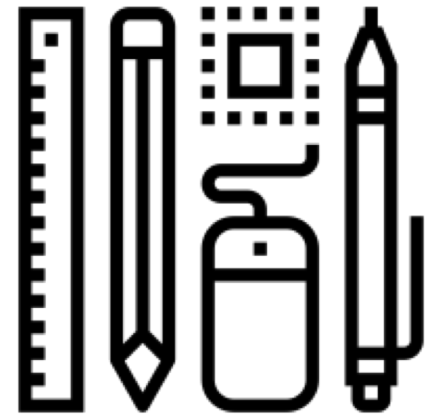


Tales from the Field: Beyond Service Design Tools and Methods

Anne-Laure Fayard (NYU)



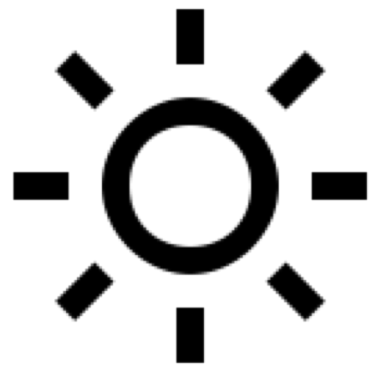
NYC Service Design Meetup
Jan. 8, 2018



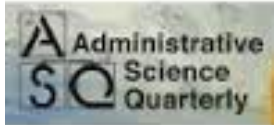
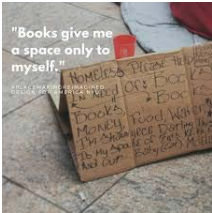
Today



- A short history...
- An ethnography of the emergence of service design
- Tools vs. Mindset
- Some reflections



My Service Design Thinking Journey



A little bit of history

Participatory design

Cognitive psychology

Industrial and organizational psychology

Computer science

Anthropology

Ethnography



Victor Papanek



Horst Rittel



Nigel Cross



Donald Schön



Jane Fulton Suri



Tim Brown



Richard Saul Steinberg

70



Herbert A. Simon

Design is decoupled from physicality and begins to dabble in creating interactions

80

Designers are studied and their ways of thinking are evaluated for distinctive behaviours and mindsets

90



Bill Moggridge



IDEO Merger

Information architecture

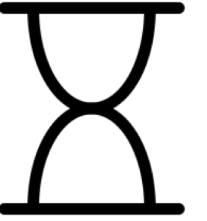
Human-computer interaction (HCI)

Interaction design

Engineering

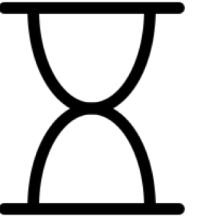


And some more history!...



- The idea of designing services began to be referenced and the concept of a *service blueprint* (a specific tool for designing services) in academic publications in the 1980s and 1990s (e.g., Shostack, 1984; Hollins and Hollins, 1991)
- IDEO developed a strategy for the Acela train: 1996
- LiveWork, First Service Design Consultancy: 2001
- Mindlab or Service Design in the Public Sector: 2002
- Engine, another Service Design Consultancy: 2003





2004

2009

2010

2011

The service design provider landscape has changed dramatically in a short time.

A Sea Of Small
Agencies Delivers
Strategic
Customer
Experience
Offerings

A more varied profile emerges, with full-
service design agencies and management
consultancies claiming service design among
their offerings.

Move across the pond: from Europe to US

2013

2015

Forrester Reports, 2013 and 2015

 foviance + seren


High performance. Delivered.

