



Start with the people

"Really everything I had done wasn't very interesting or important. The thing that was really important was what was happening between me and the software on the screen."



Bill Moggridge on the GRiD Compass Computer























#### The ubiquity of screens paradox

## PRODUCTS VS SERVICES



Industrialisation changed our relationship to products



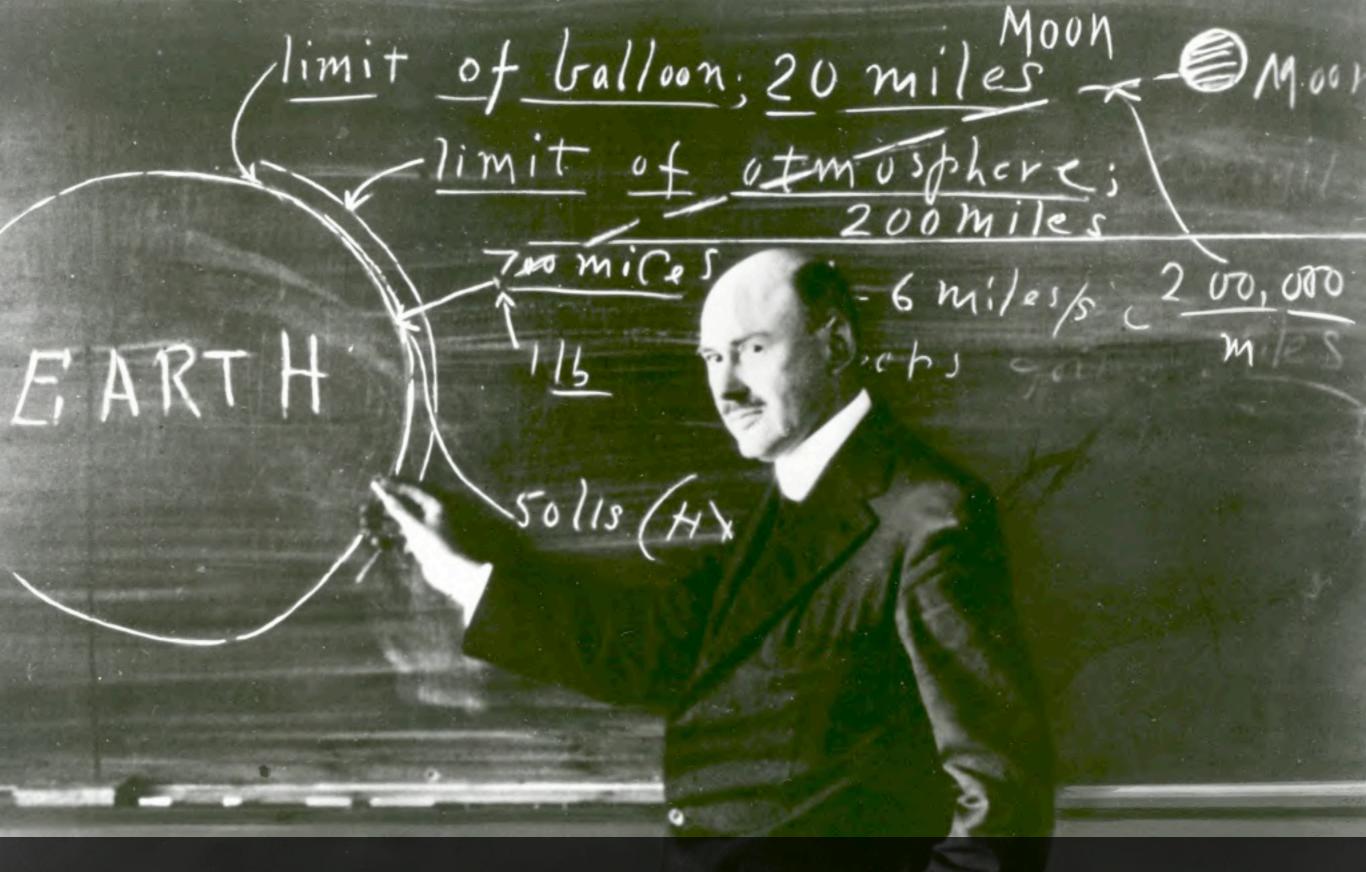
Mass production increased the standard of living

## "We shape our tools and thereafter our tools shape us."





... in order to shape people for the roles they would play.



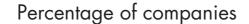
We still use the same ways of thinking ...

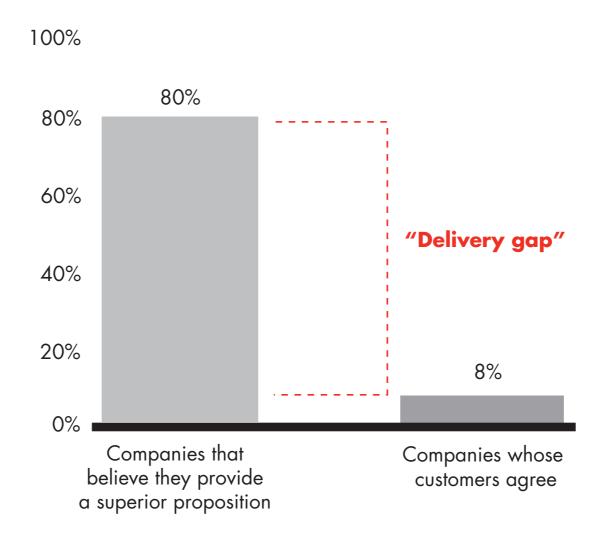


70-80% of developed nations' GDPs come from the services sector.

In Germany, home nursing sector is bigger than the entire German automotive industry.

### 80% of companies believe they offer a great service and only 8% of their customers agree.





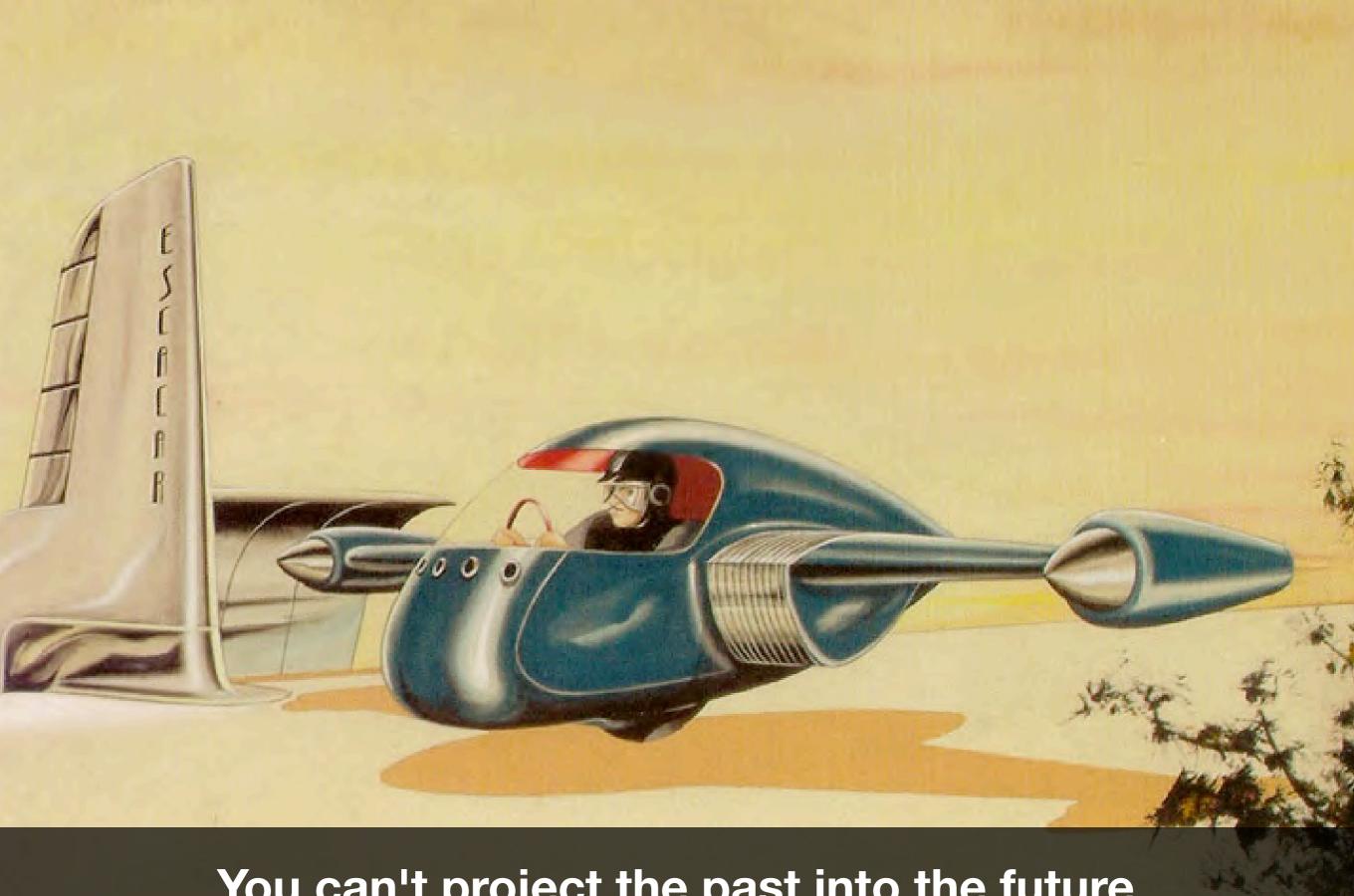
Source: Bain Customer-Led Growth diagnostic questionnaire, n = 362; Satmetrix Net Promoter database, n = 375

#### The delivery gap is a business opportunity



Industrial thinking – top-down, command and control

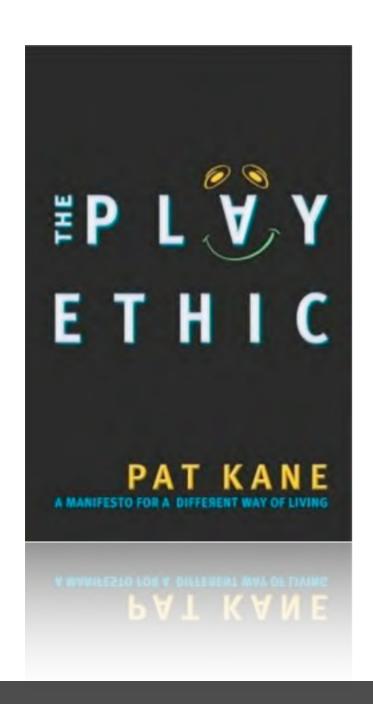




You can't project the past into the future



But top-down approaches don't work in these structures



"For the culture of industrialism, in which an individual's submission to routine is what is most valued, a network society is something of a disaster.

The industrial mindset is too brittle to cope with the way that networks operate."

- Pat Kane (2004), The Play Ethic

We need to move from industrial to network mindsets

#### **Evolving to a new dominant logic for marketing**

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

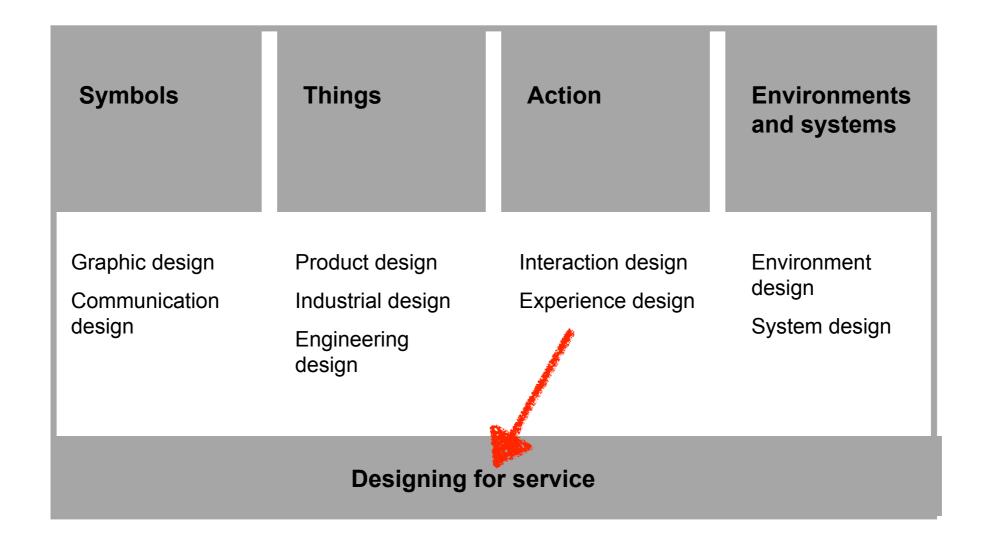
Concepts: intangibles, competences, dynamics, exchange processes and relationships

Value is co-created in dynamic exchange relationships

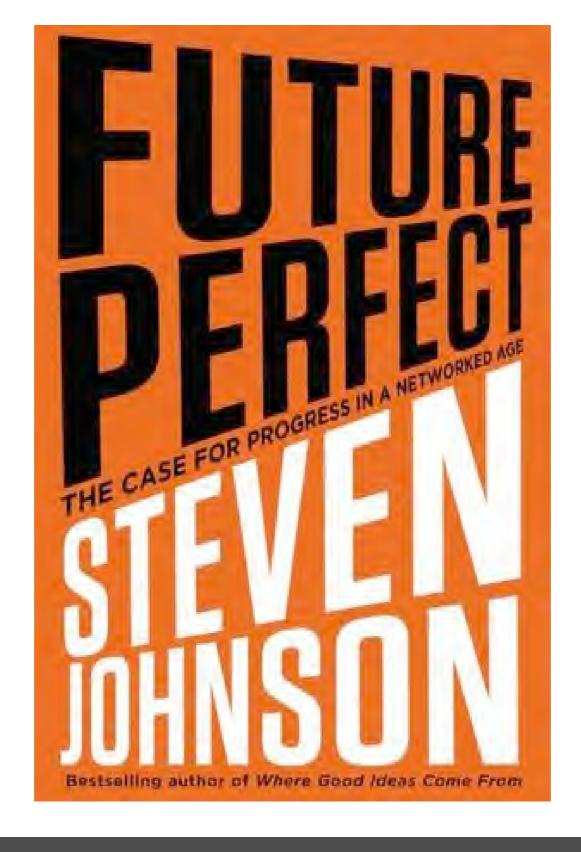
Adapted from Vargo and Lusch 2004: 4, Fig 1

#### Service-Dominant Logic - Vargo & Lusch

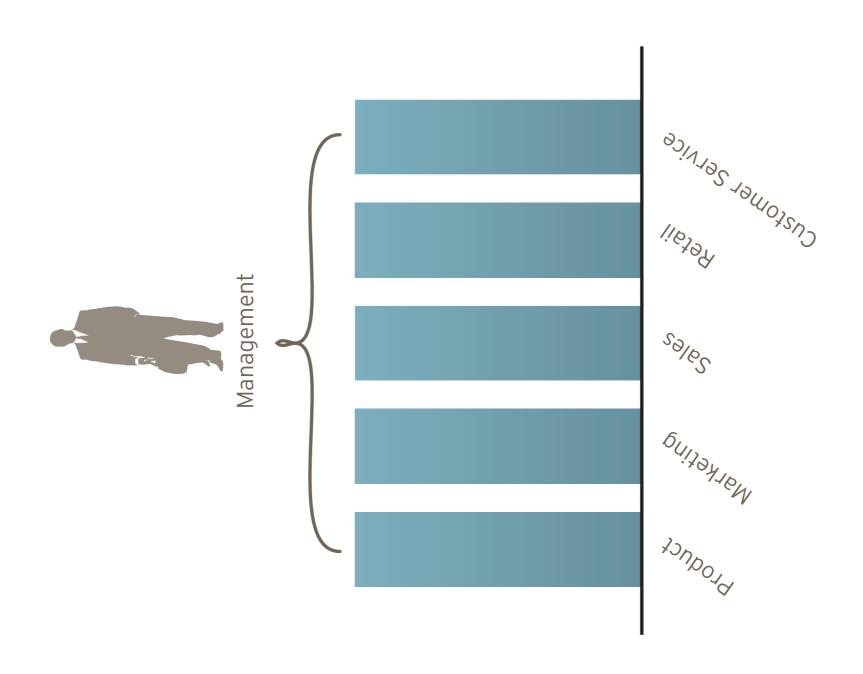
#### The Four Orders of Design (Buchanan 2001; 1992)



