

The Future of Service Design

Dive into articles, comics, inspirations and provocations on the “The Future of Service Design” generated by conversations with the global service design community and many pioneers and experts. Discover the emerging issues for the still young, yet mature practice. Enjoy the playful and manifold perspectives and browse through this landscape of highly relevant prospects.

The Future of Service Design

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let's create TOMORROW

25 years of service design — that deserves a review, but above all it requires a look ahead: what are the relevant developments for the field and how can we have a significant influence on a “desirable future”?

In order to explore these questions, I initiated a survey on “the future of service design” at the beginning of 2020 — initially with a group of 100 selected experts and then in a second round involving the international service design community. Nine central themes for the future of service design were identified, eight of which were discussed in detail in various breakout sessions at a service design summit in Cologne at the beginning of March and finally condensed into “artefacts of the future”.

Subsequently, a group of students — as representatives of the future of service design — conducted interviews with the facilitators of the summit and with other experts in order to condense and further develop the core statements. The resulting contributions are a patchwork of quotations, reflections and provocations that are intended to serve as food for thought and inspiration.

So today we have in front of us a publication in which, over the course of almost a year, some 200 people have contributed directly and indirectly: through their participation in the surveys, through the lectures, moderations or discussions at the summit, through their willingness to be available for interviews with the students, through guest contributions and finally through the significant work of the editorial board for this book.

I would like to warmly thank all of the contributors. And I hope that the publication will trigger further discussions — we have published a new channel on Slack (page 80) and would be happy to have a lively exchange.

Have fun and be inspired while browsing and reading!

BIRGIT MAGER

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Anecdotes, Status Quo, Perspectives

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Michael Erhoff

1. History

In the second half of the 1980's, the European Union organised a committee for design. Board members of this committee were the CEO's of national design councils and designers' associations of the then still much smaller European Union (about 12 member states from Italy, UK, France, the Netherlands, Denmark, Belgium and Germany to name a few). In the beginning, there were mainly discussions and quite an interesting exchange of information. Around 1988, the idea came up to establish a European design award. However, there already existed so many national design prizes that it was difficult to form an original and innovative European design award. This was the moment when the CEO of the German Design Council

("Rat für Formgebung") proposed a European design award for service design. Indeed, this was a completely new category and the German guy provided, as he thought, reasonable arguments for this idea. Much to his surprise, the clear majority of the Board was upset, shouted at him, considered this a very stupid proposal. Only the two Italian members, Giugliano Molinieri and Marco Piva, supported this proposal. The end of the story was that this award never came into existence.

The German Design Council was controlled by a board, which consisted of several presidents of German designers' associations and several entrepreneurs. In one of these board meetings, the CEO of the German Design Council tried to

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explain to one of the board members (the owner of a well known furniture company), that his company, too, was not just manufacturing furniture but, more importantly, should be considered as part of the service industry, as furniture inevitably serves as a vehicle provides for the service to be able to work. Five minutes later he left the board and accused the CEO of not knowing anything about the economy. No doubt, this matter caused a small scandal within the German Design Council.

In 1990, the same CEO was asked by the Polytechnic University of Cologne to design a programme for an advanced study programme. His concept comprised a compulsory interdisciplinary course of design study as well as a professorship for service design.

Well, this concept was approved by the board of the PolyU and also by the state government of North-Rhine Westphalia – and he was asked to become the founding dean.

When this programme and the vacancy for a professor of service design were published in the beginning of 1991, several professional designers including the president of the German Association of Industrial Designers started to publicly blame such nonsense and they made jokes about service design as the design of “(porcelain) services”. Hard times for the newly founded design studios at Cologne!

The problem continued when

the dean tried to appoint an appropriate professor for this field of study. Finding strong candidates for the other nine fields of study was pretty easy as he talked and discussed with several people who were immediately enthusiastic about this new concept and the opportunity to become a professor. He discussed with senior designers and top managers of industries about his concept of service design but nobody really understood what he meant. It took about four years until he found somebody who did understand – a very competent lady who had studied psychology and worked as a manager of a big company. She needed a surprisingly short amount of time to become fully involved in the discussion of service design. At that time, she was the only one to give a clear profile to the concept of service design and to continuously improve it. However, when she and the founding dean published an exciting (and in the mid-nineties totally new) book on this topic, it was in no way successful in the market. It needed quite a few years and the fantastic and innovative engagement and commitment of Prof. Birgit Mager to establish and to promote this competence of design.

2. Present

Meanwhile this has changed enormously: many companies and institutions have understood the relevance and competence of service design, many conferences and research projects have been carried out globally, and there is a lot of publications about service design. No doubt, the Cologne-based international Service Design Network has been responsible for most of the success and has gained an immense influence globally.

Service design actually is very important from an economic as well as social perspective. The fact that at least in economically highly developed countries, more than 60% of the national income is based on the service industry, and this means that the competences of service design

are urgently needed in order to be and stay successful. This applies to almost every economic sector such as public transport, health, media / digitisation, city planning, communication, banks and insurance companies, food and shopping, to name but a few. All this has to be organised, i.e. designed, to fulfil the social as well as economic necessities.

Meanwhile, many agencies and design studios have been established exactly within this field of work and consulting by service design. It has become a huge market and created a really impressive network. Unfortunately, universities across the globe still lack awareness of the relevance and possibilities of service design. Regrettably, it is typical of universities to be slow and not dynamic enough.

3.

Future

Like always, a good standard should never ignore the imperative of better activities and improved thoughts.

A few examples:

First, research and theory of service design should not cling to specific equally fashionable and banal academic methodological constraints far away from the mundane world. Indeed, too much research has lost any contact to the empirical reality, to social and even economic presence. Instead, we have to learn again to take people seriously and to observe precisely what they are doing, how they behave in specific situations, how they move, talk, communicate, work, etc. Nothing is normal, everything should be considered as surprising, strange and new.

Second, and deeply connected with the above mentioned, it is important to try to better understand cultural differences. service design has to observe and analyse those objectively existing differences apart from all these talks about globalisation: different gestures and behaviours, manners, explanations of the meanings of language, needs, desires and social relations. You cannot understand and improve services, if you do not understand these diverse cultural techniques.

Third, although service design is generally innovative and open-minded, gender studies are unfortunately almost completely neglected. That is ignorant,

because the needs, wishes, fears, behaviours and attitudes of genders are of great importance in understanding what is happening in society today. Before designing new services, you have to conceive and analyse possible gender differences in order to provide appropriate and ingenious service designs.

Of course, when something has become very strong or successful (such as service design), it tends to be complacent and often considers itself unique. If service design wants to avoid the risk of being narrow-minded and self-sufficient it has to be part of all interdisciplinary fields of research and analysis. For "discipline" is just

a military category and has nothing to do with design – design, on the contrary, is interdisciplinary per se. Last but not least: service design – like all realms of design – has to give up any schoolmasterly attitude towards people. Luckily, people anyway often don't care and use the objects and services as they like. service design could be a facilitator for empathic and human services.

Designers in particular must comprehend the importance of designing possibilities instead of "products".

It is a difficult enough challenge, but the results can be wonderful.

The Future of Service Design

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Birgit Mager

When I took up the professorship for service design 25 years ago, I dreamed of a world in which service design would be a recognised design field.

I dreamed, but I would never have imagined that today we could consider service design as the new normality. These past 25 years are marked by four essential phases: the experimental phase, formalisation, expansion and now, today, the new normality.

The experimental phase describes the great opportunity of freedom for service design: unhampered by predetermined constructs and concepts, by definitions and processes, design competencies could be applied to immaterial solutions, i.e. services, and these design competencies were,



according to the requirements of a world of living systems, expanded, combined and enriched with concepts from other disciplines.

From this light and playful attitude, successful and serious results emerged. This new seriousness led to the need for formalisation, the development and examination of definitions and processes, and the careful description of methods. The first service design agencies were founded. And a small circle of pioneers began to think about how to strengthen this young and still very small movement through networking in order to make it internationally successful. Thus, among other things, the Service Design Network was founded, which still acts as a beacon today. The expansion that began around the second decade of

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this millennium meant that service design penetrated deep into organisations and learned to establish itself as a powerful asset and even as a separate organisational unit. Agencies internationalised – and as soon as they had reached a critical size, they became the object of desire for the large management consultancies, which had long since realised that service design was a meaningful, even necessary, enrichment of their consulting portfolio. Service design popped up on the front pages of renowned business journals. The first international conferences gathered, strengthening and expanding the community. The Service Design Award honoured projects that had been implemented and proven successful and thus showcased and celebrated their impact. The demand for projects, for training, for education and for strategic consulting grew.

The new normal is today. A time in which service design no longer necessarily causes surprise, in which service designers lead projects inside and outside of organisations, organise and facilitate workshops, enable co-creation, build and test prototypes, organise and carry out further training for employees and managers of the organisations and, above all, gain more and more influence at the strategic level in structural and cultural change processes. So what are the big issues for the future of service design?

Service design will become increasingly important in organisations on the strategic level. It is no longer selective projects that prove the usefulness of the discipline, it is a comprehensive approach in which user orientation, explorative and creative approaches, visualisation, prototyping and co-creative development play a central role. Service design is on the one hand a process, on the other hand a systematic and methodically supported approach. But above all, it is an attitude that can have a profound influence on the cultures and structures in companies.

This development affects not only the private sector but also and most importantly the public sector. In the past decade, the public sector has increasingly used service design to initiate and implement innovations due to the great challenges it faces. Again, the importance of service design is growing not only on the operational but also on the strategic level. Accompanying the public sector as a service designer means understanding and considering the special requirements that lie in developing services that have monopoly positions, which are often not really wanted by customers, but which are at the same time formative points of contact between the state and citizens. And which therefore have to meet the challenges of digitisation with regard to a holistic understanding of living environments in collaboration with citizens. In order to be able to expand the opportunities associated with these

developments in the public and private sectors, however, changes in education are required. The training of service designers, for whom much more complex demands are made today, needs to incorporate an understanding of entrepreneurial thinking and acting, of the working methods and processes in the business world and above all understanding the needs and the language of clients just as well as the needs of users and then responding to them.

It is also about training people within organisations – thus the thinking and working methods of service design become a natural part of the organisation. The professional service designers are therefore no longer just designers, they are consultants, facilitators, trainers and much more.

The use of technology will become increasingly important. Not only will most services be offered on digital platforms, but the methodological approaches in service design, both in exploration and in creation, prototyping and testing, will be enriched by technology. While in the past it was primarily small research panels that were explored using qualitative methods, in the future these will be supported by additional procedures in dealing with big data and by digital research and development platforms. Not only through the recent pandemic, but certainly accelerated by it, the work of the service designer will also establish itself in a virtual space

with an explorative and creative approach.

Ethical issues will play a major role in this process. Service designers intervene in people's life worlds, in their explorative research, in co-creative work with participants and affected persons, in the integration of technologies in services, in the creation of working environments in which people provide services for others – these are just some of the dimensions in which ethical questions play an important role. Service design must have a clear attitude and a reflected code of conduct to deal with such ethical issues. Racial injustice and social discrimination are topics that will gain relevance for the service design field in its structures and in its practice.

Sustainability issues are of particular importance in this context. The three pillars of sustainability and Unesco's requirements for sustainable development must be a self-evident guideline in service design in the future, systematically accompanying the work in all phases. Our natural ecosystem deserves a seat at the stakeholder table – just as much as business and social aspects.

The growing importance of service design will, in the future, also lead to areas of tension between different organisational structures and integration structures of service design. While on the one hand the big management consultancies buy

up service design agencies, on the other hand companies and public organisations integrate service departments in their structures as a matter of course. Those service design agencies remaining on the market will, going forward, network internationally in order to be able to develop and implement qualified offers for big international customers in competition with the big management consultancies. In this field of tension, the question arises as to whether completely new organisational structures of service design might not be offered.

The work in service design is always aimed at creating a future that does not yet exist. In the future, the integration of future forecasting will play an important role here. Service design as an interdisciplinary field has always integrated concepts and methods from other areas into its work. Future forecasting is an interface discipline that deserves special attention for the future.

Eight fields, therefore, which have a special significance for the future of service design and for which we can prepare ourselves. By encouraging reflection and systematic examination of these topics in our network structures, we naturally keep our eyes open for signals, include early warning indicators and retain the openness and flexibility needed to deal with unforeseen situations – and there will certainly be enough of those in the future.



re- INVENTION

Like everything else, the future of service design will be shaped by what we have learned during the Covid-19 crisis. This pandemic has exposed many vulnerabilities and flaws in our current value systems, structures, models, ethics and practices that have been ignored for far too long. We think that service design will help us to re-invent the things that don't work as well as they should.

Perhaps for the first time, people can collectively see and understand that the way we currently live has unacceptable levels of risk, exploitation, inefficiency, bias and waste baked in. The crisis is provoking us to get real about the type of world we want to live in. We can no longer ignore the compelling reasons to re-invent ourselves, our communities and our organisations with urgency, and build a better new normal.

Make Studios

Strategic Design Company, Hong Kong / Melbourne

Service Design Meets Business

Martin Sisting



ready
FOR C-LEVEL?

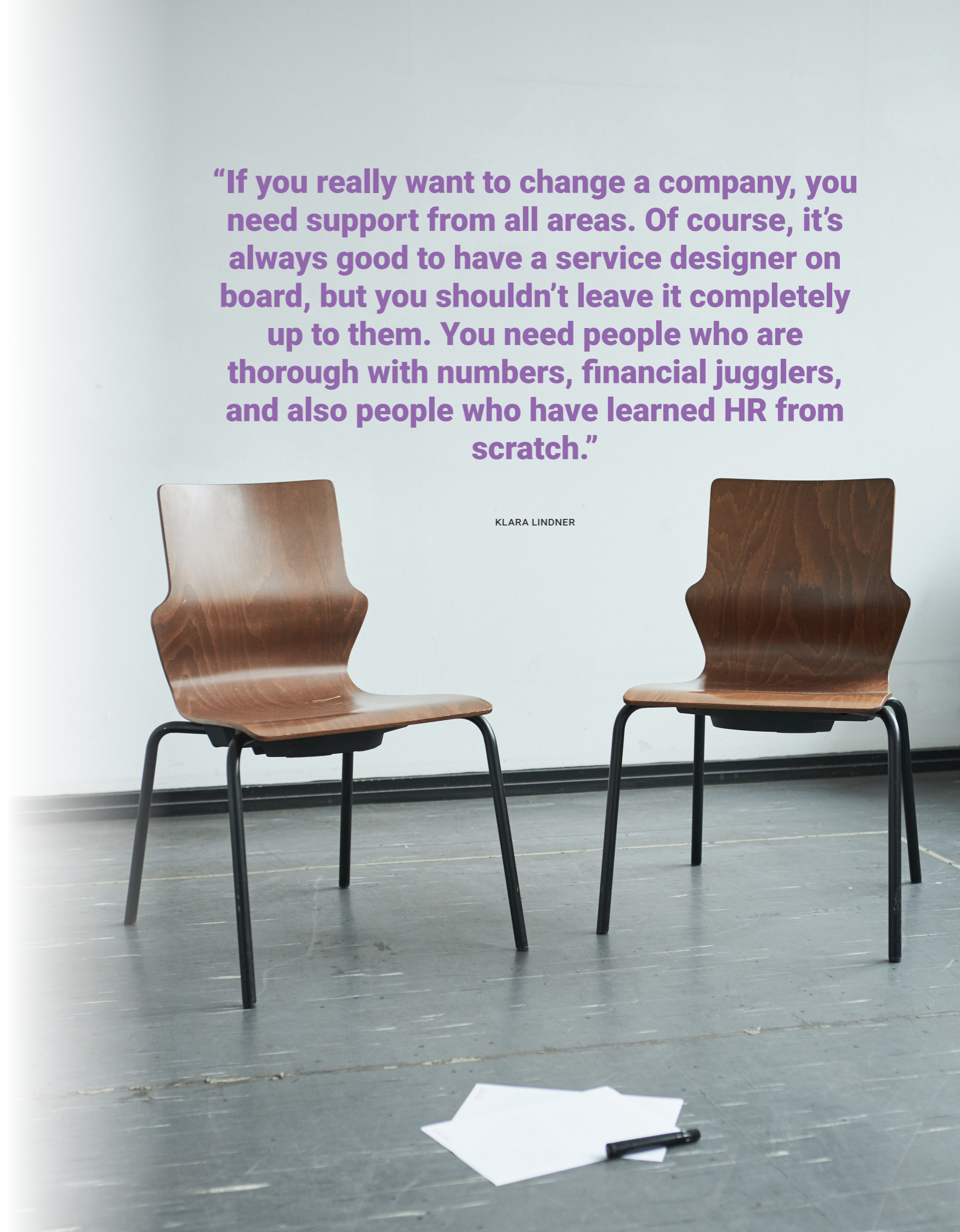
Service design in business started at the project level. Organisations included service designers in their project groups to create new perspectives and learn to think innovatively through the lens of users.

Service design has since then become more and more established in the business sector as an important change maker for all users – including the employees of an organisation. Another big contribution of service design in business is the area of training: user-centered thinking and acting or open discussion and innovation culture can be implemented through service design training. For a long time now, service designers have been explicitly sought in business and service design has therefore been promoted in companies.

But what could happen in the future?

“If you really want to change a company, you need support from all areas. Of course, it’s always good to have a service designer on board, but you shouldn’t leave it completely up to them. You need people who are thorough with numbers, financial jugglers, and also people who have learned HR from scratch.”

KLARA LINDNER



Bottom-up service design

Since service design has always been about the interaction between people and products, it has so far almost always taken place on the operational level. From there, mandates for service design were won and employees were trained in service design disciplines. At the highest decision-making level, however, service design is not necessarily understood. Service design often worked bottom-up in companies. Contact with the strategic level was made through feedback from the operational level. On the basis of concrete work and “creation”, service design has established itself in companies and has long since contributed to the fact that service innovation and cultural change can be approached systematically.

What is service design in organisations

This is where the understanding of the service designer’s role in organisations starts differing. Is a service designer only the one who actively designs and who actually creates a service or are there two versions of service designers in the long run: designers and key management consultants? One thing is certain, the one service designer does not exist anymore. The range of topics covered by service design is far too wide.

“Understanding what a company does and what the company itself calls service design – through language alone – is always the first exciting journey.”

TINA WEISSER

Probably every service designer will specialise throughout the course of their career. Tasks and activities of service designers come in such a big bandwidth that one will focus on user research, another on designing co-creation workshops and the next on in-house training. Every service designer has a unique approach and combination of tasks and activities. However, core competence remains interdisciplinarity – starting conversations, bringing people and teams together, absorbing theories and understanding and applying processes and systems. This automatically leads to the fact that in the future there can be no single service designer in organisations, but that a service design team is needed to fulfil all these tasks and to cover the various topics that service design addresses.

