



**Week 1 – Service
Exploration**

VIAD Service Design FS21

Service Design Thinking

Methodological Foundations & Rapid Prototyping Loop

Week 1 – 23.03.2021, 13:00-17:00
Lecturer: Stefano Vannotti



Foto: Geoff Caddick (AFP via Getty Images)



Der Mensch tut sich schwer mit Wandel, weil er einen Hang hat, am Status quo festzuhalten. In der Psychologie ist das Phänomen unter dem Begriff Verlustaversion bekannt: Gemeint ist die Tendenz, Verluste höher zu gewichten als Gewinne. Und Wandel setzt nun einmal voraus, Verluste in Kauf zu nehmen.

Hilft uns die Pandemie, künftige Krisen besser zu meistern? «Es ist für Menschen schwierig, Lösungen zu finden für Probleme, die weit in der Zukunft liegen.»

Der Mensch neigt zu kurzfristigem Denken, sagt die in Princeton lehrende Psychologin Elke Weber. Das erkläre unter anderem, weshalb viele Länder so schlecht auf die Corona-Krise vorbereitet gewesen seien.

Wir haben Mühe, zu akzeptieren, dass das Leben aus Zielkonflikten besteht, dass man oft etwas aufgeben muss, um etwas Besseres zu bekommen.



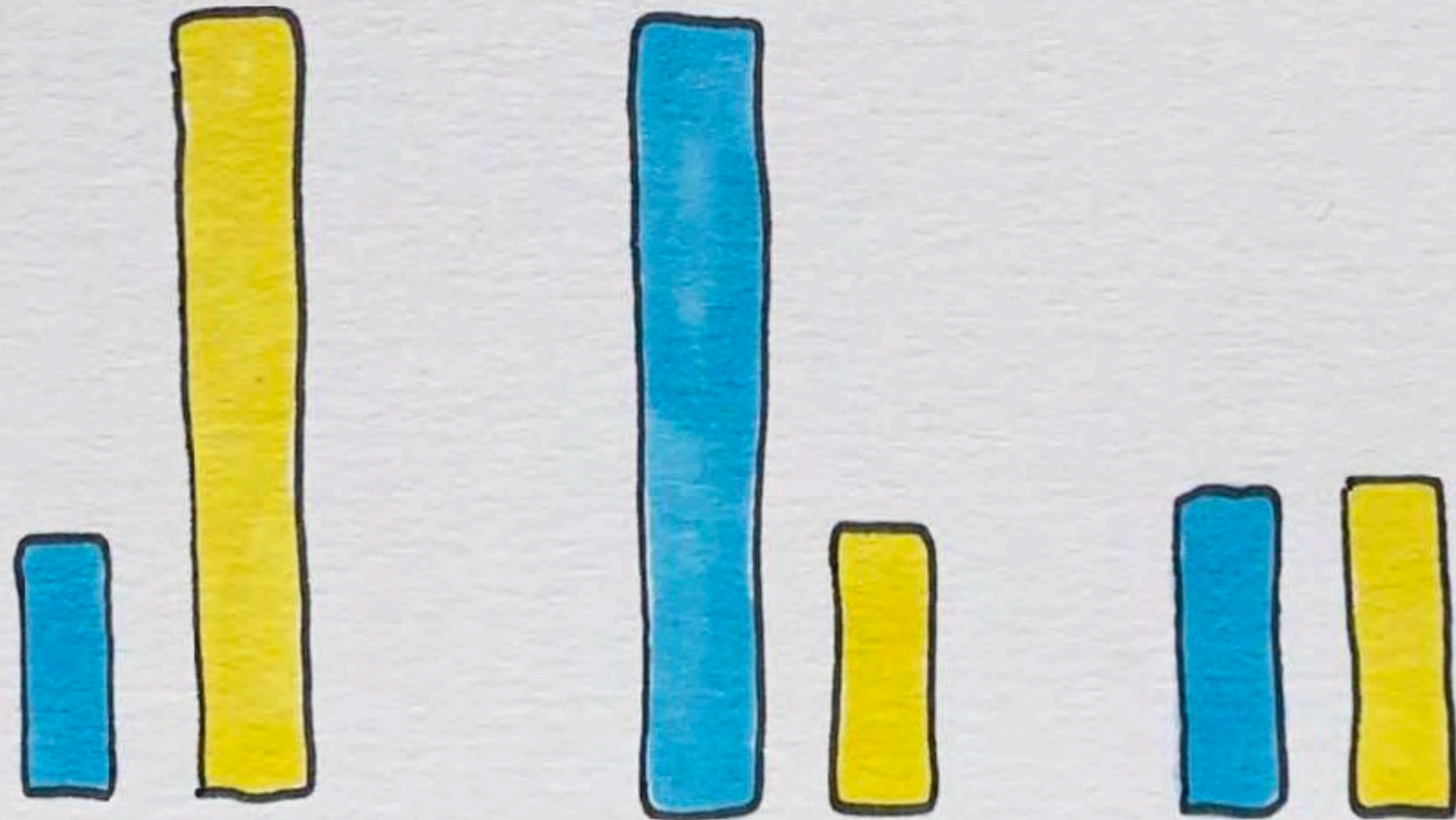
WIE WIR UNS TREFFEN

ONLINE
IN PERSONA

Früher

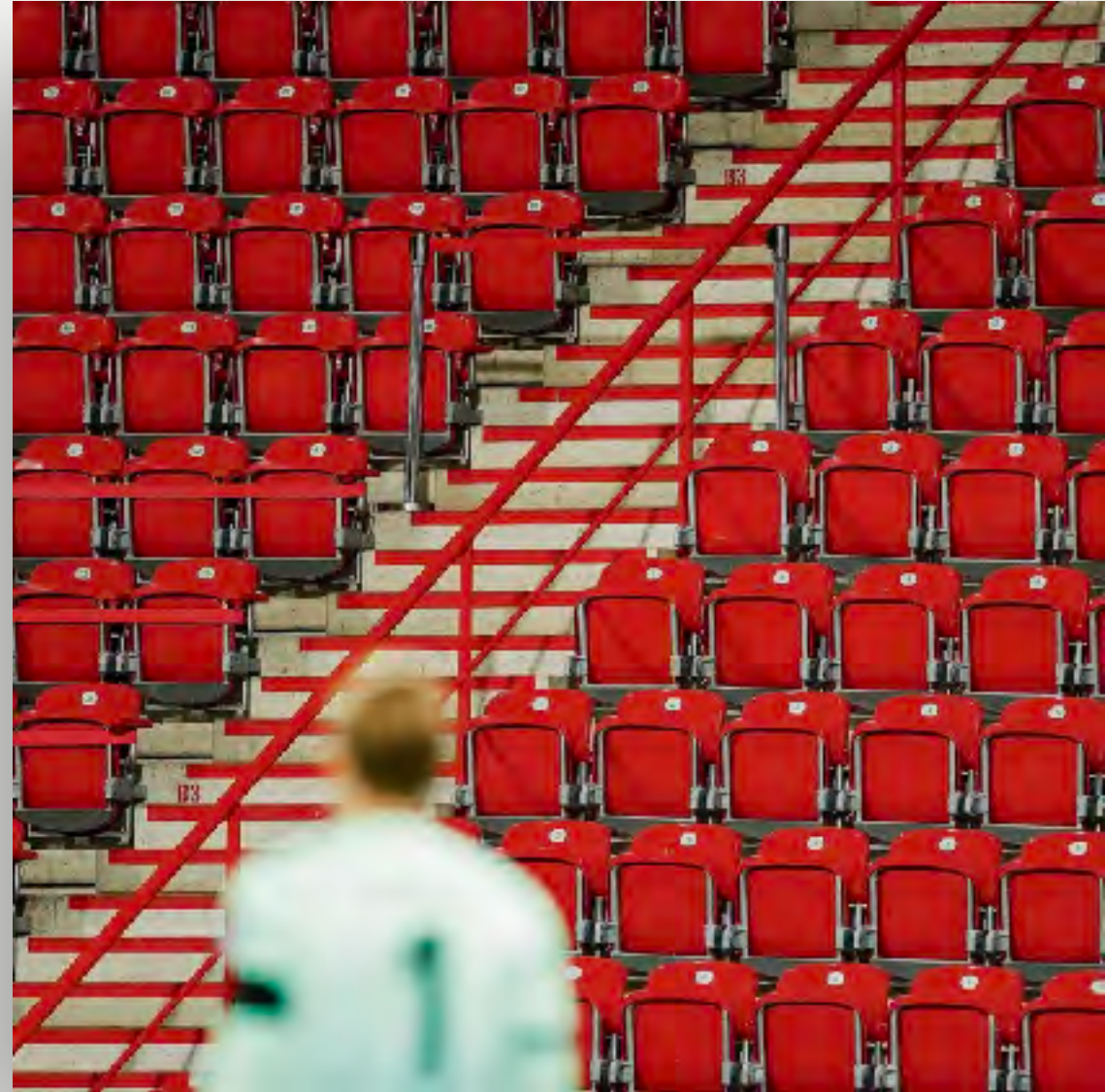
Jetzt

Bald



Das grösste Experiment der Menschheitsgeschichte

Leere Städte, geschlossene Schulen, keine Reisen: Während viele Menschen das Ende des Lockdowns herbeisehnten, konnten manche Wissenschaftler ihr Glück kaum fassen: Die Massnahmen ermöglichten ungeahnte Untersuchungen.