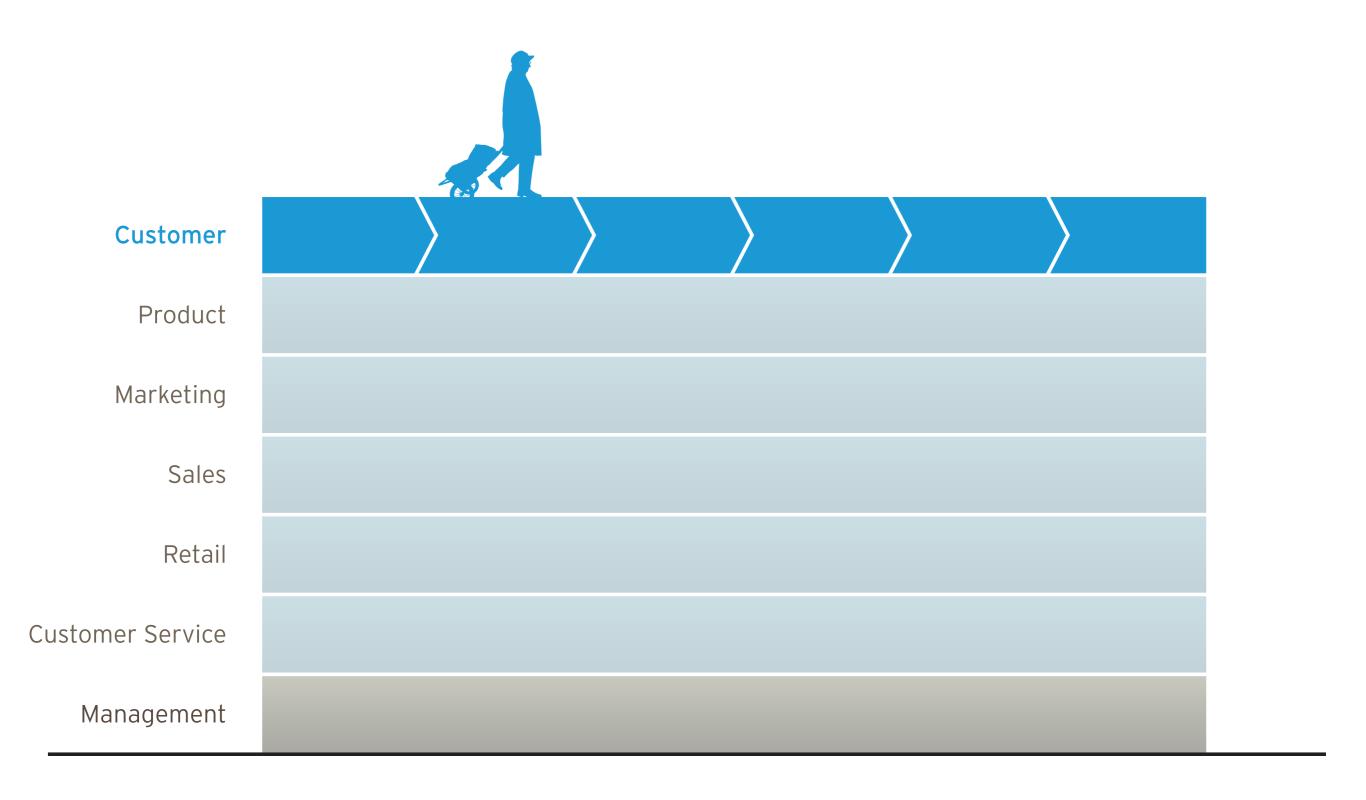
#### Lucy Kimbell's reordering of Buchanan



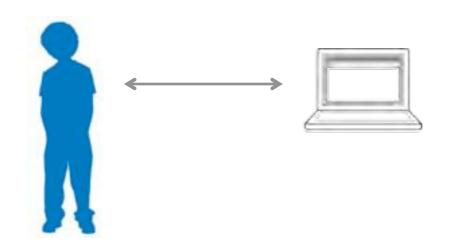
#### Moving from command and control to networks



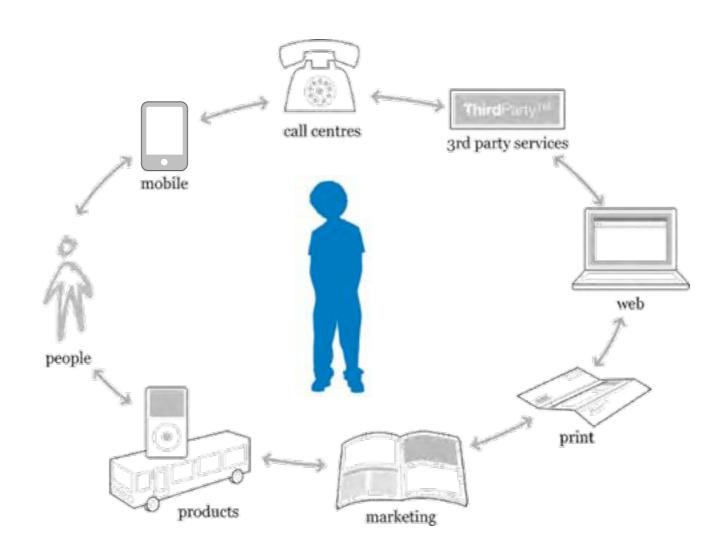
Turn this model on its side...



#### ...and you get customer journey and channels

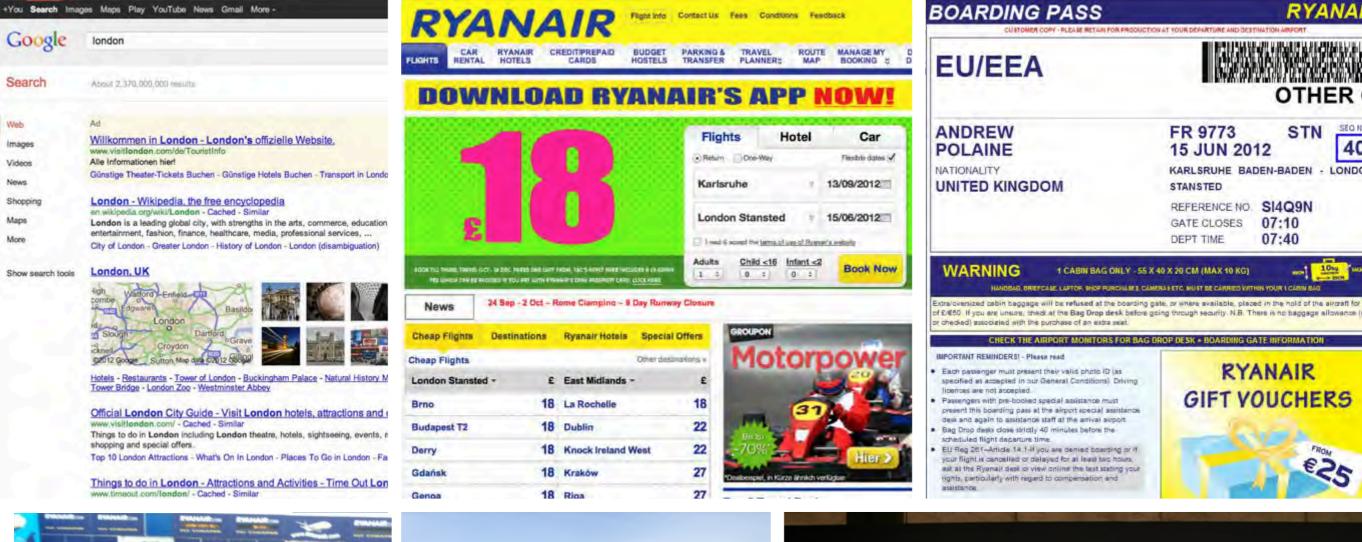


#### Product & single screen experiences



#### Services are experienced in an ecology...

# THE NATURE OF SERVICES



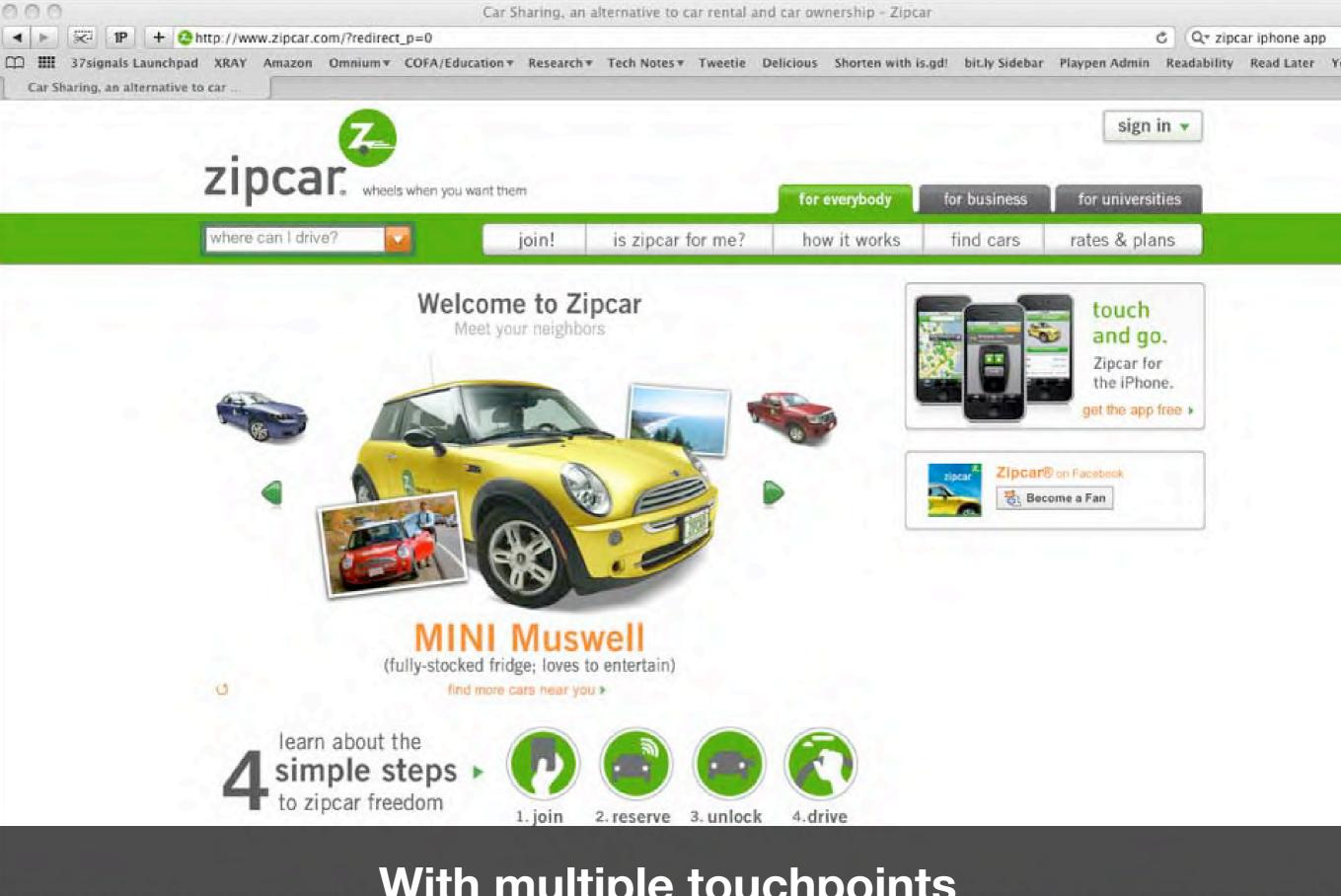








Service experiences unfold over time

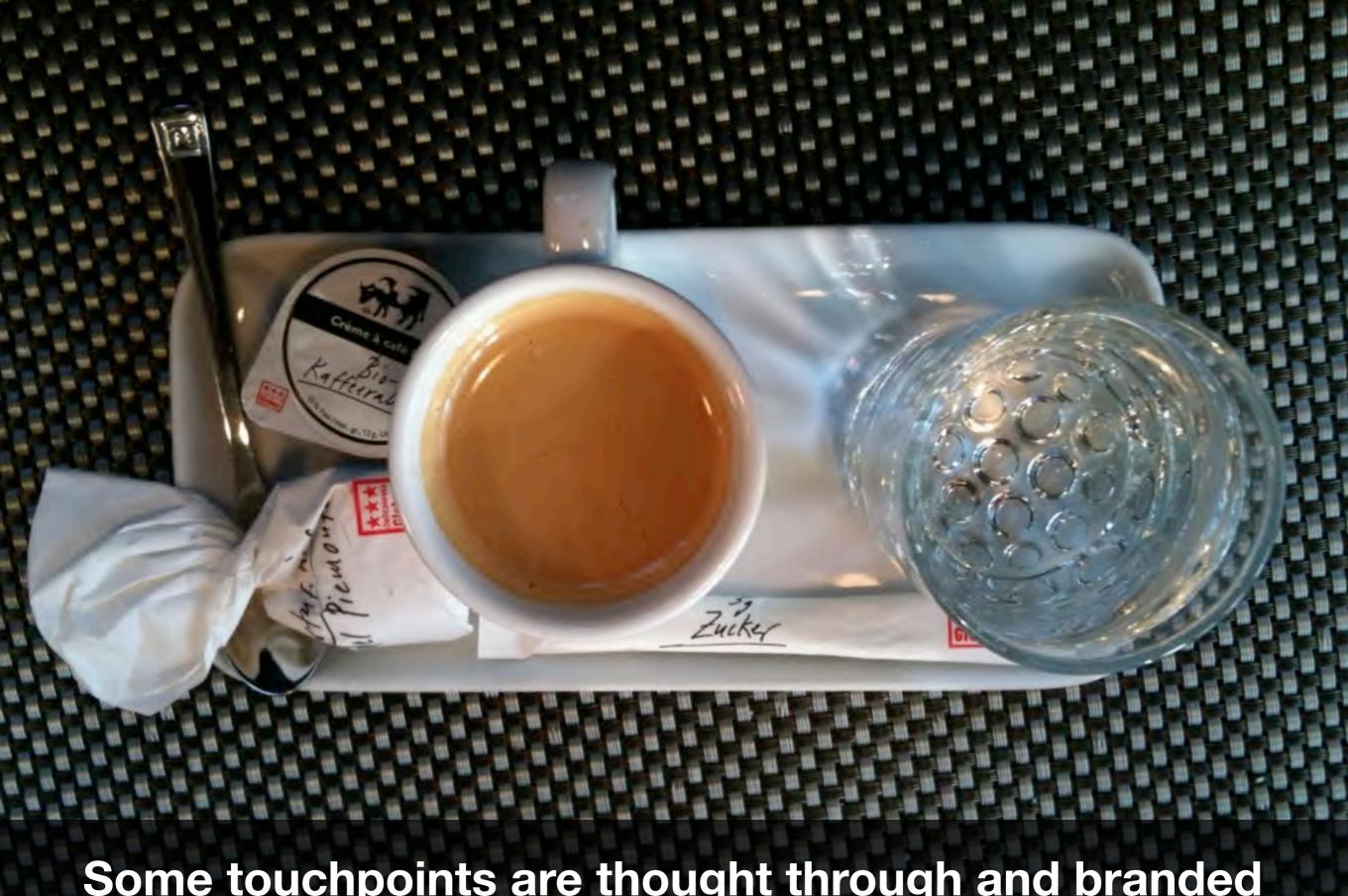


#### With multiple touchpoints

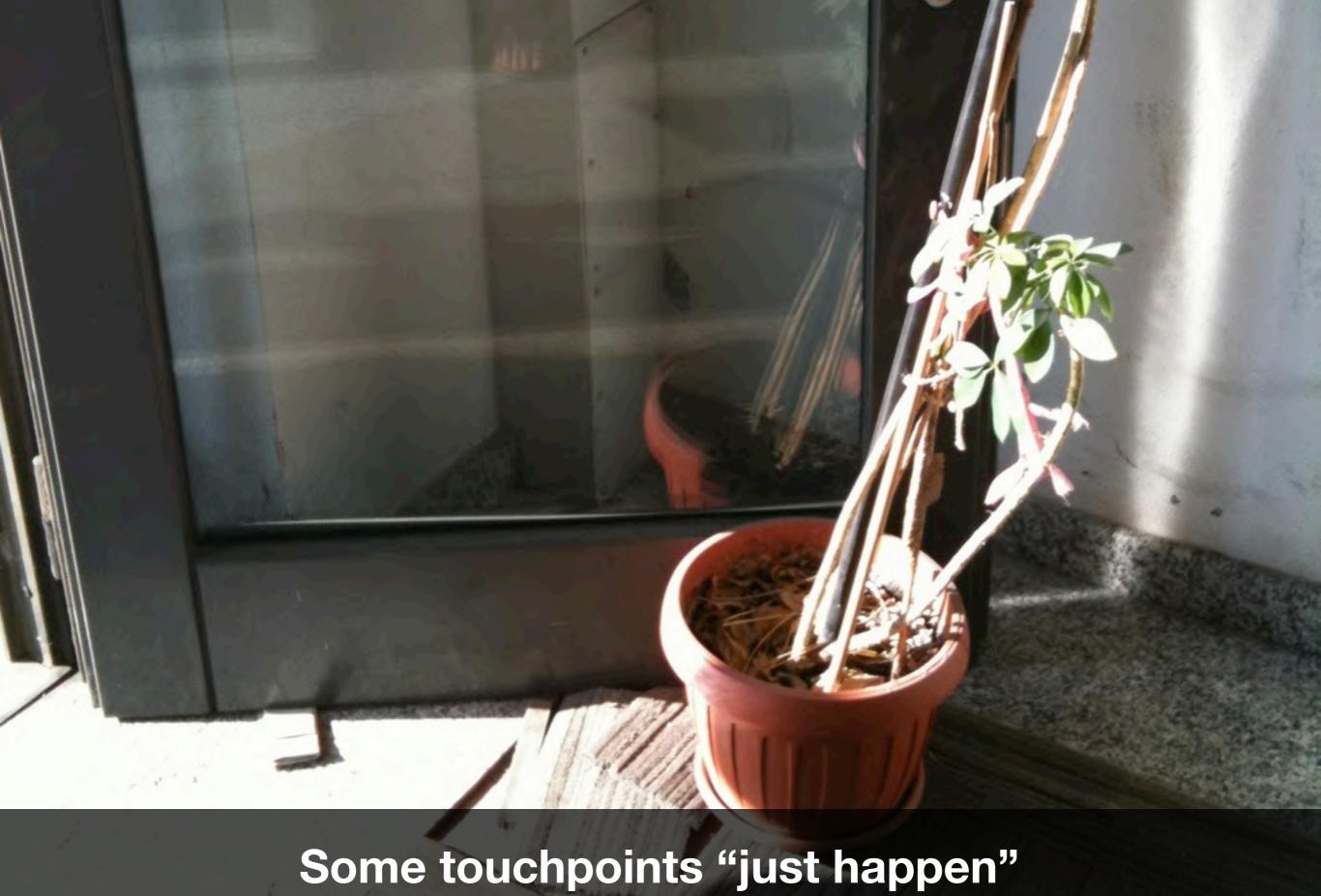




#### With multiple touchpoints



Some touchpoints are thought through and branded





34 B

DOORBELL 15 NOT WORKING. PLEASE HOLD THE 2 WIRES TO GETHER TO MAKE IT RING

If you don't design it, somebody else will



Andy

wenome to cornwall and to our time Tank on emerging design practice. We hope you had a good journey and that you like the scarlet Hotel.

