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Intelligent Furniture project

Training Package 2 - SERVICE DESIGN

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KAD - Kuopio

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1. General Description of the Training Package

Service Design is a new emerging area that connects both, business and design development. Service Design is a tool for designing a customer orientated service experience. The major innovation is the use of participatory design approach that includes the customers in the design process. This training package includes practical examples from different service design projects. The TP 2 focuses on creating an understanding of a service design process and the basic understanding of the generative methods used in service design process.

When considering service as an offering, one notices that it can be divided into two main components: the Service Delivery Process and the Outcome of the Service. Services are time-based processes that consist of sequences of operations targeted to deliver a solution to the customer's problems and needs. The solution found to solve the need of the customer can be seen as an outcome of the service. This outcome should bring value to the customers so that they are willing to consume them. The outcome of the service offered to the client is described in the Basic Service Package. This package defines the bundle of services needed to fulfill the needs of customers and is divided into two dimensions: the Core Service and Supplementary Services.

THE BASIC SERVICE PACKAGE Determines the bundle of services needed to fulfil the needs of customers		
THE CORE SERVICE Determines what the consumer receives from the service provider	SUPPLEMENTARY SERVICES Accomplish the core service	
	FACILITATING SERVICES Facilitating services are mandatory; without them it is impossible to use the core service	SUPPORTING SERVICES Supporting services make the consuming of the service more convenient

The core service answers the primary need of the customers and determines what the consumer receives from the service provider. The core service for a furniture company in the area of a kitchen furniture, for example, is a design service which helps the customer design a tailor made kitchen from the modules that the supplier manufacturers. It is difficult for companies to differentiate their offering on the market only with the core service, since competitors often offer exactly the same core service.

The core service is therefore not a complete service offering: it also has to include supplementary services. Supplementary services can be split into Facilitating Services and Supporting Services. Facilitating services are mandatory; without them

it is impossible to use the core service. In this example the software that facilitates the design work plays a big role as well as modular design system where different kitchen components can be fitted with each other's.

Supporting services are not necessary when consuming the core service, since they respond to customers' auxiliary needs. Supporting services make the consuming of the service more convenient; they add value to it and help to differentiate the service. This could be a service helping to differentiate the furniture with customization. The client can have personal upholstery. Or a company can provide a recycling service for office furniture like one of the main office furniture supplier in Finland, Martela. Supporting services can have a major influence on customer experience and the success of the service provider.

<i>Support Part</i>		<i>Interactive Part</i>	
Technology and Systems Know-How Systems Support	LINE OF VISIBILITY	Systems and Operational Resources	CUSTOMERS
Managers and Supervisors Management Support		Contact Persons	
Support Functions and Support Persons Physical Support		Physical Resources and Equipment	

Services are produced and consumed in an interactive process between a provider and a customer, service offerings cannot be defined only in terms of the basic service package describing the outcome of the service. The definition has to be extended to the Augmented Service Offering Model, which also takes into account the impact of how customers perceive the process itself. This process consists of three components: Accessibility of the Service, Interaction with the Service Organisation and Customer Participation.

2. Objectives

In this course, participants work and learn in an interdisciplinary environment creating services that are related especially in the furniture sector. The practical methods and techniques of service design and innovation management are explored. Specific techniques, guidelines and examples are used to emphasize the practical aspects of service design in a ways that are both user centric and socially and culturally appropriate. Participants will consider the social, technological and economic considerations when designing services. Participants research people and lifestyles, use and context, implementation and delivery, economy and commerce of services and the products, networks and environments which enable services to be delivered and experienced.

The participants will learn to understand important factors to consider when developing and applying service design processes:

- 1) Understanding the service design challenge: the users, business environment and applicable technologies
- 2) Observing, profiling, creating empathy for the users, participating with the users and being visual during the whole process
- 3) Creating ideas, prototyping, evaluating and improving including the clients and the users in the process
- 4) Implementing, maintaining and developing the services
- 5) Operating with business realities.

3. Working methods and implementation

1. Working methods

This training package is based on practice-based education. This stands for a professional educational program in which students gain 'hands-on' experience of working with clients under the supervision of a qualified practitioner.

The lessons approach will be concrete and practical and working methods are Themes, case study analysis and workshops.

2. Implementation

Training package includes 3 teaching modules (8 x45 minutes lessons) altogether 18 hours of teaching.

Each teaching module consists of approx. 4 x 45 minute lectures and approx.4 x 45 minute practical working sessions on learning service design tools or innovative methods. The amount of lectures and practical working will vary in each module depending on subject.

Project work will be conducted through individual training, independent project work and workshops.

4. Target Group

This course is focused at people working at management level of small companies, research and development, marketing or innovation management positions in different companies and young designers. Course is suitable for BA students as a part of their further studies of as an extended studies part for graduates.

Maximum number of participants: 10-15 people

5. Modules

1. Module 1: Introduction to Service Design

Keywords:

service design, user-centered design, service design terminology, customer insights, iterative design process

Audience:

This course is aimed at people working at management level of small companies, research and development, marketing or innovation management positions in different companies and young designers. Course is suitable for BA students as a part of their further studies of as an extended studies part for graduates.