Hans A. Wüthrich

Die Corona-Krise als »Möglichkeitslabor« für die Zukunft begreifen!

Experimentell erzeugtes Wissen zur kreativen Erneuerung nutzen

Wegen des Coronavirus »mutierten« viele Unternehmen beinahe über Nacht zu Labors. Sie waren gezwungen, mutige Versuche zu wagen, und bisher Undenkbares wurde Realität: flächendeckende Homeoffice-Arbeit, blindes Vertrauen in das Improvisationsvermögen virtuell arbeitender Teams etc. Diese ungeplanten Experimente bieten eine einmalige Gelegenheit, die Führungskultur von untauglichen Vorurteilen, Dogmen und Tabus zu befreien und intelligent weiterzuentwickeln.

Notlage als ungeplantes »Real-experiment« verstehen und wertschätzen

Die gesellschaftlichen und ökonomischen Verwerfungen der Corona-Pandemie sind für viele Unternehmen dramatisch und deren Bewältigung wird zukünftig sehr viel Managementzeit absorbieren. Kurzfristig gilt es Liquiditätsengpässe zu überbrücken, mittel- und längerfristig scheint es angezeigt, die einseitig auf Effizienz fokussierten Werteschöpfungsketten zu rekonfigurieren und die Resilienz der Geschäftsmodelle zu erhöhen. Neben diesen augenfälligen Aufgaben sind Führungskräfte gut beraten, das in der Krisenzeit Erlebte mit einem kritischen Blick zu reflektieren. Aufgrund be-

oder verändert und anhand der Reaktionen der Organisation lassen sich bisherige, die Wirklichkeit konstruierende Annahmen überprüfen. Der Faktencheck erfolgt also durch die beobachtbare Realität.² Nicht selten führt dies dazu, dass Dogmen und Vorurteile der Besserwiser(innen) und Bedenkenträger(innen) entlarvt werden.

Der Faktencheck erfolgt durch die beobachtbare Realität.

Beobachtete Erfahrungswelten reflektieren und interpretieren

Die durch das Coronavirus provozierten, vielfältigen Realexperimente sind aus organisationskulturellen Aspekten interessant und es lohnt die auf Probe



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understandable desire to return to pre-corona as fast as possible, managers should take time to reflect on what they have experienced during the crisis from an organizational culture perspective. If, in doing so, it is worth focusing on the premise that the crisis has not refuted by the real experiments. They point for an intelligent further development of the organizational culture in the direction more employees' power of judgement, the ability to improvise, and the ability to take an ex-

Unternehmensentwicklung und Führung und Organisationsentwicklung, S. 308-314.
nach Corona, online unter: <https://tinyurl.com/...>

ein Mechanismus der Organisationsentwicklung, 5. Aufl., Konstanz/

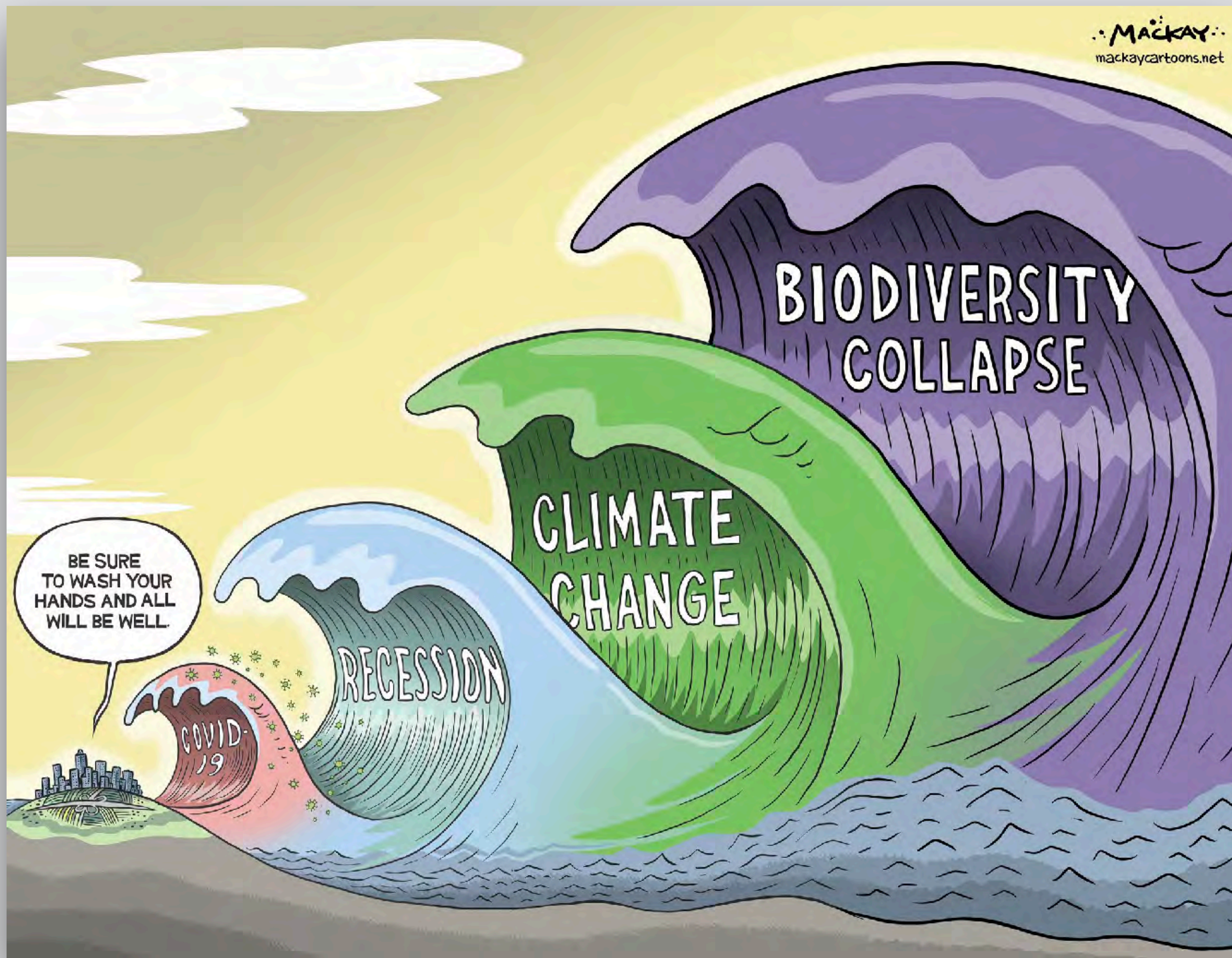
Verlag für die vertriebenen, Zürich/München

Leipzig 1930,

den Schriften

im vierten

uß es auch



BE SURE
TO WASH YOUR
HANDS AND ALL
WILL BE WELL.

