Literature Review

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Literature Review

Future Trends in Service Design

Service Design

Service design is a practice that is based on outcomes, and it lays increased emphasis on introducing a service that is effective, efficient, and usable. In order to ensure the effectiveness of service design, the process of service design should be considered holistic and human centric in nature. Moreover, the involvement in service design method can be user oriented, iterative and systematic (Mager, 2004). When elaborated in terms of human centric approach, the service design focuses on the application of different tools to increase the insight of service designers about the needs and preferences of a user (Buchanan, 2001).

Hence, service design is focused on creating new service solutions and ideas as well as providing appropriate directions to implement them in real time (Moritz, 2005). Along with the role of stakeholders and the dominant customer logic within the ecosystem, a justification for service design has been provided by Mager and Sung (2011) in which the cocreation of different stakeholders, employees and users is emphasized. In other words, the service design aims to develop new innovative service solutions by making use of the visual and creative processes (Rieple, Lassila & Ennis, 2019). The concept of service design has appeared when service appropriateness in different tasks of economy became evident (Morelli, Gotzen & Simeone, 2021).

History and Current Practices

The existence of services has taken place since the earliest social integration of human beings. The services have been designed, to some extent, in the form of organized labor (Blomberg and

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Darrah 2014; Kim 2018). The concept of service design was introduced when the service relevance became evident in different activities taking place in the economy and the urge to organize the service activities was properly emerged. The concept of service design has basically emerged from the marketing literature. For instance, it has been highlighted by Shostack (1982) that product and service components are present in almost all entities of a market and there is a need to properly design all service components. For this purpose, the concept of blueprinting was proposed by the researcher. The concept of blueprinting was basically used to explain the activity of codifying and designing the number of actions that are present in a service performance.

A service blueprint is basically a flow chart that is taken into consideration to elaborate the service process design. It is a method for delineating the phases that are undergone by customer or designer; it generally performs at two different levels:

1) The way by which the client and designer coordinate to create the objective of design;

2) The phases in which the client would participate to obtain the service.

In the community of service design, a rapid and increased attention has been gained by the second phase. There are different implications of a blueprint, the most general of which is to recognize the events of constituent and visible services to a client such as the service bottlenecks, nd the process flow.

Future Trends

In service design, there are generally three important points that has to be taken into consideration by a service designer: What the client experiences, what is being done by service provider in collaboration with the client to conduct service events, and collect information. A

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service blueprint is basically the elaboration of a service, and without this elaboration, success would be a never ending trial and error process. It is highly essential to identify that the service provider and customer both go through a number of phases and blueprint describes the actual point of their interaction. The continuous activities are taking place– generally – but it performs its operations based job on the basis of demand (Katzan, 2011).

Since last few years, the analysis of the concept of service design was carried out from various disciplinary perspectives, as a result of which relevant specific areas of research were unveiled in industry (Nisula 2012). For instance, Hollins and Hollins (1993) analyzed that services generally begun from a strategy that lay increased emphasis on the organization of business activities and elaborates them as processes. Unlike Hollins and Hollins (1993), Mager (2008) has laid emphasis on the perspective of a client and on the interconnection between service providers and clients based on which the formulation, or visualization of service solutions takes place.

A similar perspective has been proposed by Clatworthy (2010) in which emphasis has been laid on service as experiences that occur with the passage of time and that is supposed to be organized through a set of different communications between customers and service providers. In marketing research, a same viewpoint is focused on the experience with a service (Czepiel et al. 1985), which is develop on the basis of interaction between tangible evidence of a service and customers (Bitner et al. 1990). Service design has also been described with respect to the integration of the back end services, in other terms, to design services by making use of different resources such as equipment, servers and facilities (Ghosh et al. 2004).

It is highly significant to realize that there is a certain limit to what can be attained with the help of service design. How physician deals with patients or how an architect becomes able to analyze the features of a particular structure in manifested in the environment of one's culture. In fact,

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holistic studies and ethnography are generally described as essential elements of a service design. In order to apply the principles of service design to a particular situation, it is important to take into consideration different factors.

First, there should a stated purpose of a designed service so that a service can easily be identified by customers. A pattern of a behavior is not a service, although different social event consists of factors that are regarded as service and are generally repeatable. Here is an illustration. In a hypothetical situation, such as visiting organizational site on frequent basis, an individual will generally involve in different optional tasks that are classified as service.