This is where strategic thinking starts

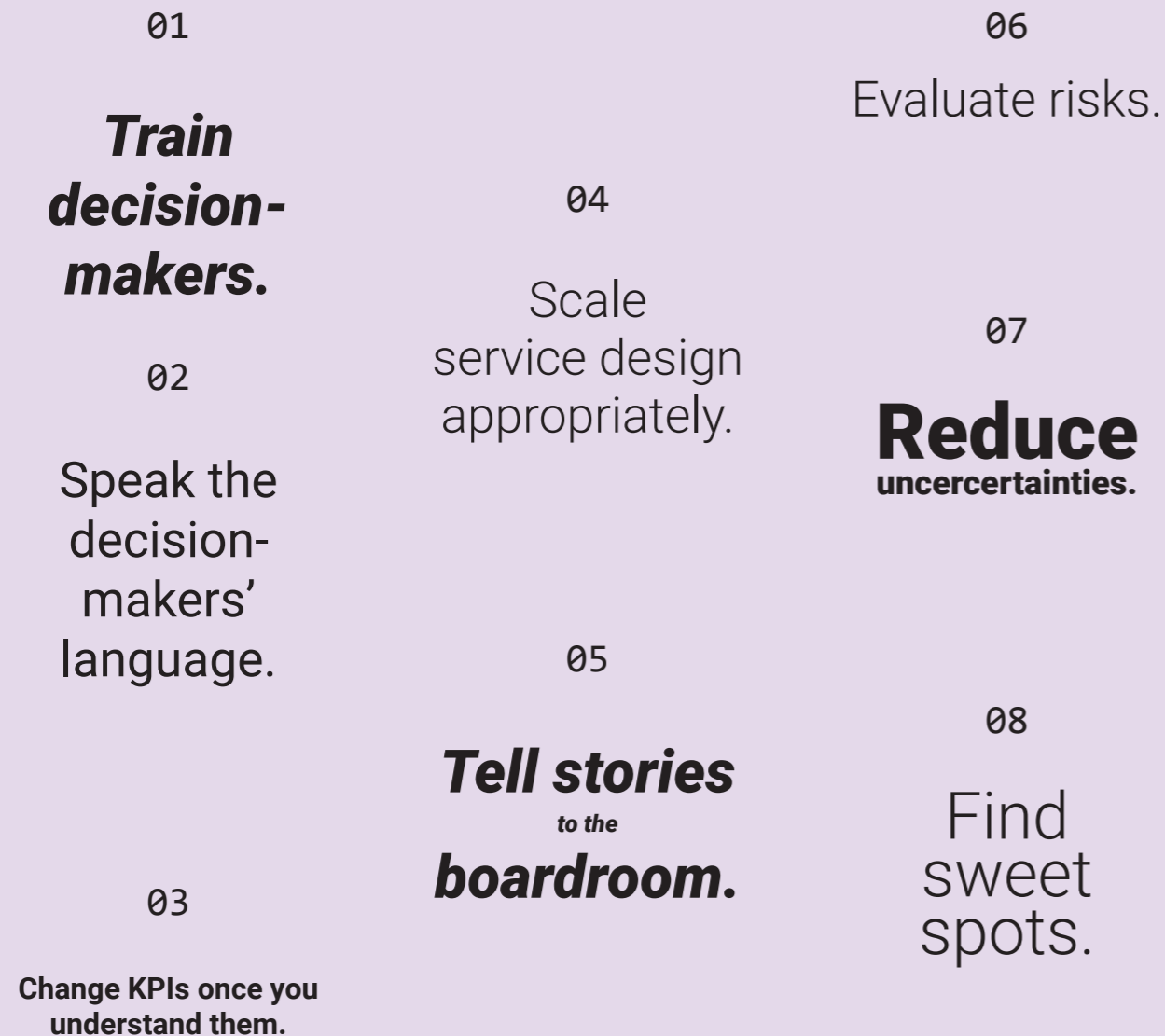
And so the foundation has been laid: service design is growing in relevance – according to the EGFSN report¹, service design is considered the most important driver of innovation. Service design is now on the threshold of a new development: a development from the operational level to boardrooms and organisational culture.

Already today, some service designers have specialised in management consultancy or organisational development and change management in order to bring the service design idea from the top down into organisations. In the future, service designers could evolve from an operational service design team and possibly sit in the C-level within the company and make directional decisions from top-down.

Top-down service design

To follow this path, service designers need to expand their skill sets and build attributes that are often neglected not only in the service design world but also in companies in general. Especially with regard to implementation, companies sometimes lack very essential skills. Service design can close this gap if service designers who want to be in the controlling branch receive specific training.

Skills for future service designers



- 01 The management level must understand the value of service design. For that they need to gain insight into what their employees learn. They do not need to do service design on their own but they need to understand it.
- 02 The language of designers and business people is very different. Service designers need to understand the needs of the business and adapt to the language in the boardroom. This includes speaking in KPIs.
- 03 Often, traditional KPIs do not accurately reflect innovative changes within the company. It is therefore important to establish new metrics to better measure service design values and make successes visible.
- 04 Service design thrives on practical experience and trying out new concepts. In order to reach C-level, the staging of prototypes must be well thought through and be resilient from the perspective of the highest decision-making level.
- 05 The measured successes must be adequately illustrated to the management of a company. It is not about the methodology. It is about concrete successes and about the connectivity and integrability of the gained insights.
- 06 The main argument from decision-makers is the risks that are associated with change. Only if these risks can be clearly defined service design will be taken seriously. Otherwise it can quickly degenerate into "corporate entertainment".
- 07 Once the risks are identified, it is important to reduce management uncertainty. Especially in the qualitative area, service design shows its strengths and can create new possibilities for companies.
- 08 It is important for the persuasion work in the boardroom to show concrete results, quickly and effectively. Therefore, a good ratio of workload and success, which can be clearly measured by KPIs, should be chosen at the beginning. As soon as first successes are achieved, this opens doors for further measures.



Service design has already come a long way in business. The next step will be to reach the C-level of organisations. The service designer, who is involved in decision-making at the strategic level, becomes a change facilitator. There is a chance that service design in the company will link the strategic and operational levels more closely together. Interdisciplinarity and empathy — the main characteristics of a service designer — play an essential role once again. These basic characteristics must be further developed and adapted to other fields of work in organisations. The change facilitator and their team can both pick up the employees and create space for communication and exchange within the company. They can connect teams with one another when certain processes need to be repaired or improved. They can bring first-hand changes from the team into the boardroom and take action there to set a new course. It is important for the future to train the upcoming generations of service designers in this way and to bring them in touch with companies as early as possible.

Hitting the Glass Ceiling

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Kalle Buschmann

Why the future of service design depends on organisational change

Congratulations! As you are reading this, you are likely a service designer yourself, or an advocate for the same. If so, good job! We have succeeded. For many years we have lobbied for service design to be recognised as an important new perspective and mindset for designers. Today, service design is widely known and a commonly used practice. Service design has become mainstream but with that, we are facing new challenges.

033

As service design is hitting the organisational glass ceiling, it is going through the “trough of disillusionment” (#gartnerhypecycle). To ensure the future success of service design, I think we have to overcome three key challenges to get it up the “slope of enlightenment”. These challenges in front of us are different from the ones we had to face in the past to get service design to where it is today, and hence we will also need different skills and a different mindset to succeed.

First, and most foundational, service design, just like every established discipline in the design industry, needs to openly discuss, define, and inform quality standards. Similar to design thinking, there seems to be a common belief that service design is mostly a soft skill, a mindset. You don't need experts; you need someone who has read a book or went through a one-day training. This is best exemplified by results such as badly executed qualitative research – resulting in little to no novel insights, personas or archetypes being shallow representatives of the target group – which can't really inform design decisions, high-level customer journeys – created purely for the sake of fulfilling the deliverable without supporting further analysis or ideation, or badly recruited and conducted usability testing – making key stakeholders dismiss

the findings. All of these lead to disappointment from clients and hurt the reputation of service design. Now that people know about service design and understand that it is important, we need to help them understand how to do it right so it can deliver on the expectations.

Talking about expectations, a second big challenge is to manage them. Consultancies / agencies and designers need to be honest, both to clients, but also to themselves. Not every project is a service design project – even if the client is asking for service design as a methodology and service design specific deliverables. Most of the changes in organisations are happening in small steps, and mostly still focused on specific touchpoints and processes. While a service design perspective and approach is almost always beneficial to understand a situation more holistically, it is hardly ever the actual goal or ambition of clients to design the whole service experience. Hence, designers and consultants should focus on the immediate scope of the program and document further findings in a way that they can be easily communicated and handed over to other teams and departments. This way, service design can show its value in the context of a “non-service” program, the value it delivers informing the whole organisation from the bottom up and avoid setting inflated

“Not every project is a service design project – even if the client is asking for service design as a methodology and service design specific deliverables.”

KALLE BUSCHMANN

expectations which clients should take on or teams can actually achieve.

The reason expectation management is so important is the last, yet likely the most important challenge for the future of service design that I would like to address here – organisational readiness. Service design's glass ceiling is made up of topics of a higher order, such as organisational design, design management, cultural change, and mid- as well as top-management support for all of these topics. Most companies, especially larger ones, still follow an old business logic. These companies may have shifted to talk about experiences rather than products, yet they haven't restructured accordingly. Product managers are still, well, taking care of single products or features. Even though they might now be called "journeys". Attempts to use service design to actually look further and drive innovation, usually driven by lower management, commonly fail because the organisation is not set up nor ready to deal with the consequences. There is hardly ever a commitment or budget allocated to cross-service / touchpoint investments, and nobody has the actual mandate to tackle the overall service experience.

For the future of service design, this means that service design needs to take an even more active role in advocating and supporting organisational change, but it also means that the classic concept of service design, isolated from organisational change, has become arbitrary. Service design needs to happen in the real context of the organisation, and with a good understanding of business, IT, and cultural complexities. We must stay optimistic, yet also realistic going forward and consider the challenges described above in our daily work to break the glass ceiling.



Service design has always been a future driven practice and has proven to be one now more than ever. The past has seen great shifts, conflicts and crises. Digitalisation and new forms of work have risen to the surface. Service Designers can take the lead and move beyond just guiding clients and organisations towards driving the change.

We also can help to unlearn old practices and envision various futures. Diverse future scenarios that acknowledge that none of our practices and products exist in isolation but are interconnected and interdependent in a wider context. Service design should more and more be conscious of the impact it creates, its intended and unintended consequences upon humans, organisations, communities and the world at large. To do so, it is essential to hold on for a moment, reflect on one's own practice and accordingly, take brave decisions. That needs courage, for designers and clients alike. But finally, we can release uncertainty and design the future.

Service Design and Government

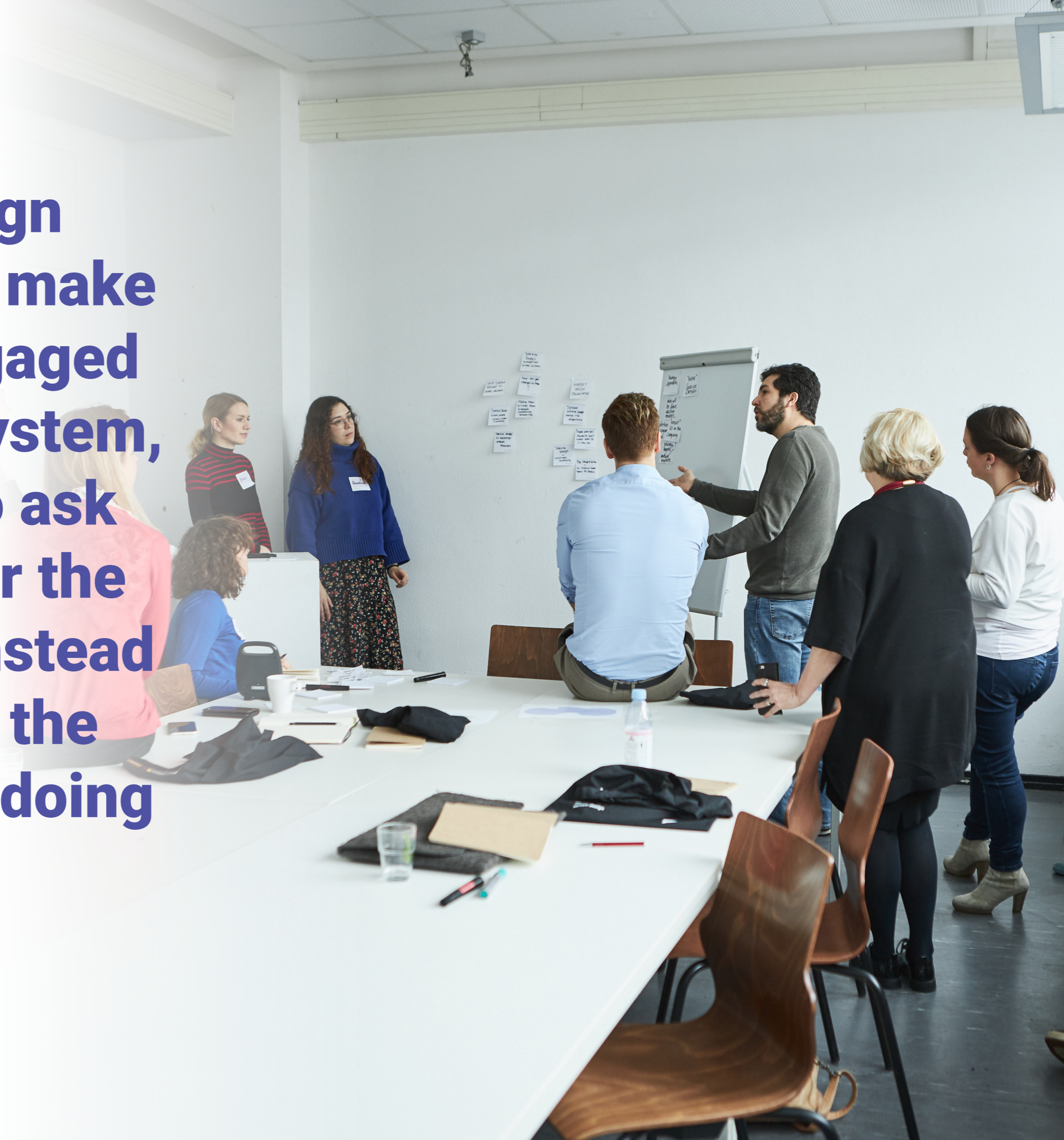
Yushi Chen &
Sara Lucia Arbelaez Llano



make
POLITICS
& POLICIES

“Service design has the power to make citizens feel engaged with the public system, moving them to ask what can I do for the public system, instead of asking what the public system is doing for me.”

CAROLINE PAULICK-THIEL



Governments' main goal is to achieve optimum societal impact while using resources as efficiently as possible. Societal impact is mediated by policies, laws and public services. Public services take place in complex contexts:

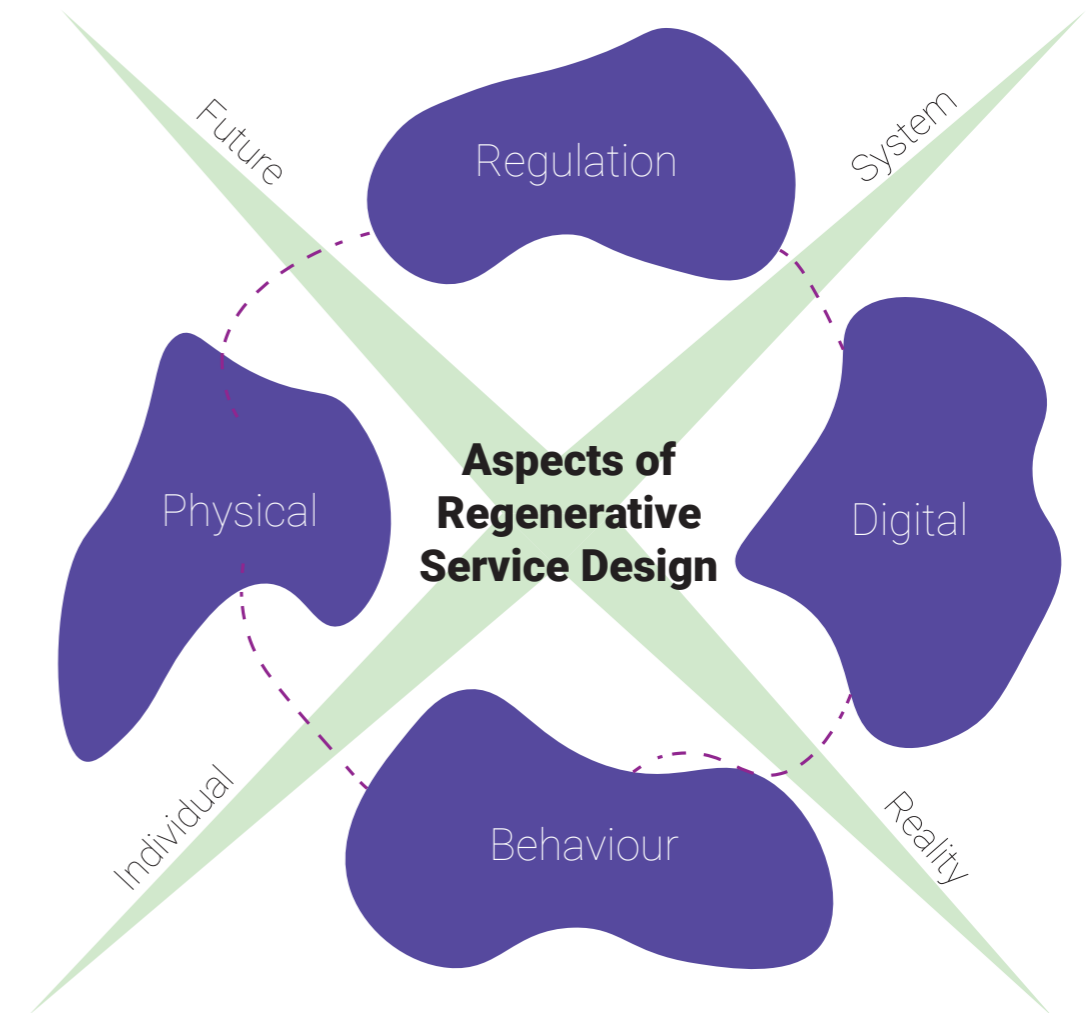
rapid urbanization, different needs are constantly emerging, digital technologies are enabling constant innovation and citizens are raising their voices to demand valuable and meaningful public services.

Involving citizens in the whole process of creating public services and policies has proven to be a very effective approach to reinforce the relation between the city and its inhabitants.² Innovation is becoming a fundamental driver of public sector efficiency and defining the research, co-creation and delivery of public services in a way that value, meaning and trust are strengthened among the different stakeholders. In addition, public institutions require new processes and tools to engage citizens with the public sector, to anticipate and manage the unexpected issues within future services and to adapt quickly to dynamically changing urban conditions. What makes service design relevant to policymakers and public service providers are the different skills and mindsets that service designers implement when solving problems³, such as

a human-centered approach, an interdisciplinary and collaborative way of thinking, a set of powerful visual skills, and above all, an optimistic and radical view about creating the future.

Current situation

Service design is more established in some countries than others. For example, the Norwegian government has just released 30 million euros for service design projects and the UK government has developed its own service design policies. In other countries, the role of service design in the public sector is still in the initial stages of implementation – this is an opportunity to find ways to embed service design's approach into different local governments.



SERVICE DESIGN AS A DRIVER FOR HUMAN AND PLANETARY HEALTH
CAROLINE PAULICK-THIEL

Challenges

There are issues that need to be overcome if service design is to be at the core of the public sector. Currently, many policies and public services are still designed behind closed doors, with little involvement from the people who will implement them or for whom they are meant to be developed. Service designers are called to enhance the dialogue between cities and citizens while creating people-centered public services.