COVID-19

RECESSION

CLIMATE
CHANGE

BIODIVERSITY
COLLAPSE

**Ein Stück Stoff soll noch immer
das wirksamste Mittel gegen
die grösste Gesundheitskrise
der jüngeren Geschichte sein?**





ANT



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Any favourite service?



miro

Service Design – FS21

Understanding (Service) Design



User Experience

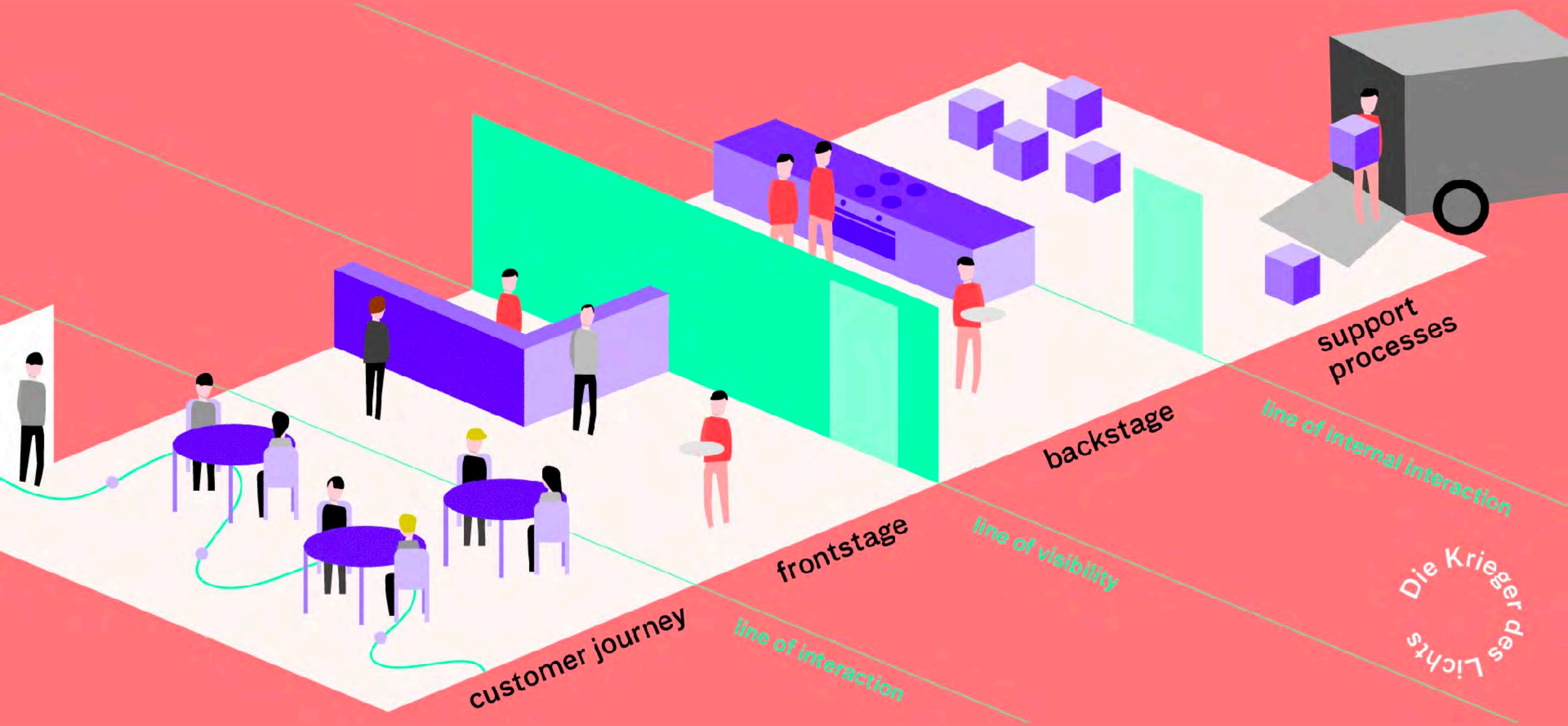


Experience between person and single touchpoint, usually a digital product

Service Experience



Orchestrated experience between all parts of the service, from people to objects to places to interfaces



customer journey

line of interaction

frontstage

line of visibility

backstage

line of internal interaction

support processes

Die Krieger des Lichts

MAJA GÖPEL

UNSERE
WELT NEU
DENKEN

Eine
Einladung

SPIEGEL
Bestseller



ulstein 

SRF

philosophie
Sternstunde
SRF KULTUR

Maja Göpel

Politökonomin und Transformationsforscherin

Design is not only a specialist activity of building artifacts, such as objects, furniture, and posters. It is also a way of understanding that world in flux, of humanizing technology, and of building and shaping culture.

P. 53-68

STEFANO VANNOTTI

TEXT 1

DIMENSIONS OF DESIGN: OPERATING IN A NEW SPACE OF OPPORTUNITY

«If one agrees on the generic definition of design as a transformation discipline, then the question inevitably arises as to where, when and how design drives these different processes of change. At least three levels of transformation can be identified: artefact, system, society. These serve as central pillars of the comprehensive space of opportunities in which designers operate today.»