FJORD™


pwc

BGT
Digital experience solutions

 Capgemini
CONSULTING TECHNOLOGY OUTSOURCING

Fahrenheit**212**

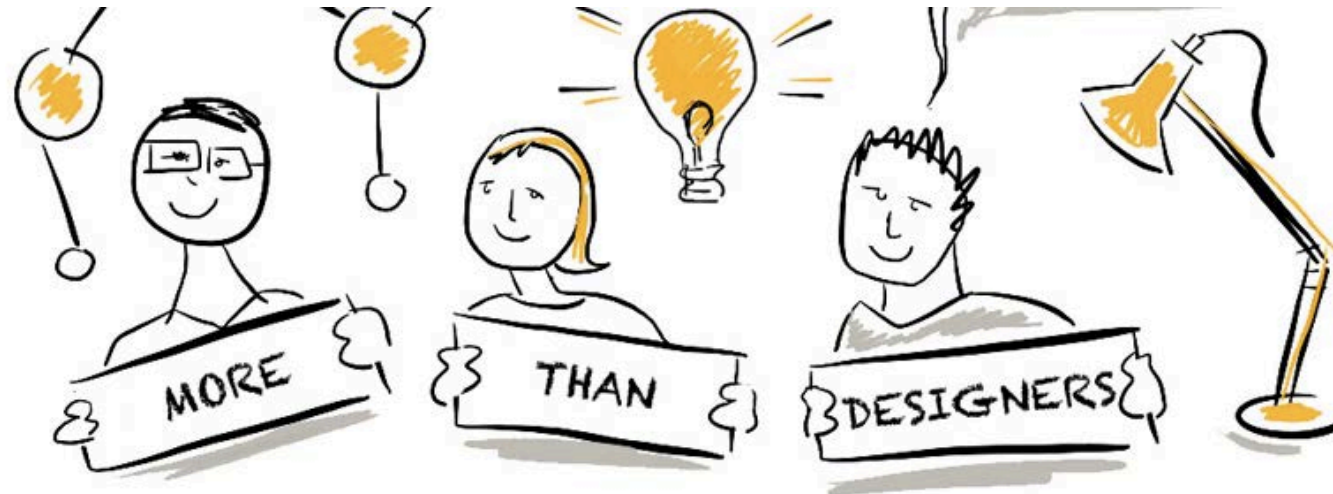
Deloitte

DOBLIN

McKinsey & Company

LUNAR

THE EMERGENCE OF SERVICE DESIGN AS AN OCCUPATION



Fayard, Stigliani, Bechky, 2017



Service Design Network

Design · Cologne, NRW · 23,438 followers



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Some definitions

*“Service designers **visualize, formulate, and choreograph solutions** to problems that do not necessarily exist today; they observe and interpret requirements and behavioral patterns and transform them into possible future services.”*

Birgit Mager, professor of service design at Köln International School of Design

*“It’s a **collaborative and participatory process** for figuring out where, when and how to make things better. It is a very **strategic** activity. As a service designer, you try to understand what the big picture is and you try to **help organisations join the dots up and stitch things together** – and help them to understand how they bring their resources to bear to deliver the right thing. It is agnostic of traditional design disciplines.” Oliver King, Engine Co-Founder*

*” I think it’s fair to say that the first three years at least were very much: **what are we doing?! We started off talking more about innovation** – using design practice to develop a more substantive, tangible, problem-solving approach to innovation in companies. But what it was then – and still is now– is **the application of design thinking to service organisations and that can be at the level of experience and touch point or at the level of culture and business process** .” Heapy, Engine Co-Founder*

YOU ARE A
SERVICE PROVIDER



AND WITH DIFFERENT
SERVICE TOUCHPOINTS



WITH MANY
CHALLENGES

WE DESIGN
SERVICES

Here's why
you need
service design



80% of Companies
think they offer
great service!

8% of Customers
agree!

Mind the gap!



BIZ + DESIGN =
TECHNOLOGY + SOCIAL SCIENCE =
GREAT S. DESIGN =
GREAT EXPERIENCES

Service designers did not claim...

- ... new objective elements of their task
- Borrow from design, as well as other occupations, for their tools.
- Work within the same domain as other professions, such as marketers and management consultants.



As a discipline, Service Design occupies a new space between design and marketing agencies, management consultancies and research agencies, exemplifying the virtues of people-centeredness and co-creation as fundamental processes.

Touchpoint 1#1 - What is Service Design? Service Design Network.

Carving their mandate...



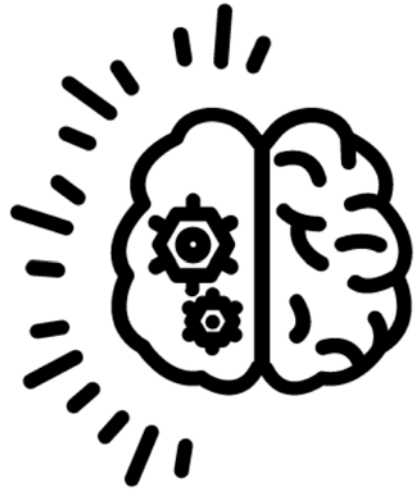
We set out **with a frustration about traditional design**. We wanted to do things **more strategically**. We wanted to help organizations decide what to do and how to do it . . . **using creative tools and designerly approaches**.

Nick, cofounder of Strategic Design

The challenge for us is **how to work our way into positions** where we have, and are seen to have, **something genuinely different and useful to offer alongside a range of professionals** and tried and tested approaches to problem solving and innovation.

Touchpoint 1#3 - Beyond Basics

A Hybrid Breed...