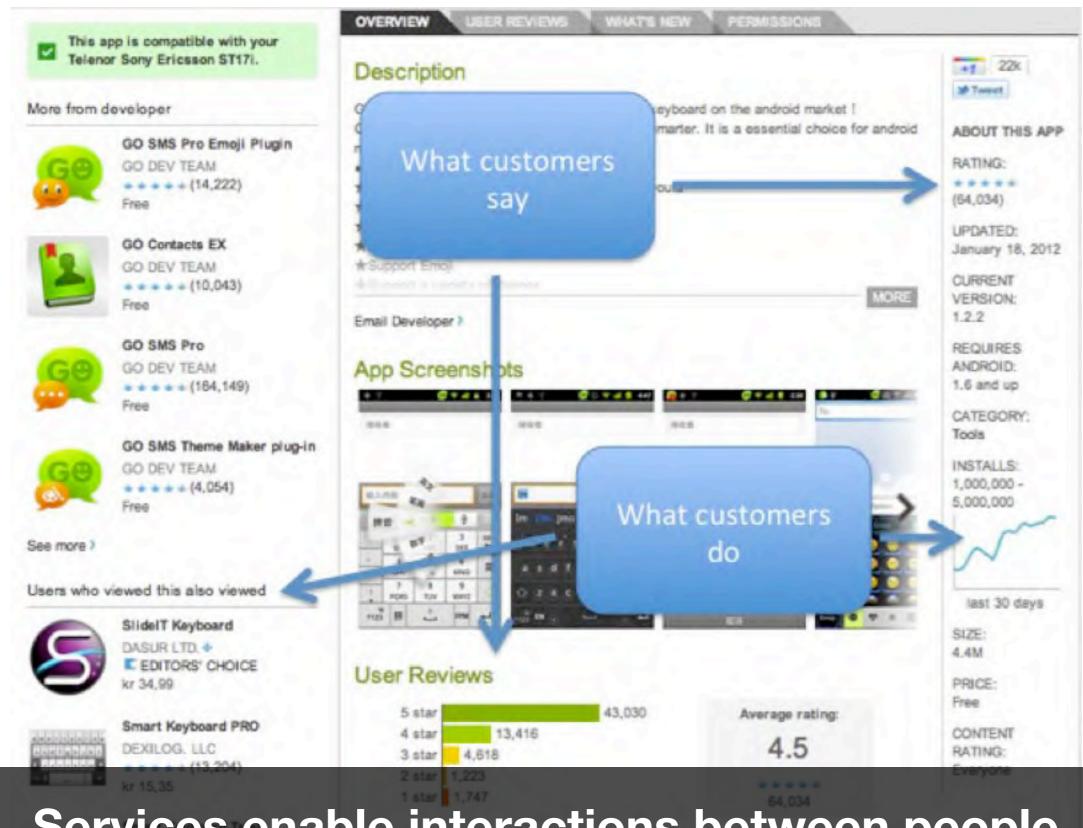
we have a fun delegate pack waiting for you at me bearuman steps confirence space which is a five minute want (and accessible by cuff pan from the scarlet).

We have deliberately weated a programme with space in it for you to enjoy a bit of cormall and spend time inthomas delegates. I have

Details create the experience & personality

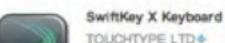
to seeing you at 10.30 for an 11 am. start.

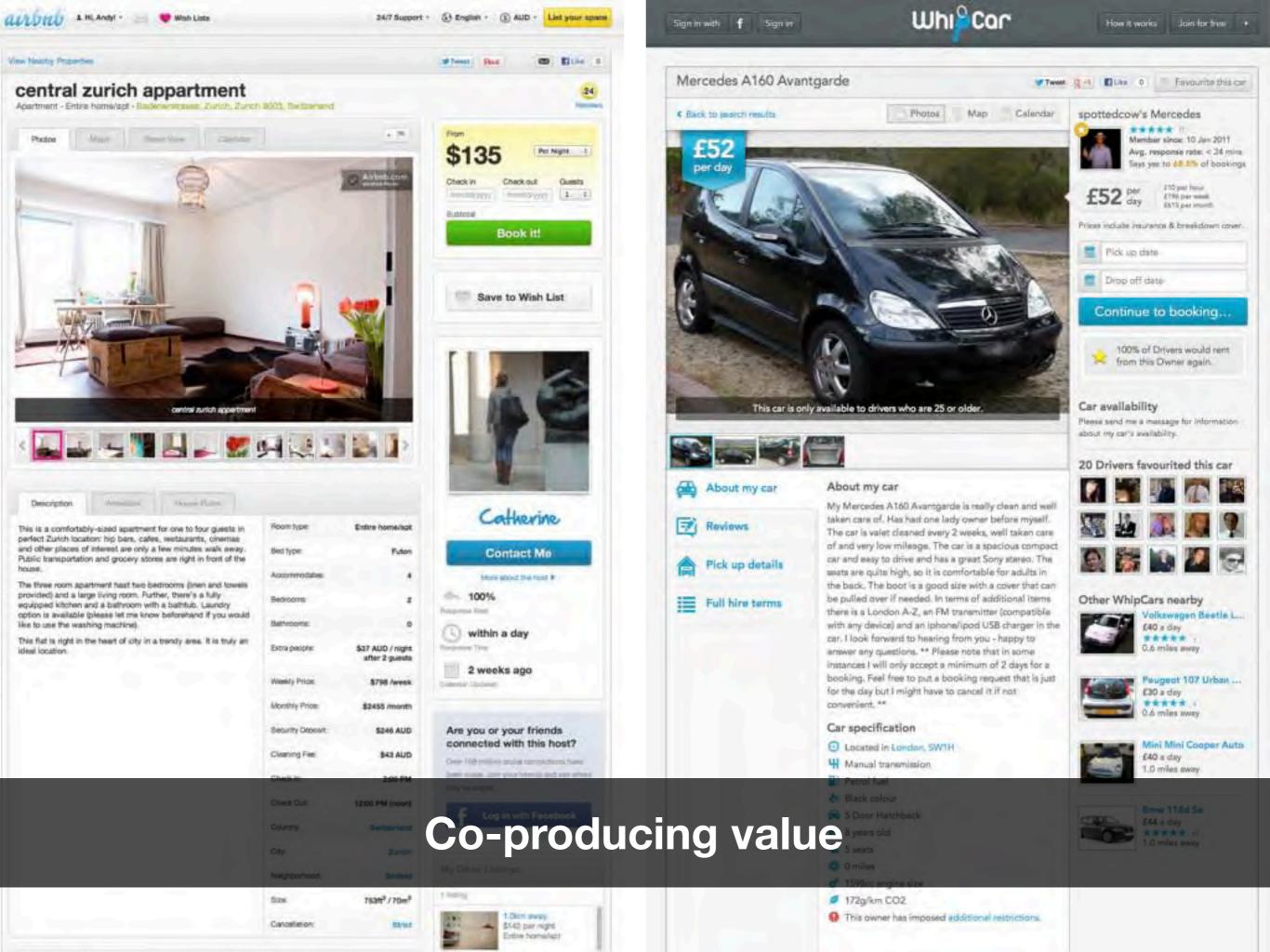




Services enable interactions between people

Cool in easy Zused, thank u cant wait wot next update bring, could do with less memory usage in beta performance, overall 4\*, work harder u will get result.





#### I Hate Ryanair

The World's Most Hated Airline

« Ryanair re-probed by EC on Charleroi start up

Ryanair humiliated in court over volcanic ash cloud refunds »

#### Ryanair being investigated over emergency exit row seat charges

Ryanair, the World's most hated airline. being are investigated by an air safety watchdog over their policy of preventing passengers from sitting next emergency exits unless they pay an extra £10.



The seats provide additional leg room,

which Ryanair see as a way of extracting more cash from passengers who would like to sit there. However, passengers in these seats are also expected to follow directions and - if necessary - open the doors in the event of an emergency.

Due to some passengers refusing to pay the extra charge, many

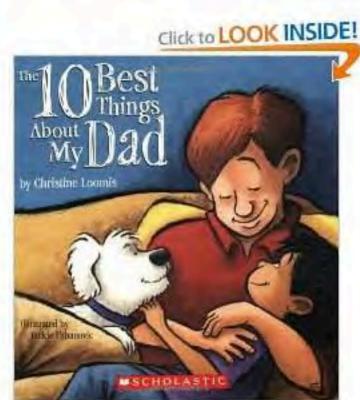
#### If you don't provide channels, somebody else will

o familiarise themselves with the evacuation procedure.

Some of those passengers have reportedly expressed doubts about being able to understand the instructions and open the emergency doors if they are not sitting next to the exit.











Share your own customer images Search inside this book

#### **Book Description**

Publication Date: May 1, 2004 | Age Level: 4 and up | Grade Level: P and up

A child relates the things he likes best about his father--and the best thing of all? It's that "my dad is extra special, just because he's mine!" A perfect book for Father's Day!

There are lots of wonderful things about Dad, as told by a young narrator in this rhyming 8 x 8 paperback. The father plays games, gives hugs, tea Aret people trying to use a website or buy something? Is to problems, an pells joke.

But here's what is the best of all, even better than the other nine. My dad is extra special--









Somewhere in an Amazon.com warehouse...



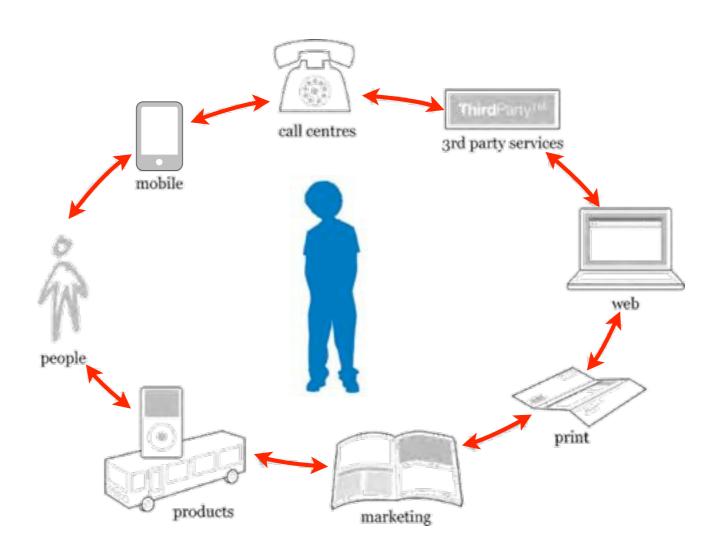
#### Third party services form part of the experience too

Royal Mail has lost a crucial contract with its second largest customer, the online retailer Amazon, as a wave of strikes threaten parcel deliveries in the busy pre Christmes sales period.

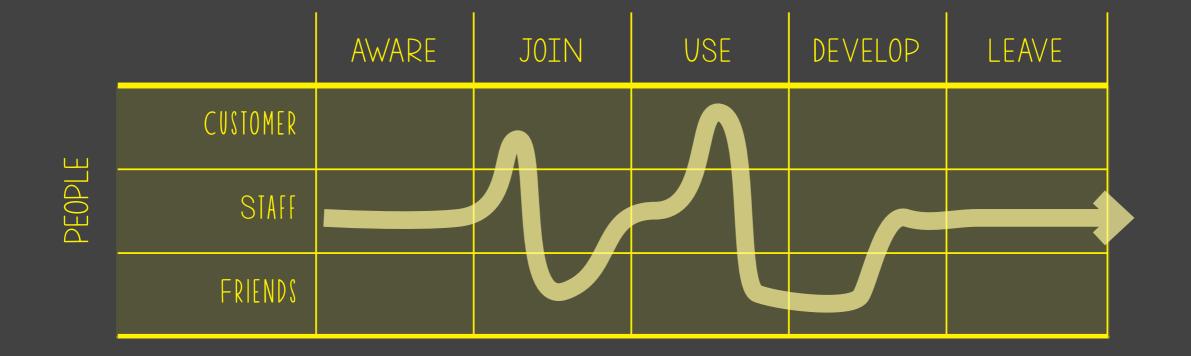




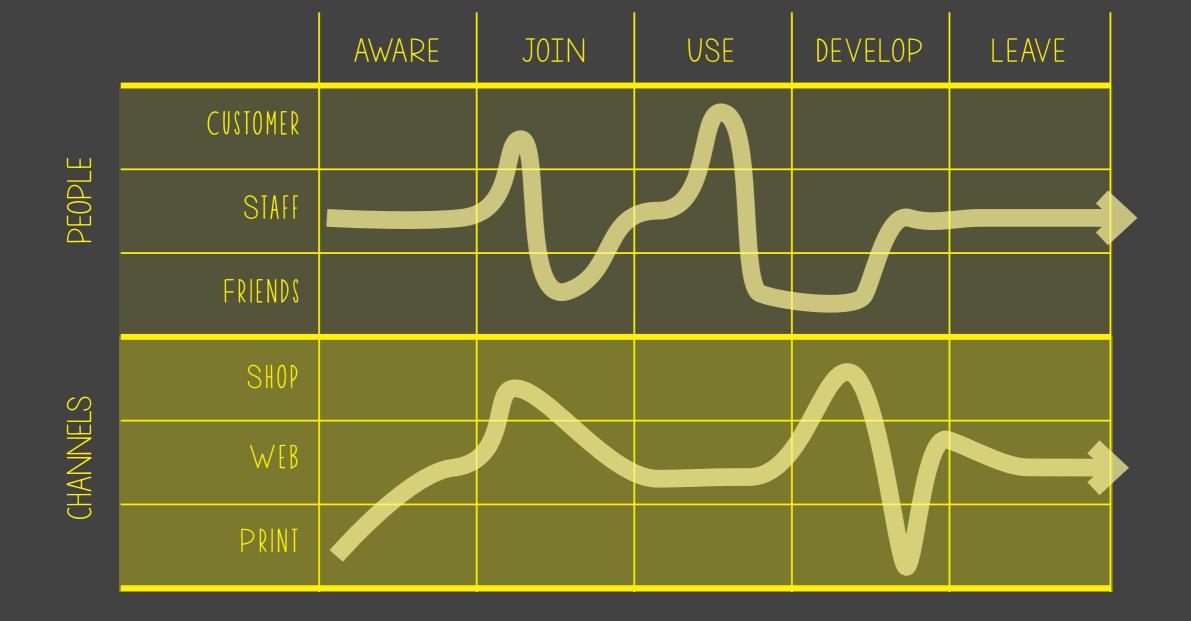
This means designing with people versus for people