Transformation



Society

Innovation

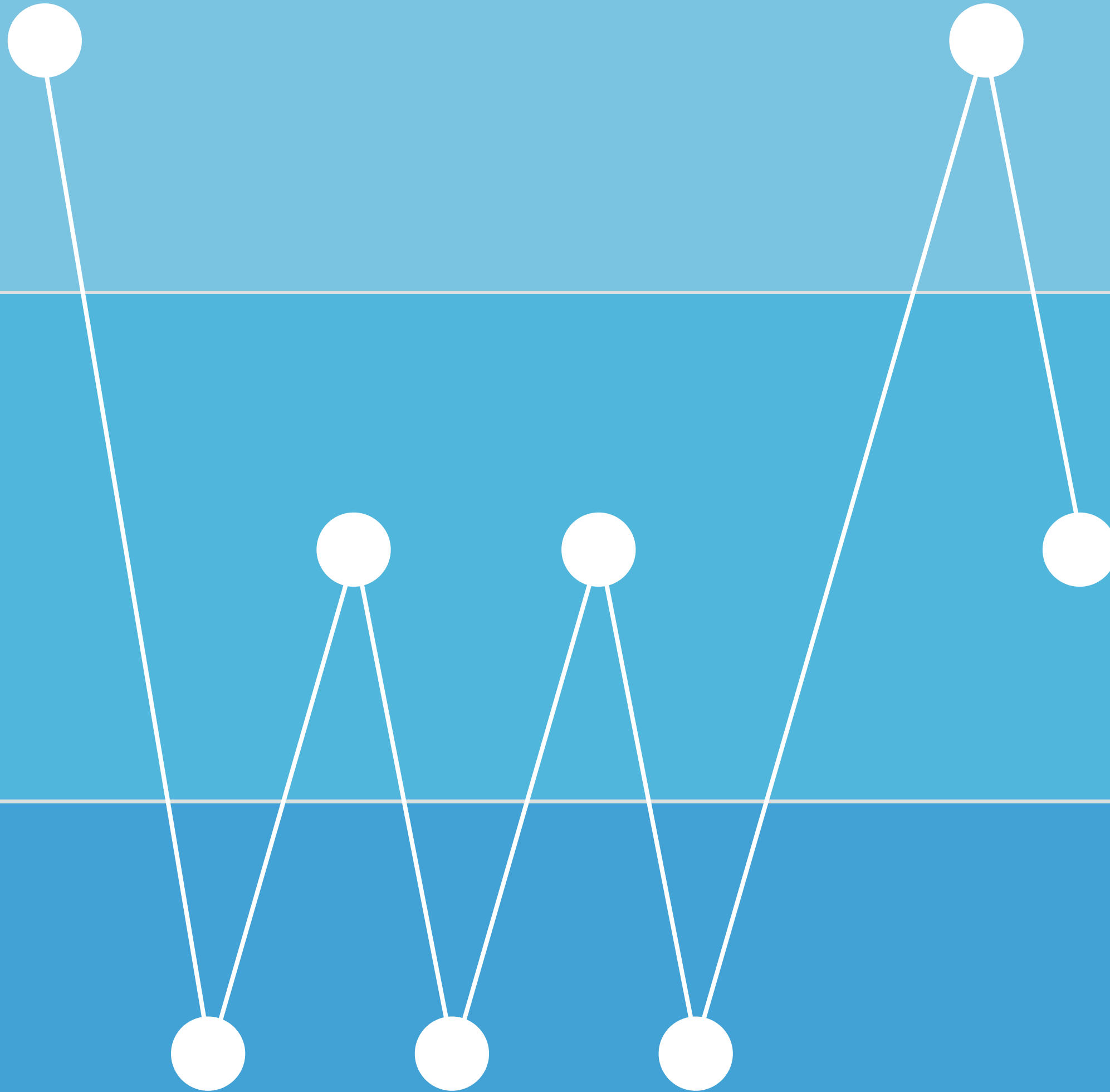


System

Improvements



Product



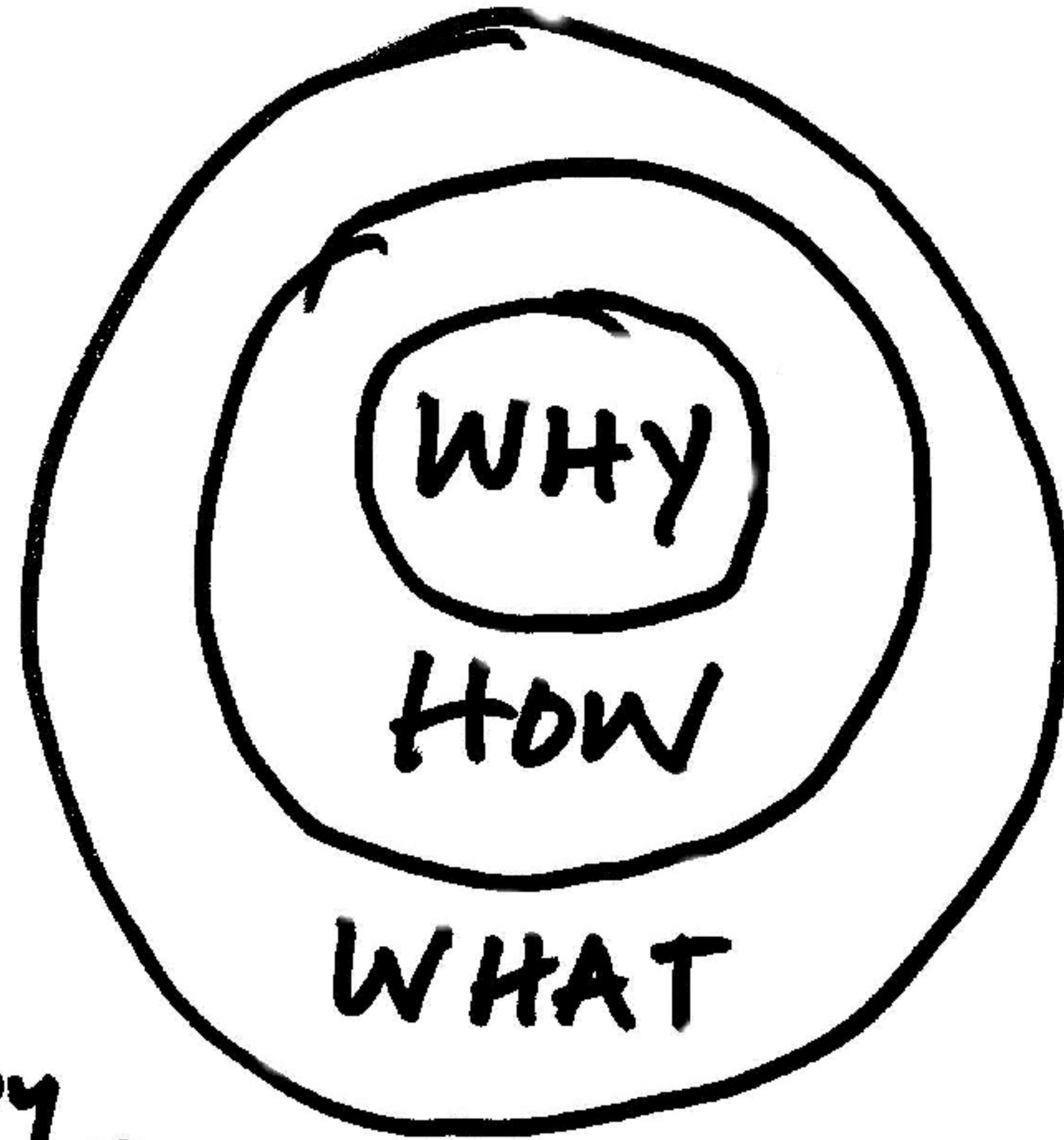
«In the artefact dimension, designers bring about change through developing new objects or through the incremental improvement of existing products.»

«In the system dimension, the designer acts in an environment with many participants. »

«In the societal dimension, the designer applies his or her transformational energies at the highest level, because this dimension is concerned with societal challenges and the transformation of value systems in a globalised, digitised world.»



THE GOLDEN CIRCLE



by
SIMON SINEK

In der Gesellschaftsdimension steht die Frage nach dem «WARUM» im Vordergrund.

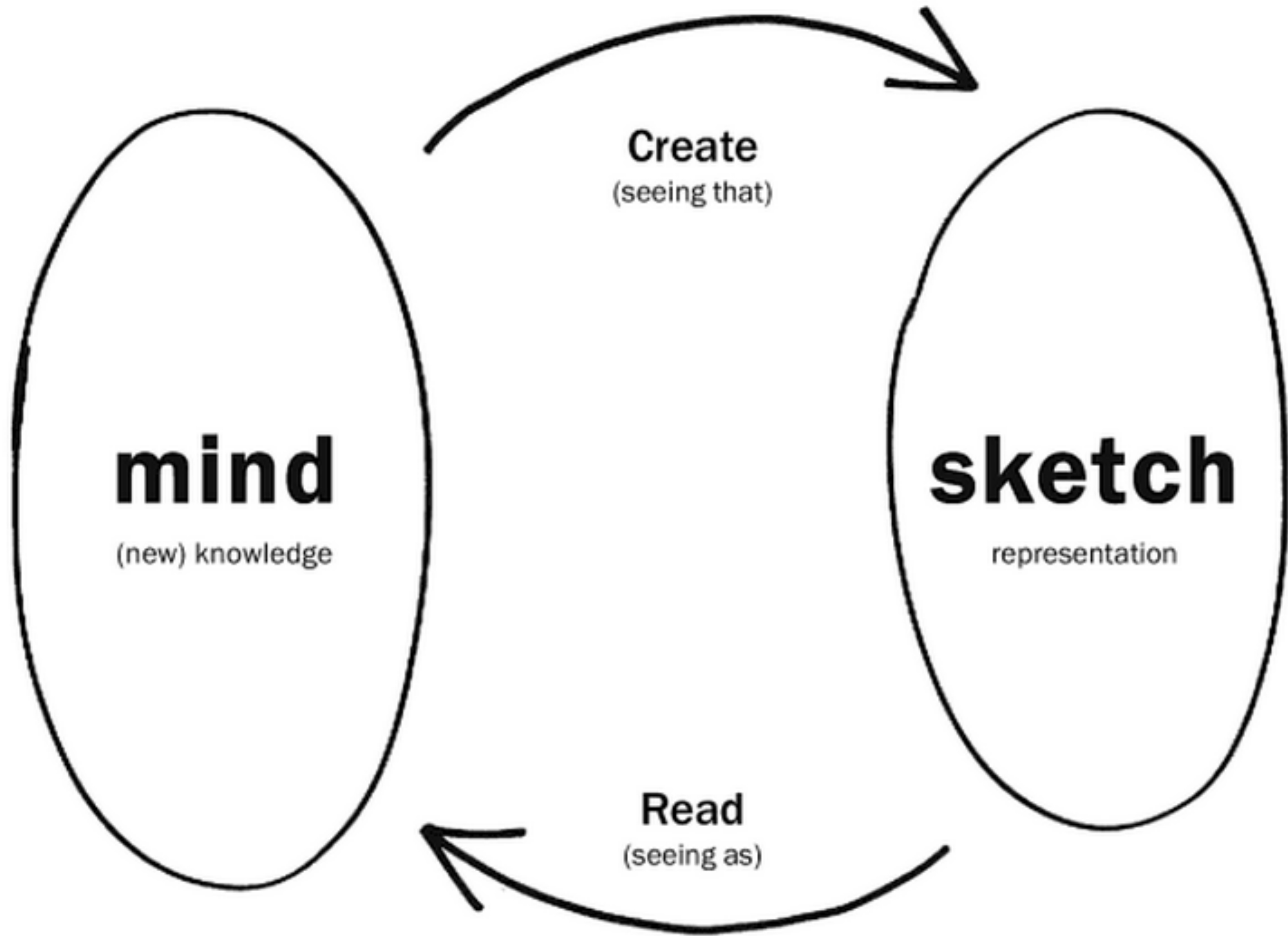
In der Systemdimension verlagert sich der Fokus auf das «WIE».