For instance, an individual may go to a bus stop, use bus to reach the train station, use train to reach the business place and move forward to reach the office. In the entire procedure, a newspaper might be purchased by that person and he might purchase a special coffee cup to drink coffee during work hours. In other situation, the same individual might use taxi to reach the office. Therefore, the general procedure of "going to work" is not regarded as service, although different components of service are involved in it.

In a service design, the different constituent services are present as discrete functionality areas integrated by different access points. In such situations, a contention is supported that services are present in different places, the different services areas are not essentially integrated in any requisite way. Second, components of service in any situation should have a sufficient and necessary relationship and it should not exist as a collection of disparate services.

It appears that integration of various elements of a services are focused on achieving a predetermined role, when performed, is classified as a service system. Service design is generally focused on service systems. In formal terms, a service design in an integration of service

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processes, economic activities and resources that are able to support in and engage one or more events of a service. Service design processes might be linked or they interact with a service value chain (Katzan, 2011).

An important role is being played by service design in the innovation of services because it makes use of design thinking process to bring new ideas to life (Ostrom et al. 2010) by understanding the context of customers, envisioning the service solutions for future, and designing a prototype of these innovative services (Stickdorn and Schneider 2010). The concept of service design is not considered to be new and it was initially introduced in the literature of service marketing by Shostack (1982). In modern world, the service design has appeared as an iterative, human centered, and innovative strategy to the newness of a service (Meroni and Sangiorgi 2011). This holistic method integrated different type of expertise, including interaction design, service operations and service marketing, which are all combined through design based tools, methods and approaches (Patrício and Fisk 2013).

In service design process, the service designers iteratively go backward and forward between every phase (Stickdorn & Schneider, 2010). Generally, Design Council double diamond model has been adapted and used in service design and it mainly comprises of four important stages: deliver, develop, define and discover. In this process, different design opportunities are explore with people, different solutions and ideas are generated, concepts are developed and actionable outcomes are produced for delivery. Similarly, four different activities have been identified by Meroni & Sangiorgi (2011): prototyping, developing, generating and analyzing. While majority of the procedures range from the generation of ideas to the delivery of service, little is known about the implementation of a service.

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Although the digital channels and evolving technologies are not new to the service design (Rytilahti, Rontti, & Miettinen, 2015), a new factor to the design process has been brought forward by AI-enabled services through innovative type of communication between machines and humans. However, with the new kind of service channels that are brought to the market by AI enabled services, it is important to rethink about the service delivery.

At one end, the service systems are turning wider, with extra data connections and sources to service networks. At the other end, the service interaction and content through chat must be approachable and intuitive. When delivery of content is no more dependent on one kind of interface, it becomes important to have a deeper understanding of service systems so the interfaces can successfully be placed to meet the needs and expectations of users. This is the point where ways of working is informed and knowledge is brought to develop AI enabled services such as AI assistants (Følstad & Brandtzæg, 2017)

In broader terms, AI assistants are the system of computation in which natural language is used (Shawar & Atwell, 2007) to gain a deeper insight into the user input, either as a voice or written text. The task is performed on the basis of already identified intents of user. In AI assistant, the front end is developed beyond the voice or text interface. It is created through a character with the description of background story, tone of voice and personality. In terms of digital customer services, AI assistant can be take in the form of a new channel of customer interaction. In future, the AI can be applied in service design of different organizations across the world.

There are five various principles of a service design. The development of an effective customer experience through an integration of different methods, an efficient and effective service process, a usable and useful delivery system and a cross disciplinary synthesis, is the outcome of five different service design principles (Stickdorn and Schneider).

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User-centered – By definition, the basic purpose of a service to satisfy the needs of a customer.

Co-creative – The service design is focused on stakeholder considerations and it requires that stakeholders should take active participation in the process of service design.

Sequencing – Other than the endeavors of trivial service, any service design should possess a timeline that provide a complete reflection of service design method and the state of individuals who took part in the design process.

Evidencing – A footprint of back stage and front stage processes must be present in a service design. The importance of both intangible and tangible services should be evidenced clearly, as part of the experience of service design.