Duration:

4 x 45 minute Themes (lectures)

4 x 45 minute workshop sessions or small learning assignments

Content:

Through presentations, readings and discussions, the differences between products and services are explored from economic, experiential, and design perspectives. An essential part of defining user-centric design services is the simulation of the anticipated experiences of those who deliver and use the service, including all points of contact during the service experience. User-centric design strategies are used to create interactions with systems that lead to positive and pleasurable experiences when engaged in accessing services.

Theme 5.1.1 Service Design: What is service design?

Service design connects the areas of cultural, social and human interaction. Use of design methods: research, thinking and visualization methods in the service design process is also a link between the different views and to service design. The service design process uses generative, formative and predictive methods. It implicitly contains the idea of innovation, and it can use several methods to concretise a new offering or innovation even in the same development process.

- Introduction to service design (2x45min)

Theme 5.1.2. Basic concepts and methods in service design

Service design focuses mostly on the interactive or visible part of the service as the main area of intervention. This means that the understanding of how customers experience and use services in different contexts is emphasised. Service design is based on a user-centred approach that puts the users of the service at the centre of the design process. When service is seen from the users' perspective new ways of structuring services are needed. These concepts are known as Service Moments, Customer Journey and Service Touchpoints.

- Learning the basic terminology: touch point, customer journey, frontdesk, back office, life of visibility, service ecology (45min)

Theme 5.1.3. Understanding the Customer: The principles of User Centred Design Process

Iteration and co-creation are processes that connect the otherwise broad field of service design. An iterative design process is based on a cyclic process of prototyping, testing, analysing, and refining work in progress. This applies well in a service design process where prototyping tools are in active use.

- Introduction to Iterative design process (45 min)

Workshop sessions:

1) Empathy walk: Participants learn to observe and take the user's position (end user of a piece of furniture, business to business stakeholder) when designing new products. Empathic design is a user-centered design approach that pays attention to the user's feelings toward a product. The foundation of empathic design is observation, and the goal is to identify latent customer needs. Latent needs are product requirements that customers don't even know they desire, or in some cases are solutions that customers have difficulty envisioning due to lack of exposure to new technologies or being locked in the mindset of working with existing products and services. In the empathic design process, researchers observe people in their normal home or work environment in order to see how they use and interact with the products under study. (2x45 min)

2) Service Innovation workshop on furniture: Participants learn an inspiring ideation process. This is a workshop where participants receive service challenges and work with them in small groups creating a service idea. Participants will receive tools that will facilitate an ideation process. (2x45min)

2. Module 2: Creating a service concept

Keywords:

Concept design, service design, co-production, co-creation

Audience:

This course is aimed at people working at management level of small companies, research and development, marketing or innovation management positions in different companies and young designers. Course is suitable for BA students as a part of their further studies of as an extended studies part for graduates.

Schedule:

3 x 45 minute themes (lectures)

5 x 45 minute workshop sessions or small learning assignments

Content:

Participants will examine a diverse range of sectors, including retail, health, transport, finance and entertainment, and logistics among others. They will review the different types of platforms for delivering services and the different company structures and

operational models that enable a business to flourish, including small, medium and large enterprises. Participants will also learn the basics of concept design work.

Theme 5.2.1. Concept Design in Service Production

Concept design has various tasks in companies. It is preparation for the phase before developing actual product. It helps when searching radically novel inventions. It is a tool for mapping the future and defining understandable alternatives for the company's strategic decisions. It boosts learning and enhancing creativity, on the levels of the individual and of the organization. It guides the expectations of the public and promotes a favorable future for the company.

- What are the benefits of concept design? How to design a service concept? (45 min)

Theme 5.2.2. Looking at co-production models for service development

Innovating opportunities for new co-creation processes between the client and the user is part of the service designer's everyday working life. Co-creation experiences as new ways to create value. The focus on value in business transactions has shifted to experiences, and experiences are increasingly created through services. Consumers are co-creating value with the firm. Co-creation allows the customer to co-construct the service experience to suit her context, and the service design process offers methods to enable this.

- How to create value with a customer, co-creation process (45 min)

Theme 5.2.3. How to use drama methods in service concept design?

The idea in bodystorming is to act as though the service would exist, ideally in the context where it would be used. This method gives the opportunity to test the proposed service and its interactions either inside the service design team or including the participants. Different service situations can be acted out, for example, the customer service situation at the hotel reception. Service designers create the service situation, cast the roles, practice with the professional or on their own and play the situation. The purpose is to prototype and come up with new solutions, test new interactions and make ad hoc innovations. The idea in bodystorming is to act as though the service would exist, ideally in the context where it would be used. This method gives the opportunity to test the proposed service and its interactions either inside the service design team or including the participants. Different service situations can be acted out, for example, the customer service situation at the hotel reception. Service designers create the service situation, cast the roles, practice with the professional or on their own and play the situation. The purpose is to prototype and come up with new solutions, test new interactions and make ad hoc innovations.