In der Artefaktdimension kümmern sich Designer*innen um das «WAS»

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(Service) Design Doing

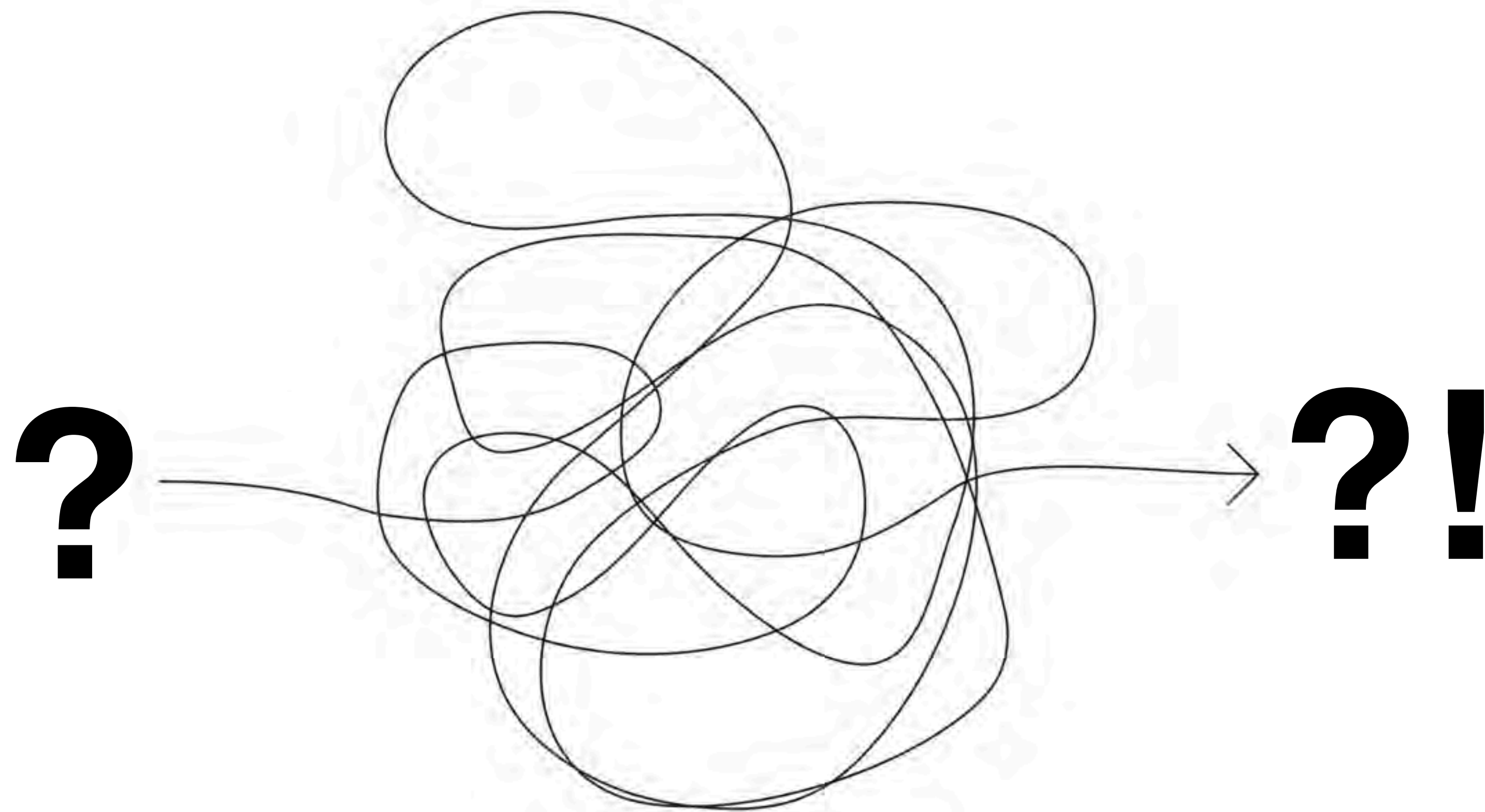




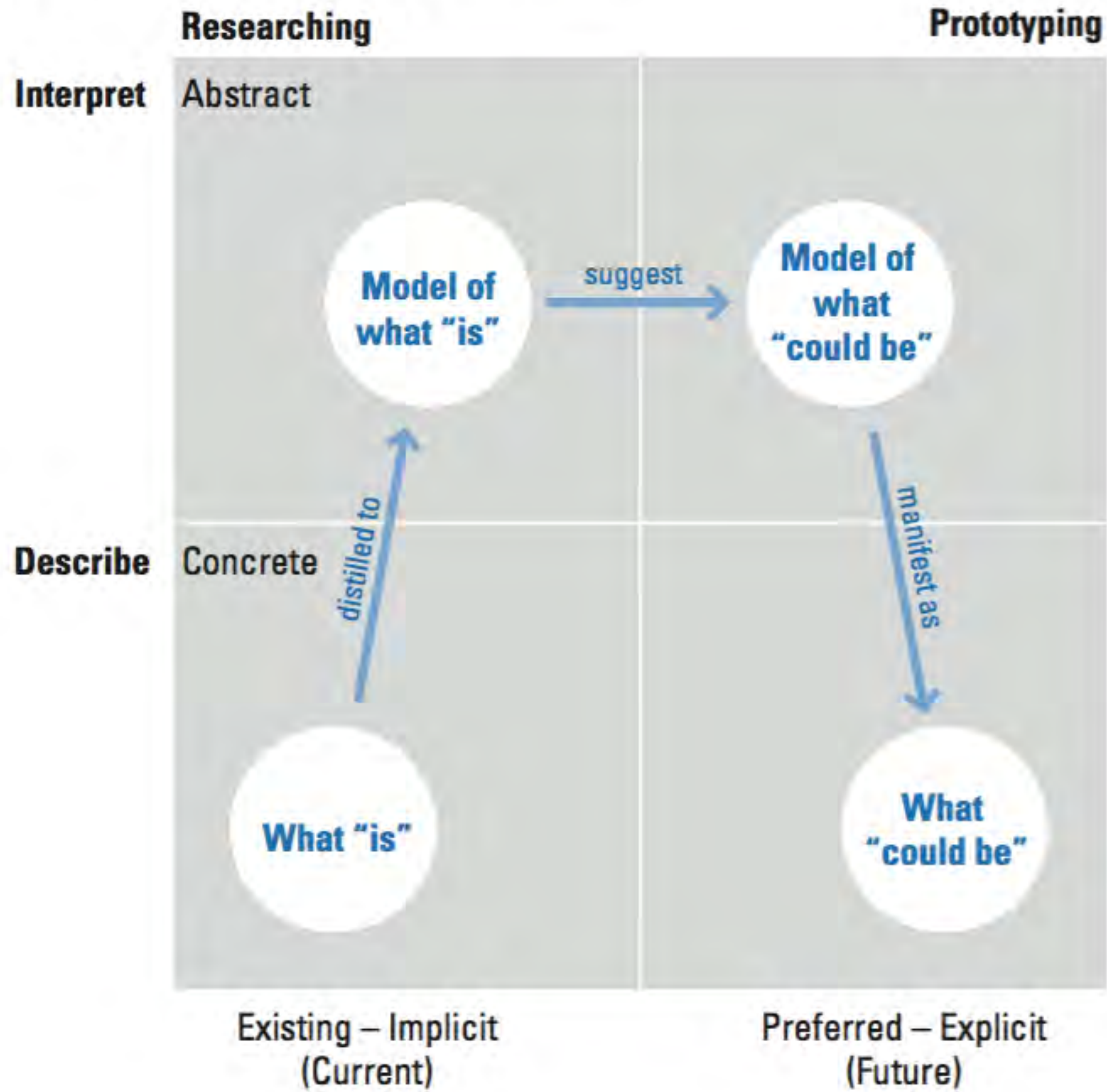
Designers do not see the world as a fixed canvas. They are an optimistic bunch, who see the world as a range of possibilities that can be crafted and bent to our will.