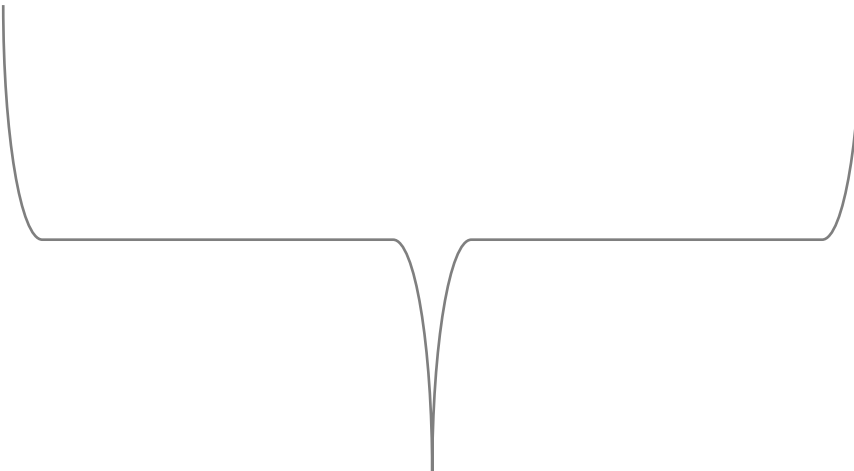
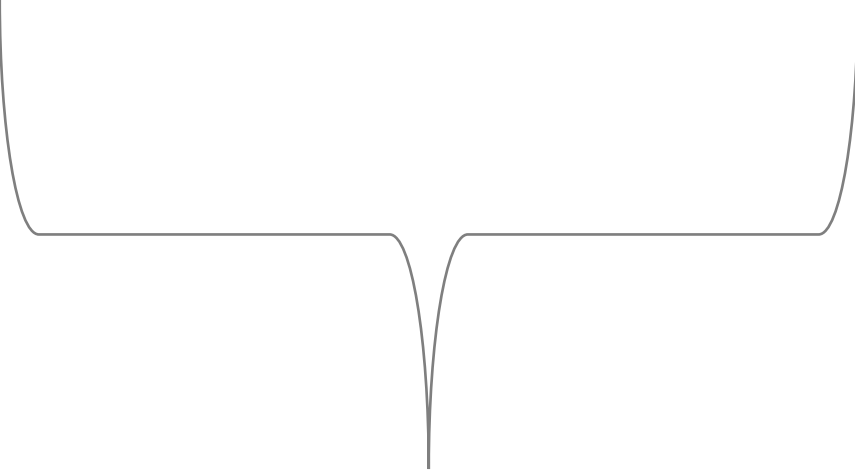


A service designer is a design thinker who combines analytical thinking and intuition

Other Designers

Service Designers

Management consultants
Marketers



Similar practices

Similar projects

Service designers tend “to ***think about the breadth and depth of the service*** that they’re implementing in a way that non-service designers don’t seem to [do]. *Robert, a principal at Managing Service Design*

We’d say we’re different from the competition, which is usually management consultancies, because . . . we are . . . ***better at co-production, [and] co-design. We are better at integrating research.*** Those are the things that differentiate [us from them].
Victor, senior service designer at Innovation

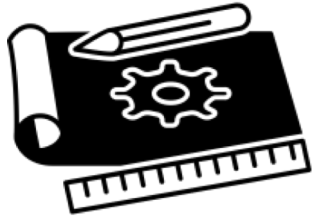
They were ***much broader, wider, and more holistic*** than management consultants would normally and naturally do; their net is wider and bigger in terms of their starting point and about how much do you cope with things and how much you consult with the different stakeholders.

Ricardo, a client of a Service Design consultancy, who also had a background in management consulting

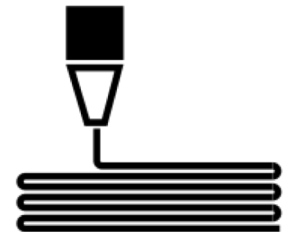
There's something very different about service designers, their methodology and their approach to work that is, I think, far more genuine about trying to actually design the service . . . So I would never again bid for any funding without engaging a service designer or a service design agency to do kind of a bottom-up design of the service.