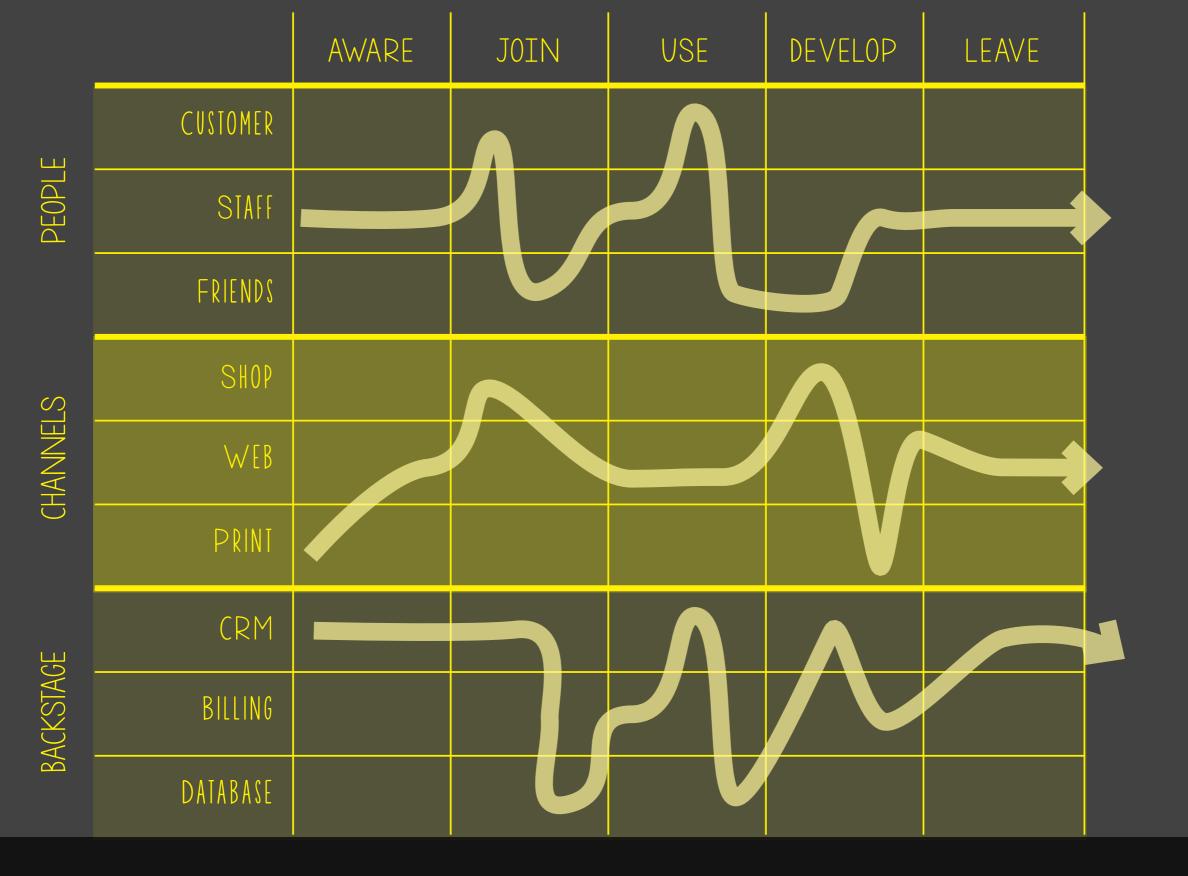
#### **Boxes vs Arrows**



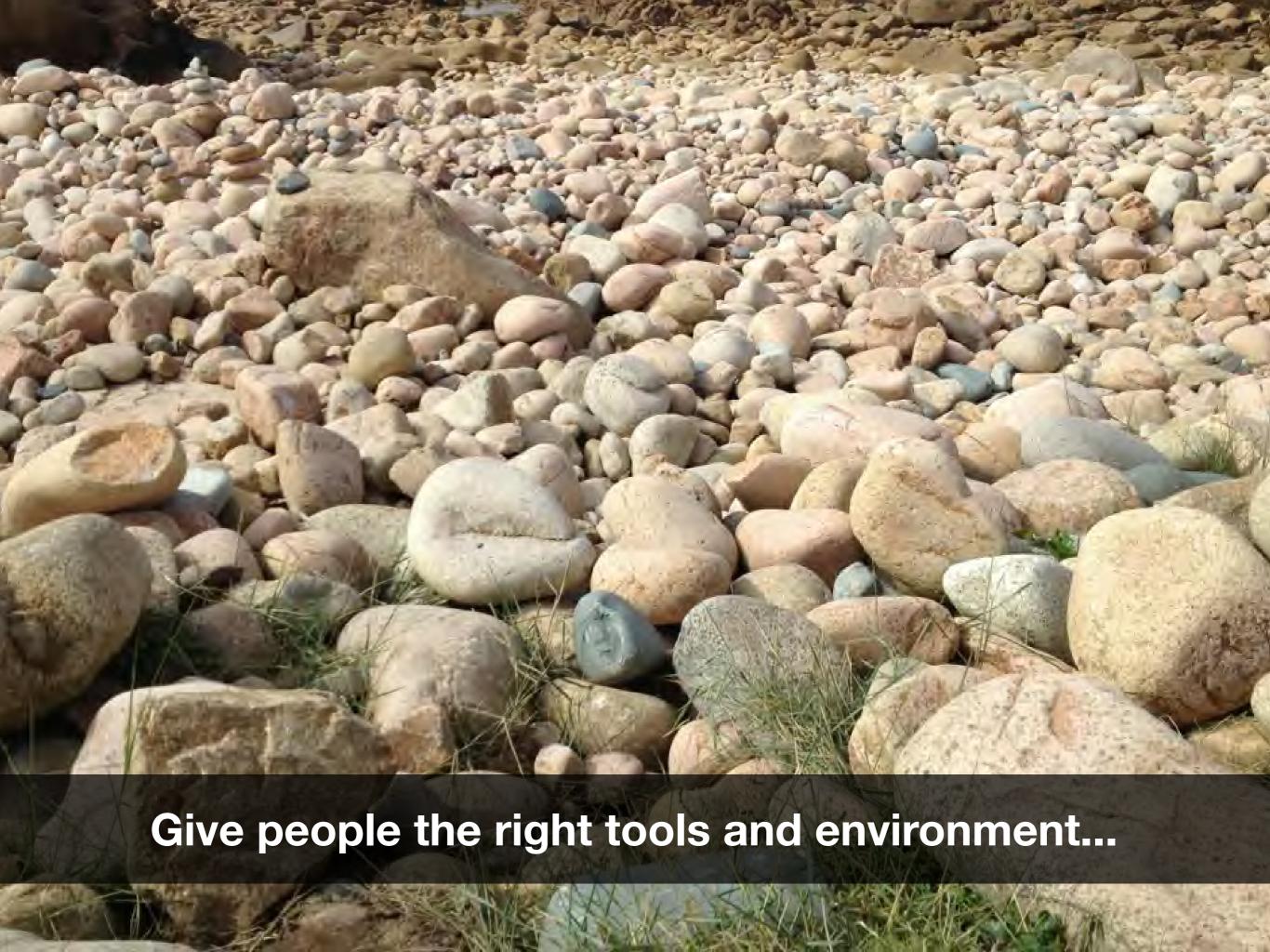
#### Track the user journeys over time



#### Track them through the different channels



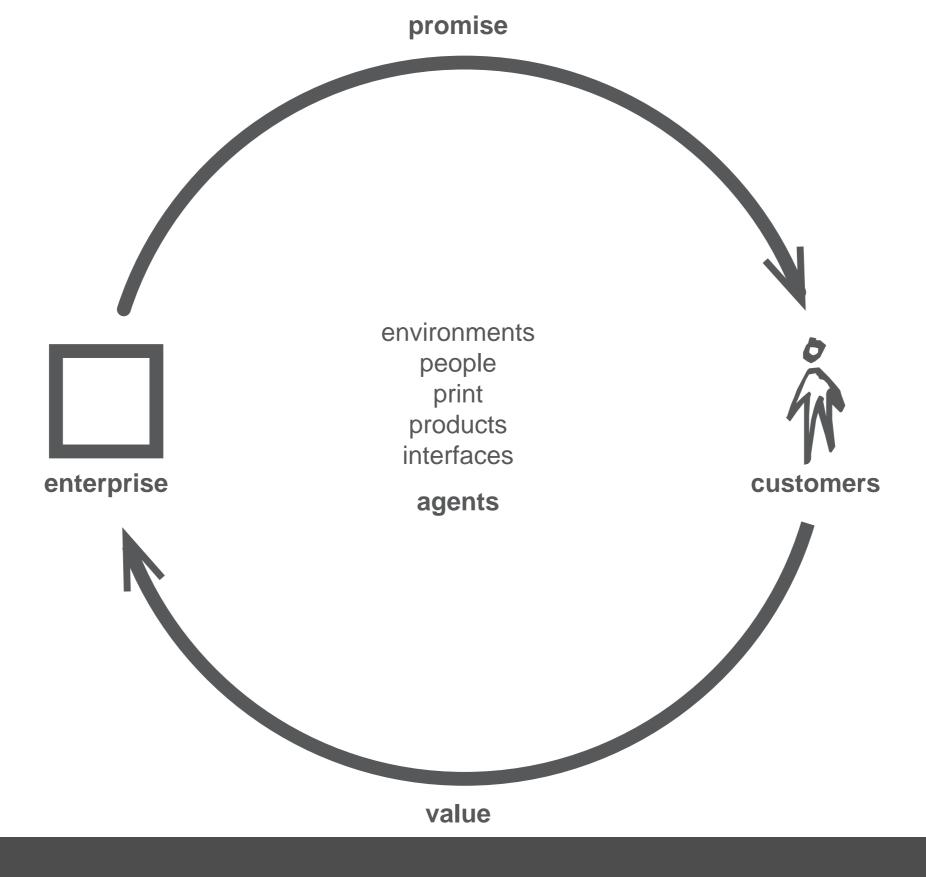
Align backstage services to deliver those experiences



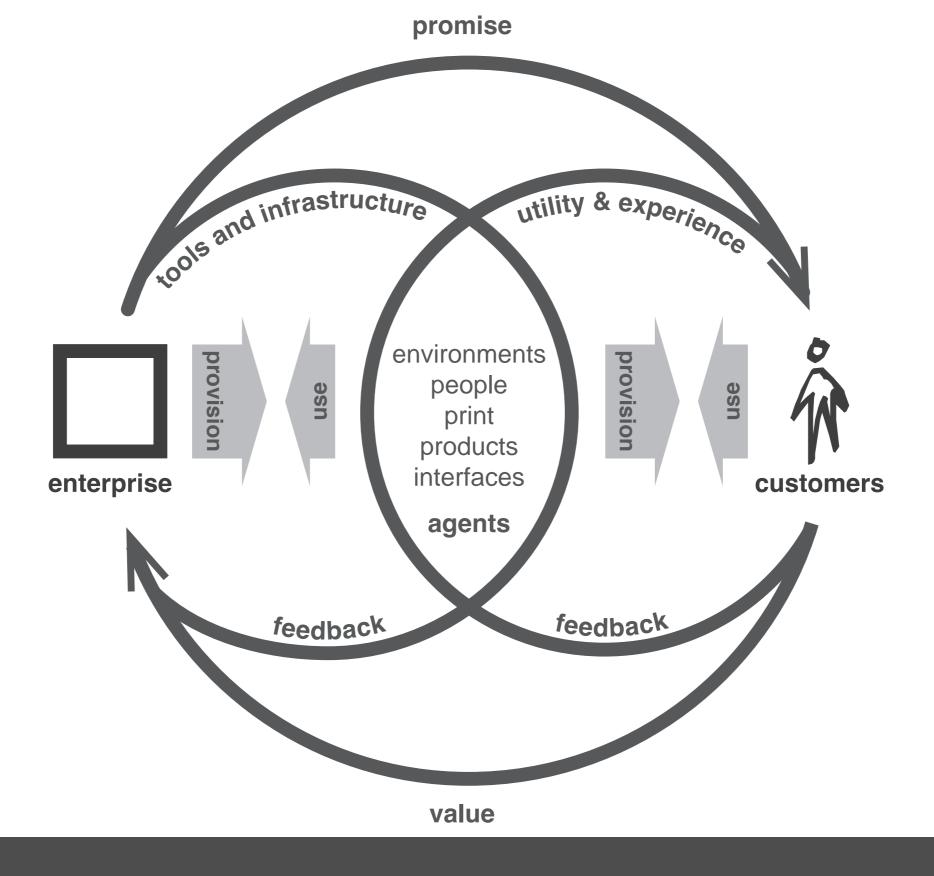


...and they will create individual value...





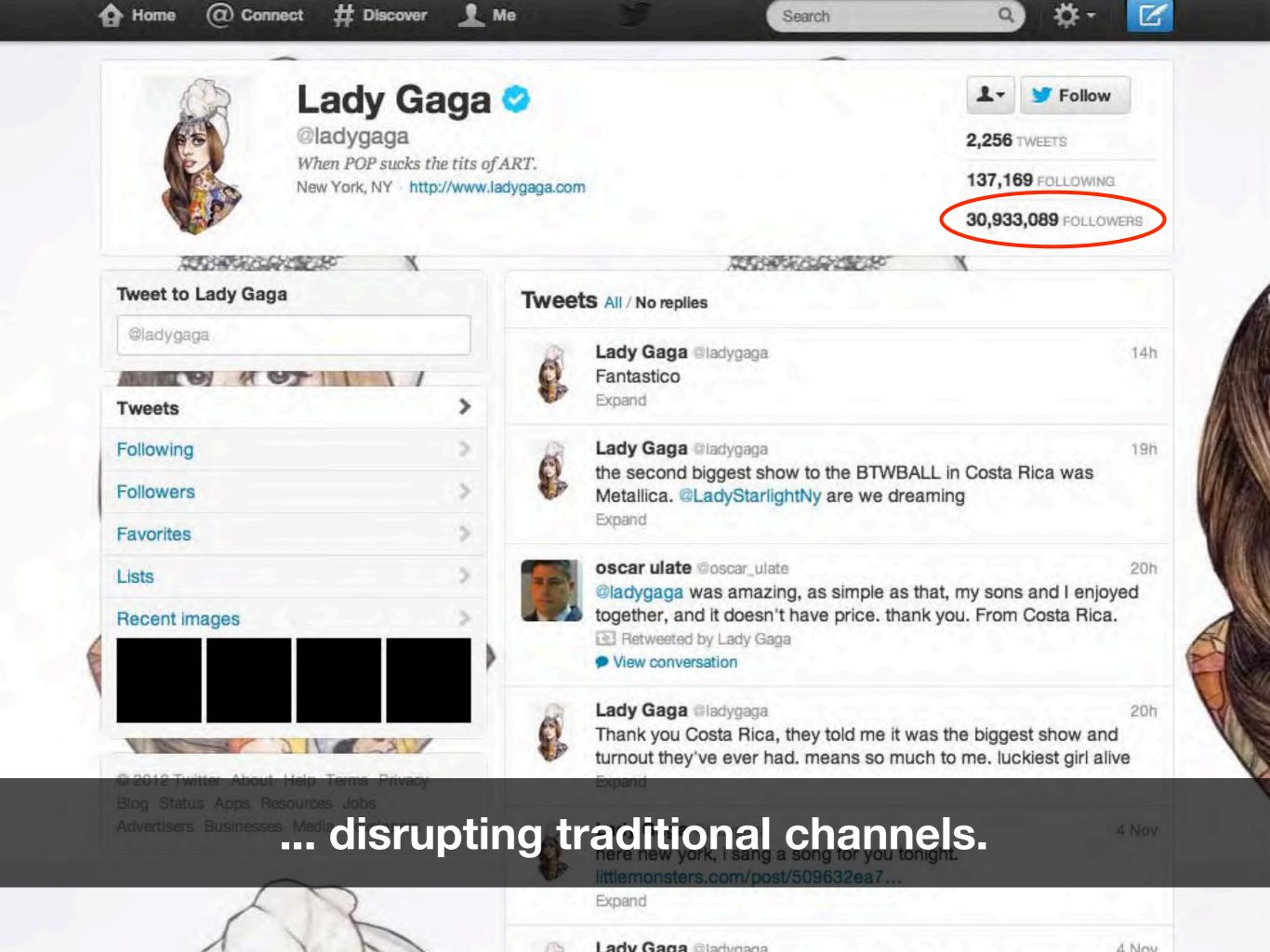
Traditional exchange of value



Service exchange of value through channels



We know this from digital services and platforms...





...but don't forget people's lives beyond the screen.