Timothy Morey

Design Strategist, Frog



Analysis-Synthesis Bridge Model



Abductive Thinking and Sensemaking: The Drivers of Design Synthesis

Jon Kolko

Overview: Making Sense of Chaos

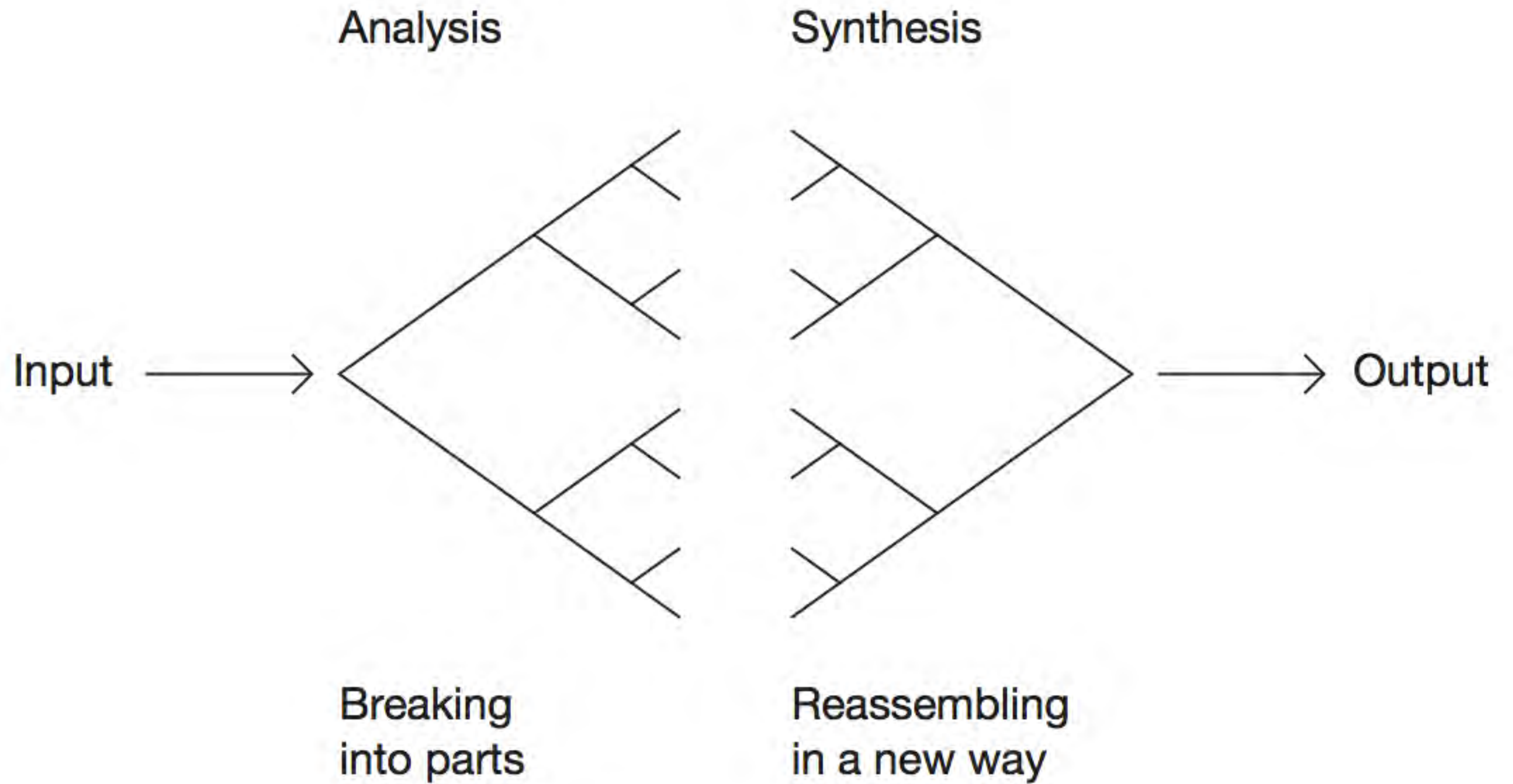
Designers, as well as those who research and describe the process of design, continually describe design as a way of organizing complexity or finding clarity in chaos. Jeff Veen, founder of Adaptive Path, has noted that "Good designers can create normalcy out of chaos."¹ Jim Wicks, Vice President and Director of Motorola's Consumer Experience Design group explains that "design is always about synthesis—synthesis of market needs, technology trends, and business needs."² During synthesis, designers attempt "to organize, [and] synthesize [information] into a cohesive structure



??? + ??? leads to **VALUE**
(thing) (working principle) (aspired)

**PROBLEM
SPACE**

**SOLUTION
SPACE**



Discover

insight into the problem

Define

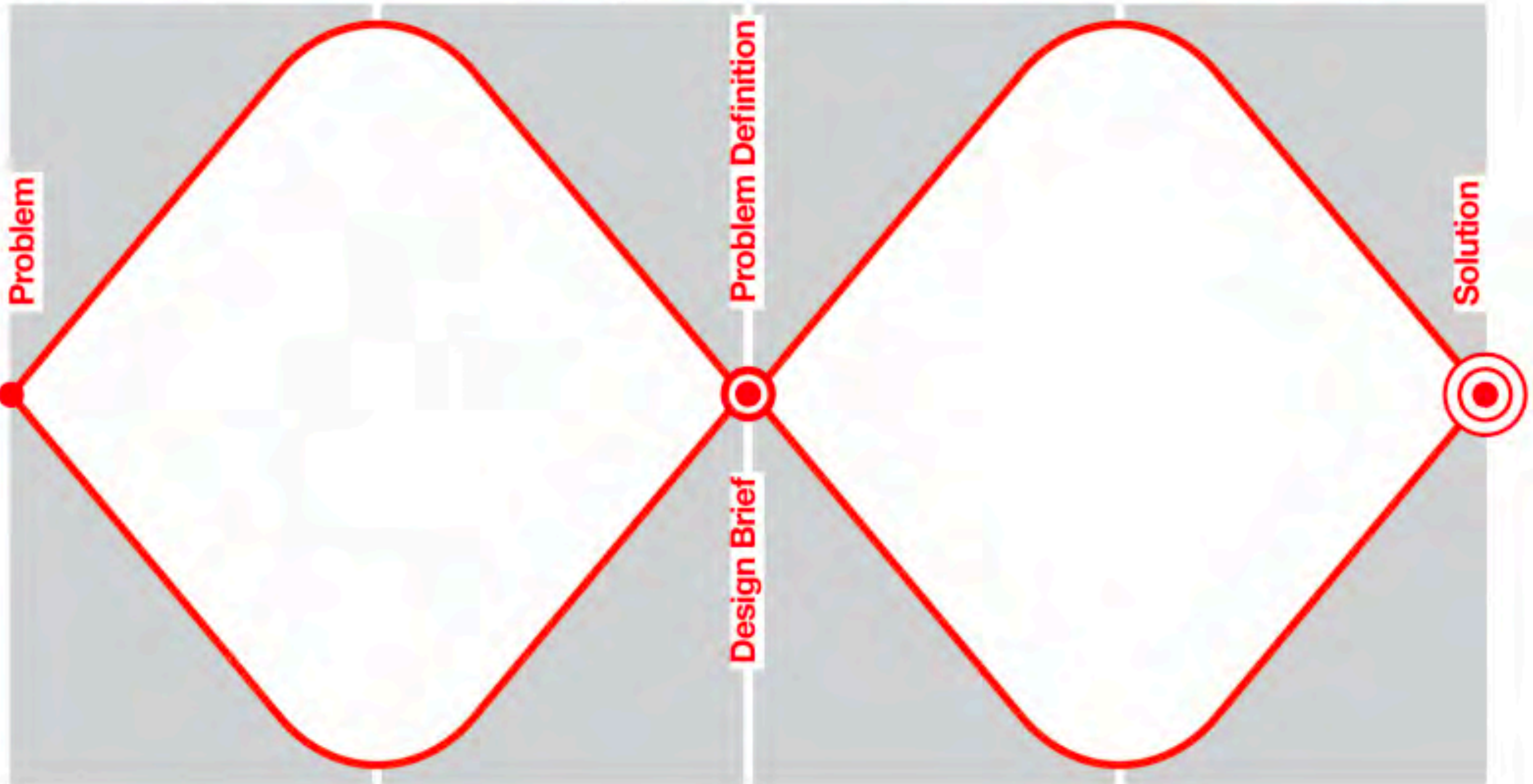
the area to focus upon

Develop

potential solutions

Deliver

solutions that work



Design thinking rapidly moves on to learning by making. Instead of thinking about what to build, building in order to think.