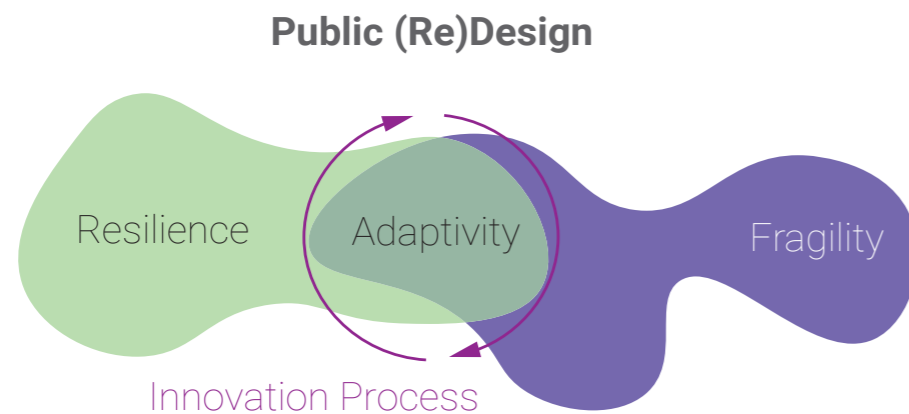
JAN BLUM

KATHARINA LEISTENSCHNEIDER

Services are complex and time consuming, resulting in the fact that service designers need to adapt to a different way of designing, it is a different cultural way of working in order to deliver services that meet the rapidly changing citizen needs.

JAN BLUM

Implementation needs to be taken seriously, and to do so, it is important to understand the organisation's environment and its constraints. It is crucial to learn how to implement a service in a complex organisation, which is different from inventing excellent services on paper.



LEARNING ORGANIZATIONS IN THE PUBLIC SECTOR
CAROLINE PAULICK-THIEL & HENRIKE ARLT

Experimentation and radical innovation is a very sensitive topic within the public sector, which might be due to the overall pressure given to public services as well as the fear of failure. Ideation may be confronted with strict rules and laws, as well as procedures that shape every public decision.

Opportunities

KATHARINA LEISTENSCHNEIDER

There are big opportunities to be tackled by service designers within the public sector. For instance, the Covid-19 crisis has shown that governments have the

ability to design valuable services within a limited time. This has accelerated the transformation of public sector thinking, expanding it to a more entrepreneurial and start-up mindset, in a way that potential solutions are prototyped, tested and implemented quickly and effectively. Hackathons are quite interesting creative approaches that prove the willingness of communities to engage in co-creation and problem solving for the public realm.

Designers have powerful ways to envision and to speculate future scenarios, which are needed to set mid- and long-term goals for improved living in a constantly changing context. Service designers are called to use their creative thinking and visual skills ability to make future scenarios tangible in public services development.

KATHARINA LEISTENSCHNEIDER

agreed that governments must not fail when developing public services. Therefore, designers must consider scenarios that offer the opportunity to test new services, and to measure the impact of new policies prior to launching them to the general public. Empathising with social values and creating strategies for future services that are aligned with such values are crucial for making public services successful.

The future of service design in governments

JAN BLUM

If we aim to live in societies that thrive, it is necessary to place citizens at the centre of any public endeavour. Beyond solving problems, a big potential of service design within the public sector is to enable communities to thrive by potentialising their positive aspects. There needs to be a shift away from just looking at people's limitations towards looking at their strengths and potentials instead.

The future of service design summit

According to the final conclusions of the service design summit, public services must contribute to making everyday life simple, comfortable, and sustainable. From early life procedures, to more mature life experiences, to aging with dignity. In addition, experts

Conclusion

Service design in the public sector needs a vision and a direction. Service designers are called to be familiar with global issues affecting people's lives, whether those issues are problems to solve or positive aspects to potentialise.

How might we...

...designers collaborate with governments to improve existing services and develop new ones that are valuable to the public?

The main goal is to place service design at the core of public organisations, starting from an integration of service design in the early stages of services development. It is also desired that service designers become strategic leaders of a culture of constant innovation within the public sector. To achieve such an ideal scenario, we should take actions towards a cultural shift in organisations and start to implement a truly collaborative framework within the sector. *In the future, service design might potentialise the relationship between different stakeholders, and service designers can develop formats that support collaborative thinking.* KATHARINA LEISTENSCHNEIDER

...ensure a successful implementation of public services?

Public resources are invested in the creation of services, so their successful implementation is imperative. When working in the public sector, services cannot be left in the drawer. If we want to successfully implement public services, we must develop toolkits and methods that are easy for non-designers to understand and use, and at the same time support toolkits that are constantly innovating in the field of public services. The designer must ensure that stakeholders can maintain the service after the implementation process.

...service designers gain a strategic role within the public sector?

We need to think beyond public services, towards a design approach to public systems, where concepts such as resilience, adaptivity and flexibility are taken into consideration. CAROLINE PAULICK-THIEL Embracing system oriented thinking is key for service designers to become strategic key-holders within the creation of public services and policies. In addition to it, service designers need to convince public workers about the benefits of design. One of the best ways to achieve this goal is to work with them and integrate them as part of the team while embedding service design approaches into their daily work. As more and more people in these organisations become advocates of service design, it will be more beneficial to professionals.

...emerge technologies foster a culture of engaged citizens that participate in the co-creation of better services?

Digitalisation of different tasks will positively influence the journey of public services. The vision is to move towards a network of digital services empowering citizens to thrive, yet technology should be approached as an enabler more than a replacement of human force. The human-centered approach is the core of service design, this value should remain relevant, and technology and artificial intelligence should support this human factor rather than replace it.

...develop a culture of engaged citizens that are actively involved in policies and public service making?

Governments and public organisations are called to learn from local communities' best practices and grassroots movements, simultaneously, enabling people to co-create services that make a positive impact on citizens' lives. JAN BLUM Hence, the role of service designers would be to enable processes of participation and collaboration that enrich citizens' and cities' engagement. Putting the community at the heart and working with them to design a policy or a service makes it more likely to have a successful implementation. It would be great if local councils could become accelerators of their communities. They could provide the third sector and community groups with expertise, infrastructure, technology, and funding, and see them as key partners. JAN BLUM

...guarantee that every citizen is involved in the service?

It is necessary to ensure that different stakeholders find a given public service accessible and meaningful. This means that services are aligned with their values, that public workers are taken into account, and finally, ensuring that every citizen who needs to make use of the service is able to do so. For instance, in the case of digital services, it is important to take into account people with any disability, older people and those who may struggle while using digital services.

KATHARINA LEISTENSCHNEIDER
"What is the social meaning of the services we are designing? How might we as designers potentialise grassroots movements within communities?"

JAN BLUM
"Our first users are the civil servants, we need to make them engaged with the service from the beginning, otherwise the service might not have a successful implementation process."

CAROLINE PAULICK-THIEL
"The future of good public services relies on education. Students studying social sciences, law and government must learn the basic concepts of service design and innovation skills. On the other hand, service design students must gain interdisciplinary knowledge that might play a role in the public sector."

KATHARINA LEISTENSCHNEIDER
"Before speculating about the future, it is important to approach the past in a reflective and critical way."

CAROLINE PAULICK-THIEL
"When we talk about citizens' perceptions of the public sector, do we want to have a better perception of something that is not necessarily useful? Or is it more about creating value in terms of a different way of sharing and a different way of taking care of people?"

JAN BLUM
"There is a growing awareness of the value that service designers bring to the table. I envision service design as an integral part of any public organisation."



the power of GOOD DESIGN

We, as service designers, have an intrinsic drive to make the world a better place; to improve people's lives, one step at a time. We believe our design skills, design mindset and human-centred hearts can help us change for the better.

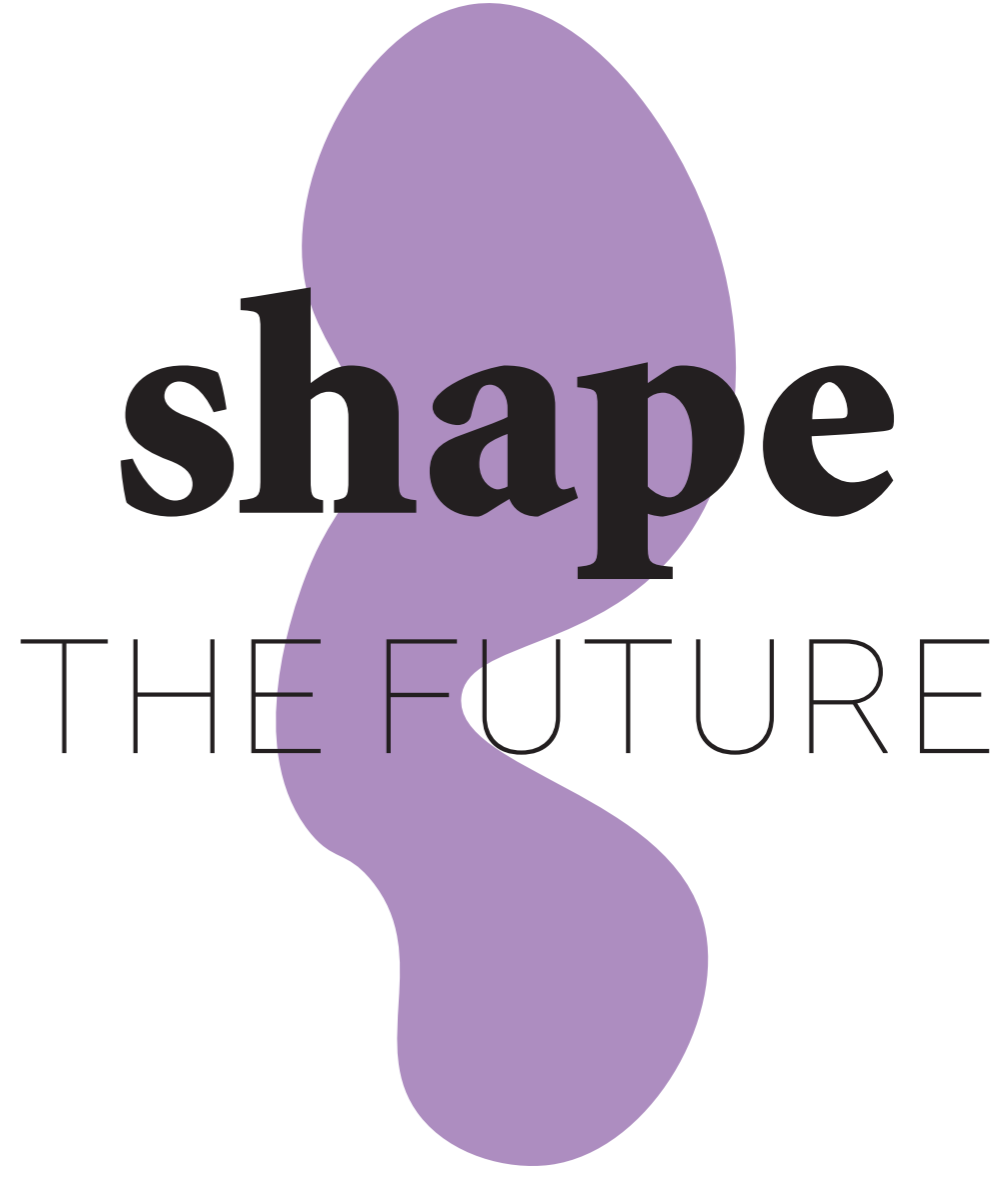
And that's what we need, as the world is changing faster than ever. At Koos, we believe that we – as service designers – have a responsibility to make sure our efforts result in equal progress for people, planet and profit.

That's why we love to see service design gaining more and more traction, but we also think that we should step up our game. For the coming decades, we face several major challenges that need to be addressed on a global scale.

What are you going to do?

Service Design and Education

Kalía Ruiz &
Carolina Corona Ornelas



“Don’t focus on the next generation of service designers to the detriment of upskilling existing design professionals, and enriching the competencies of other professions – political scientists, business leaders, engineers and scientists, with service design capability. Stop teaching things that your students can learn on Youtube or Linked In Learning, but challenge the toolset mentality and engage in a broader discussion and exploration that transforms what we are teaching and take the deeply human-centric approach to innovation, combining it with advanced business management, the behavioural sciences, and technological innovation to play a substantive role in transforming the 21st century. This century is really beginning now, just like the 19th and 20th centuries began 20 years in. We are living through an extraordinary transformation as many technologies are coming together to deliver real value, and the global challenges made visible by this pandemic require new models of innovation. And service design can contribute.”

NICK DE LEON

Service design in education now

Design, defined by Nobel Laureate Herbert A. Simon⁴ as devising courses of action aimed at changing existing situations into preferred ones, is increasingly being demanded by organisations and societies at large. As there seems to be a wide consensus that the current situation needs to be changed, designers have gained a seat at more and more tables. But, how can future service designers be educated on devising courses of action aimed at tackling complex challenges?

Designers are trained to work on complex challenges through collaboration with people from different areas of expertise. Due to that capability, designers are beginning to play even more important roles, not only in specific design-related scenarios, but also in the management and strategy decisions of governments, businesses, healthcare, and beyond. With growing expectations from all sorts of social actors, designers are being called to leave the ‘design studio’ to partake in activities throughout many different fields of human interest.

Until recently, creative skills were targeted on design objects that could be produced at scale, distributed as widely as possible, and sold by the thousands or more. There is now a deeper and broader understanding of the impacts of such a design narrowly focused on attracting customers and

boosting their immediate satisfaction. Global challenges such as the climate crisis and the recent pandemic have made it all too clear that those design goals are no longer sufficient.

Rethinking education

The current situation requires new models of innovation in design, these require effective designers with solid research ethics to ensure engagement with stakeholders that are non-exploitative, clear, and supportive. Designers should not take methods as something that is fixed or evolving of its own accord and that should be followed despite its impacts on societies and nature. The complex challenges that societies are facing cannot be resolved by what can be learned through Youtube tutorials – this is not a DIY situation. To design preferred situations involves advanced multidisciplinary knowledge that presupposes interdisciplinary collaboration as well as a fundamental change in design education.

Still, in many design schools, students don’t learn about understanding and analysing society but give more weight to the craft. So, how can design education evolve without losing the skills of traditional design while integrating other perspectives by learning to deal with economics, different local cultures, behaviours, politics, and how to work with people from each of these areas?

Shaping the future of education

Service design is in its nature interdisciplinary — so education needs to be interdisciplinary from the very beginning! Real partners from different disciplines, real clients, real users need to be involved. Many years ago Ideo created the analogy of the designer as a “t-shaped” person, with deep roots in the design discipline and arms reaching in different directions, connecting to other disciplines. Birgit Mager, co-founder of the International Service Design Network, proposes that today, service design might even need “tree-shaped”⁵ personalities, driven by curiosity and the never ending hunger to learn!

Service design in education requires a foundation based on science and on research, a theoretical grounding that connects the contribution of content, tools, and methods across many different fields. The absorption of all those assets ends by breeding new specialisations such as information, interaction, experience, and service design.

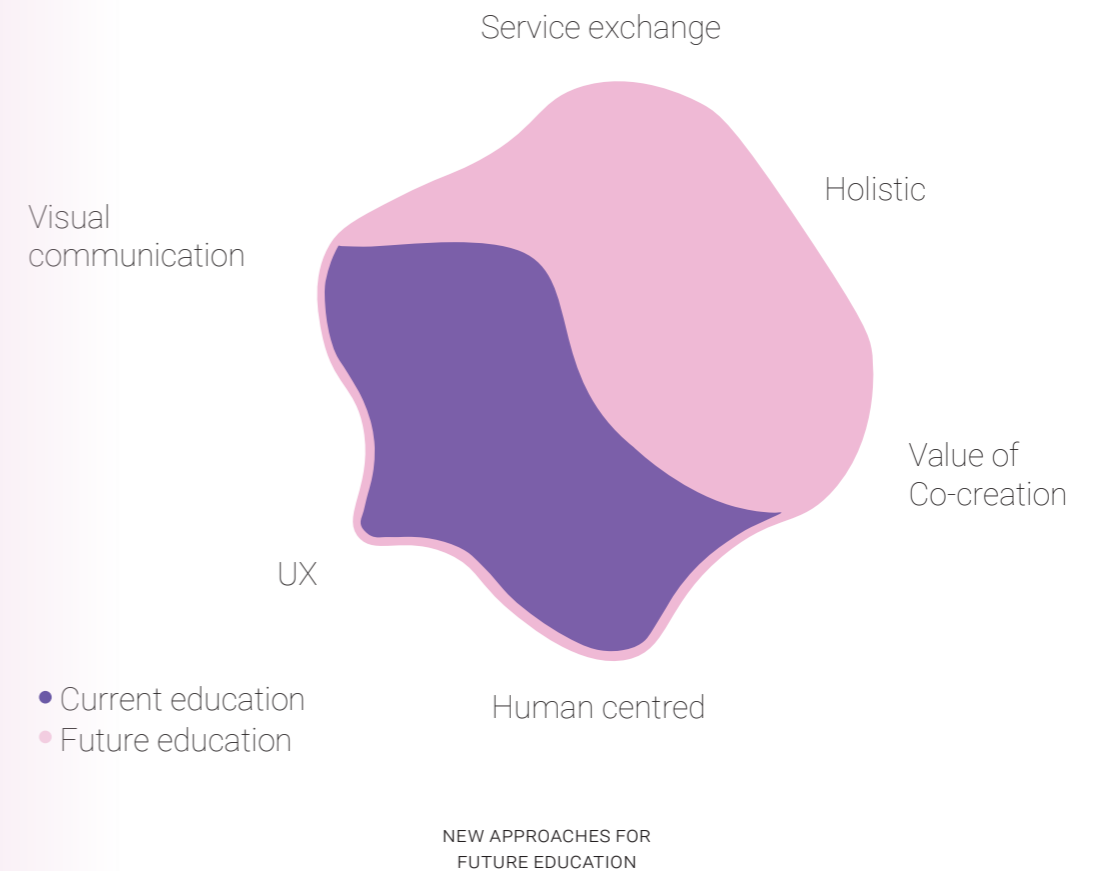
These specialisations offer different perspectives on understanding history and how it has shaped the world; perspectives that are tantamount to effectively devise courses of action in this complex, contemporary situation. And, it is design education’s role to provide students a broad and diverse range of learning opportunities to develop these skills and areas of knowledge

all throughout the world, i.e. both inside and outside of academia. That is why internships are necessary to complement academic learning.

The academic foundations of design are now more important than ever. The deeper and more competently design education delves into the interaction of these global issues within the practice of design, the better designers will be able to develop new procedures, frameworks, and rules, and a proper science of the design process to face today’s daunting challenges.

What is next?

One major example of how academia can contribute to an increase in design efficacy can be seen at the Service-Dominant Logic (S-D Logic)⁶ research initiative. S-D Logic is a mindset for a holistic understanding of the purpose and nature of organisations, markets, and society as fundamentally concerned with the exchange of service. S-D Logic, coupled with capabilities to tame complex challenges through collaboration with people from different areas of expertise, suggests that service designers will continue to play increasingly significant roles in the future of society. To this extent, everyone will be better equipped if all educational processes provide them with the service design mindset.