## FUTURE CHALLENGES









## METWORKS REFLECTIF CONNECTED ECONOMY





#### Industrialisation has shifted to other countries





Intolerable Beauty: Portraits of American Mass Consumption



Cell phones #2, Atlanta 2005 44 x 90"

#### Your old mobile phones

# CAN DESIGN SOLVE THESE PROBLEMS?



### HOWCAN DESIGN HELP SOLVE SOME OFTHESE PROBLEMS?

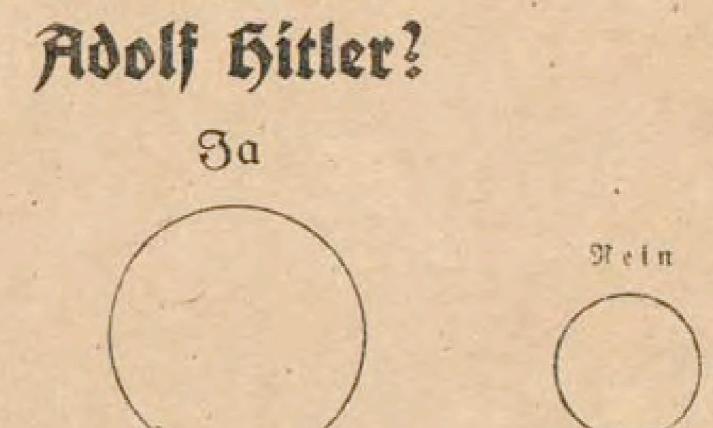
### Volksabstimmung und Großdeutscher Reichstag

#### Stimmzettel

Bist Du mit der am 13. Mary 1938 vollzogenen

Wiedervereinigung Ofterreichs mit dem Deutschen Reich

einverstanden und ftimmft Du für die Lifte unferes Sührers

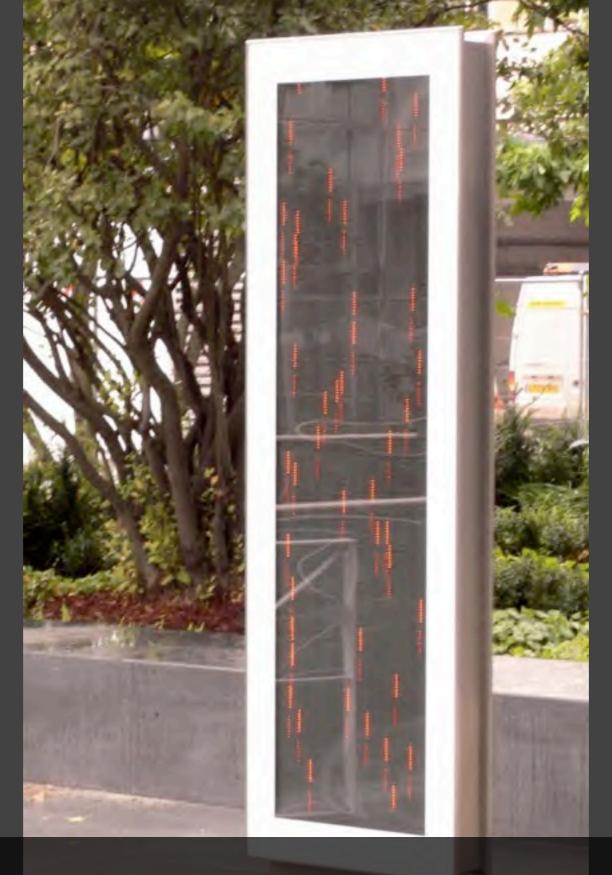


Design can influence behaviour

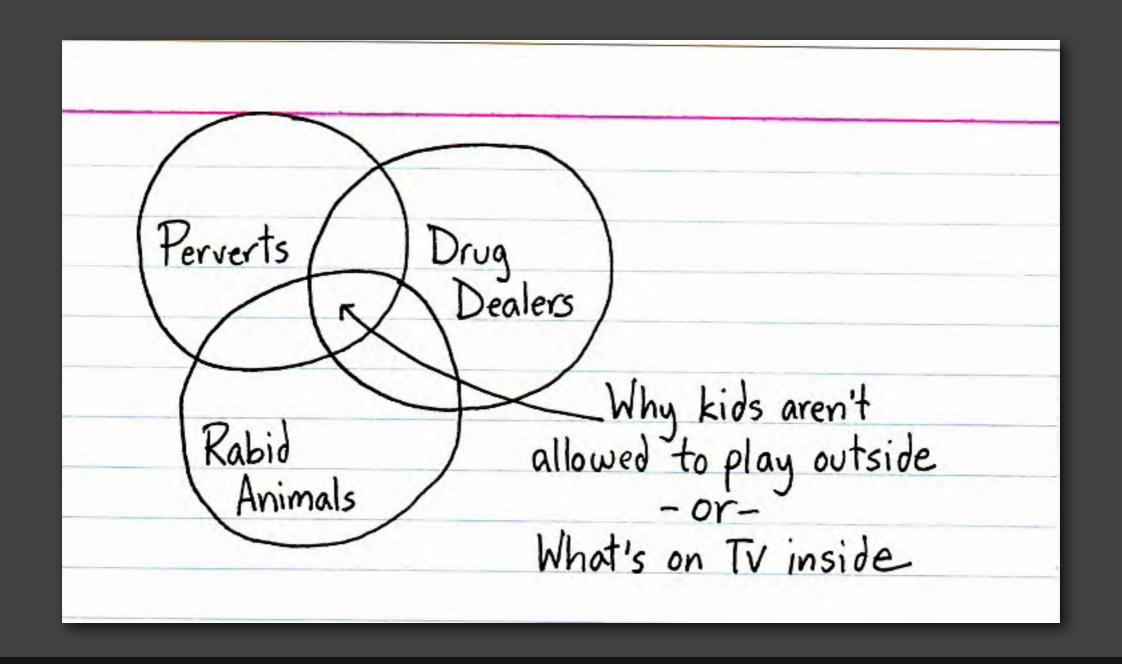


Design can make the complex simple ...

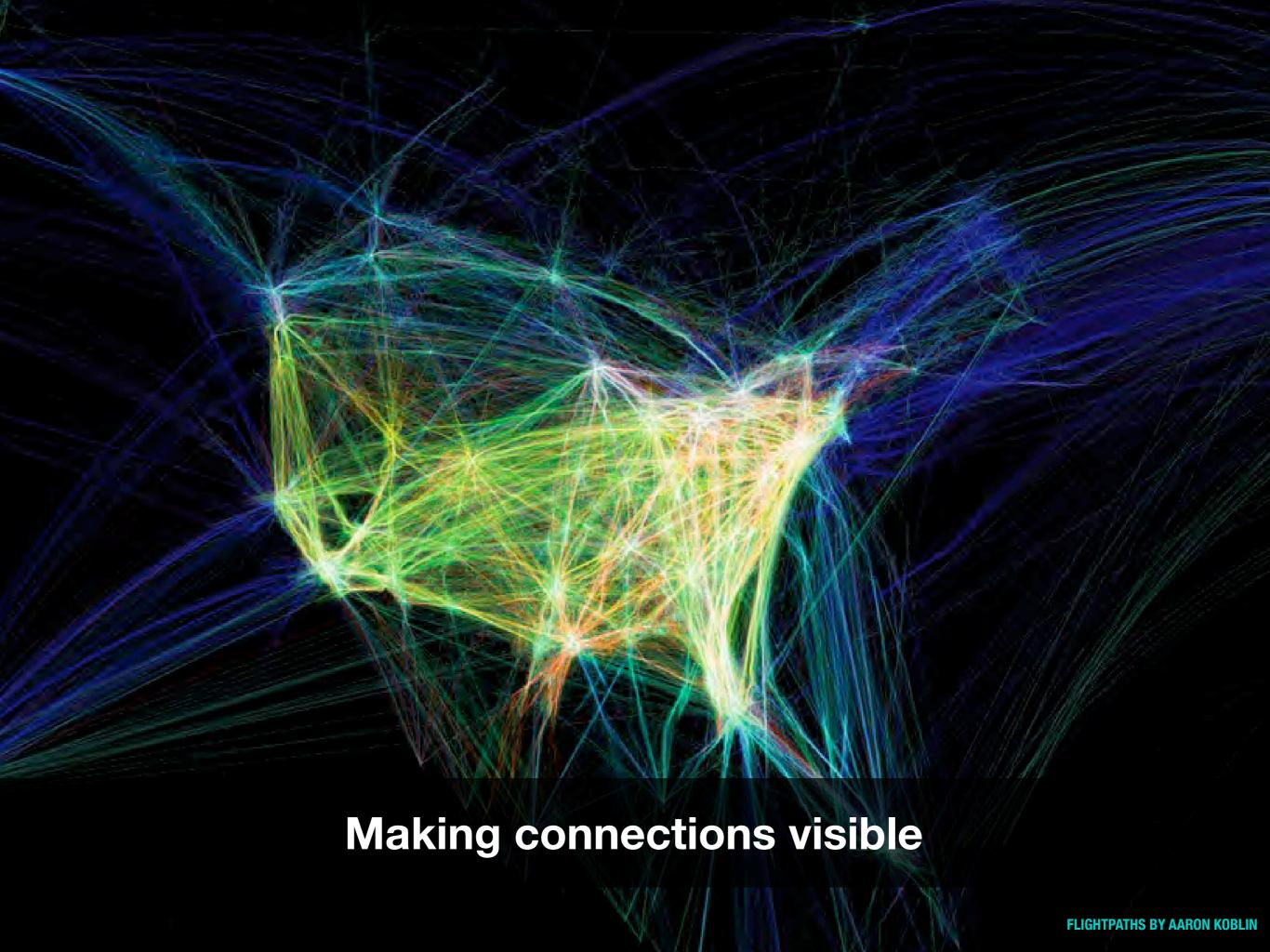




Helping people see things differently

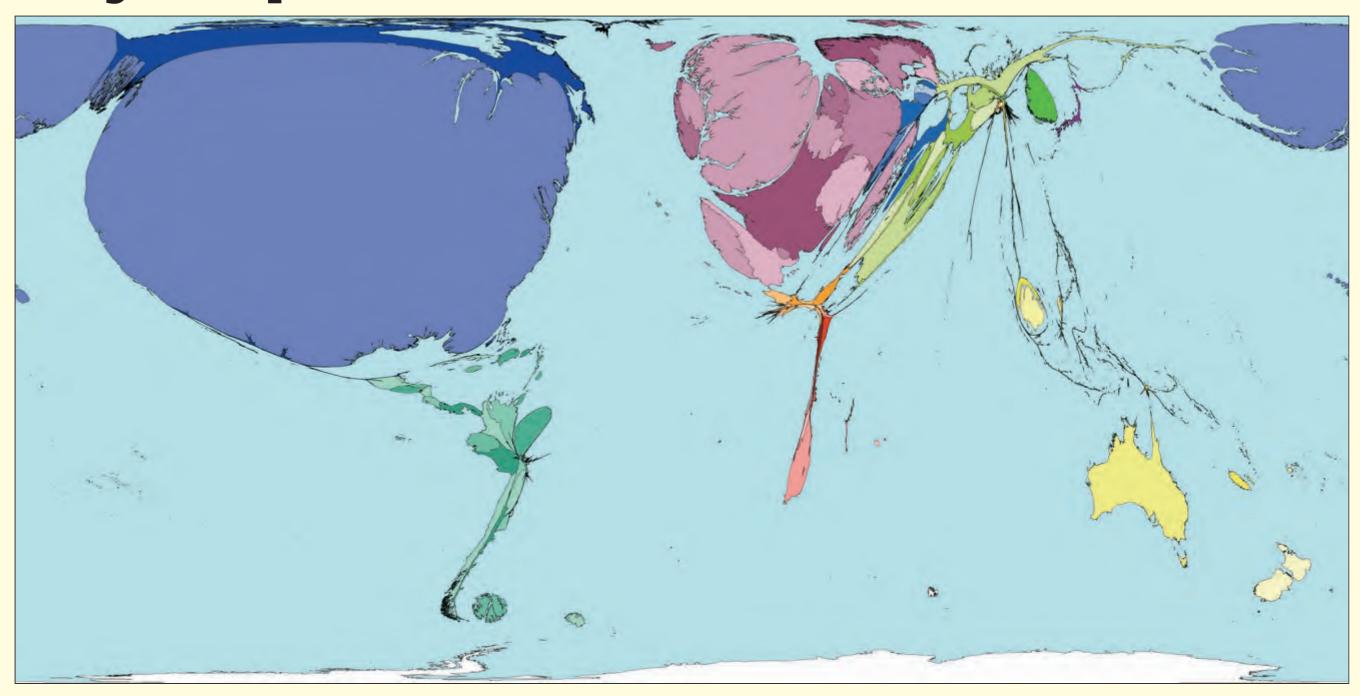


#### Making sense of complexity



# **Toy Imports**







Land area

**Technical notes** 

**MOST AND LEAST US\$ OF NET TOY IMPORTS** 

	Rank	Territory	Value	Rank	Territory	Value
Ν	/lak	ing connecti	ons	visil	nle	0.03
		Gre Sanu Clillicotti		159	Maii	0.03
	3	United States	51	160	Ethiopia	0.02
	4	lceland	48	161	Chad	0.02
	5	Norway	48	162	Rwanda	0.02
	6	Nine http://www.worldmapper.org © 0	Copyright 2006	SASIIGROUD (U	Iniversity of Sheffield	) and Mark Newman (University of Micl







# Get out of credit card debt faster.

ReadyForZero is a free financial program that helps you make your way out of debt. This is a gimmick-free online program, not a debt settlement or similar service.

» Learn more

3 minute secure sign up to get started. (USA only)

Email address

Create Password

Verify Password

SIGN UP

ar Log In





Get Out of Debt Twice as Fast



Simple, Clear Picture of Your Finances



Payment Reminders and Notifications



Automatically See Your Progress



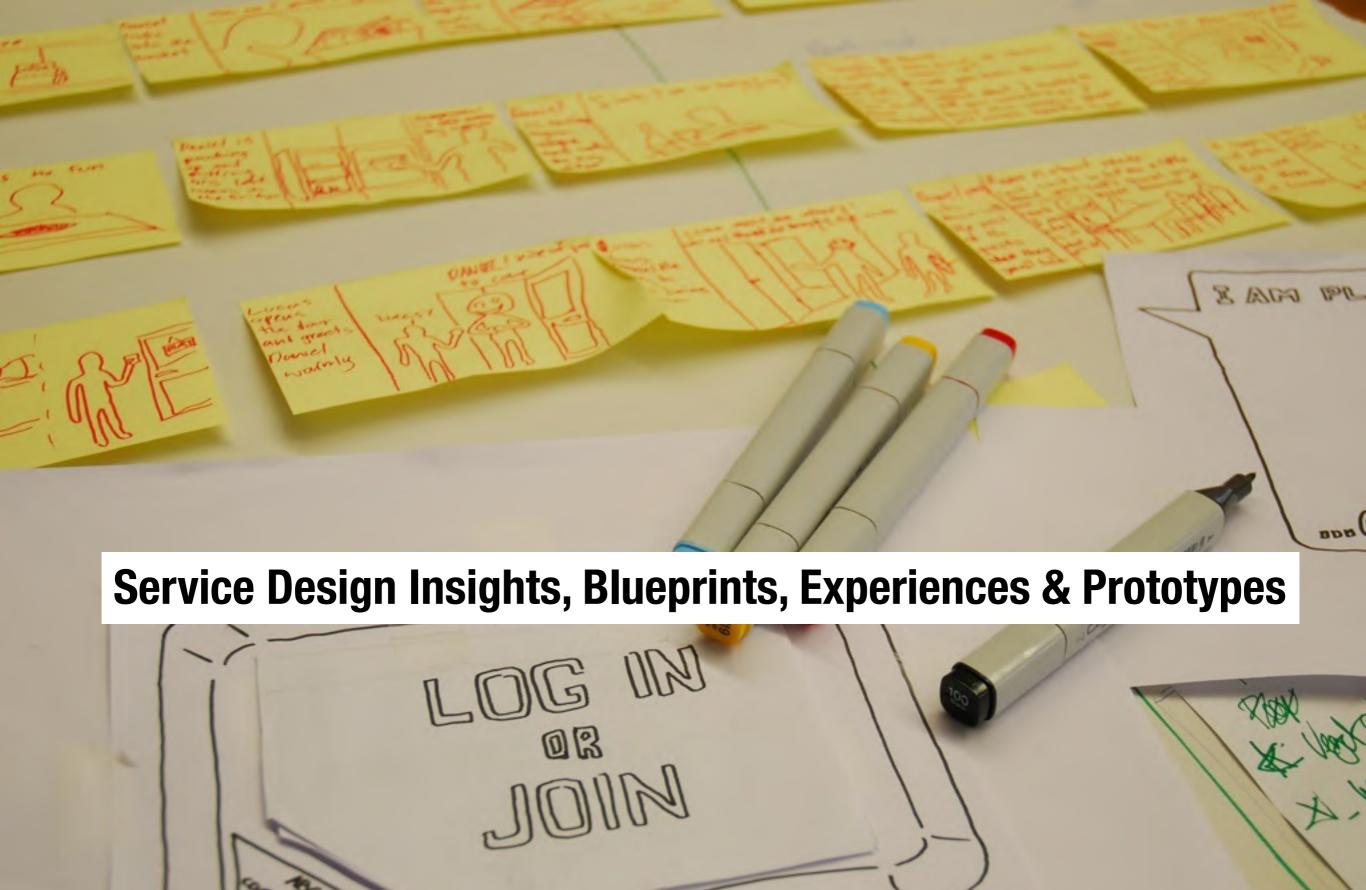
Safe and Secure

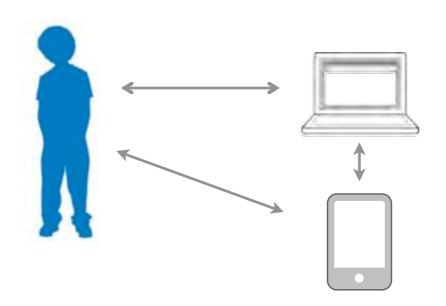
Ready for Zero -Helping change behaviour

Regular ReadyForZero users pay down debt 2x faster than non-users

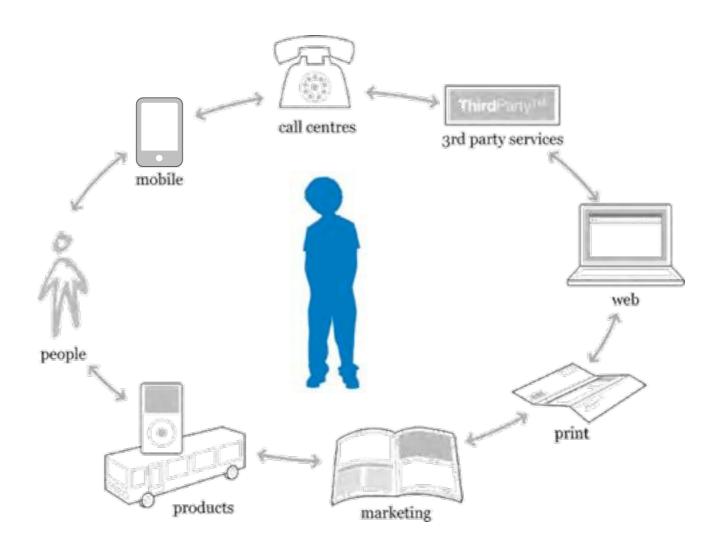
about twice as fast as infrequent users.