Tim Brown (TED 2009)



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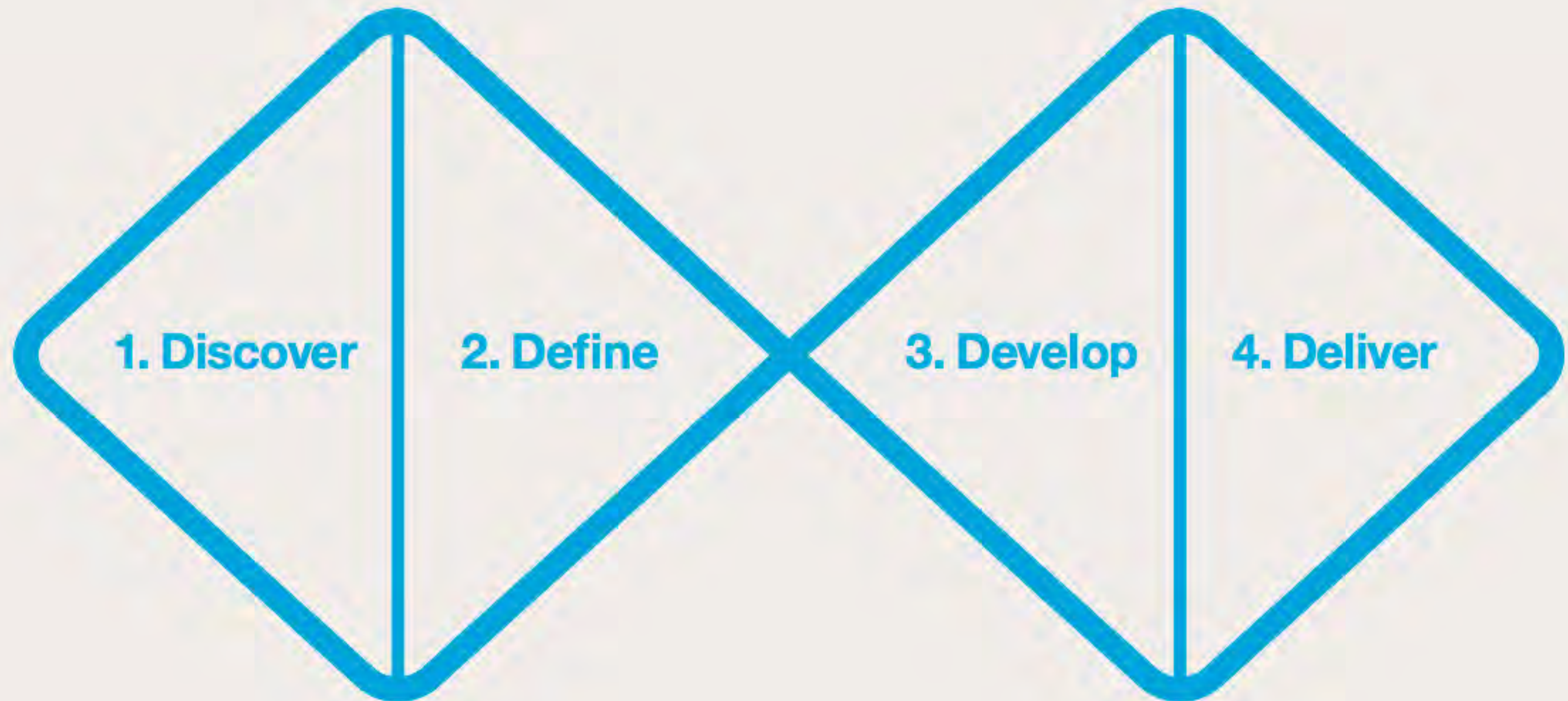
Break



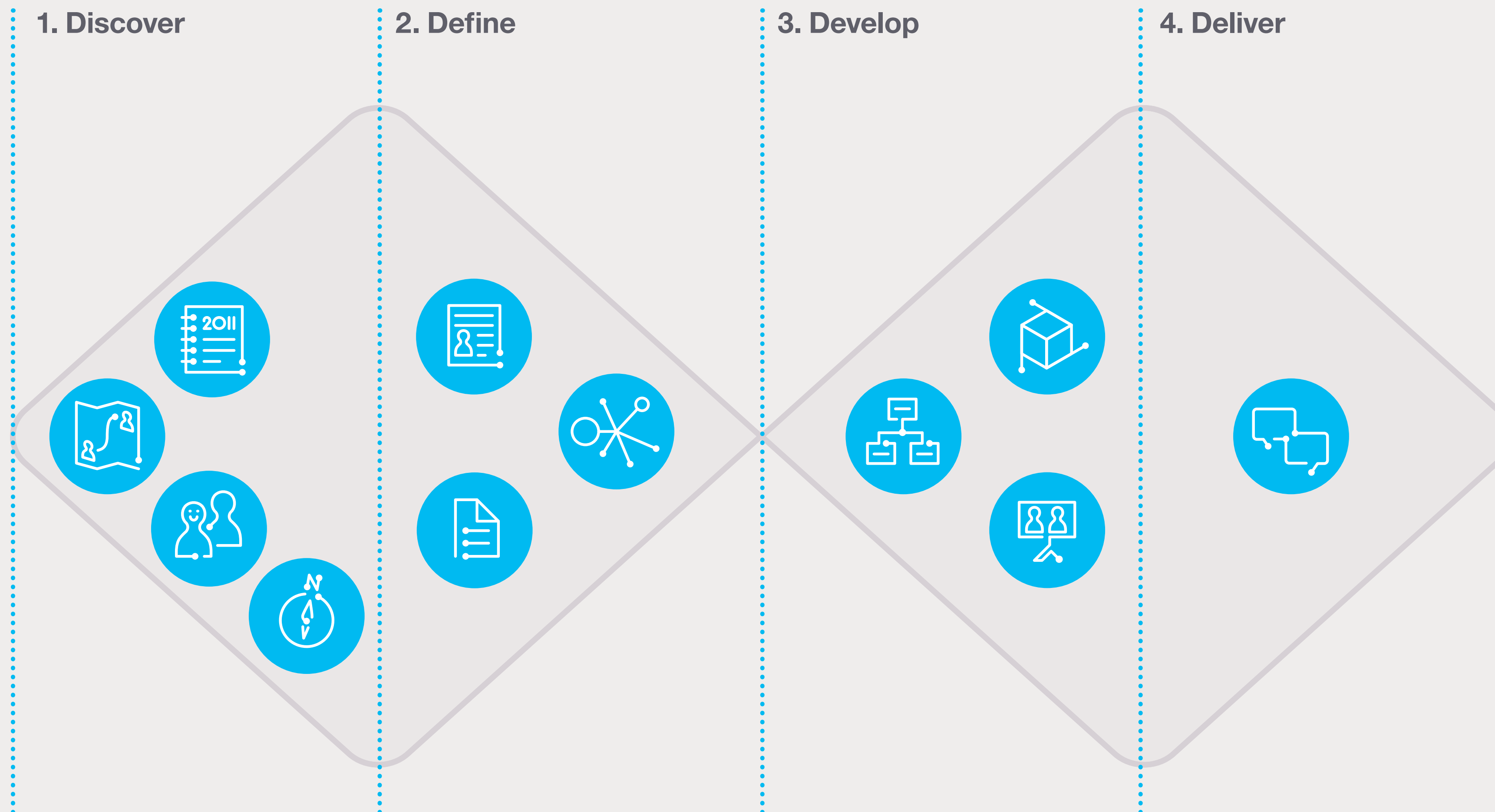
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Activity – Rapid Prototyping Loop

Overview of the double diamond phases



The double diamond in more detail



1. The Discover phase



Objectives

- Identify the problem, opportunity or needs to be addressed through design
- Define the solution space
- Build a rich knowledge resource with inspiration and insights.

The beginning of every design project is marked by an exploratory phase where insights and inspiration are gathered. This Discover phase can be triggered in many different ways such as social trends, novel technology, the launch of a competitor service, or in the case of the Keeping Connected Business Challenge, a funding call.

In the Discover phase we begin to identify the problem, opportunity or need to be addressed as well as define some of the boundaries of the solution space.

Aim of the Project

Developing a service ecosystem that offers real and immediate benefits for the participants while generating data that is valuable for municipalities in fighting or managing the COVID crisis. The underlying data donation system should be able to process aggregated and individual data.

Problemdefinition

Collecting problems and challenges

"Was sind die
Probleme!"

Niemand
mag
Papier brechen

mit
...
Privatkon-
sistenz!