- Using the manuscript method in service design (45 min)

Workshop sessions:

1) Creating personas: The participants will learn to create personas for the furniture user segments. Personas, fictional user profiles based on research data (interviews, participatory observation, data analysis), have gained popularity in the design field over recent years. These profiles include names, personalities, behaviours, and goals that are representative of a unique group of individuals. Personas are a tool for understanding others. (3x45 min)

2) Using LEGO SERIOUS PLAY for service concept design: Participants will learn use LEGO SERIOUS PLAY method in creating a service for the furniture business. Its goal is fostering [creative thinking](#) through team building [metaphors](#) of their organizational identities and experiences using [Lego bricks](#). Participants work through imaginary scenarios using visual three-dimensional Lego constructions, hence the name "serious play. The objectives are to foster creative thinking and teamwork, with focus on facilitating a process that enables deeper reflection and constructive dialogue. The method is described as "a passionate and practical process for building confidence, commitment and insight". The approach is based on research which suggests that hands-on, "minds-on" learning produces a deeper, more meaningful understanding of the world and its possibilities. It is claimed that participants come away with skills to communicate more effectively, to engage their [imaginations](#) more readily, and to approach their work with increased confidence, commitment and insight. (2x45 min)

3. **Module 3: Prototyping and Evaluating Service Concepts**

Keywords:

Service design, prototyping, evaluation

Audience:

This course is aimed at people working at management level of small companies, research and development, marketing or innovation management positions in different companies and young designers. Course is suitable for BA students as a part of their further studies of as an extended studies part for graduates.

Schedule:

3 x 45 minute themes (lectures)

5 x 45 minute workshop sessions or small learning assignments

Content:

Experience prototypes are used to do rapid service simulation involving customers, experts and clients in developing and refining the service. Participants learn to develop customer service blueprints and the methods for exploring the (mainly) qualitative components during different experiences with the service. An experience prototype is a representation of a design, made before the final solution exists. We need prototyping for electronics, we need to think about a more total experience like designing a service or designing what happens with the chips and the people, then you need something which is more to do with storytelling, using video of how to tell a story or theatre for enactment or computer simulations. All of those become a necessary part of our prototyping vocabulary. The rapidness of a prototype cycle

between trying something out and testing it with people, trying it out with people, is what makes the relationship between design and business successful. We can make a small prototype very inexpensively, we can try it out, test it and if it's successful perhaps we'll move forward to the next stage.

Theme 5.3.1. Prototyping process: tools and methods

The aim of prototyping is to test the feasibility of the service, the logistics, customer experience and financial impact of the service product in a cheap and quick way. An experience prototype is any kind of representation, in any kind of medium, that is designed to understand, explore or communicate what it might be like to engage with the product, space or system we are designing.

- Learning the basics of prototyping (2x45 min)

Theme 5.3.2. Evaluation of Service Concepts: How to conduct an evaluation for a new or existing service

It is important to identify the features of a service product that make it either a success or failure. The first stage of design of a new product involves studying other products with similar or desirable features, through identification, analysis and evaluation. This process helps the designer in a number of ways. It identifies features or aspects of existing products which could be improved - such as by reducing the cost, adding extra features, making it easier or more comfortable to use or making it look more attractive to certain groups. It can identify technologies or ideas which could be transferred or applied to a new function or area.

- Learning evaluation techniques (45 min)

Workshop sessions:

1) Affinity Diagram Workshop: The affinity diagram organizes a large number of ideas into their natural relationships. This method taps a team's creativity and intuition. The affinity diagram process lets a group move beyond its habitual thinking and preconceived categories. This technique accesses the great knowledge and understanding residing untapped in our intuition. (2 x 45 min)

2) Paper prototyping and evaluation workshop: In [human-computer interaction](#), paper prototyping is a widely used method in the [user-centered design process](#), a process that helps developers to create software that meets the user's expectations and needs - in this case, especially for [designing](#) and [testing user interfaces](#). It is [throwaway prototyping](#) and involves creating rough, even hand-sketched, drawings of an interface to use as prototypes, or models, of a design. While paper prototyping seems simple, this method of [usability testing](#) can provide a great deal of useful feedback which will result in the design of better products. This is supported by many usability professionals. Paper prototyping saves time and money since it enables developers to test product interfaces (from software and websites to cell phones and microwave ovens) before they write code or begin development. This also allows for easy and inexpensive modification to existing designs which makes this method useful in the early phases of design. Using paper prototyping allows the entire creative team to be involved in the process, which eliminates the chance of someone

with key information not be involved in the design process. Another benefit of paper prototyping is that users feel more comfortable being critical of the mock up because it doesn't have a polished look. (3 x 45 min)

6. Suggestios for the project work

Training package focuses on developing hybrid products (that include both the product and the service) or support services in the area of furniture design. Project work includes project design assignment, service design process itself and evaluation phase. Project work includes workshops and meeting with trainer. Project cases are defined by the needs of different companies participating in training.

Project work themes can include:

- How to improve the service development in my company?
- Developing a hybrid service: product service combination
- Can services improve my production line?

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8. Annex

- 1) TP2 Training the trainers teacher's manual
- 2) [Service design tools for co creation and user centered design](#), power point
- 3) [Service design terminology](#), power point