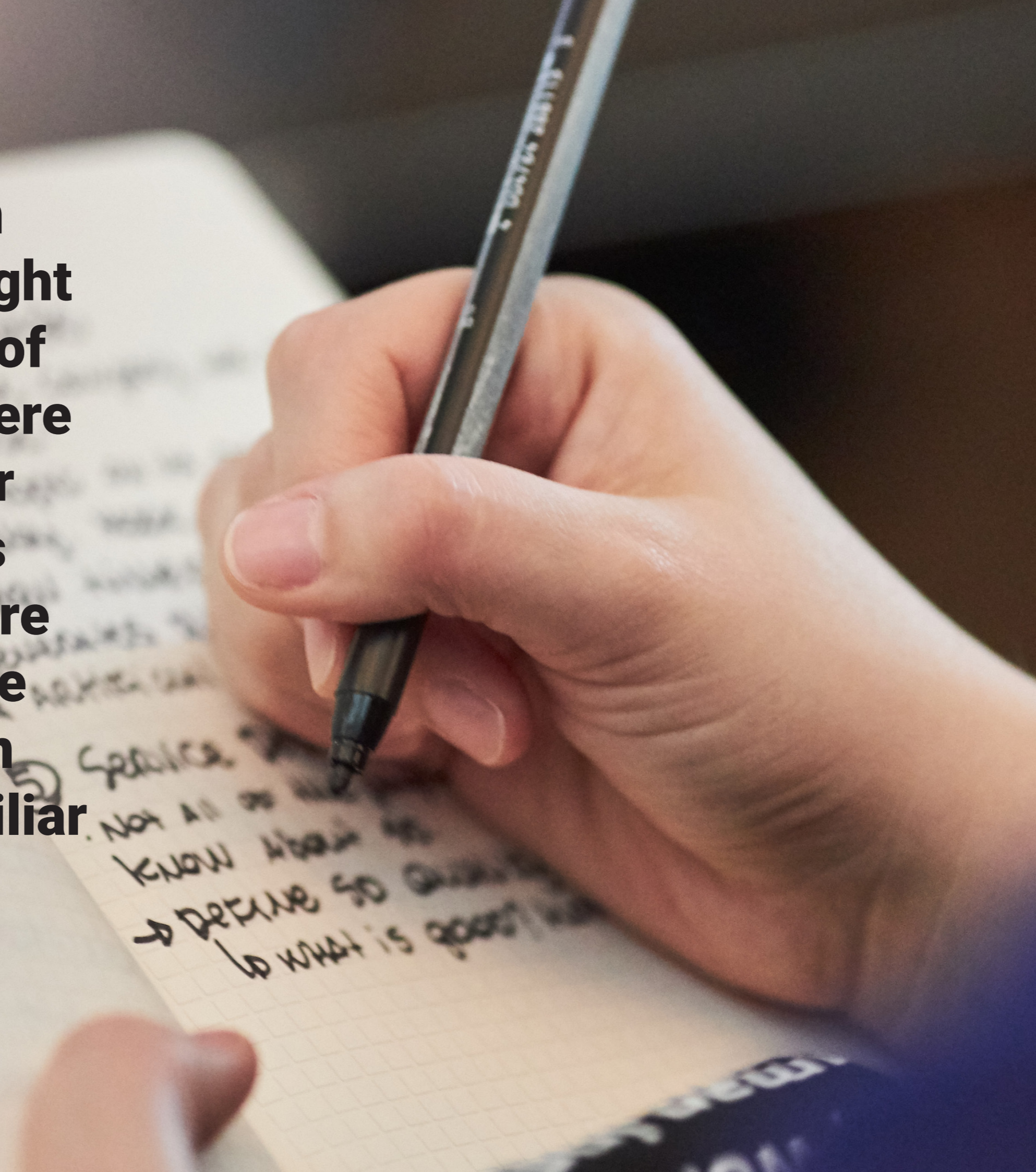


“In the past, the value of service design has been mostly focused on designing great service experiences that help attract customers and boost satisfaction. In the future, those goals don’t reach far enough. What will be the new reason and value for service design that will ground education?”

MARK JONES

“If service design education is done right inside and outside of classrooms, then there will be no need for service designers because in the future everyone will share the service design mindset and be familiar with the tools.”

PETER HORVARTH



the major OPPORTUNITY

The future of service design: the post Covid-19 era is *the* major opportunity for the service design industry.

The Covid-19 pandemic has heavily affected the global economy, and foremost the service industry. The recovery of the service industry is vital for the recovery of the whole economy.

Service design industries will be needed more than ever, to re-design the offerings and value propositions. For some industries, for example aviation, we will see a major redistribution of the market and companies will need to redesign their offerings and service models in order to make the business economically viable again.

For other industries, we are seeing the next wave of digital

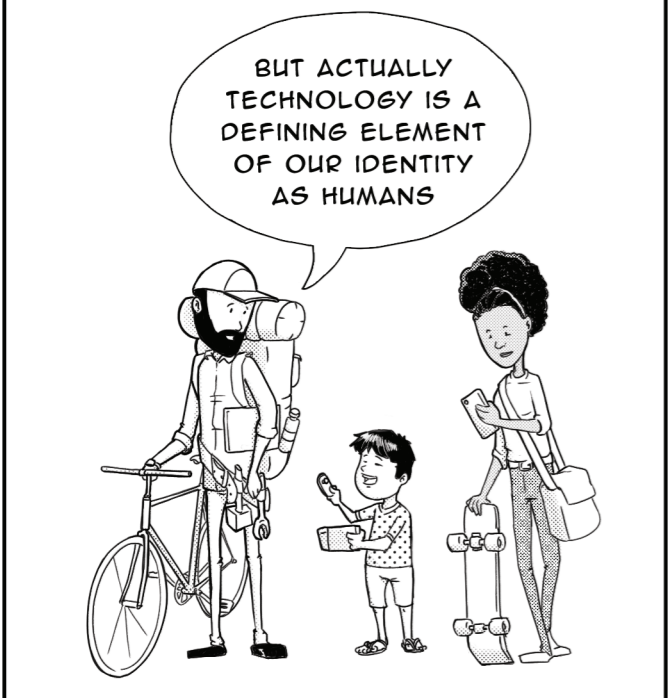
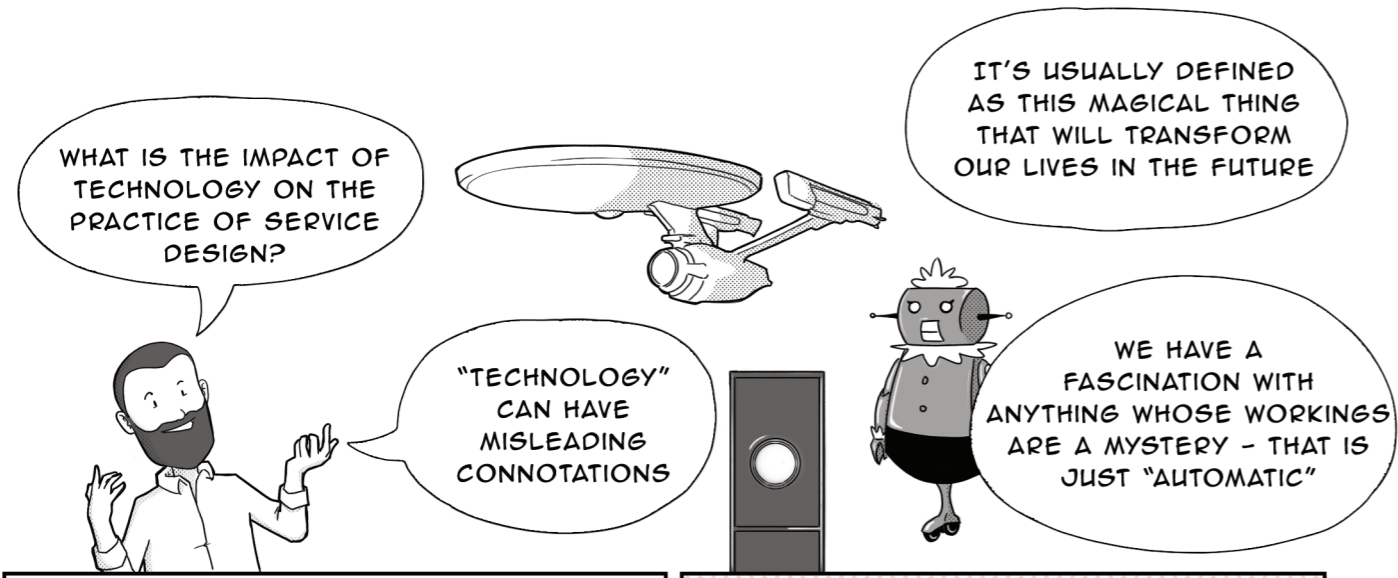
transformation because these industries have been paralysed by the Covid-19 pandemic. These are problems that have to be solved in a customer centric, holistic and collaborative way, in order to be successful.

In addition to the rapidly rising demand, service designers have been forced to transform the process to a fully remote mode in order to deliver results. And for the first time we can say out loud that it is possible to create great value for the clients even in a 100% remote setting!

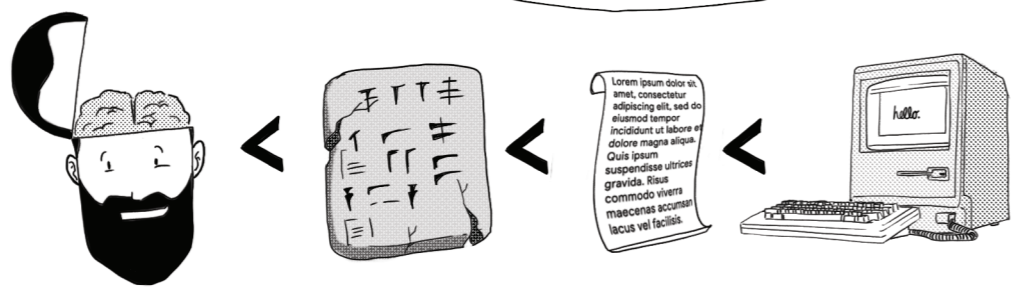
The demand for service design is on the rise, and we have become more scalable and global than ever before. Let's not waste this opportunity, but instead leapfrog our global presence and impact in the coming.

Technology for Service Designers



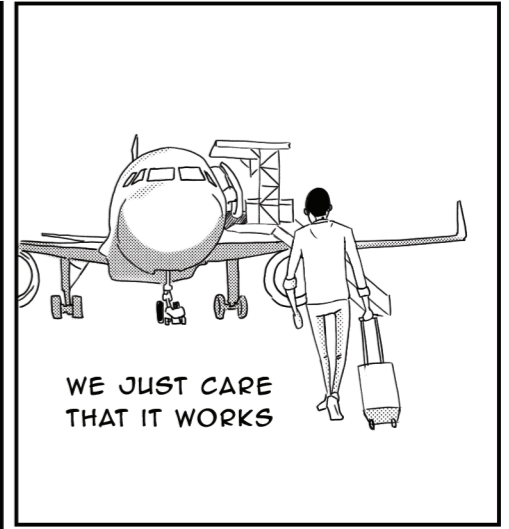
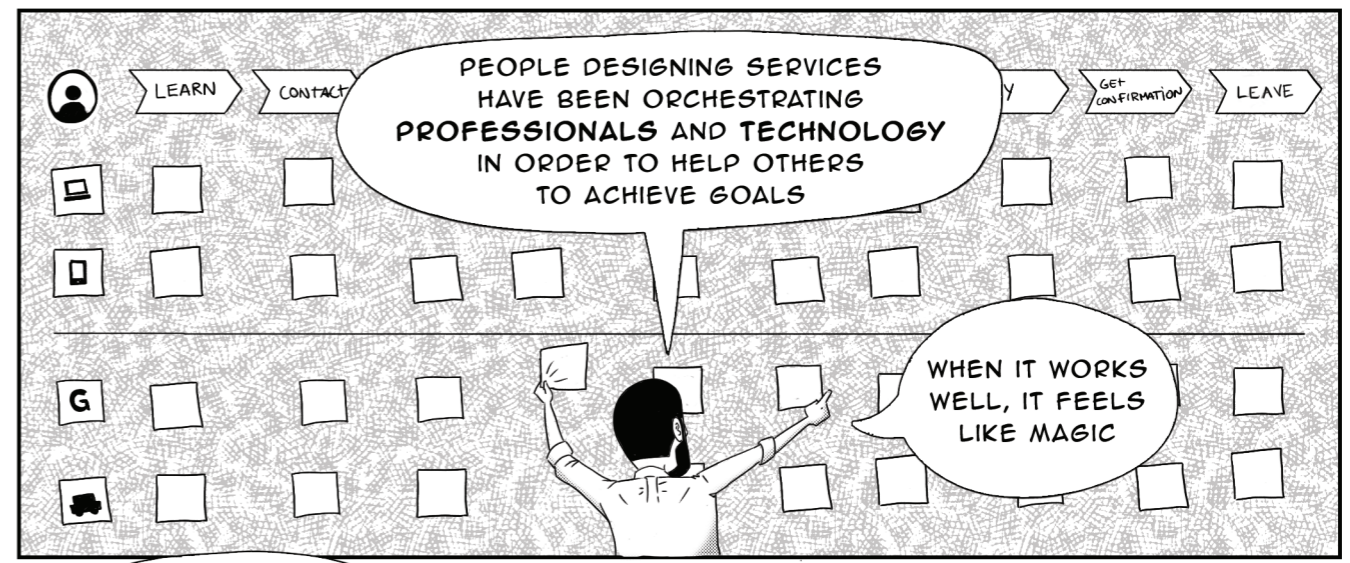
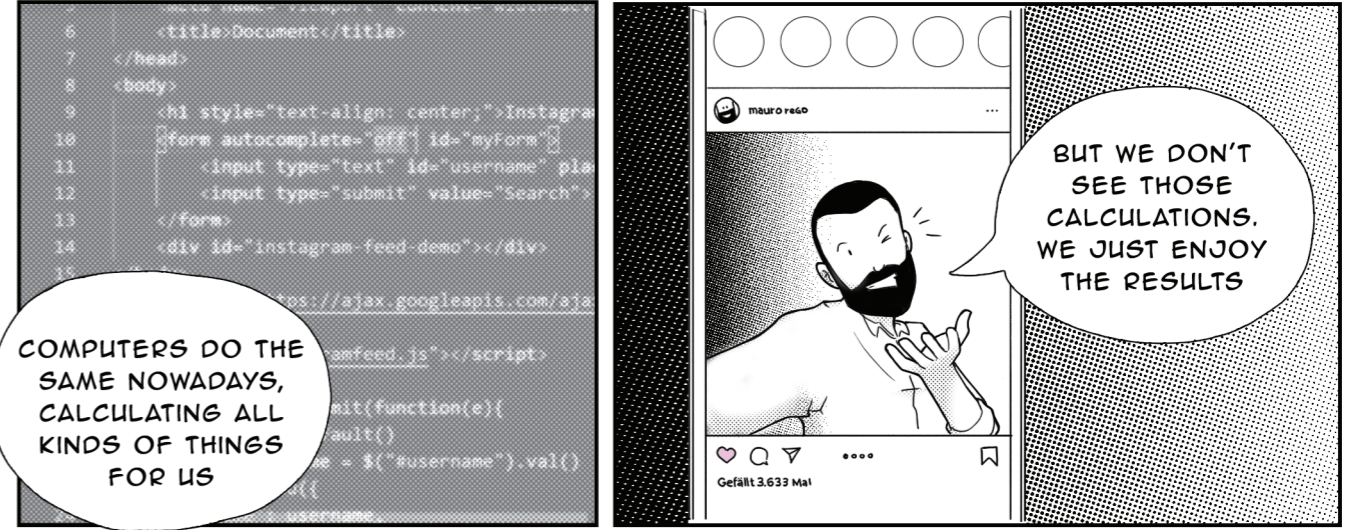


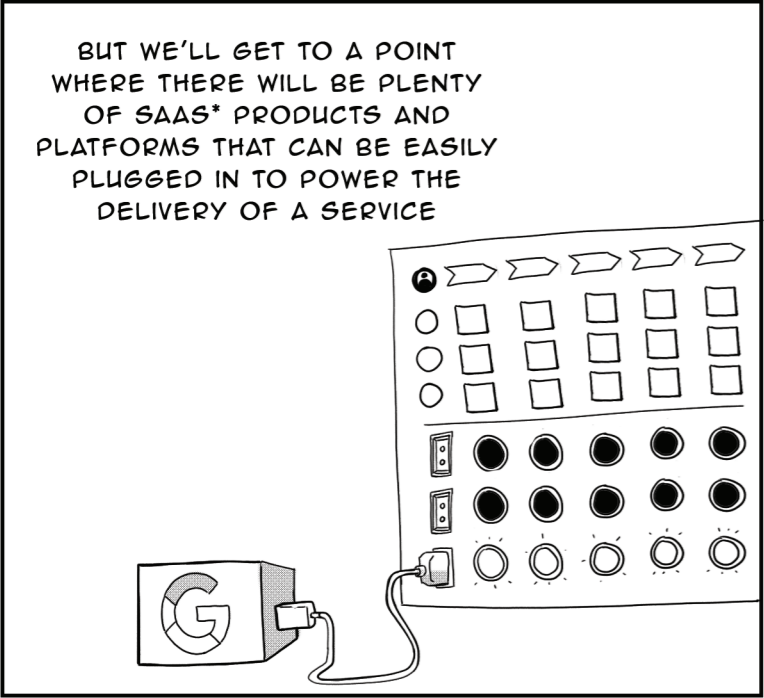
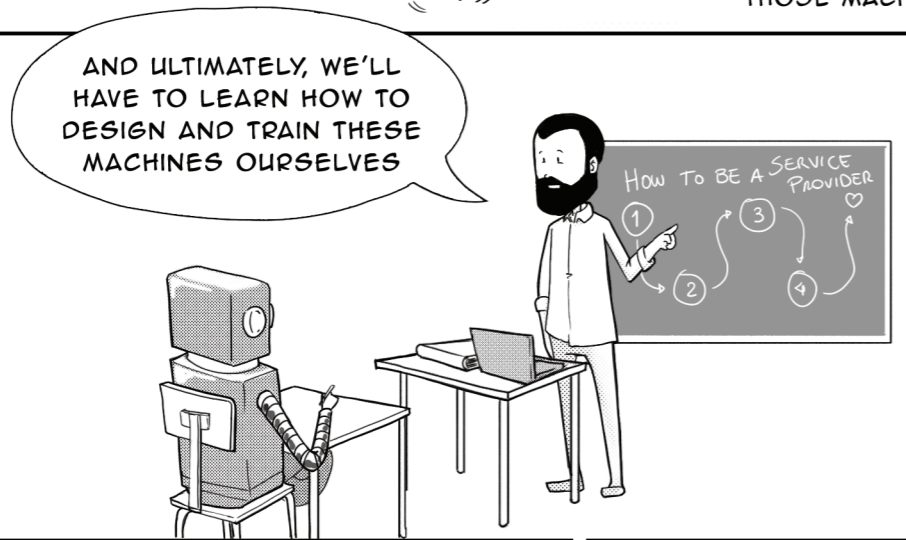
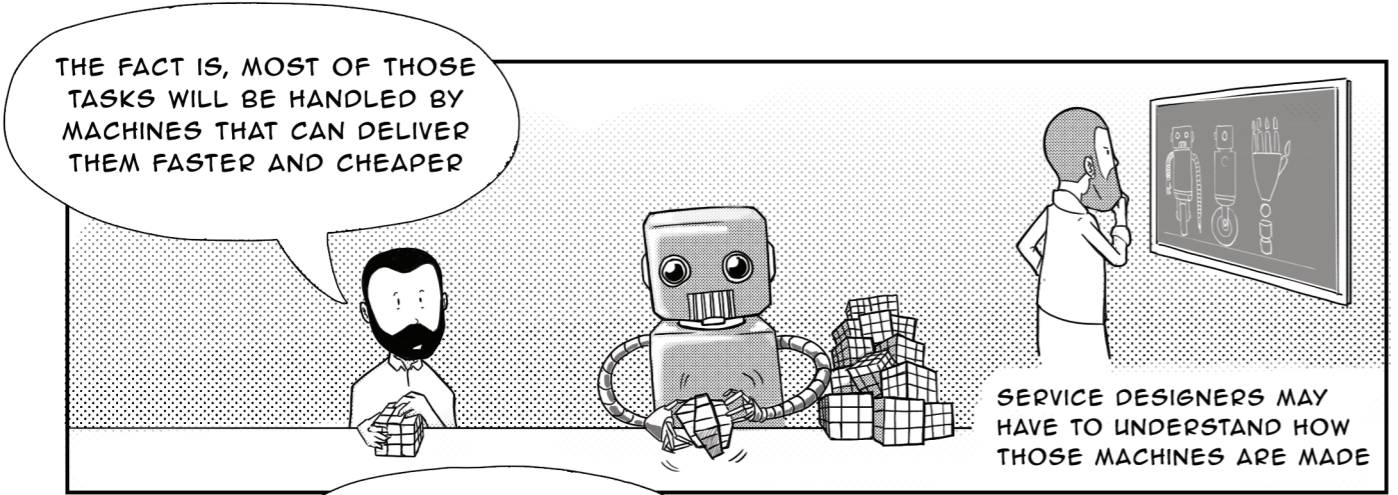
WE CAN GO BACK THOUSANDS OF YEARS AND SEE THE SUMERIANS USING CLAY TABLETS TO KEEP TRACK OF TAXES ON TRADE AND PRODUCTION