# UNDERSTANDING PEOPLE & RELATIONSHIPS

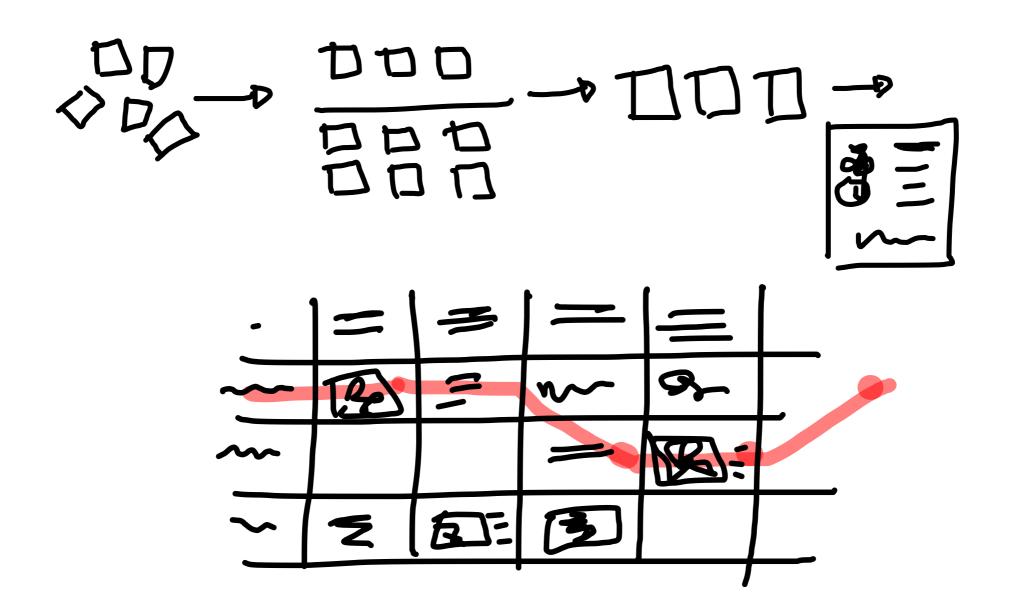




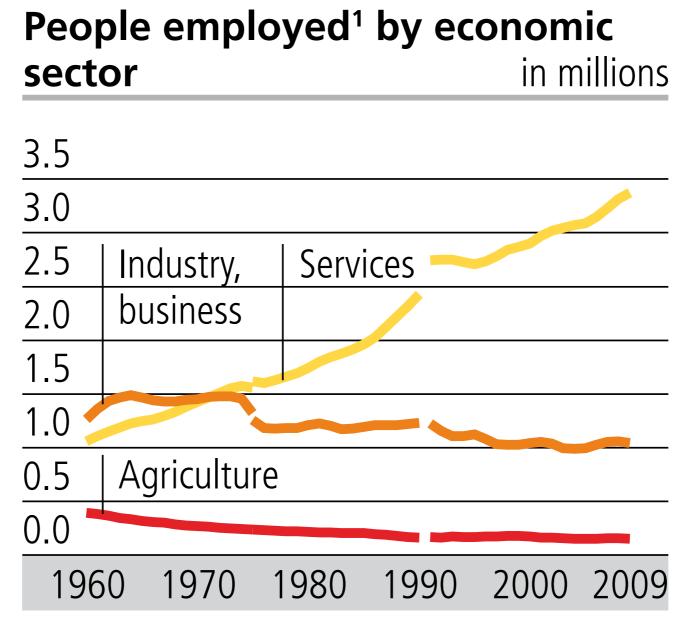
## Product & single screen experiences



### Service experiences



To design services, we need to understand them



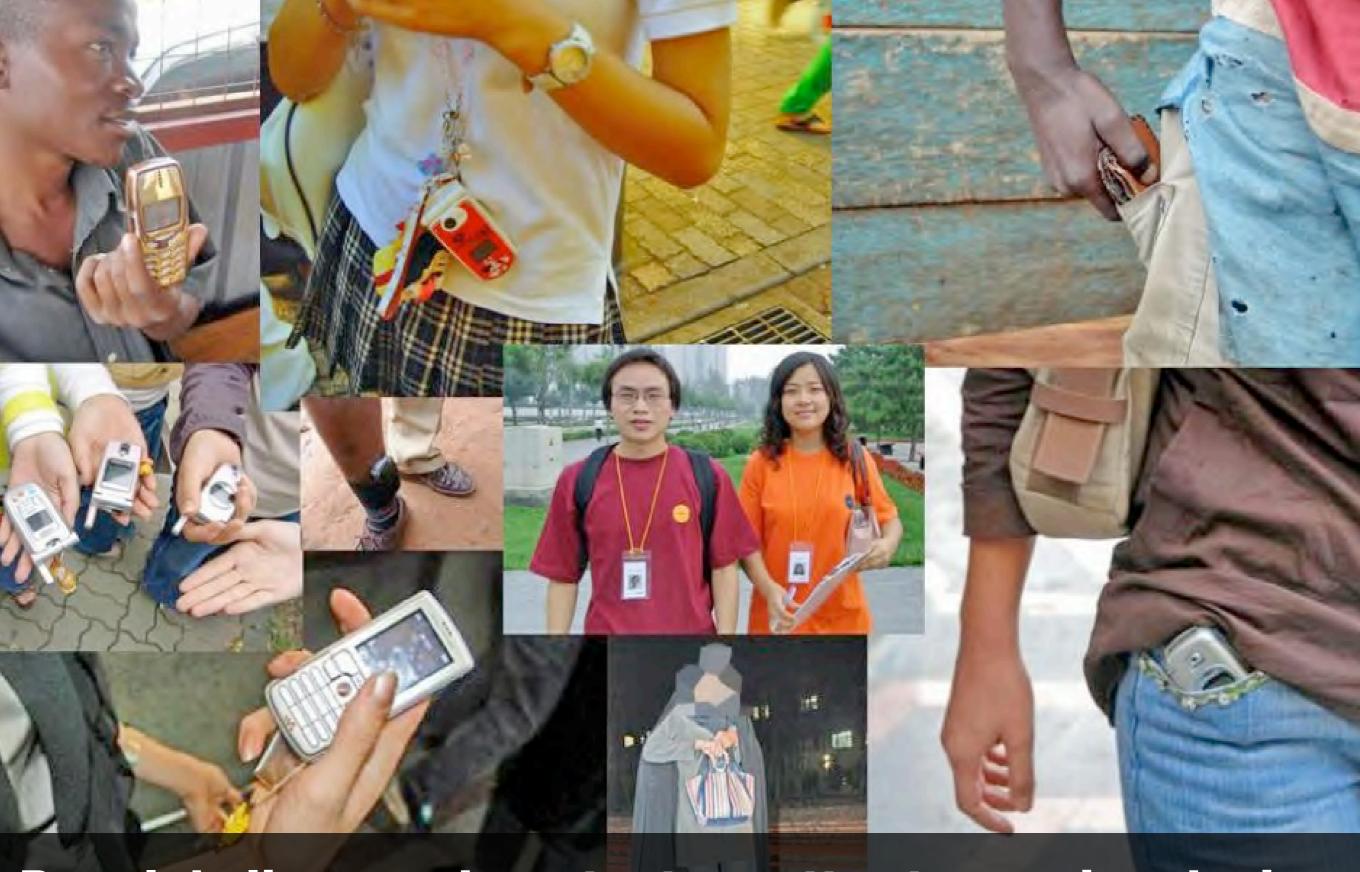
1 New calculation method from 1975 resp. 1991 onwards

## Quantitative data can be a useful framing tool



But field research provides more usable insights

**Self Service** Checkout



People's lives and contexts matter to service design



Needs, motivations, behaviours



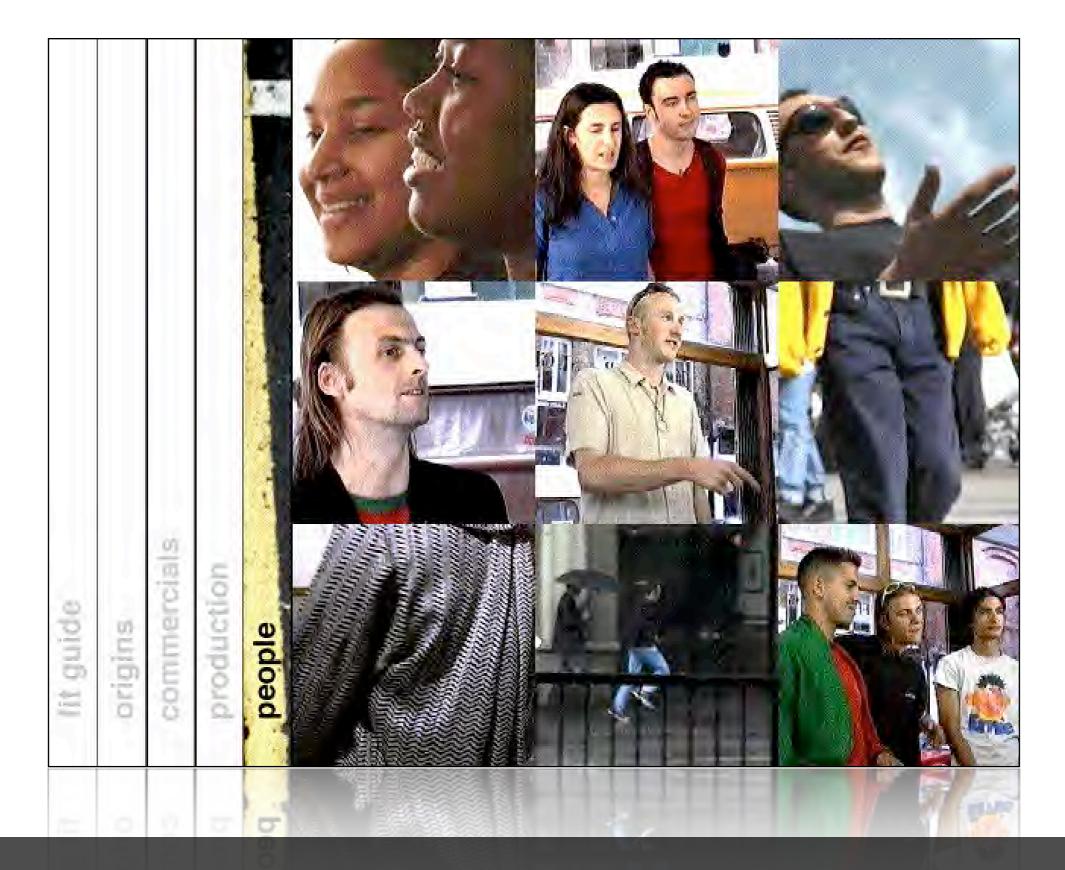
What motivates and modifies behaviours?







What behavioural systems already exist?



## Research can also become design content



Research can also become design content

Observation Structured Interviews Fly on the wall Shadowing Home/work process tour Cultural probes Shifts, work arounds Service safari Mystery shopper Insights workshops Co-Design workshops Experience prototyping



# Service Design uses a variety of research methods

# Synthesis of the insights

# EXPECTATIONS V<sub>S</sub> REALITY









Time perception is about situations and emotions

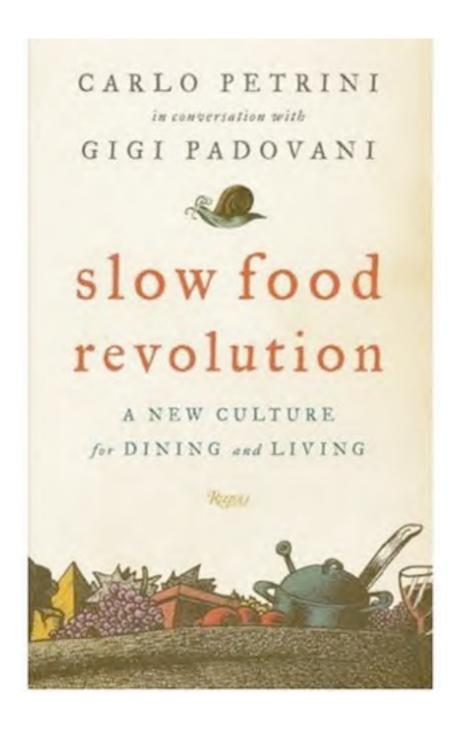


If you go here ...





You expect to eat fast – waiting is a service failure



### If you expect this ...



... then too fast is a service failure



Dear Andrew Polaine,

**Welcome to Opodo** your online travel service. We offer you access to over 500 airlines, more than 65,000 hotels, 7,000 car rental locations, plus holidays and travel insurance, all on an easy to use, customer-friendly site. Visit www.opodo.co.uk regularly to keep up to date on our latest offers.

Your user name is apolaine

In keeping with our Privacy and Security policies, we will not email you your password. If at any stage you forget your password, use this link.