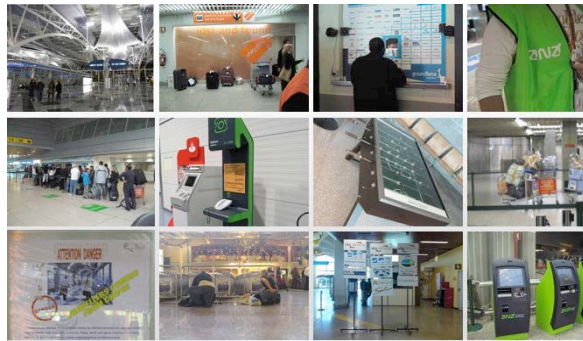
[...] I suppose my most obvious reaction would be that [management consultants] tend to be far more one dimensional and far less dynamic. So they tend to be targeted at more senior stakeholders in an organization, and I think that they engage with an organization in a way that I think service designers don't. ***Service designers, because they use co-creation are far more enablers of change***, and that they trust that the people it works with are the experts, and the people it works with are going to execute the change, and therefore ***the role of the service designer is to enable and guide that.***

Zeynep, senior strategy and business developer in a civil and social organization in London, worked with both management consultants and designers



Material Practices Matter





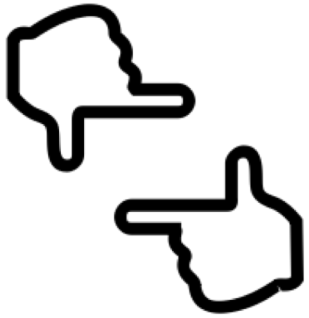
Doing design research



Visualizing



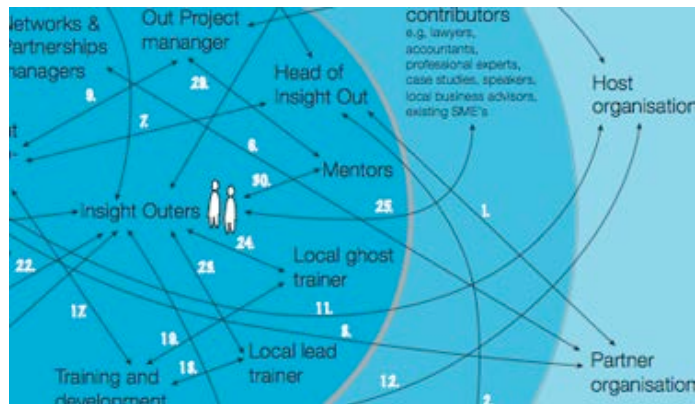
Prototyping



“A certain way of doing things”:
Service designers’ ethos



Being empathetic



Taking a holistic perspective



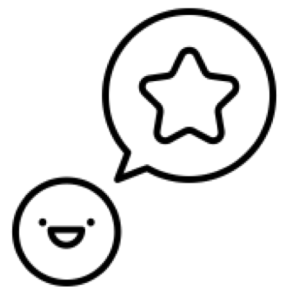
Co-creating

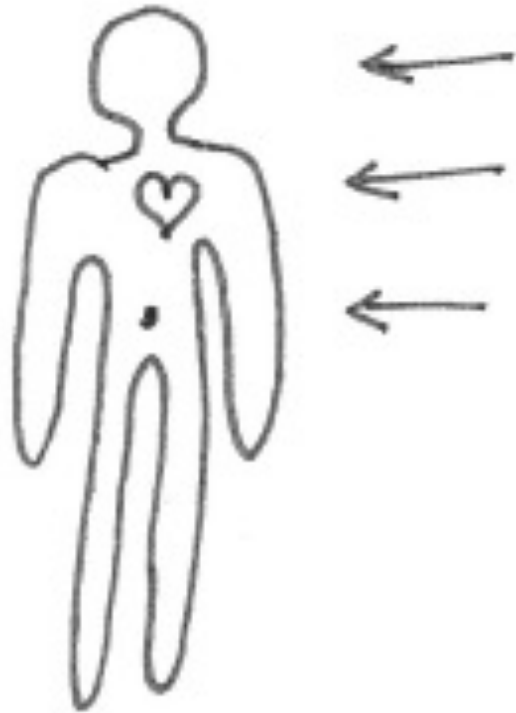




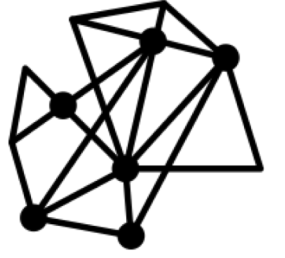
More than a **method**

An **ethos** - a **mindset**






decision attitude
vs. design attitude



DESIGN THINKING WITH A GRAIN OF SALT:
IT NEEDS TO BE HOLISTIC, SYSTEMIC, AND
SOCIALY RESPONSIBLE

What to put in your toolbox?



- Anything... Everything!
- Labels: Do **you** really care?
- What matters?
 - **Mindset; Critical Thinking; and Ethics**
 - And always a drop of **curiosity!** 

Thank you!

Questions?

alfayard@nyu.edu