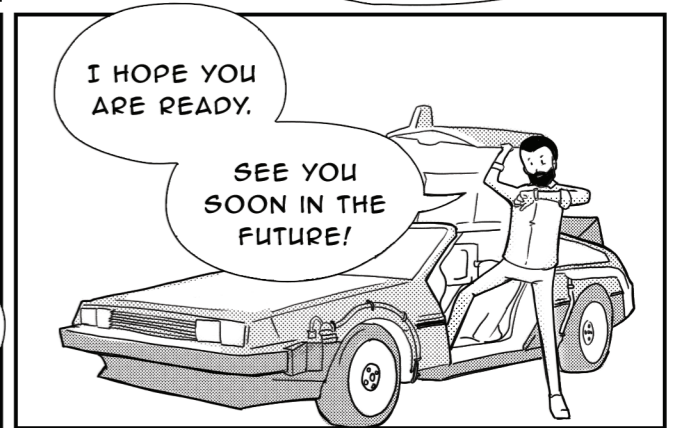
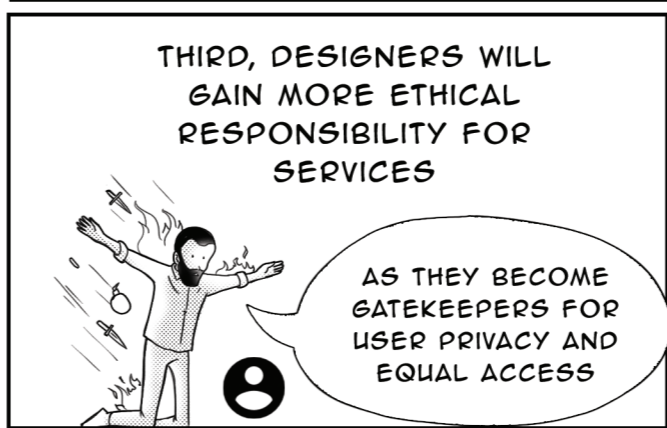
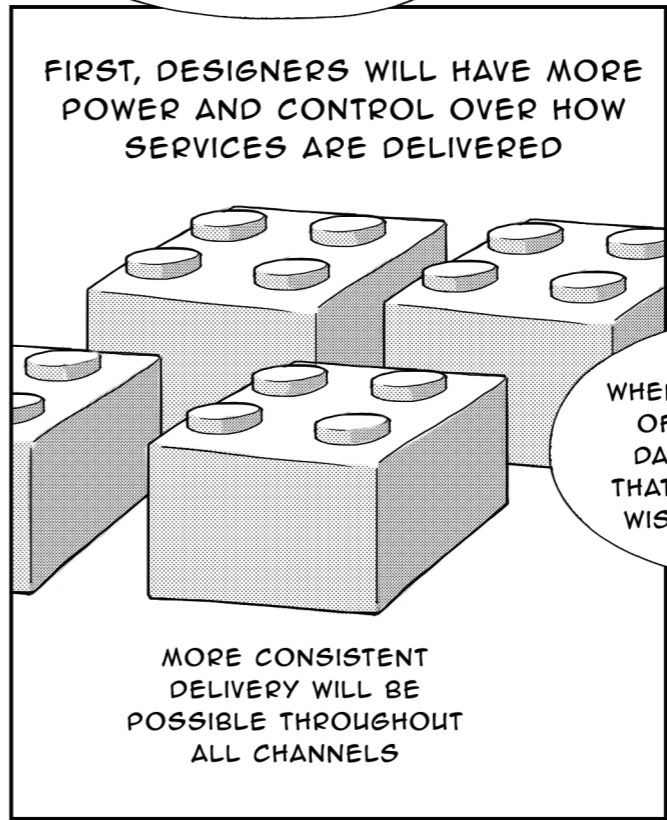
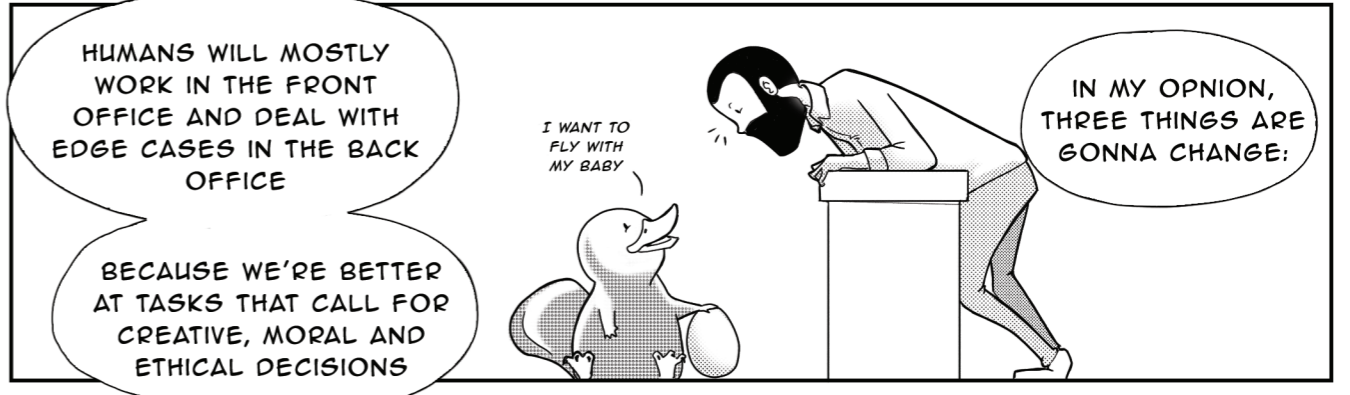
GIVING TO A PIECE OF CLAY THE TASK OF "MEMORIZING" ALL THOSE NUMBERS

WRITTEN AND ILLUSTRATED BY MAURO REGO
TEXT REVISED BY FRITZ HOLZNAGEL





*SOFTWARE AS A SERVICE



Service Design and Technology

Robert Halbach



inevitable
AND UNAVOIDABLE

Digital services are reality

Over the last few decades the tech sector of the global economy showed a growth incomparable to others. This expansion has had an enormous impact on our everyday lives and how things work in our societies. To give an example, the total internet usage in Germany alone has risen from about 18 million users in 2000 to about 63 million in 2019.⁷ Looking at numbers globally, the amount of internet users already grew to 4.54 billion by January 2020.⁸

With such a high amount of people spending time online on a daily basis it should not come as a surprise that the number and the usage of digital services available to the public has exploded — as well as their relevance in the global economy.

Not only has the amount of services increased over time, but their underlying complexity has grown with technical possibilities — up to a point where designers would need additional input in order to create the best possible service for their offerings' users. Said input can range from the use of collected data up to the use of automated, AI-generated design.

SANTIAGO ECHEVERRI
GONZÁLEZ

What do designers mean when speaking of data-driven or AI generated design?

"These are two different concepts that reflect various stages of how new technologies related to data capturing and data processing affect the way the design of services is planned and executed. Data-driven design is already happening, with many sources of data being used by designers to influence their decision making, or by developing systems which make decisions that reflect on the user experience based on the data being captured.

AI generated design is a far more complex, forward looking concept which looks at how autonomous technologies can themselves shape solutions starting from abstract parameters, and which may reflect logics of machine learning systems, which may not even be understandable to those designing the system."

Data-driven design and machine learning as support for designers

More than 90 000 GB of data are being transferred through the web every second.⁹ A big chunk of this are files — people streaming, posting on social media, making calls or sending messages. But what is really interesting to us designers are the tiny bits and bytes users leave behind when interacting with our services.

This information — data presented "in a form" which can be interpreted by humans — can help us perceive the strengths but also the flaws of the services we put so much effort into.

People hopping off only seconds after opening our site? A lot of visitors but only a handful of conversions? A ton of support requests concerning that one beautiful feature?

The roots of those kinds of problems can be manifold, but analysing user data grants us insights into our users' behavior and lets us see where they are being thrown off during their journey.

But what about machine learning? How could this be something that eases our lives as designers? Well, when talking about small amounts of data the analysis and interpretation appears pretty doable, even for us mostly non-data-savvy designers. But what about larger chunks or data that doesn't come in a homogeneous form?

That is where we could turn to the field of machine learning. A well trained algorithm can do such work considerably faster than humans, giving us more time to put into our actual design. This is just one scenario in which machine learning can be — and already is in some cases — integrated in many fields of our work.

How do data-driven or AI-generated design help in service design and why is everyone so curious about them?

MAURO
REGO

"An inevitable future for service designers is to understand those things first of all. From what I have experienced so far, the greatest value of AI in service design is not to create delightful experiences. The real purposes are cost reduction and to make services accessible to more people."

AI instead of
designers?
NO.



Get to know tech. Get to know machine-learning.

No need for an engineering degree, but for the beginning everyone should know what we are talking about.

AI and algorithms can, indeed, support design work, but could they even take over parts of our jobs? Especially considering that the need for cheap, automated design work is there, as Google Trends shows us. For example, searches for the term “logo generator” in 2020 increased more than 34%, compared to 2018.¹⁰ Does that mean the machines are taking over? Will we be redundant by, let’s say, 2030?

Assuming the development in data processing and analysis goes further, do you think AIs will find the “perfect” solutions to specific service design scenarios?


NIKO
REUNANEN

“I do not think that AI will find perfect solutions to specific service design scenarios. Rather, I think that combinations of new machine learning-based algorithms, software and new design processes will become standardized methods to solve specific service design scenarios. Especially from a business point-of-view.”

Data is cool, but let's not forget about the ethics that come with it

With the GDPR that came to life by early 2018, data rights and both use and misuse of personal information were pushed into the spotlight. Alongside the broadly discussed scandal on Cambridge Analytica, data didn't get much love from the public.

Keeping this in mind and beginning to think about the topic, there are urgent questions that arise:



Where is the line between using data for good and making users do things they don't actually want?

How do we collect data in an ethical way?

How do we stop others from abusing our data?

Of course, the answers to these questions go well beyond a few lines, but still — they are important. We as designers need to keep in mind that whatever data we have, we must use it in the most judicious way possible.

Choose to play fair.
Data and machine learning may grant us helpful insights but be aware that it also puts us in a position of power we don't want to abuse.



What now? What next?

It should be safe to say that data and automation will be even more present in our jobs in the future, especially regarding recent developments and taking the enormous benefits data and AI bring to us into account.

One scenario amongst many also does not seem to be too unlikely: designers as curators. To dig further into this we would need to imagine a future in which algorithms can be trained to find solutions to specific design problems. These solutions, or the final machine outputs, are when talking about machine learning processes often referred to as 'predictions'. Of course the output will, in the best case, only be near a valid solution and would need to be reviewed by a human designer that is capable of doing what a machine couldn't: Keep their eyes open for moral, aesthetics and interhuman matters.

Machines won't take our jobs, but we may need to adapt.

SANTIAGO ECHEVERRI GONZÁLES

“How does service design adapt to a world where many future service users are not human?”

NIKO REUNANEN

“Walk the walk and break the silos like you preach: find an engineer and start experimenting together.”

MAURO REGO

“Every service is now a digital service, some are just bad at it.”

go beyond

EMPATHY

The driver for service design is our ability and courage to think critically and emphatically about social issues and to drive positive change in the world – especially in these times of turbulence. Service designers will take the advocacy role for people-centricity and nurture new technologies that will truly move us forward. Even more so in the future, we must be able to strengthen inclusivity and bring the voices we hear to the public. We will have to overcome our bias, go beyond empathy and optimise technology and AI as our ‘human’ tools: it is not enough to speak for the users, we must create spaces where they can speak for themselves. Accessibility and inclusivity must go beyond discussions and become a *must* in everything we do.

Denkwerk

Agentur für digitale Transformation, Köln / Berlin / Hamburg / München

**The discussion
is ongoing!**



Join the SDN Slack to be part of it!
#the-future-of-service-design



Service Design and Ethics

David Wiesner



what is
RIGHT

What makes a service ethical? If two parties are asked this same question they might not end up at the same conclusion. There are many factors that need to be taken into consideration. Even if both parties have access to the same knowledge and insight, their personal stakes and ambitions have a huge influence on the final decision of what they see as ethical. Asking what is ethical is also asking — for whom?

In recent years, there was a huge emphasis within service design on being 'customer centric'. Even though this implies that the services developed with a customer-centric mindset are ethical towards customers, that wasn't always the case. This can be seen in some of the user interfaces developed that on the one hand are accessible but on the other induce a 'fear of missing out' by highlighting deliberately timed special offers (so called 'dark patterns'). On the positive end of the user-centric spectrum, a lot of services became more holistic, inclusive and sustainable.

Even if it was clear what makes a service ethically good, realising it in that way isn't easy. Often, designers can only be ethical within the bounds given by clients and organisations. Considering the massive changes in recent years, it is hard to anticipate what ethical principles and mindsets will be necessary in the future. Therefore, maybe the best way to approach this future can be summed up in the words of Antoine de Saint-Exupéry: "As for the future, your task is not to foresee it, but to enable it." So instead of predicting answers for the future, let's ask questions that might shape future services for the better.

“Ethics is an ongoing conversation about the impact we have as service designers, good and bad, and the responsibilities that come with that impact.”

GROUP DISCUSSION
AT THE FUTURE OF SERVICE DESIGN SUMMIT



What do you stand for?

Our beliefs are the basis for our actions. Designers are by no means neutral; their personalities and values carry over to their designs. Knowing what to stand for helps to communicate what are the red lines you are not willing to cross when working with others.

How do you learn about what you don't know?

Service design impacts people. That's why service designers often spend a lot of time anticipating potential outcomes. Your ability to anticipate is limited by your own knowledge: you can only consider what you are aware of. There are two ways you can discover your blind spots: either by reading up on recent ethical discussions or bringing people into your projects that are either specialised in or affected by certain ethical problems.

„We cannot longer pretend not to see ‘unwanted’ consequences, furthermore, we have to spare time to think about how to prevent them.“

GROUP DISCUSSION
AT THE FUTURE OF SERVICE DESIGN SUMMIT

What unintended consequences might your service have?

It is common practice in service design to consider the benefits of services for the end-user, but some benefits come with drawbacks. And sometimes parts of a service are not meant to benefit the user but the organisation. For example, gathering user data to map the users behavior or for making the user dependent on the service (e.g. constant push notifications). Some services cement a negative status quo (e.g. asking users to identify themselves as male or female). Another thing to consider is the long-term effects of your service (e.g. some services offer instant gratification to keep users motivated, which sometimes cumulates over time in decreased frustration tolerance in other areas).

What impact does your service have on its environment?

Every service needs resources, may it be electricity, heat or fuel for transportation. Considering the consequences of your service on the environment is almost a given in these times of dwindling natural resources and man-made climate change.

How do you get clients on board?

How ethical a service ends up is not the sole decision of the designer. The client has a huge influence on the final design. Therefore, giving the client insight into your ethical reasoning is crucial. Many ethical problems are complex and therefore hard to describe. This puts service designers in the position of advocates for overlooked groups and interests. A general onboarding process could be developed to introduce clients to ethical topics, the problems they confront and also the benefits of considering them in your service — an onboarding process for clients, so to speak.

How does your service benefit the person 'behind the counter'?

Service designers design future jobs. Therefore, considering future employees is just as important as considering future customers. Are the salaries high enough to pay the bills? Does the service devalue the worker in order to increase the customer's value? Does this service allow for people from different backgrounds to work in the same space? Is the work meaningful?

“Service designers believe in the inclusiveness and human centeredness of their practice — but they have to open their eyes to the part of society that has no access to service design due to lack of education or economic resources.”

A space for ethics

Service designers often approach ethics in a rather pragmatic way: decisions based on experience, gut feeling and insights brought up by target groups. What is lacking in the service design ethics discussion is a systematic angle. New insights from social science and humanities are often only considered by chance. In order to have these exchanges on a consistent level spaces for exchange are needed.

There is not one simple answer on how to create this space. But some aspects could be:

Integrating introductions to ethic discussions as part of the design education.

Integrating ethics discourse into the lifelong learning process.

Conferences, that bring designers and social science / humanities experts together.

Scheduled reflections with colleagues.

What problems does your technical solution create?

AI seems to be an effective and convenient way to solve future problems. Still, AI is not without its drawbacks: bias in code and samples or not understanding the algorithm anymore for example. That way AI brings with it its own problems worth considering.

All things considered, service designers in general are good at listening, being empathic and working together with diverse groups. In practice, this means they outmaneuver a lot of possible pitfalls in the ethics department. Equipped with these traits they are well prepared for the ethical challenges the future of service design holds.



think INCLUSIVE

Service Design is truly a human-centred, inclusive, and interdisciplinary practice; as practitioners, we are open-minded, innovative and stand at the forefront of social and cultural innovation. Nevertheless, we must critically examine our structures and our practice and acknowledge that they lie rooted in a white, middle-class, academic world of industrialized nations. Fortunately, the power of service design goes far beyond that, as countries and cultures from all over the world are embracing and adapting the practice accordingly. This, however, must also feed back into our structures, our frameworks, our language and ultimately our work. We are committed to service design becoming more inclusive and diverse, thus ensuring our practice is reflective of the long-overdue conversations and changes taking place across the globe. Service design demands an agenda focused on social justice and inclusiveness. Ethics and integrity stand at the forefront of our agenda!