#### MAKING THE MOST OF OPODO

#### Now that you've registered, you can use My Opodo to:

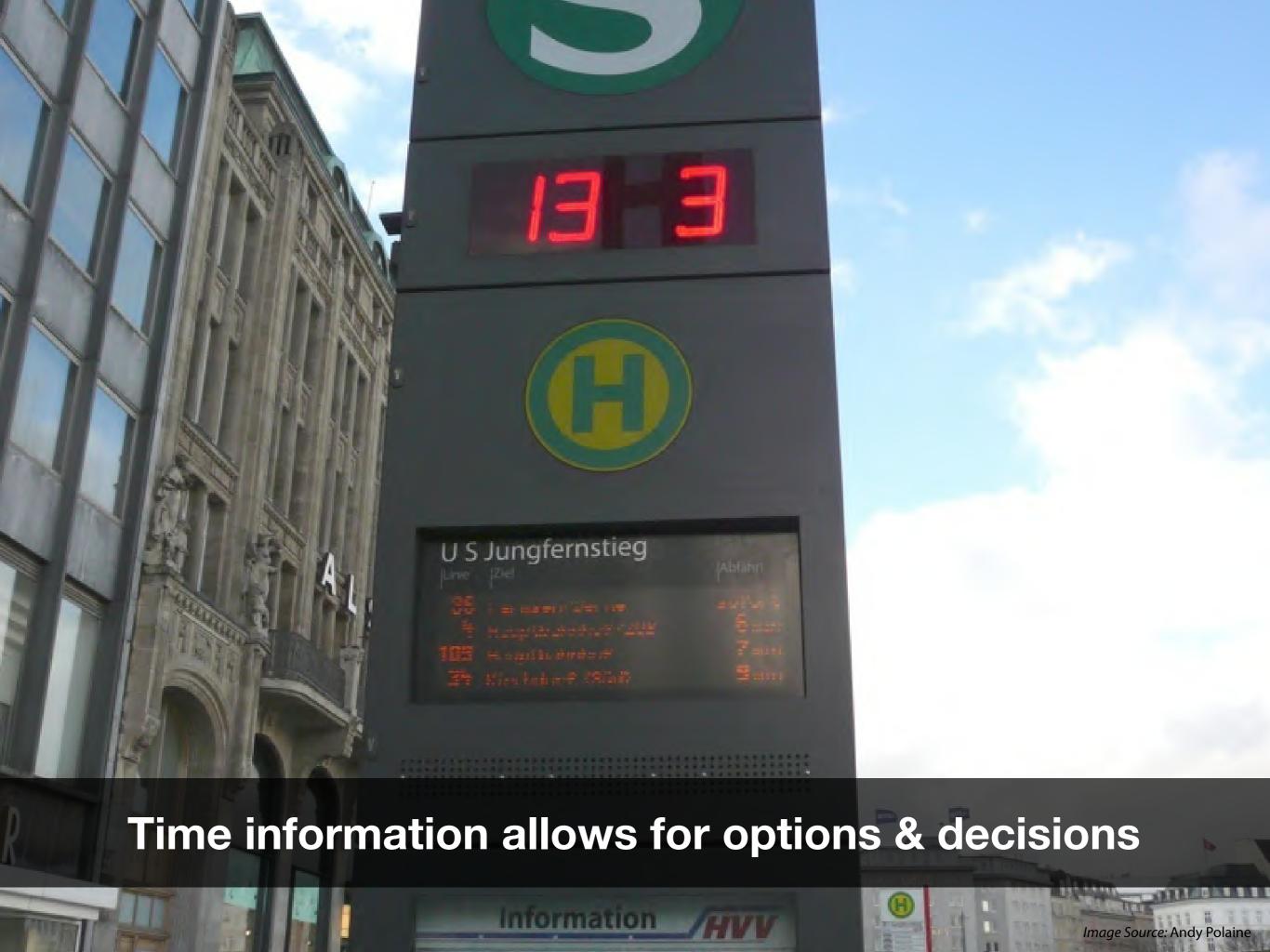
- Speed up the booking process
- Organise your personal travel, save all your flight, hotel and car bookings
- Receive Fare Alert emails just select your favourite destinations and we'll let you know when the price changes

#### There's also the rest of the site for:

- Opodo Offers: regularly updated low air fares picked for our customers from some of the world's best airlines
- Our simple search process for flightings, in and package holidays, which ensures you get what you want, when you want it
- Destination guides, including climate, maps, recommended places to visit, and lots of local travel tips
- Our email newsletter for our latest weekly deals on flights, holidays, cars and hotels



Slow mail





Source: jmpznz on Flickr



# BLUEPRINTING SERVICE ECOLOGIES

STANDARD BRUSH APPLY 4. COLLECT BUFF EXECUTION SHOES POLISH PAYMENT TIMES 30 Sec. 30 Sec. 45 Sec. 15 Sec. WRONG FAIL COLOR POINT WAX F1. CLEAN SHOES MATERIALS (e.g., Polish 45 Sec. and LINE OF Cloth) VISIBILITY **FACILITATING PRODUCTS FACILITATING SERVICES** Not directly seen or AND PRODUCTS experienced by consumer, but SELECT AND necessary to performance of PURCHASE SOLL ICE SUPPLIES STANDARD EXECUTION TIME: 2 Minutes DEVIATION TOLERANCE: 3 Minutes 

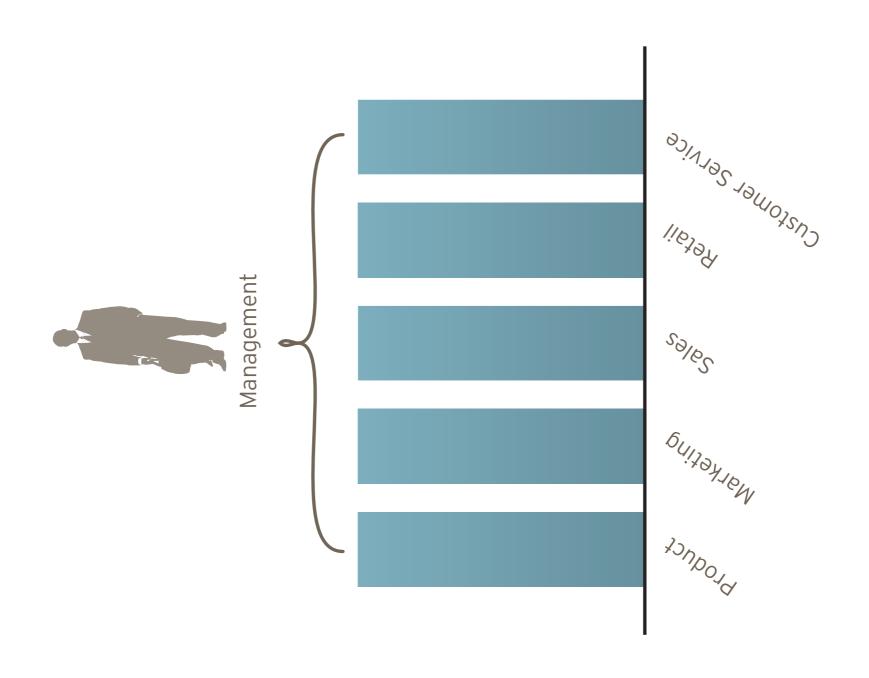
Extracycle Tolerance = 2 Minutes Intercycle Tolerance = 1 Minute TOTAL ACCEPTABLE EXECUTION: 5 Minutes