Holistic – Service of any kind is generally found to be present in a culture. In different situations, a collaboration is made between a client and service designs to create service for customers with diverse cultural background. Hence, cultural ambidextrousness should be present in a good service designer (Katzan, 2011).

There are a number of various tools that are being possessed by a service designer. For instance, in the category of social science, the tools of ethnography, narratology and education are present, but in category of service design, one will find interface design, design thinking, product design and communication. All of these categories have been split down into different subcategories and few of them have been dissected even more.

In user research, different types of generative and rich techniques are being employed by service designers based on ethnographic ideals. Design probe is considered one such technique included in service design, and it is generally combined with a technique of creative design. The basic purpose of such techniques is to obtain authentic and rich user research data, and to offer

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qualitative and rich descriptions that can be taken into consideration throughout the process of development.

When user research is modelled, a number of different techniques of visualization are being used by service designers. These mainly include scenarios, actor maps, customer journeys and blueprints. Currently, set of basic service design tools are being used by service designers. Generally, the most common techniques used by service designers include personas, narratives and journeys. Although blueprints are considered as a general technique, some of the other techniques are also being preferred by service designers, partly because of the severe design tool limitations.

The techniques of blueprinting are used by some designers to communicate the final work of service design as a process mapping. In the transition between “what could be” and “what is”, a process often taken into consideration in the service design is to utilize exemplary artifacts. This also plays an important role in building and communicating common ground in a design team. Product designers tend to utilize other products as exemplars, but exemplars are being used by service designers to describe narratives, events and service processes.

In today’s world, one of the major ideas behind service design is that a service designer should be open to both changing solutions and problem reframing. Through service design processes, the selection, convergence as well as divergence is being supported and promoted by service designers. It has been proposed by the Morelli that service design should be analyzed in analogue to the concept development stage in the process model proposed by Ulrich and Eppinger. Others have recommended a framework of engineering for resolving the conflicts of design between service and product components of a PSS (Holmild, 2010).

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Currently, the service design is considered to have three important components. The first component is to design a service context and then precisely delineate whit is that should be designed. It is important to solve the right issue -- to make it easier and simple exceedingly – in the appropriate terms, so that wrong problem cannot be solved at the right time or the wrong time is chosen to solve the right problem. For instance, what works in Google does not appear to work in IBM. The similar kind of service design thinking is needed if a pure service is to be designed by a service designer.

The second important component of service design is to examine that how customer team and designer team would work with each other to design the service. Designing the service system for a larger company is entirely unique than creating the service for a local small group. For a number of common reasons, the specialization remains considerably greater in larger firms and close attention should be paid to the composition of both teams. Some research has been carried out in this domain and it appears that specialized knowledge is generally trumped by the professional diversity. It is generally the situation that is it essential for a design team to create a workable plan with the client in order to design a service that is required.

Lastly, the teams of service design should be better in their abilities to perform service design tasks than others, because some projects of service design often become more successful than others (Katzan, 2011).

In order to create a particular service design, it is important to recognize a service models that provides understanding about the objective of a service design. A service model is basically the mental representation or idea that is being achieved by abstracting general features, providing the design pattern to designer. It provides a strategic directions to the designer, as a result of which the conceptual view of the customer requirements will be matched with the needs of a client.

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Accordingly, the classification of service design has taken place along different dimensions. Three of these dimensions are provided as under:

- **Service process – An** appropriate level of labor intensity, customer interaction, and customer customization and provider judgment should be provided by a design service.

- **Service nature –** There must be a brief description as if the service is information processing, processing of people or processing of possession.

- **Service mode –** It is highly essential to identify whether there is a continuity of a service with banking and insurance, or whether it is discrete, as with complicated rules of law, judiciary and medical provisioning.

Conclusion

It is important to think about service design as important to the history of human beings. There is a short term memory that remains for few to several seconds –even longer – to provide necessary assistance to immediate activities. Long term memory is present to achieve highly complicated outcomes and it usually ensures the continuity of operations. So happens in the case of a service. Some communications, between client and provider, are immediate and perfunctory. The knowledge that a class of service is need and the service possession are considered to be easily forgotten, easily arranged and low level phenomenon. A less amount of information, as required, is essential for this stage. The processing of requisite service is more specialized and sophisticated, needing a greater level of interaction, customization and judgment between client and provider.

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