Managing Service Design at Scale

Marc Stickdorn

Journey map operations: Using a journey map hierarchy as a customer-centric management tool for agile organisations

Over the last 20 years, service design has established itself as a growing approach to innovation. We, as the service design community, mastered how to run service design projects, published a lot on process, tools, and methods, but also on how we work, how we facilitate, the cultural impact on organisations, and the like. For a few years, I now see the growing interest to look beyond single projects and focus more on the management aspect of service design across many projects once service design is embedded in organisations (see for example my last white paper on this topic: Embedding service design in organisations). One of the core topics of service design in the next decade is the management of multiple service design projects, or more generally: How do we manage an agile organisation in a truly customer-centric way?

Managing customer experience in organisations

There is an emergent movement in design towards DesignOps (design operations), i.e. understanding

design as an ongoing activity in an organisation often structured in sprints just like we saw this move in software development into DevOps. Along with that, research moves into ResearchOps. Combining these movements leads towards approaches called dual track or triple track development, where projects move between research, design / prototyping, and development / implementation. In my opinion, these are all core activities of design. Thus, I prefer to call the three tracks: Research, prototyping, and implementation. More and more organisations adopt this way of working, leading to questions like:

How do we manage customer or employee experience (CX / EX) if there are dozens or even hundreds of projects in these tracks simultaneously?

How do we identify overlaps or contradictions between projects impacting CX / EX early enough?

How do we get an overview of all projects impacting CX / EX across the various organisational silos?

Most projects impacting CX / EX do not come from innovation or design departments. More alarmingly, most projects do not even consider CX / EX. Our job, in the future more than ever, is to become advocates for CX / EX in the entire organisation.

Design decisions are made everywhere in the organisation, but most people are not aware of the fact that they actually make design decisions impacting CX / EX when they decide on standard operating procedures, IT systems, legal requirements, and so on. Our job will be increasingly to support people across the organisation to become aware of the impact of their decisions. And vice versa, we need to become aware of all initiatives in an organisation that impacts CX / EX. This is where a journey map as a management tool comes into play. I call this approach journey map operations.

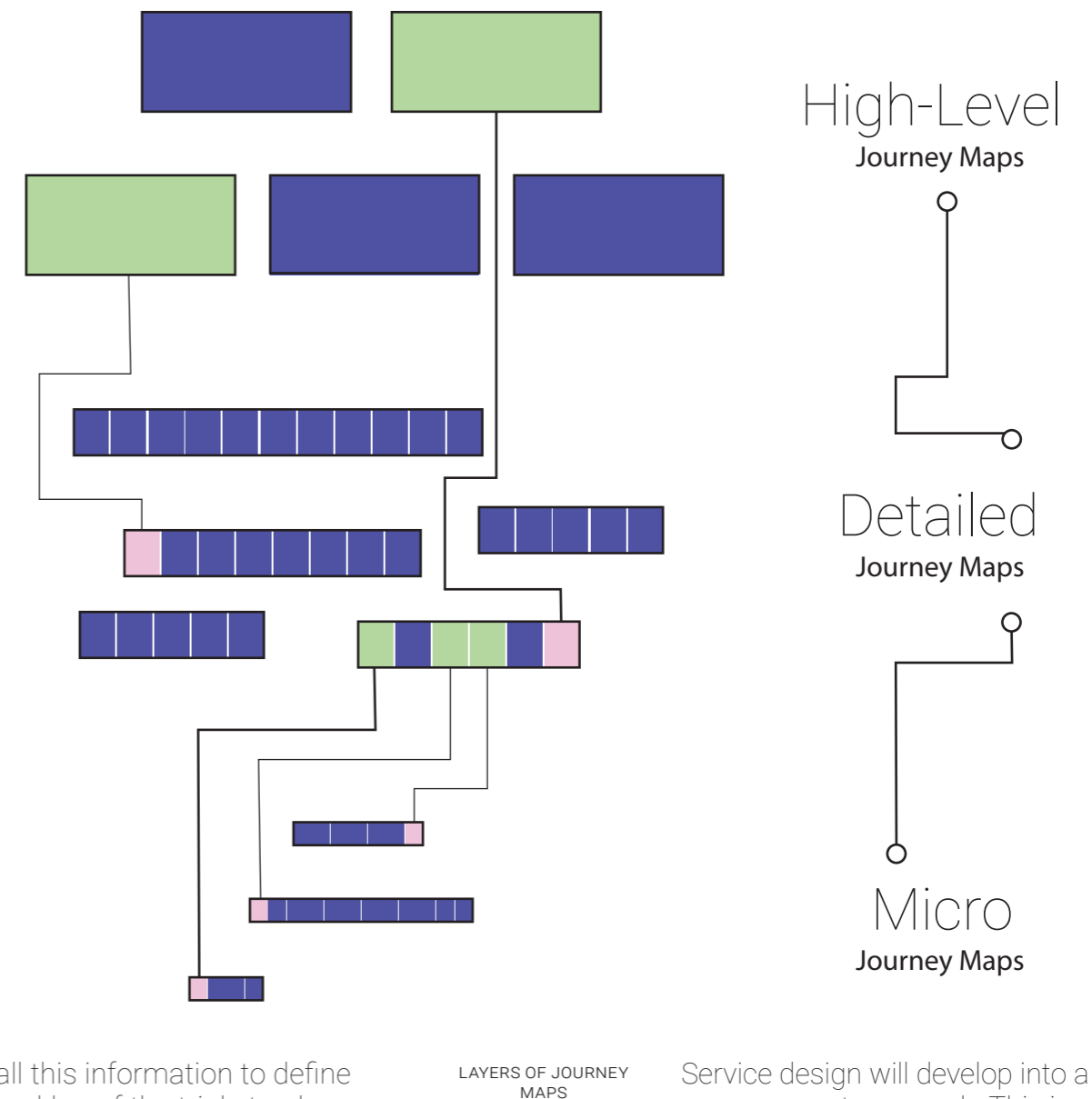
Journey map ops

Journey map ops builds on a hierarchy of up-to-date journey maps that we use as management maps. Management maps are not used for one particular project but rather used to manage across many projects (in contrast to project maps or workshop maps). Such a hierarchy of journey maps needs to be built within a dedicated journey mapping software, such as Smaply, to ensure that these management maps are standardized, accessible, and linked with one another. All management maps need to include a minimum set of lanes to ensure the flow of data between the different hierarchy levels, such as steps, stages, customer and employee pain points, KPIs, qualitative research data, as

well as ongoing and completed projects linked to respective projects maps.

Each journey map requires a coordinator; someone who is responsible to collect the data for this particular map and keep it up-to-date. Often coordinators match the hierarchy of their journey maps: the highest-ranking person in the organisation responsible for CX coordinates the highest-level journey map, such as the customer lifecycle. Depending on the number of levels of maps, this might go down to very specialized teams, e.g. a team responsible for the mobile check-out process or the shop experience. These journey map coordinators collect information from different departments regarding CX / EX pain points, ongoing and planned projects that might impact this particular journey, journey related KPIs, and so on. They regularly (e.g. monthly) update their journey map and include their most important info into the next higher map.

This information system enables a journey map ops team to identify CX / EX pain points across the different journey map hierarchy levels. They can match these pain points against ongoing and planned projects. They are able to identify overlaps and contradictions between projects from a CX / EX perspective. They can monitor the performance by looking at KPIs of the different hierarchy levels. And most importantly, they can



use all this information to define the backlog of the triple track development: Which research / prototyping / implementation projects do we need to focus on in the next sprints? Do we have enough research data to move one project into the next track? Did we test our prototypes enough to move them into development? Do we need more research or more prototyping for some projects? Do we need to re-prioritise?

Service design will develop into a management approach. This is already happening! I've helped a dozen organisations on their venture of starting journey map ops, but this is just the beginning. I am convinced that we will see more service design tools in management helping to bridge organisational silos and establish an information system based on CX and EX build for an agile way of working across the entire organisation.

Service Design and Sustainability

Yushi Chen &
Sara Lucia Arbelaez Llano



A group of people are gathered in a meeting room. A woman in a plaid jacket is standing and addressing the group. Other people are seated around a table, some looking towards the speaker. The room has large windows and a whiteboard in the background. The text is overlaid on the right side of the image.

**Service design
must be used to
potentialize the creation
of future sustainable
ways of living.**

Sustainability is defined as the harmonic condition under which societies and economies can thrive without harming nature, thus fulfilling social requirements without adversely affecting future generations' well-being.¹²

Yet, current dynamics interplayed between environment, society, and economic systems, are far from sustainable. Daily consumption is inevitable, furthermore, consumption is the pillar of the commercial society and the driving force of the economic cycle, accelerating excessive and profit driven production and consumption. Natural, social and economic systems are out of harmony, so we are faced today with the challenge of embracing sustainability in a more effective way, or adversely, to continue as we are doing today,

and face the imminent collapse of our living systems. The United Nations has established a set of 17 sustainable development goals that are expected to be achieved by the majority of countries by 2030, a year where an increase in population of three billion humans is foreseen.¹¹ A radical approach to production and consumption is urgent; this is why service design is not only called to make the issue of sustainability a core part of its approach, but to serve as an enabler for projects aiming to meet sustainable development goals.



UN SUSTAINABILITY GOALS 2020

Opportunities

Designers must commit to support stakeholders in the development of strategies to achieve the 17 sustainable development goals that are relevant for their context of practice.

Sustainability is a global issue, but it must be approached by a local perspective. The concept has different nuances in relation to the context in which it is approached, there is a need for developing customised sustainable solutions in regard to the local society, economy and ecosystem. Hence, opportunities for service designers to onboard sustainable oriented projects emerge.

Service design gains relevance in the field of sustainability as its practitioners are equipped with different skills and mindsets that offer innovative ways of solving complex problems.¹³

First, a collaborative approach to interdisciplinary work, creating bridges that ensure an effective orchestration of different expertise areas that need to work together when working on sustainability projects. *Second, service designers count on powerful visual skills, this might help to make complex information visible and understandable for different audiences. This helps to ensure that the concept gains relevance in people's mindsets.*

Third, service designers possess a radical mindset that challenges

GEKE
VAN DIJK

established dynamics and envisions different ways to embrace the future. *Finally, service designers have a valuable approach to solve problems by placing humans at the core. However, if service designers aim to gain a strategic role within the context of sustainability, this perspective should be expanded to placing not only humans, but the whole living system at the core of problem solving. Service designers are called upon to ensure that future services respond to specific needs with regard to sustainability, this might enable a clear roadmap to achieve tangible results, thus contributing to achieve the 17 goals established in the UN agenda of sustainability.*

The future of service design summit

According to the session of sustainability at the Future of Service Design Summit held at Köln International School of Design in early 2020, there has been a shift from user-centered to human-centered design, *but now we must push a new shift to work more in line with the planet and towards life-centered design.*

Service designers are called to create new methods that support sustainability efforts. One way of supporting sustainability would

STEFAN
HOFFMANN

NIKOLA
BERGER
&
STEFAN
HOFFMANN

GEKE
VAN DIJK

be making complex scientific data understandable for different audiences. Another way would be, not only placing human needs at the centre of projects, but finding a balance between communities and ecosystems. Last but not least, joining efforts to make a big shift towards sustainability at the different levels of society, aiming to empower local communities to embrace global sustainability issues.

The future of service design and sustainability

How might we strengthen the role of sustainability within service design?

Service design thinking and sustainability should be part of all projects from the beginning, thus the skills and potentials of interdisciplinary teams could be seized in full potential. We must envision projects with a strong social and environmental commitment, aiming to truly meet the needs, aspirations and frustrations of the users we are designing for. *It is necessary to integrate service design thinking into the whole process. What is the need to be met? For whom? What is the impact the project aims to achieve? All of those questions require a creative approach and they need to be integrated within sustainable service projects from the beginning.*

NIKOLA
BERGER

How might service designers gain strategic importance in future sustainability projects?

STEFAN
HOFFMANN

We have to support organisations to set the specific focus of a sustainability agenda within their structure and their services. There are 17 sustainable development goals to be achieved, yet one service or organisation should make a choice on which of them to emphasize and pursuit more strongly over others which might align less with the company's specific context, purpose or strategy. What if, for instance, we as service designers develop service sustainability journeys as an integrated tool to our thinking and approach. This represents an opportunity for service designers, as enablers of sustainable agendas within different sectors of society.

NIKOLA
BERGER

Service designers are called to embrace and to promote sustainability by critically approaching future social demands without ignoring the necessity to have a balance between social, environmental and economic improvement. Global warming, impaired public welfare as well as the current Covid-19 pandemic are just a few examples of the challenges societies are facing nowadays. Current challenges represent opportunities for action in order to create a sustainable future, balancing the diverse needs and perspectives of stakeholders of not only humans, but also ecosystems.

How might innovative technologies enable the establishment of sustainability within service design?

Innovative technologies might support the intersection of service design and sustainability in three different ways. First, providing a new level of efficiency in service production and delivering, thus reducing resource consumption and carbon footprint, as well as better predicting failures in the journey of a service. Second, by having physical infrastructures supported by technologically enhanced services, for instance the concept of smart cities, where you may achieve an improvement of public services, citizen engagement and community well-being. Third, the economy more broadly will benefit from a wealth of enabling services, supporting non-service sectors with achieving their sustainability targets better (e.g., smart building solutions for energy management).

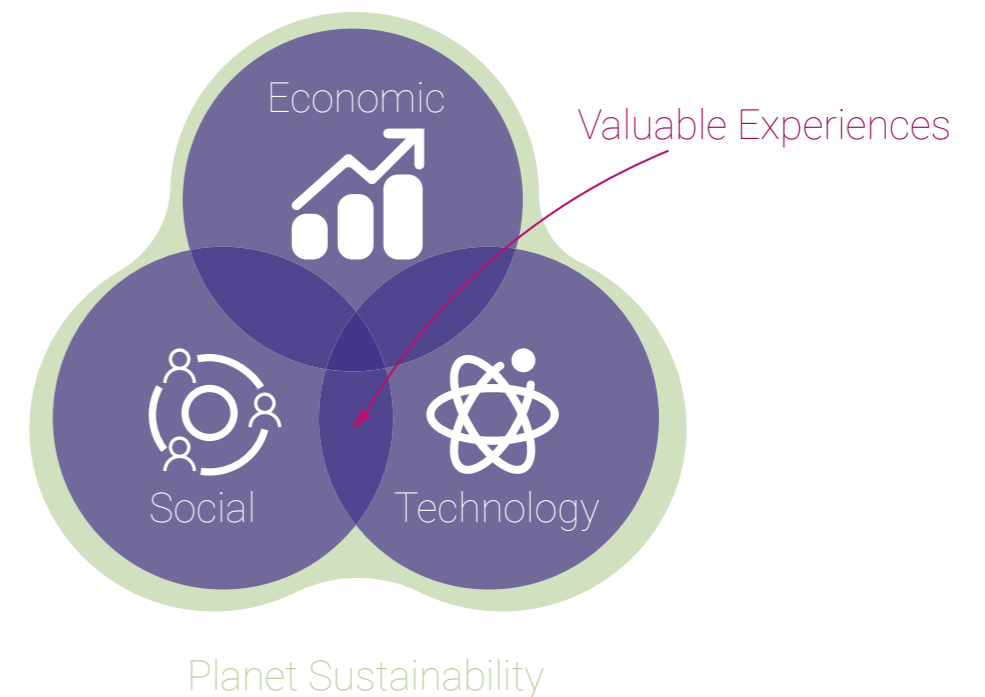
STEFAN
HOFFMANN

How might service designers empower the development of sustainable economies around the world?

NIKOLA
BERGER

We must envision the use of service design thinking to create a purpose-driven economy, rather than merely a profit-driven economy. One first step to enable a purpose-driven economy from the service design perspective would be focusing on the local context, while still having a global thinking of sustainability. The relevance of the local context is a decisive factor in people's experiences of services. A second step would be to prioritise concepts of collaboration and cooperation, starting from embedding a philosophy of co-creation of services with relevant stakeholders, and also support cooperative emerging movements (food coops, neighbourhood networks, community supported agriculture, newspapers, cooperative saving systems, and many more). Last but not least, service designers should embrace the idea of circular production and consumption models and help different organisations make future services circular.

NIKOLA
BERGER



CREATING VALUE

Service design has the potential to foster a society where sustainability is the main driver, this journey is full of opportunities and issues to be explored. Service designers are called to embed sustainability into their day to day practice, as well as joining efforts to embed a service design thinking perspective in projects related to sustainability.

NIKOLA BERGER **“In 20 years, I would love to see that we are using design thinking to create a **purpose driven economy**, rather than a profit driven economy. **Basically, design could save the world in 20 years.**”**

GEKE VAN DIJK **“Sustainability is impossible to achieve without interdisciplinary collaboration. Service designers cannot work in sustainability alone, **it is vital to integrate other experts as ecologists and economists in our practice.** Designers are not going to save the world alone!”**

STEFAN HOFFMANN **“Sustainability is a road full of choices that **require expert advice** in order to make the right decisions, as for instance, developing coherent roadmaps that target sustainable achievements. Making tangible visions and aspirations of organizations in regards to sustainable development.”**

NIKOLA BERGER **“Get out of the design bubble! Learn how to effectively communicate with people who work in different disciplines than design. **Expand your knowledge to different areas, as for instance, biodiversity, systems thinking, social justice,** or any other field that could enrich the way you understand sustainability.”**

STEFAN HOFFMANN **“Sustainability targets need to be co-created with organizations values, with their own formats and languages. Tackling the big goal, aiming to have a massive impact by **empowering smaller units within the whole system.**”**

GEKE VAN DIJK **“Sustainability must **move beyond a personal decision** of designers to play an important role in the whole system of services of a given context.”**



step out of the BUBBLE

As innovation director of Livework, it is not the future of service design I am concerned with, it is the future of our planet and its inhabitants. In order for future generations to have the same, or better opportunities than we have, we have to look at societies, cities, and systems through a lens of inclusivity, participation, regeneration, moderation and organic change — no small feat. We also have to take into account that the planet doesn't need us, we need her. We have no choice.

We are part of communities like SDN because we want to contribute and because we want to learn. We are not so much concerned about the methods and tools and processes, but about the impact we can make. Service design has matured to a stage where we no longer care about what it is, but about what it does.

The future of service design is to step out of its bubble, and start taking action.

