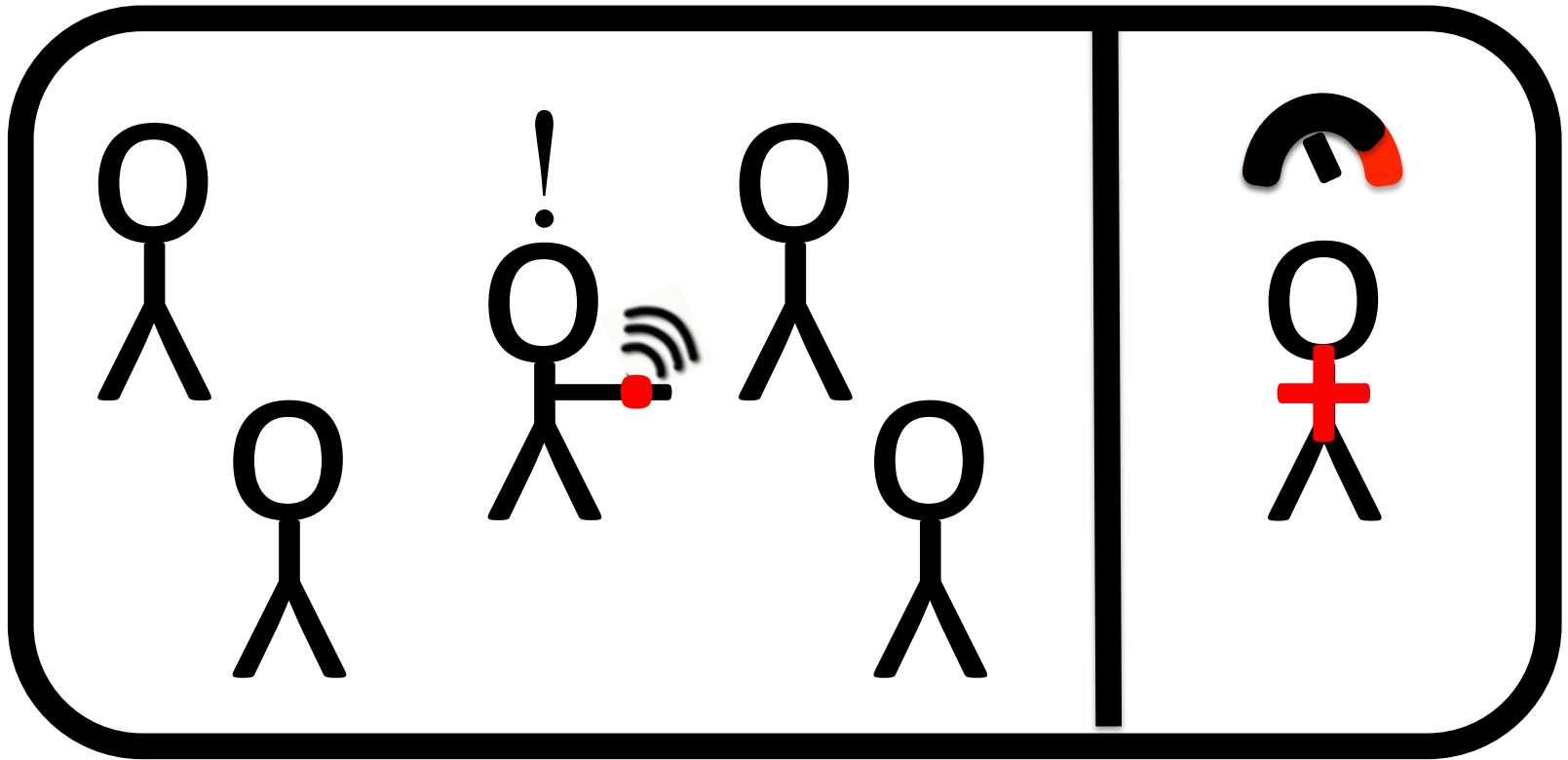# Stress: Oh why do I feel upset!
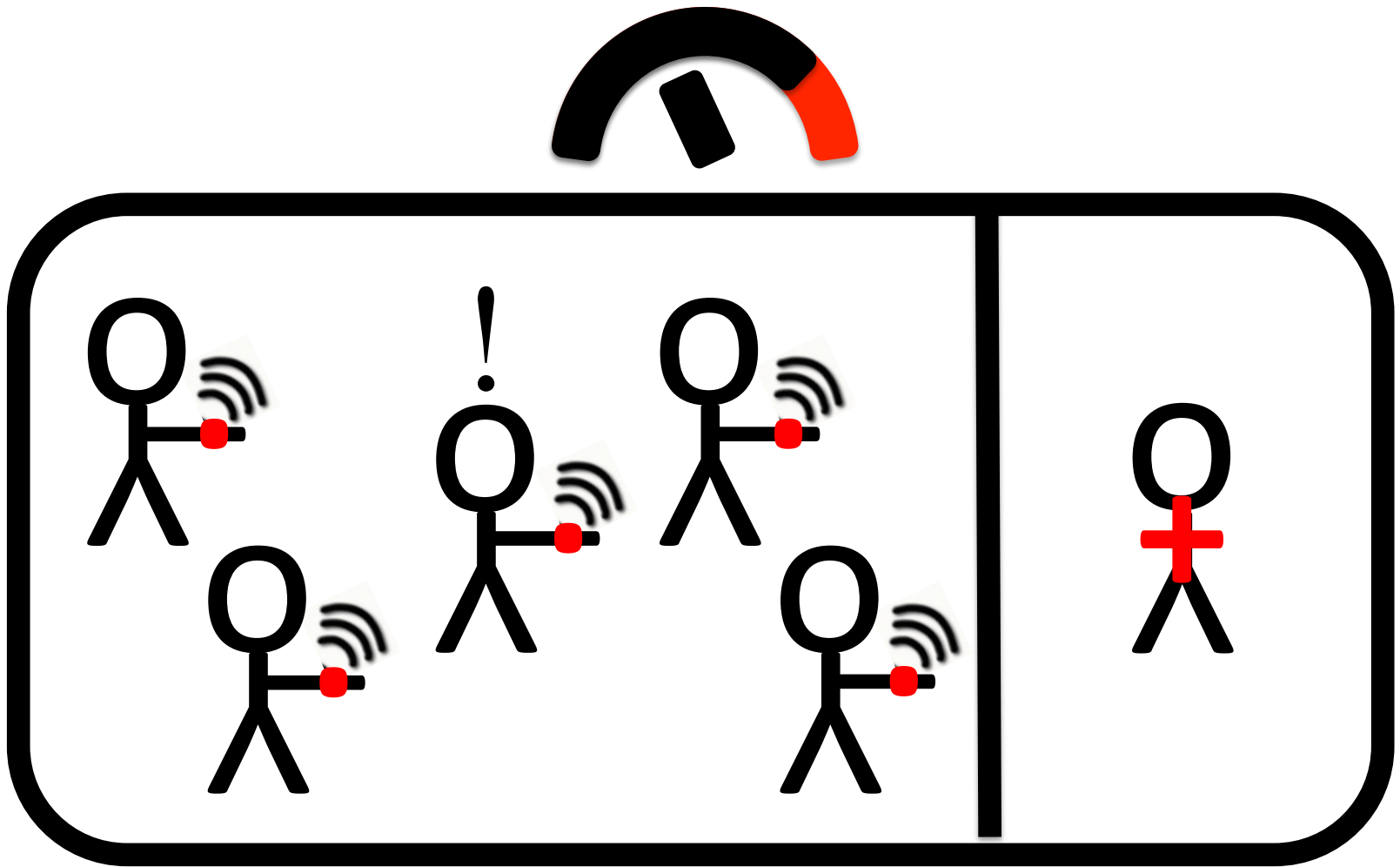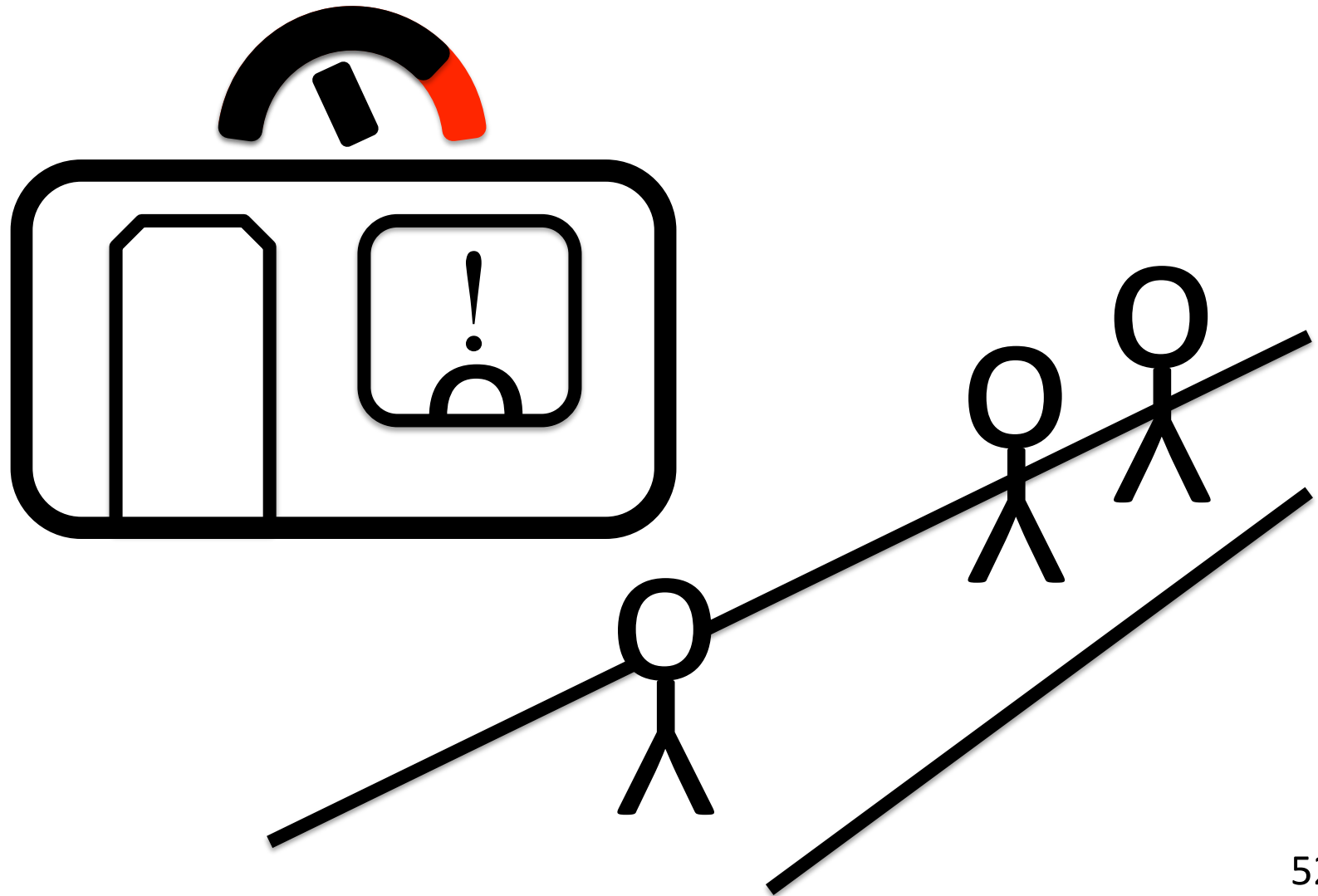
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