Figure 5. Blueprint for a Simple Service Corner Shoeshine

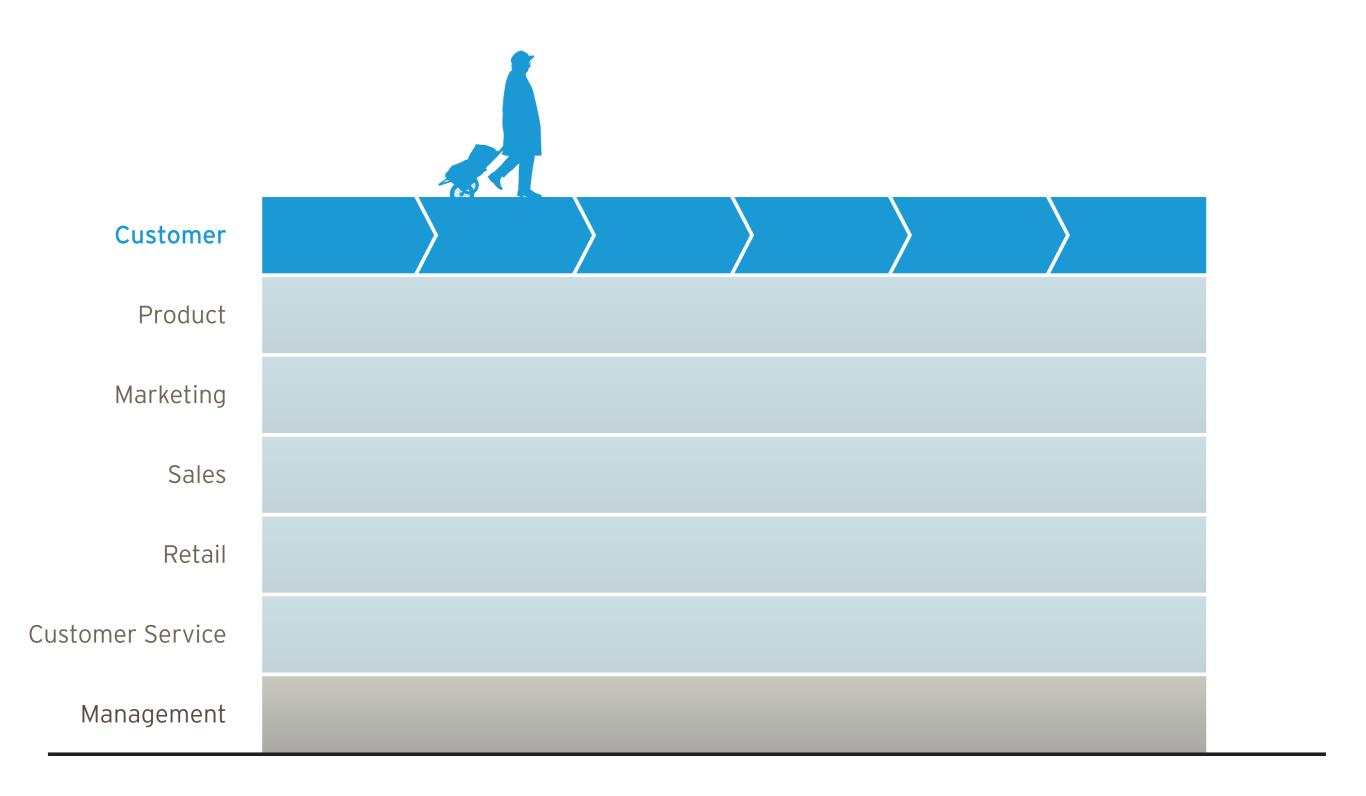
# The development of blueprinting



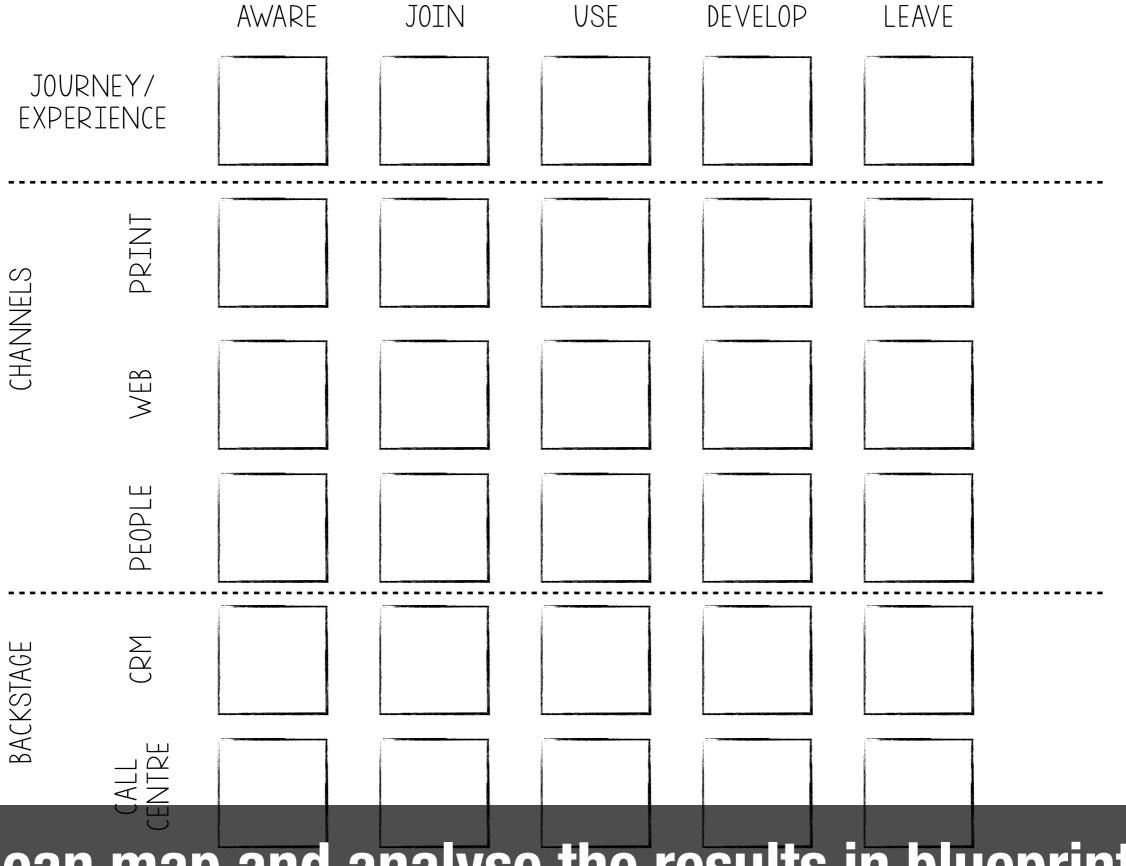
Turn this to get to the blueprint



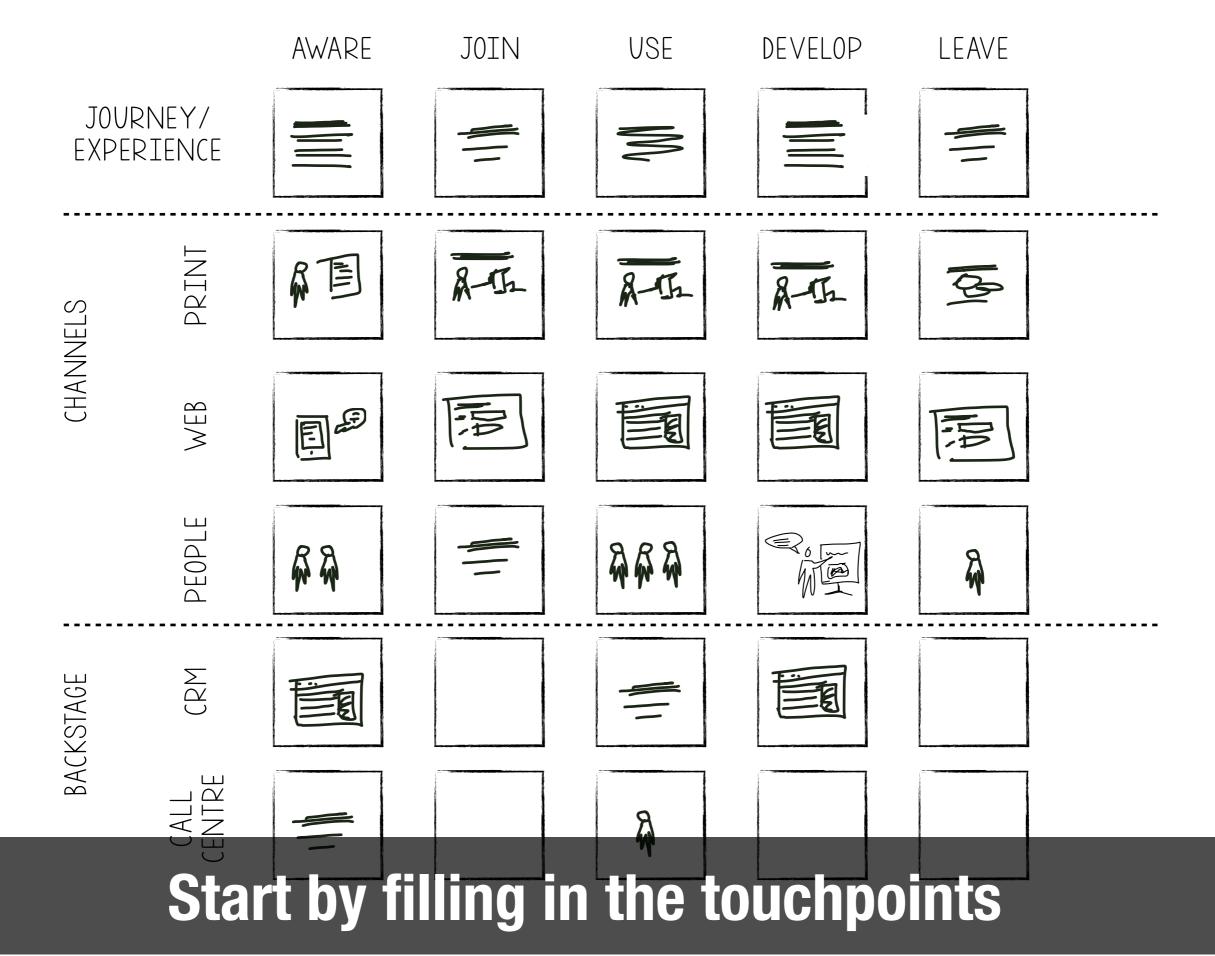
## Turn this to get to the blueprint

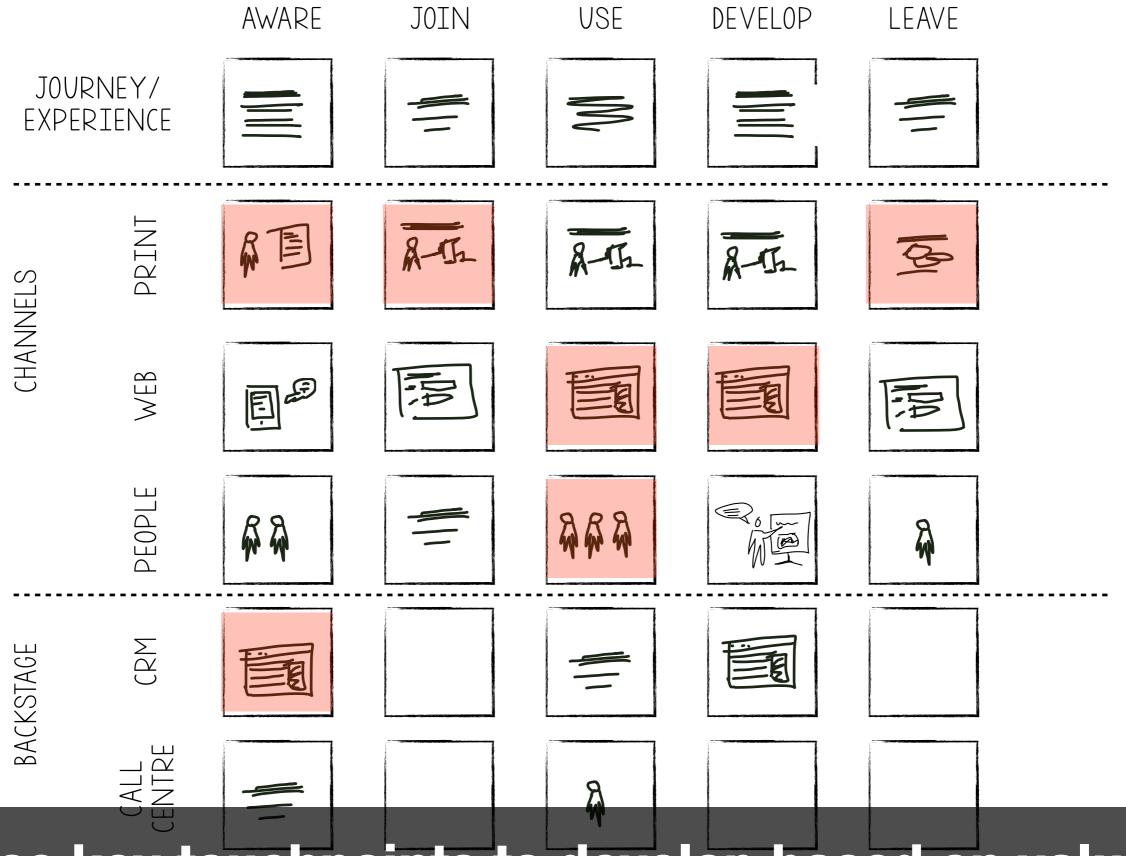


#### **Customer journey and channels**

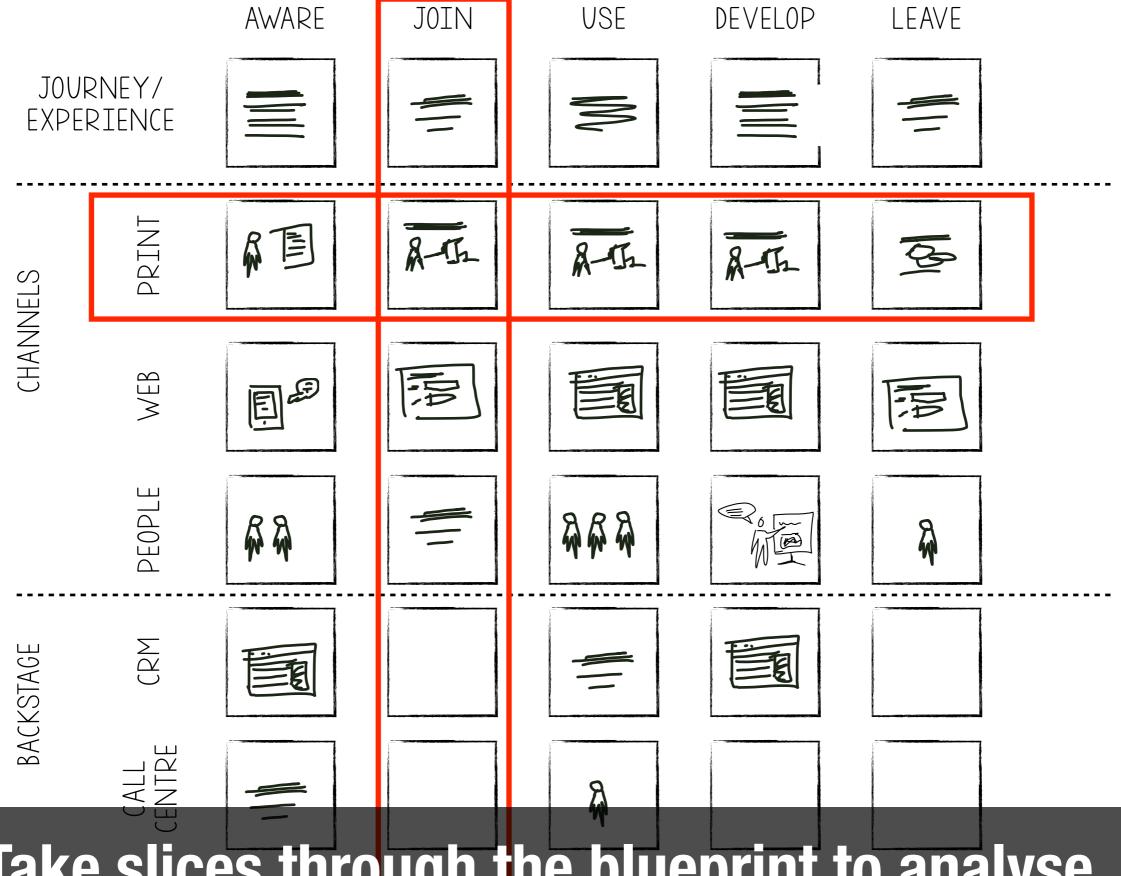


We can map and analyse the results in blueprints

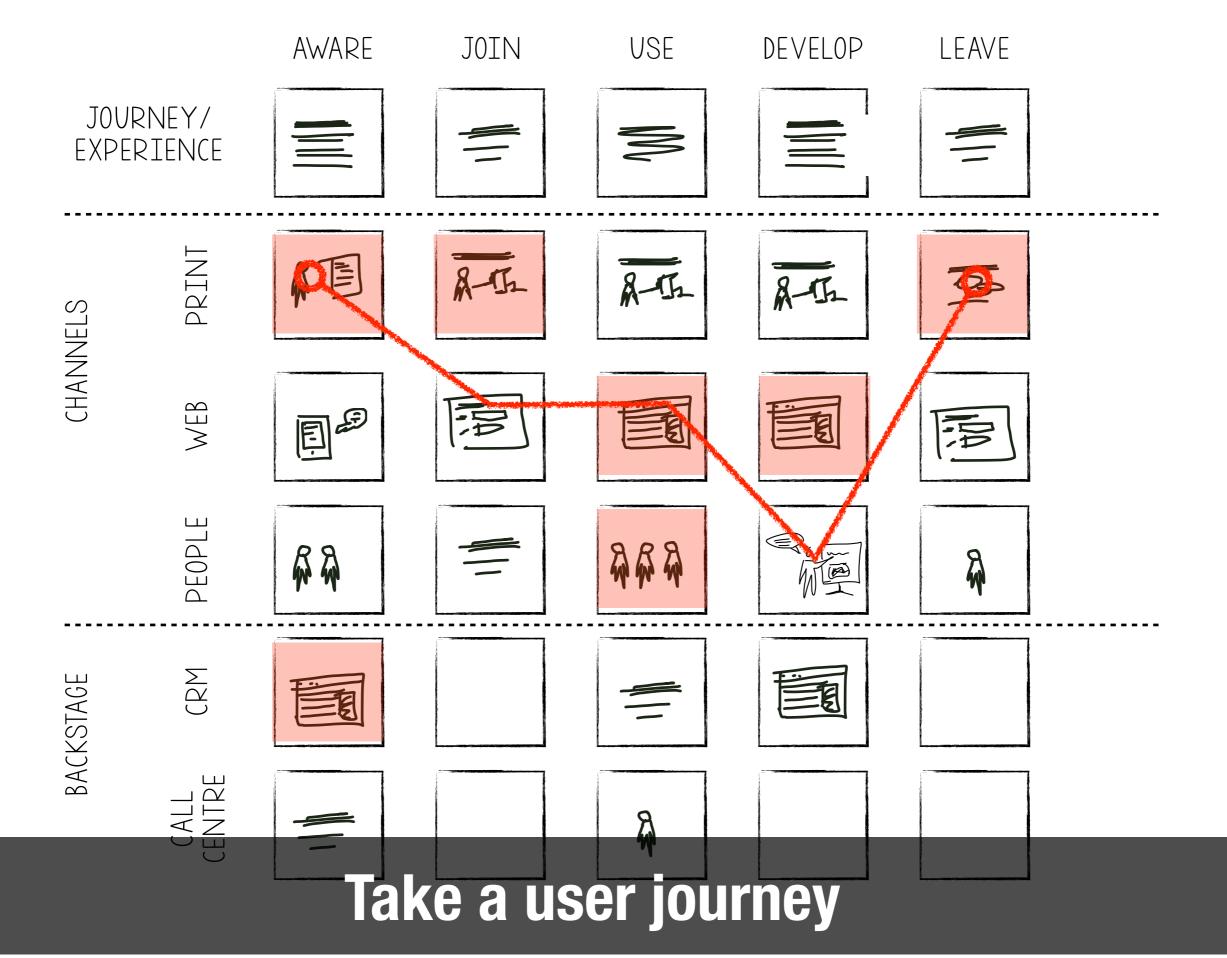


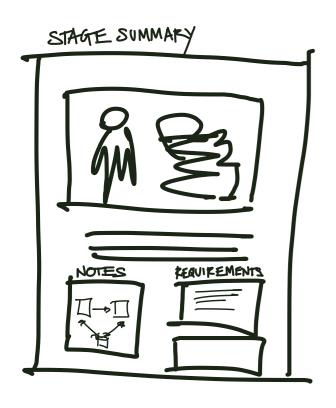


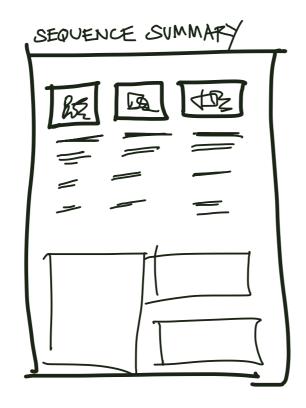
Choose key touchpoints to develop based on value...

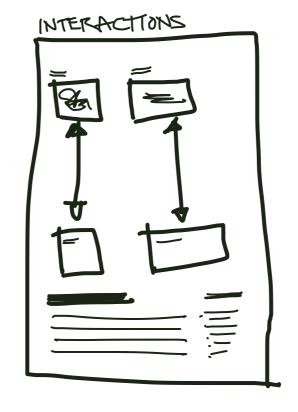


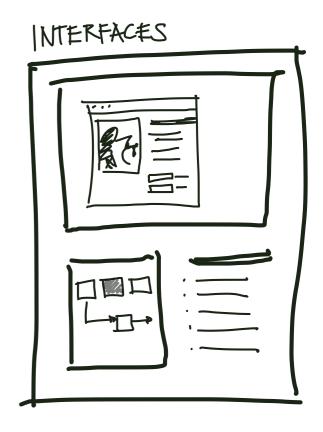
Take slices through the blueprint to analyse











# EXPERIENCE PROTOTYPING

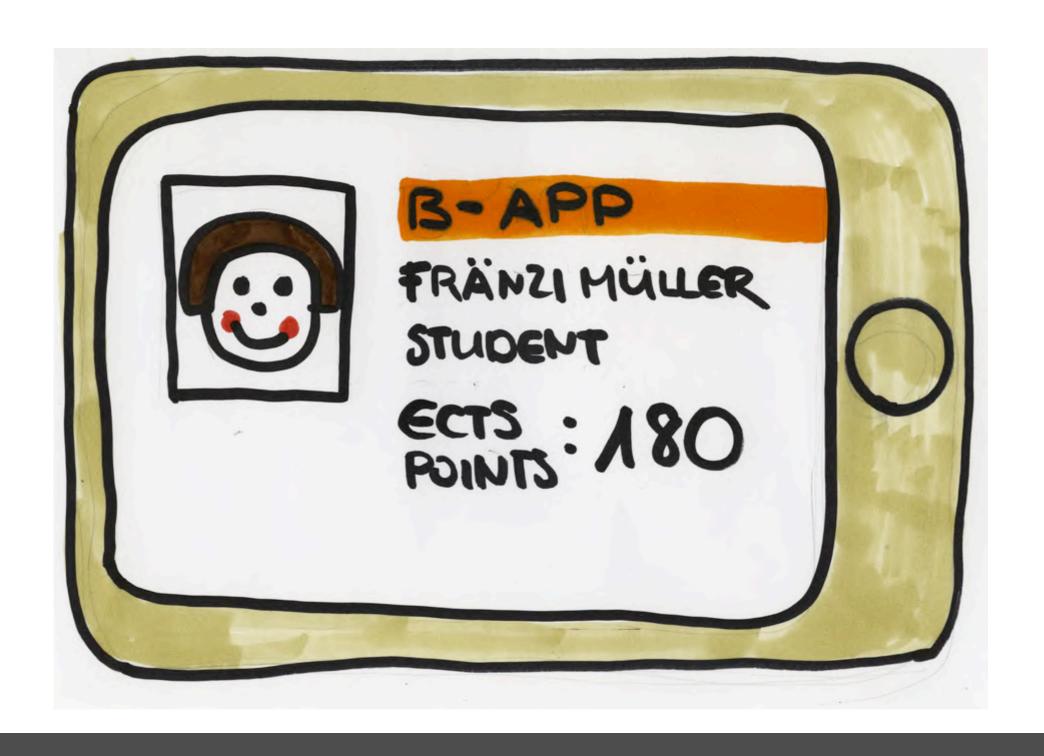


http://www.flickr.com/photos/schaazzz/



Prototyping – the suspension of disbelief





Design and prototype the interfaces









# Prototype interactions in context, with people

Source: Interaction '11 runner up - Izac Ross





Aufbewahrung des Tools im Medizinschrank

# **Experience prototype with more polished tangibles**

User journeys – what are the parts of the service to be acted out?

**Touchpoint tangibles/props – the things the user will interact with & experience** 

People - users, service providers, etc.

Tools to document the prototype (cameras, laptop, etc. - things that are not props).

### You need at least these four

Is the service proposition clear?

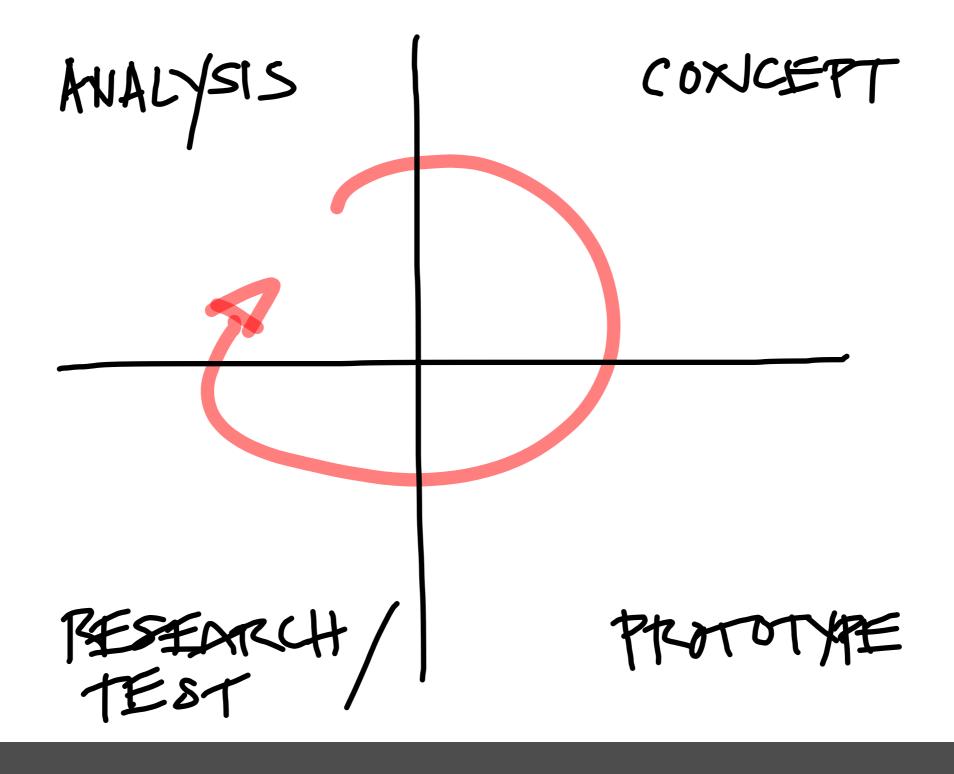
Do people understand its value?

Do people understand how it works?

Are the tangibles clear - the visual material, objects, etc.?

What does it feel like to go through the process? Wait times, excitement...

## What to look for



Rinse and repeat — prototype early and often



And now, let's have a go at it...