Livework

Service Design Studio, London / Rotterdam / São Paulo

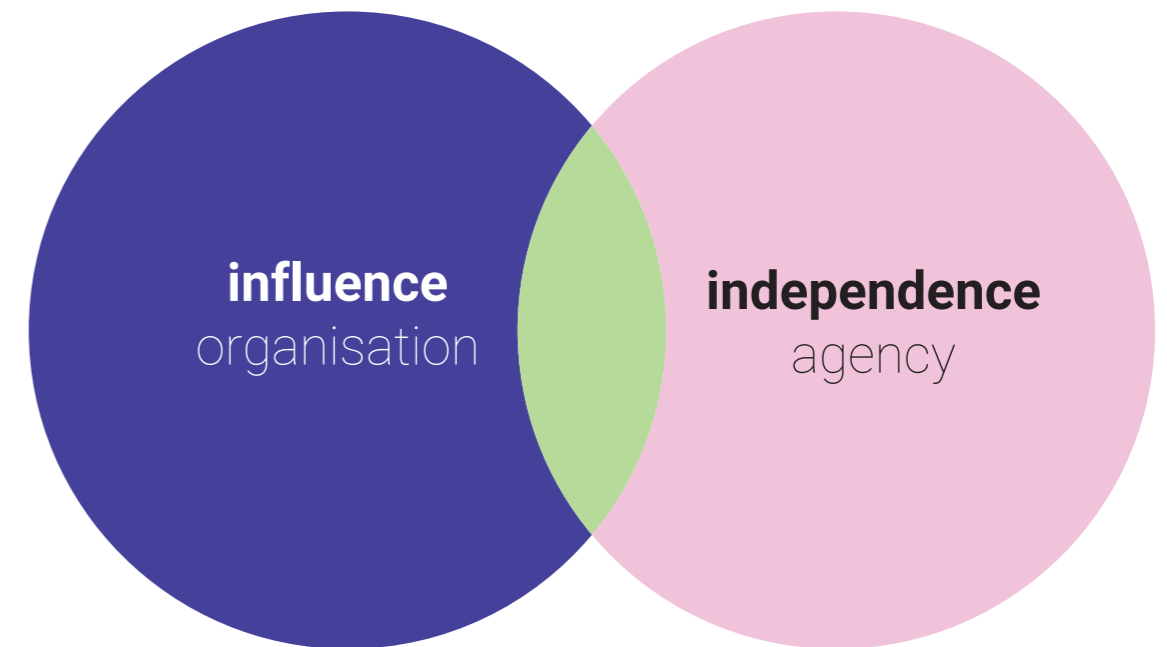
Service Design Agencies of the Future

Jost Goldschmitt



David
OR GOLIATH?

Service design comes in different shapes and sizes — as small or large agencies, as in-house departments of larger organisations or as part of the service portfolio of the large consultancies. Whereas agencies have a tradition since the beginning of the century, the two latter forms have been picking up speed since around 2015. In the last months there were more than fifteen acquisitions of creative agencies and companies.¹⁴ This is due to more and more client organisations and consultancies realising that service design — or design in general — is a very strategic ability they would like to have in-house or as part of their portfolio.



SERVICE DESIGNER'S
DESIRED POSITION

In-house design and its influence on design potential

McKinsey Quarterly's "Are you asking enough from your design leaders?", claims that "companies that excel at design grow revenues and shareholder returns at nearly twice the rate of their industry peers."¹⁵ Since around 90 percent of companies weren't able to reach the full potential of design, even if they added senior design roles to their organisation, this leads us directly to the question — why?

The answer to this question is striking: it is mainly caused by the lack of clarity, about where and how senior design leaders can contribute, and uncertainty about how much to expect from them in their role. Before an organisation can elevate its design ambition it has to establish the leadership needed to deliver it. Therefore, the top executives must make three interconnected interventions. They have to embrace user-centric strategies, embed their senior designer in the C-Suite and make the most of user data.¹⁶

Embrace user-centric strategies.

Improving not only products and services but also the full user experience and, in some cases, the organisation itself.

Embed your senior designer in the C-suite.

Meanwhile build a collaborative team environment, in which your design leader is able to motivate and lead the organisations understanding of design.

Make the most of user data.

Achievable through a balance of quantitative and qualitative design metrics and incentives that enhance user satisfaction and business performance.

THE THREE INTERCONNECTED INTERVENTIONS

Create an in-house support for external agencies, to improve the workflow.

Elevate the organisation's design ambition, and clarify the leadership needed to deliver it!



“It’s a world of people (...) that develop global things (...) and I want to sit at that table and try to design them in a different way.”¹⁷

NANCY BIRKHÄUSER

The changing role of agencies with in-house service design

Based on this trend — where bigger organisations are building (service) design competencies in-house — the role of and the demand for agencies and their work is changing. They deliver training to develop the in-house capacity, they bring the external and experienced point of view into projects and they are being hired for specialised tasks within projects and change processes. They move to the strategic level since the project work is covered by in-house service designers. *“Most companies use agencies as a flexible muscle.”* For example, if they do research they might need some capacity for a certain amount of time, or they might bring in someone to spice up their ideation. But they are also interested in making an agency work for them exclusively, so that they can avoid misunderstandings in brand specific topics.

STEFAN MORITZ

KATHRYN GRACE

Acquisition and merger

When consultancies acquire service design agencies, cultural issues are crucial. How much freedom and non-corporate spirit can survive? And how can the service design team best take advantage of the amazing resources of the new ecosystem?

Agencies already bring a lot of structure themselves. They are used to working in a broad environment and are able to scale concepts within their agency, as well as to push the information through the right channels. The biggest difficulty during the merging of those two, would be bringing the right people together for each specific project, and to orchestrate them.

The real value of service design is in the implementation. If the concept can be implemented and it has great impact, the next thing will be to scale it. There are plenty of examples where small agencies have done great things, but these agencies often get stuck and therefore don't really drive systematic change. Bigger agencies are able to work around that problem by simply bringing more people to the table that either have the experience to scale things up, or are able to connect with the right people in the organisation. The merger with a consultancy unleashes opportunities for impact due to the access to quality resources.

Smaller agencies

Typically, the smaller agencies provide services that are a little bit more niche than whole service concepts of bigger organisations. But because they focus on specific topics, they are really good at what they do. They can excel on a broader level, if they have a good counterpart in the organisation, somebody that knows how to navigate within the organisation or who has even worked in-house before, to scale up the initial ideas and outcomes. Therefore, *“size doesn't matter, regarding the quality of the work.”*

MORITZ STEFAN

The future of service design agencies

In-house service design teams or consultancies with service design in their portfolio — both are competition to the traditional service design agency. In order to compete with the broad and international consultancy offerings, service design agencies might build the “star-alliance” — a network of strong agencies collaborating on an international ground. Smaller agencies might specialise their offerings in order to serve as the flexible muscle for in-house teams.

“Organisations that successfully deliver a sustainable service are successful at incorporating service design.”¹⁸

DENNIS HAMBEUKERS

Service Design, Culture and Leadership: A Mutual Dependency?

Markus Hormess & Adam Lawrence

With the Covid-19 pandemic, transformational movements in the wake of BLM, and much more, the world is changing faster than ever. As a result, design-based approaches to problem solving seem even more relevant. And they are catching on, as start-ups, corporations, even NGOs, governments and militaries learn the benefits of holistic, iterative, agile, lightweight discovery and development – just as we service designers see every day. But what does it mean for leadership and innovation culture? Is there a conflict with existing models?

Most of the organisations we all work with show structures and mindsets that are hierarchical or machine-like. Writers like Laloux¹⁹ have called these Amber and Orange cultures. Amber encompasses the conformist, static, hierarchical attitudes of the world's oldest organisations, such as organised religion and much of academia; while Orange applies to the achievement-oriented organisations with their mechanistic model of "performance", "efficiency", and "dashboards". Orange organisations make up most of the world today and believe that – like in a machine – measuring the right numbers will let us see the future.



Teal ? self-management? ? ?
 wholeness? evolutionary purpose? ?

Living Organism?

Green

respect empowerment values driven
 fairness family servant leaders
 community idealism

Pluralistic

Orange

machine definition meritocracy
 cognitive capacity performance over consumption
 innovative measurement materialistic

Achievement

Amber

civilisations status long term army
 4000 B.C. organized religion hierarchy
 self discipline

Conformist

Red

alpha leader wolf pack
 reactive short term

Impulsiv

Magenta

superstition
 small tribes
 50.000 years ago

Magic

Infra Red

small family groups
 100.000 years ago

Reactive

LALOUX CULTURE MODEL

In Amber and Orange organisations, one successful model of leadership might be described as "This way, follow me!" Leaders, set high in a hierarchy and given access to the very best numbers, feel able to envision both a desired future-state and the road toward it. They take big decisions, ask us to trust them, and lay out our steps. The centralised decision is supported, and even enforced, by a centralised control of resources, whether that is budget, personnel, or access to specialised colleagues and tools.

But design teaches us that the future is not so clear, things rarely go to plan, and (retrospective) numbers can't tell us everything. Instead of one vision-led waterfall, we need multiple, agile, inquiry-and-exploration teams. To avoid gridlock, they need to be connected but relatively autonomous (see Marc Stickdorn on journey map operations in this publication). Instead of big decisions by important people far away from the reality of daily business, we shift towards more frequent and lightweight team decisions of "what do we investigate next?" This huge change demands trust. It needs leaders who are courageous enough to say, "I don't know where the answer is, but I will support you while you find it."

Part of that trust includes giving decentralised access to resources which can support inquiry and decision making – primarily,

resources around research and prototyping. Recently, a rapid tech-evolution has democratised these fields while blurring the boundary to implementation. They include simple Google Forms or Facebook Ads for quick-and-dirty information gathering; Marvel App for clickable wireframes in minutes; and Voiceflow, which allows anyone to prototype voice interfaces and then implement them in seconds by uploading them as Alexa Skills. Essentially, the "no code" movement takes capabilities which used to be the preserve of PhDs, and hands them to anyone – the potential is huge. Today, we work hard to deeply understand users. Tomorrow, will we simply equip them to build their own prototypes and implement them?

Of course, it's not just technology which must be made accessible. Organisations need to open the door to social and behavioural superpowers too. What are the holistic "stacks" they make available? Which communities, spaces, formats, methods, tools, and trusted solution libraries are on the shelf, and who can reach for them? (Going one step further, who may hack them or develop new ones?) After all, we don't ask our boss' blessing to use Excel; why should we need permission to talk to a customer or try a market experiment? And what will be the service design equivalent of the Fablab: an open space movement not just of technology, but of community and skill?

Culture change and leadership are interlocked. If we want to keep up with accelerating technologies and changing user needs, we will need a different organisational culture. Does it follow that evolved leadership is a prerequisite for the success of a scaled service design approach? Will that culture – meaning not just people, but structures and resource availability – move away from the mechanistic model's "materialistic obsession, its social inequality, and the loss of community"?²⁰ Will it turn away from mid-term strategy to follow higher values, embodying empowerment, respect, and servant-leadership; reaching for "fairness, equality,

harmony, community, cooperation, and consensus"²¹ in what Laloux and others call a Green culture? Might we even flourish within flat network-like structures, and the high level of self-accountability that is sometimes called Teal?

The opportunity is ours. As every facilitation moment shapes the workshop, and every workshop changes the project, and every project forms the organisational culture, will the service design community step up to consciously foster cultural change in everything we do, building a better working world as we create the conditions for increased success?

Furthermore, how ready are we service designers to make the same evolutionary steps in our own agencies, projects and teams?

Takeaways

Organisations, and service design activities within them, would benefit from these changes. Can service design support that evolution?

Make it accessible: Democratise access to technology and social stacks. Give broader access to users, experts, as well as service labs, makerspaces or dev workshops – and the community behind those spaces. Create a tangible language for cocreation.

Make it systematic as well as systemic: Don't just focus on the digital domain. Build a holistic research, prototyping (and possibly even an implementation) stack that allows interdisciplinary co-creation; a platform where we know our tools and do not have to reinvent the wheel for every project.

Break the pattern: While understanding patterns is crucial to advance and grow our field, an unreflected use of patterns can easily become limiting if not dangerous if the world changes underneath. So, as Charlie Parker might have suggested, teach understanding of the patterns, then encourage breaking them.

Make it playable: Provide contexts which let staff and stakeholders experience and explore the boundaries, and learn what might work by – quite literally – playing around with the system.

Service Design and Future Forecasting

Christoph Beckers



prepare
FOR THE CHANGE

How can service design anticipate and handle the disruptive changes in the world?

Change is inevitable. In a growth-centered system it is essential to anticipate the future and to be aware of disruptive changes. Growth is a driving force that demands change. It implies continuous innovation and improvement, innovators and designers who have an impact on the future should engage with it. When service designers envision the future, instead of doing plain guess work they should approach it in a systematic way.

Future forecasters and service designers may ask the same questions:

- What do we want to achieve?
- Do we want to manage the future?
- Do we want to predict it?
- Do we want to prepare for the future?

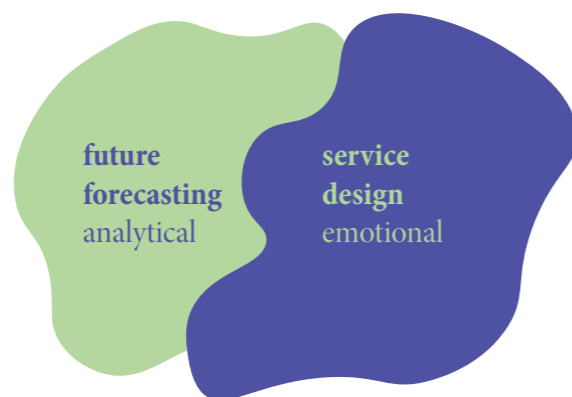
Future forecasting and its methodological approaches should be embraced by service design as a systematic tool to envision different future scenarios based on analytic reflection and anticipation.

As the future is driven by countless parameters and signals of change,

future forecasters and service designers use methods to make interconnections visible and tangible.

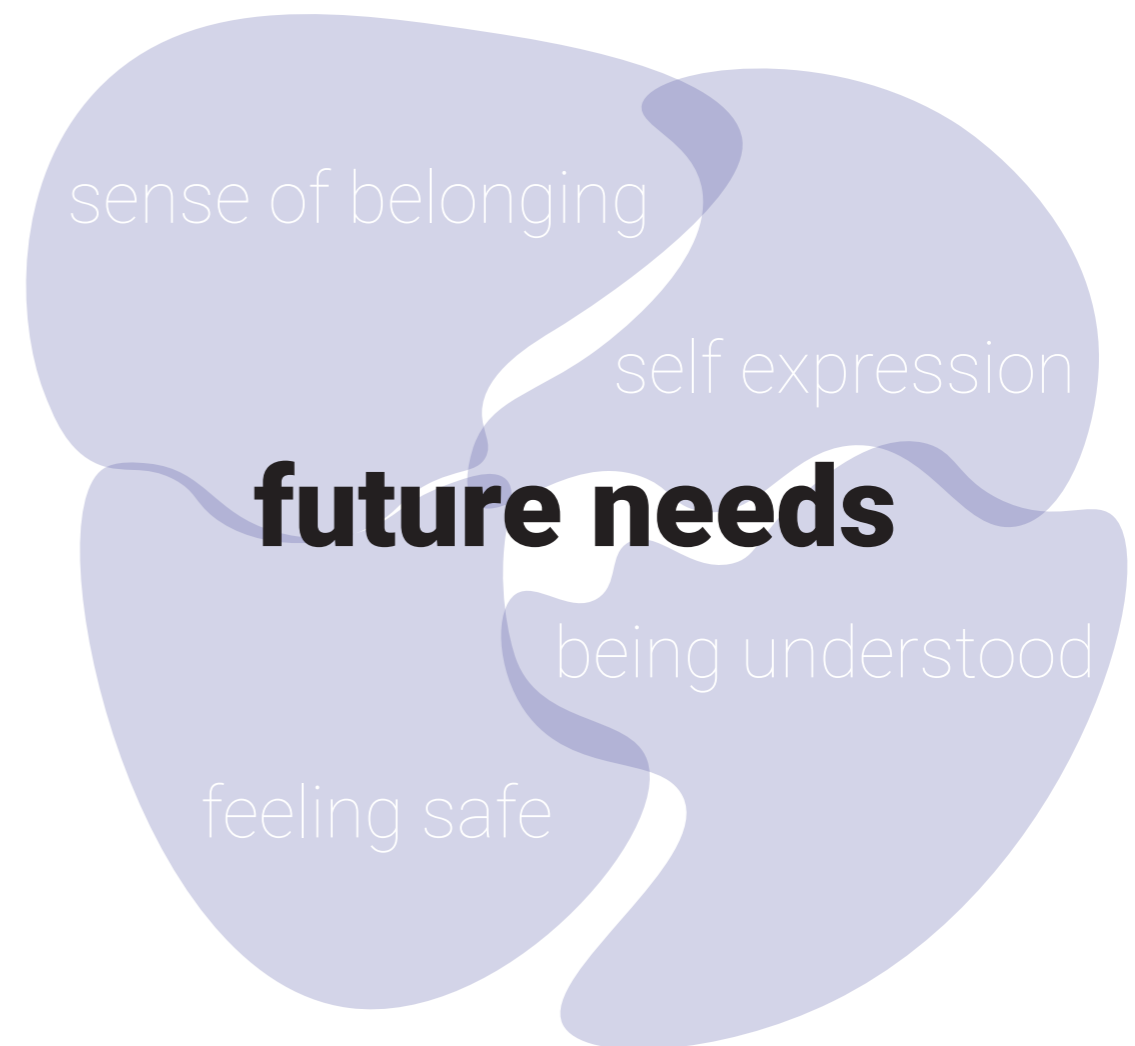
“They share similar mindsets and tools, the main difference is the logic and the philosophy behind it – so they complement each other. While future forecasting operates the analytical side, focusing on how the world will look like in the future, service design focuses on the emotional side, identifying how people will feel with this future.”

PETRI RIKKINEN



Service design examines future consequences, understands people's habits, their traditions, routines, intuition and therefore reveals the emotional side of a service.

Service design tools and methods intend to establish an in-depth understanding of user behaviours, their likes and their needs. Humans' activities are mainly need-driven. Service design aims to fulfil expectations and demands which in turn arise from people's needs.



“The context is the interesting thing.”

NEIL COLLMAN

The first step is to find out together, with the people concerned, how they will feel about certain circumstances in the future, which actions they will take and which consequences should result from them. Getting information from people's fears and hopes for the future can enable service designers to create new solutions for them.

Future forecasting is predestined to collect reasonable assumptions for the future and dab into the logical part of resulting predictions. The need part though, is something where service design has a bigger role to play. In other words, when future forecasting looks into the physical future, how it might look like, how things will interconnect, service

design will identify the emotional consequences that follow from those predictions.

The value for service designers arises mainly from discussions with real people, with end-users, data-scientists, people working in marketing, business and tech people. Collecting these insights from those people will enrich their perspective going into the future. How those people anticipate the future could expand service designers' perspectives on the environment customers will engage with in the future.

Embrace

the future!

Engage

with the future!

Shape

the future!

past

fiction
emotional?

long term

short term

future

design fiction

Design fiction aims to explore and criticise possible futures by creating speculative and provocative scenarios.

trend forecasting

Trend forecasting can be a data-based analysis of current trends on the one hand, but also the targeted research of new artefacts at the local level that are considered to have an impact on the development of society.

backcasting

Backcasting is a useful tool for design teams to think through the positive and negative consequences of where they are going with their survey.

business forecasting

Business forecast uses data from the past to predict the future, analysis for the present and near future.

future wheel

The future wheel is a brainstorming decision making tool to visualize direct and indirect consequences of actions.