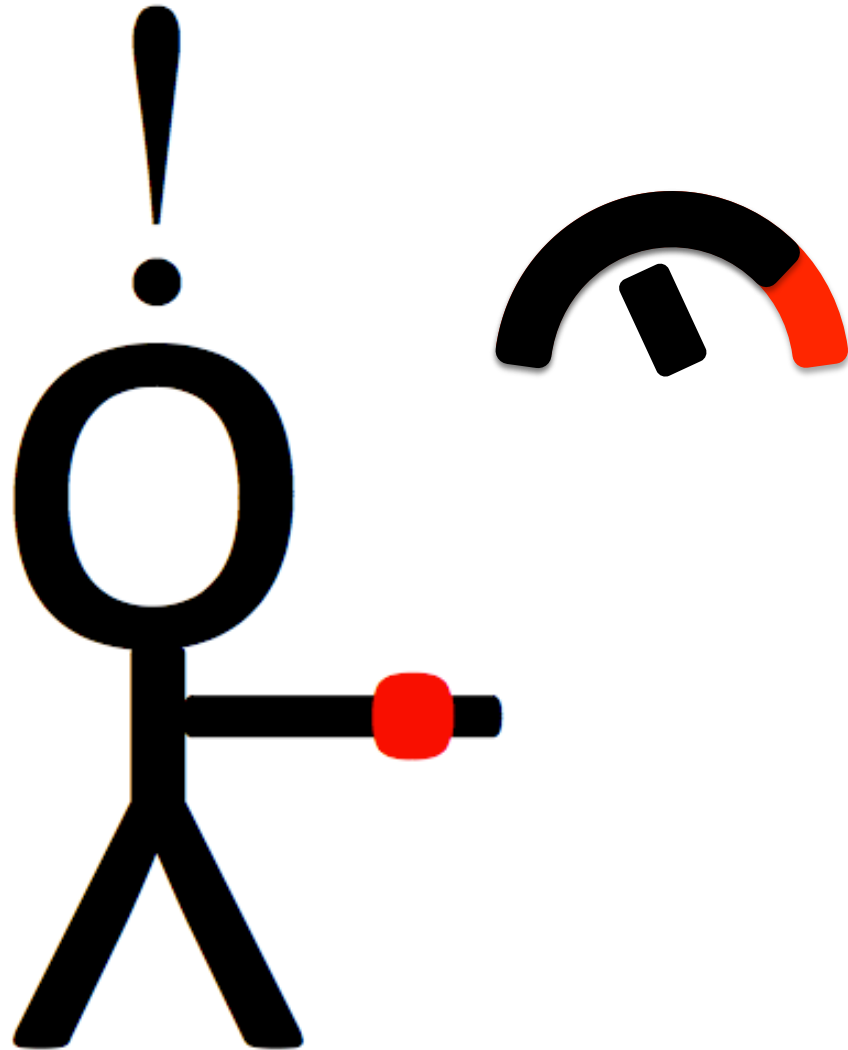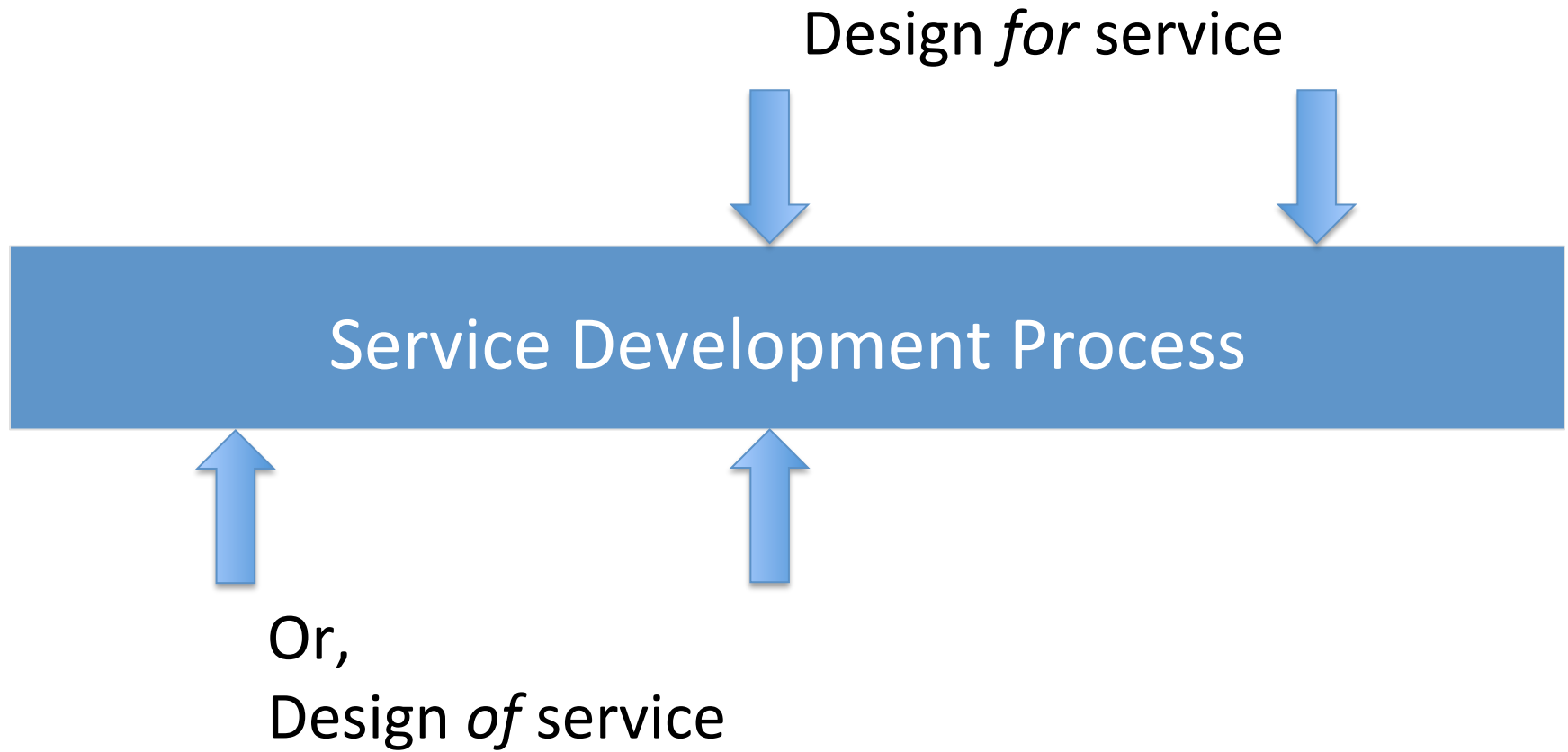
Stress on a work floor

1. Controlled social dynamic

2. Less control of social dynamic

3. Out of control…

Service encounters and design

Design *for* service

Service Development Process

Or,
Design *of* service

So, can there be a design *of* service?

- It depends, can we create a vision, and plan for a particular level of social dynamics in service encounters…

- Ask me in two years time!

But should we try harder?

Tools for early planning of the service encounter are excessively protocolled:

- Set time order of user

Experience, worth

"the whole journey"