Steep analysis

Steep analysis examines the big five stages where trend thriving factors influence organization from the outside. Society, technology, economic, environment, politics. In a five step process this tool prepares to seek for trends of the nearer future.

analytical



Calls for action

01
Make the future tangible.

02
Explore the hopes and fears of fellow humans.

03
Create alternative future scenarios.

04
Consider dystopian visions.

05
Look for trends in your field.

06
Future forecasting is demanding. You need to practice it.

07
Think foresight as an activity of learning and inspiration. It helps you to assess the direction of your product.

08
The practice of service design needs to take a stand in global challenges of the future in order to influence them.

09
Consider the longer term impact of your actions and the global impact of your decisions.

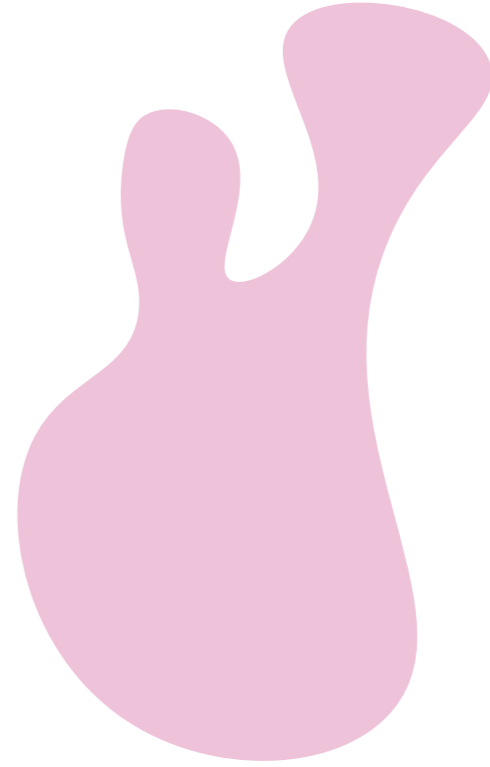
More than Designed Services

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Sandra Griffel

Our world is changing faster than ever. Just think of the spread of new communication technologies, the exponential growth of artificial intelligence or the increasingly noticeable effects of climate change on our lives. These changes pose challenges for us as service designers that go beyond the redesign of services and products: It is about addressing the fundamental problems people face in their daily lives and understanding their evolving needs.

They say that we cannot solve new problems with old thinking. The more complex and deep-rooted the challenges become, the more we have to include the underlying systems (politics, economy, culture, etc.) in our analyses and develop for the bigger picture. This not only includes evaluating the past and present of the systems involved but also their possible futures to be able



to act with foresight and anticipate blind spots early on.

Dealing with future scenarios is nothing new in an academic context. After the belief in a predetermined future had prevailed into the Middle Ages, the British statesman Thomas Morus created one of the first speculative drafts of the future in 1516 with the philosophical dialogue "Utopia". Philosophers of history and culture such as Tommaso Campanella, Herbert Spencer and Oswald Spengler, but also writers such as Aldous Huxley, finally paved the way for a new way of thinking in which the future is seen as something that can be actively influenced by our decisions today.

This paradigm shift also characterises future design. Instead of building products and services for a (pre-)defined future on the basis of prognoses (forecast), methods from

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design fiction such as “worldbuilding” help to outline several possible scenarios and take them into account later in the design process (foresight). The goal of this approach is to critically question what future we want to work towards with the help of our services and products. In doing so, it is important to look beyond the scope of the “probable future” and examine the entire area of the “possible future” in order to identify unforeseen opportunities and risks.

But what does the process of future design look like? We start off into “worldbuilding” with research in which we collect as many signals of change as possible. “Weak signals” – first indicators of a change or an emerging issue that may become significant in the future – help us to see beyond the horizon but at the same time they are often fragmented and difficult to identify. They can be observations, up-and-coming start-ups, news, or anything else concrete that could have an impact on the future. By clustering and organising these signals, topics that seem particularly fascinating or relevant to us emerge and provide the basis for provocative discussion starters, so-called ‘springboards’.

In order to include very different perspectives, we often carry out “worldbuilding” with affected users or stakeholders. In the workshops we try to develop the future scenario in a co-creative way, using ‘springboards’ and storytelling methods to create an enriching picture.

Storytelling enables us to connect the dots and understand information at a deeper level. It helps us to dive deeper into possible future scenarios – and into all aspects that shape them such as politics, environment and economy – so that we can empathise with their protagonists and their needs and fears. Finally, on this basis we analyse opportunities and threats and gather critical insights that later form the basis for prototyping.

Instead of concrete product or service prototypes intended for later implementation, these workshops produce a different type of output, e.g. diegetic prototypes that represent objects or services that exist in the respective fictitious future or in individual scenarios. They are often integrated into films, picture stories or brochures that reflect the context of the narrated worlds. This approach helps project participants to put themselves in the position of the protagonists and to reconstruct the experiences that shape them in these described futures. In this way, we stimulate discussion about the future(s) we want to backcast from and how we can contribute to bring them to life today as well as in the future. Secondly, it allows us to anticipate risks and blind spots that can help to make our services more robust.

In summary, future design is based on the following principles:

1. Allow divergence.

There is not “one” blueprint for the future – many different scenarios based on observations, trends and weak signals illustrate different options for the future. We can then question our concepts in their context or design with the goal to support certain scenarios.

2. Detach from the here and now.

As we are moving at least 10-20 years into the future, we are broadening our perspective. Instead of extrapolating already visible trends and focusing on the projected or probable future, we include the edges and try to consider plausible and possible future scenarios.

3. Consider the system.

Future thinking embraces a much more systemic approach. In addition to considering factors that are directly relevant to the current service context, it looks at macro factors that influence the systems that shape the lives of our users and stakeholders.

Minds and Makers

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take

HOLISTIC PERSPECTIVES

The future does not care about our forecasts. But how do we cope with a future that cannot be predicted?

In order to react appropriately to change, people, organisations and communities need to become more resilient. As resilience is not obvious it is often sacrificed for stability or productivity. The redundancies that are important for resilience are removed in favour of optimisation and cost efficiency. Self-organisation falls victim to hierarchical control and crisis situations are answered with top-down, traditional approaches. We need to change mindsets and help organisations to enhance their own restorative powers.

As climate change has taught us, the future does not just happen, it is massively influenced by us. People need to be enabled to create solutions that have a positive impact

on our future. In a world in which it has become evident that everything is interconnected, it is important to take a holistic perspective on systems and identify leverage points for positive change. Therefore, we need to look far beyond the relationships between businesses and users or governments and citizens. Experience design becomes system design, human-centered design becomes life-centered design.



Authors, Editors, Interview Partners & Facilitator



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Sara is enrolled in the master's program Integrated Design with a focus on Social and Public Innovation at the Köln International School of Design (KISD). Sara is motivated by her belief that service design has the potential to positively influence culture and society, by empowering communities to thrive. She works as a project assistant at the Collaborating Centre for Sustainable Consumption and Production (CSCP). Sara is a Colombian national.



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Nancy is Managing Director at PWC IXDS GmbH since IXDS became part of the PWC network in 2020. Leading global innovation projects, her 20 years of professional experience in designing human-centered products & services was gained in corporate product management and user experience roles at Yahoo and Vodafone as well as various design studios. Nancy studied design at the Köln International School of Design and Rhode Island School of Design.



Christoph Beckers

As an integrated design student at Köln International School of Design, Christoph developed a broad view on the interconnectivity of things and artefacts. Apart from multimedial projects and light-interface driven professions he explored a deeper interest for urban space development. Service design can play a certain role in that, by identifying how designed places can meet different participants demands and stay flexible during future changes.



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Jan is a Design Director at FutureGov, responsible for shaping the design approach on change projects in local and central government. Recently, he has worked on a variety of topics including housing, employment and health. Jan is passionate about systemic change that supports people and communities to thrive. Jan has studied Integrated Design at Köln International School of Design.



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Alessandra is senior service designer at denkwerk, where she has founded the #ReLab, a co-creative space for the re-design of the agency's processes and the employee experience. She is passionate about understanding people's lives and designing seamless experiences through collaborative approaches. Over the last 10 years she has worked together with teams in Brazil, Italy, Finland and Germany in a wide array of projects. Alessandra has achieved her master degree at Köln International School of Design.



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Michael was founding Dean and Professor for design theory and history at the Köln International School of Design, Technical University Cologne. He is author, guest professor and lecturer at many national and international universities; former CEO of the German Design Council, co-founder of the St. Moritz Design Summit, Switzerland, and founder and president of the Raymond Loewy Foundation. He runs be design. Since 2016 he is honorary professor at the University of the Arts, Braunschweig/Germany. He lives in Cologne.



Jost Goldschmitt

Jost Goldschmitt studies Integrated Design (B.A.) at Köln International School of Design. During his studies he focuses on typography and layout, trying to connect his digital background – an apprenticeship as a media designer – to a more analog world. Right now he is gathering experience in the field of screen and riso printing as a student trainee, while working freelance for corporate presentation design on the side.



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Santiago is a multidisciplinary designer from Colombia, focused on the development of digital products and services involving emerging technologies. Following his studies in Mechatronics and Industrial Design, he moved to Germany for the Master course in Integrated Design at Köln International School of Design. Since then, he has worked as a guest teacher for service design there, as well as on multiple digital agencies including People Interactive, Antwerpes AG and Experience One in Berlin, where he currently works as a UX Designer.



Sandra Griffel

Sandra is an experience design director at denkwerk – one of Germany's most creative digital agencies – and responsible for the creation and delivery of innovative digital products, services and platforms. She is experienced in leading interdisciplinary teams of XD designers and researchers in the delivery of sophisticated insight-led solutions. Furthermore, Sandra is a speaker (e.g. UX Insight 19, Interaction 17 NYC, EuroIA 18) and author e.g. on future & foresight and innovative user research techniques.



Robert Halbach

Robert began his studies at the Köln International School of Design in winter 2019 at the age of 23. Before that he already collected experience working as a freelance Interface and Web designer for several years. While continuously being eager on learning more about the various fields of design, the digital landscape has established itself as Robert's passion.



Stefan Hoffmann

Stefan is a Partner and Director at Boston Consulting Group (BCG) and a member of BCG's global leadership team for Service & Support Operations. He also serves as the firm's Service 4.0 lead in Europe. Over the last 15 years in Consulting, Stefan has led multiple operations transformation and commercial excellence programs for major clients in the Technology and Telecommunications sectors across Europe and in SEA. Prior to joining BCG, Stefan held management roles at a leading mobile telecommunications operator in Germany.



Markus is the co-founder of WorkPlayExperience, a service innovation consultancy. He loves to work and coach at the intersection of design, business, and technology – building on his experience of service design and business consulting, and on his background in theoretical physics. In his daily work, Markus helps organizations tackle complex business problems and make cultures more agile and human-centered. The focal point of his work is prototyping in service design, where he constantly pushes the boundaries of what a dedicated team can achieve with limited resources.



An economist by training, with an executive MBA in management of innovation, Geneva-based Peter Horvath is a connector of dots. With work experience in agency, startup, corporate and consulting environments, he has worked in project and product management, strategy, UX and service design, in Switzerland, Hungary and Canada. Peter is an active driver of the community through local events, SDN's Swiss chapter, and as co-initiator of '24 Hours of UX'. He also teaches design related classes at Swiss Universities.



Mark is a Visiting Industry Professor at the Institute of Design at IIT. An award-winning service designer, he has an extensive design background with experience as VP of design at UnitedHealthcare, and managing Director of IDEO Chicago where he worked on projects that include reinventing retail banking for PNC, and designing a new service strategy for Walgreens. Mark's diverse design background includes clothing and jewelry design in New York, and five years as a technology futurist at Accenture.



As a co-founder of Mobisol, Klara created her own learning curve for in-house service design. After traveling the Global South to help bring electricity to millions of people off the grid, she carved out time for a PhD to reflect on the rollercoaster journey the company had taken. Right now, she finishes that "almost done" dissertation and is pushing herself to look to her own backyard by supporting projects that make education more inclusive or get cars out of town.



Birgit is co-founder and president of the International Service Design Network, editor in chief of Touchpoint, the international journal of service design and founder and manager of sedes|research, the center for service design research at the university of applied sciences Cologne. Since 1995 Birgit holds the first European professorship on service design at the university of applied sciences Cologne, Germany and since then has developed the field of service design constantly in theory, methodology and in practice.



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Adam is a customer experience consultant, comedian and actor with a background in psychology and the global automotive industry. For years he has been using expertise gained in the world of theater, film, stand-up comedy to help organisations influence and impress their customers and partners. Adam is co-founder of WorkPlayExperience, and co-initiator of the Global Service Jam - the world's biggest ever service design event (so far). He is adjunct professor at IE Business School and co-author of the top selling book, "This is Service Design Doing".



Service Designer & Innovation Consultant, Co-Founder of Skillery. Katharina helps various public and private organizations around the world to achieve their goals by working on their strategic, cultural and operational challenges. During her career, she worked within a diversity of sectors: Insurance, Healthcare, Telecommunications, Social Innovation and more. Her clients range from Startups, SMEs to Large Enterprises. Katharina co-founded Skillery in 2019, with the vision of empowering employees innovation and entrepreneurial skills within their companies.



Nick de Leon has had a diverse career that has spanned the disciplines of design, technology and business. He created the service design department at the Royal College of Art which he led until 2019. He now leads the knowledge exchange and executive programmes for the School of Design, building partnerships with industry, government and academia. He was the Director of Design London, to pioneer new models of interdisciplinary innovation and created in response to the UK Treasury's Cox Review - Creativity in Business.



Stefan is a senior expert and design director at McKinsey. A recipient of the world's first master's degree in service design with contagious energy and 18 years of international experience, Stefan is sought after as a senior advisor, executive coach, and keynote speaker. He sets out to empower organizations, enabling corporate change with people-driven innovation that helps them exceed the customer expectations of the future. Stefan has worked with governments, public-sector organizations, and global brands.



Caroline is a strategic designer and expert for responsible innovation. Trained in Design (BDes) and Public Policy (MPP), she facilitates participatory processes to address public challenges. Caroline is directing 'Politics for Tomorrow', a non-partisan initiative that promotes transformative design approaches and works with political-administrative institutions up to the highest federal level in Germany. She initiated the Academy at the Creative Bureaucracy Festival, an experience-based civil learning space and lectures on "Public Design".



Bas is co-founder and Creative Director of STBY in London and Amsterdam since 2003. STBY is specialised in creative research for considerate transformation towards more human, just and sustainable societies. Bas has worked for clients in industry, government and the public sector for more than 25 years. He holds a PhD in Design Interactions from the Royal College of Art in London. Bas founded the global design research network Reach in 2008. More on www.stby.eu and reach-network.com.



Mauro Rego

Mauro Rego designs AI-powered products and services at Google AI. He also teaches at the Hasso Plattner Institute - School of Design Thinking and how to be more visual in companies. Mauro is a master alumni from Köln International School of Design.



Niko Reunanen

Niko has utilized data science from research to implementation in various domains for over 10 years. He currently works as a data science lead for a service design agency called Hellon. The meaning of life and a great source of happiness for him is to continuously learn new topics. His current interest is to increase the impact of service design by developing a tight-knit relationship between design, business and technology.



Petri Rikkinen

Petri works in his company swanlakestrategy.com which applies novel mathematical and creative methods in strategy making and innovation. The company purpose is to help executives to achieve control and clarity in uncertainty and make the world more sustainable by better decision-making. Petri is an executive strategist with 20 years of experience in creating foresight driven strategies and concepts. Petri has a Master's in Industrial Engineering and a Psychotherapist degree. He writes a doctoral dissertation on the impact of mathematical models in strategy making.



Martin L. Sisting

Martin is a design student at Köln International School of Design (KISD). Before that he studied journalism with a focus on politics and economy at the Cologne School of Journalism (KJS) and worked for various newspapers, radio stations and online news portals. Martin has already worked in the field of brand design and was able to gain experience in the visual reorientation of organizations. He is co-founder of the design studio Neues Deutsches Zwinkern.



Marc Stickdorn

Marc is co-founder and CEO of 'More than Metrics', a start-up creating service design software. With a background in management and service design, he helps organizations to sustainably scale service design. He developed the approach of Journey Map Ops, a customer-centric approach for agile organizations using digital journey maps as a visual management tool. He is editor and author of the award-winning books 'This is Service Design Thinking' and 'This is Service Design Doing' and speaks at conferences on service design and entrepreneurship.



Jeannette Weber

Jeannette is a service designer, design educator and visual designer based in Amsterdam. Within her practice she uses design as a mode of inquiry into emerging issues of society, urban life and culture. She works for service design consultancy Service Works and is board member of journalistic NGO Froh!. Jeannette achieved her Master in Integrated Design at Köln International School of Design.



Kalia Ruiz

Kalia Ruiz is a 23 year old Mexican industrial design student. She enrolled as an exchange international student at Köln International School of Design in winter 2019. Alongside her industrial design experience, she has studied and worked as a jewelry designer for two years and worked interdisciplinary with engineering colleagues. Kalia looks forward to implement the acquired tools and learnings about Integrated Design at Köln International School of Design, merging industrial design with integrated envisionment.



Abigail Schreider

Abigail Schreider is a feminist designer from Argentina. She holds a BA in Industrial design from the University of Buenos Aires and a Masters in Integrated design at Köln International School of Design. She works as an experience designer at Denkwirk in Cologne and collaborates in different feminist collectives like Hay Futura in Buenos Aires. Abigail has organized several service jams and contributed to the creation of the first gender design jam events. Her motivation lies in bringing honesty to the workplace and collective action.



David J. R. Sieverding

David did an apprenticeship and gained some work experience as a joiner. He already worked as an organ builder, exhibition builder and furniture restorer. After three years of apprenticeship and three years of work experience he decided to study design at Köln International School of Design. In his work as a designer, he worked as part of the editorial team on the publication „Straßenland“. He is also co-founder of the design studio Neues Deutsches Zwinkern.



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Tina is a user-driven innovation and transformation consultant based in Munich. She is a lecturer at various universities and has worked the last twenty years for a wide range of clients. She developed the KUER innovation capabilities compass to support service design implementation through applying change management. She successfully finished her PhD on "Service Design and Implementation".

www.feedyourmind.eu



David Wiesner

David studies integrated design at Köln International School of Design in Cologne. So far, studying has taken up a majority of his adult life. Among his acquired degrees are a B.A. in theology, a B.A. in public relations, as well as a jazz guitar diploma. His work experience encompasses working with teenagers and crafting experiences and media which lead towards self reflection. He is currently working freelance, and is fascinated by typography and indie games.



Kokaew Wongpichet

My role as a designer is to advocate a good working experience; process, teamwork and appropriate technologies. Those are a foundation for successful products and services. Within this topic, I have been working with various industries, organization sizes and different user groups. The products ranged from enterprise solution, office solution management and workplace shopping experience. Apart from attending to customer's process, I am a part of internal initiatives, developing new design tools and fostering cross-disciplines collaborations.

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Geke van Dijk & Kat Meyer
Santiago Gonzales & Mauro Rego
Peter Horvarth & Mark Jones
Moritz Kremer & Kate Okrainski
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Interview Partners

The contents of all eight chapters are the result of initial research on the subject and subsequent discussions with our interview partners. We would like to thank our interview partners for providing us such interesting perspectives on the future of service design.

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Nancy Birkhäuser
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Peter Horvarth
Mark Jones
Katharina Leistenschneider
Nick de Leon
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David Wiesner

Project Management

David J. R. Sieverding
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