Zentral
Büro

Komplexität
des Systems

Zentrale
Formulare

Es fehlt
Zeit

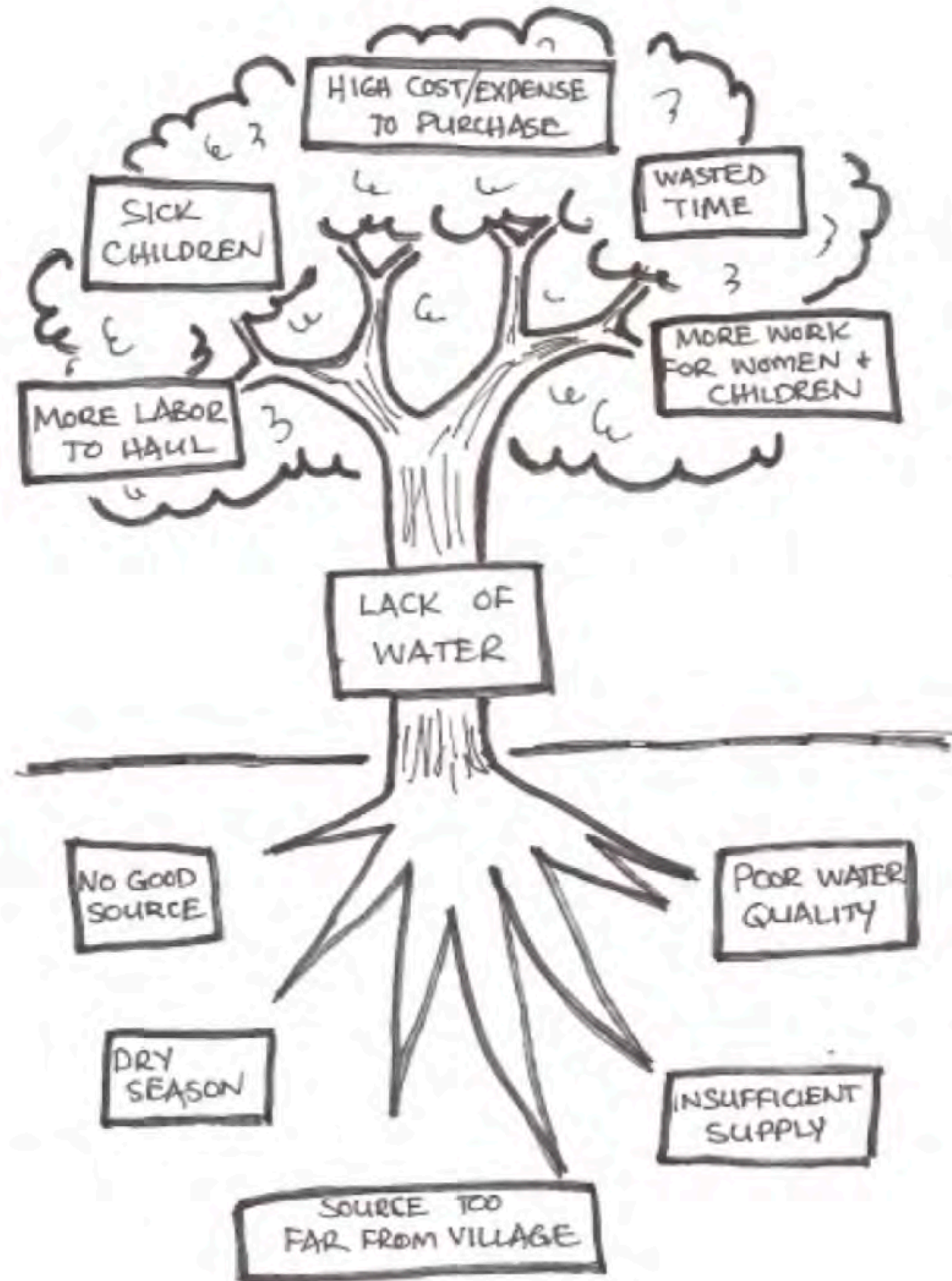
zu komplexes
formales
Management-
system

0111. Zentrale
Prozesse
"offen" sein

Versicher-
ung

Discover I Method 2

Choosing a problem and determining causes and effects.



Effekte, Auswirkung

Problem

Ursachen

2. The Define phase



Objectives

- Analyse the outputs of the Discover phase
- Synthesise the findings into a reduced number of opportunities
- Define a clear brief for sign off by all stakeholders.

The initial Discover phase is about opening out and exploring the challenge to identify problems and opportunities. The Define stage channels these towards actionable tasks.



Define | Method 3

**Description of the consolidated
problem in one sentence**



Define | Method 4

Converting the problem statement into a question by introducing it with the words "How might we...?"

3. The Develop phase



Objectives

- Develop the initial brief into a product or service for implementation
- Design service components in detail and as part of a holistic experience
- Iteratively test concepts with end users.

Develop I Method 5

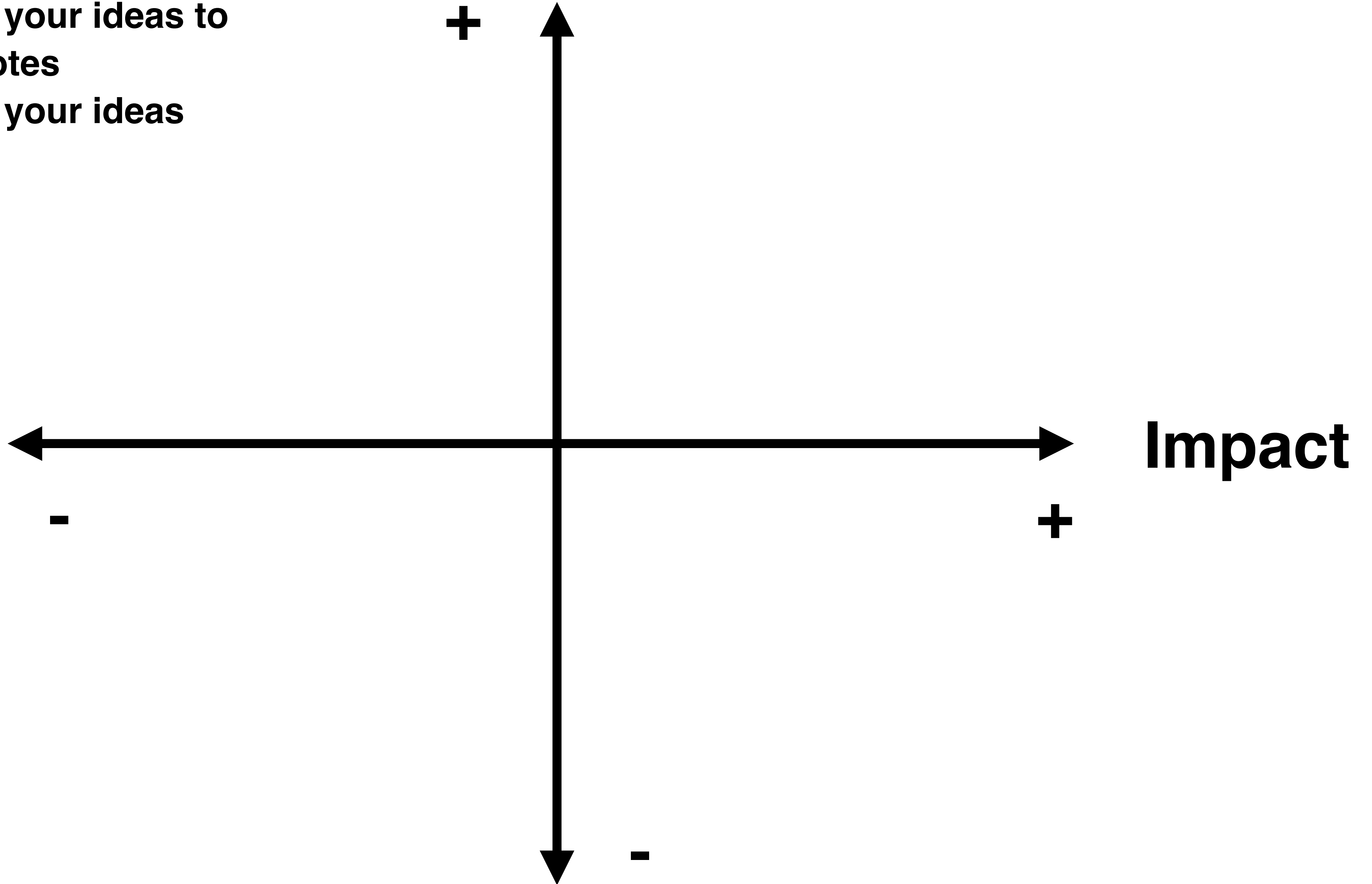
- One idea per sticky note
- Everyone starts with one idea
- The group formulates at least 10 ideas
- Marking of the favoured ideas



Feasibility

Develop | Method 6

- Transfer your ideas to sticky notes
- Position your ideas



4. The Deliver phase

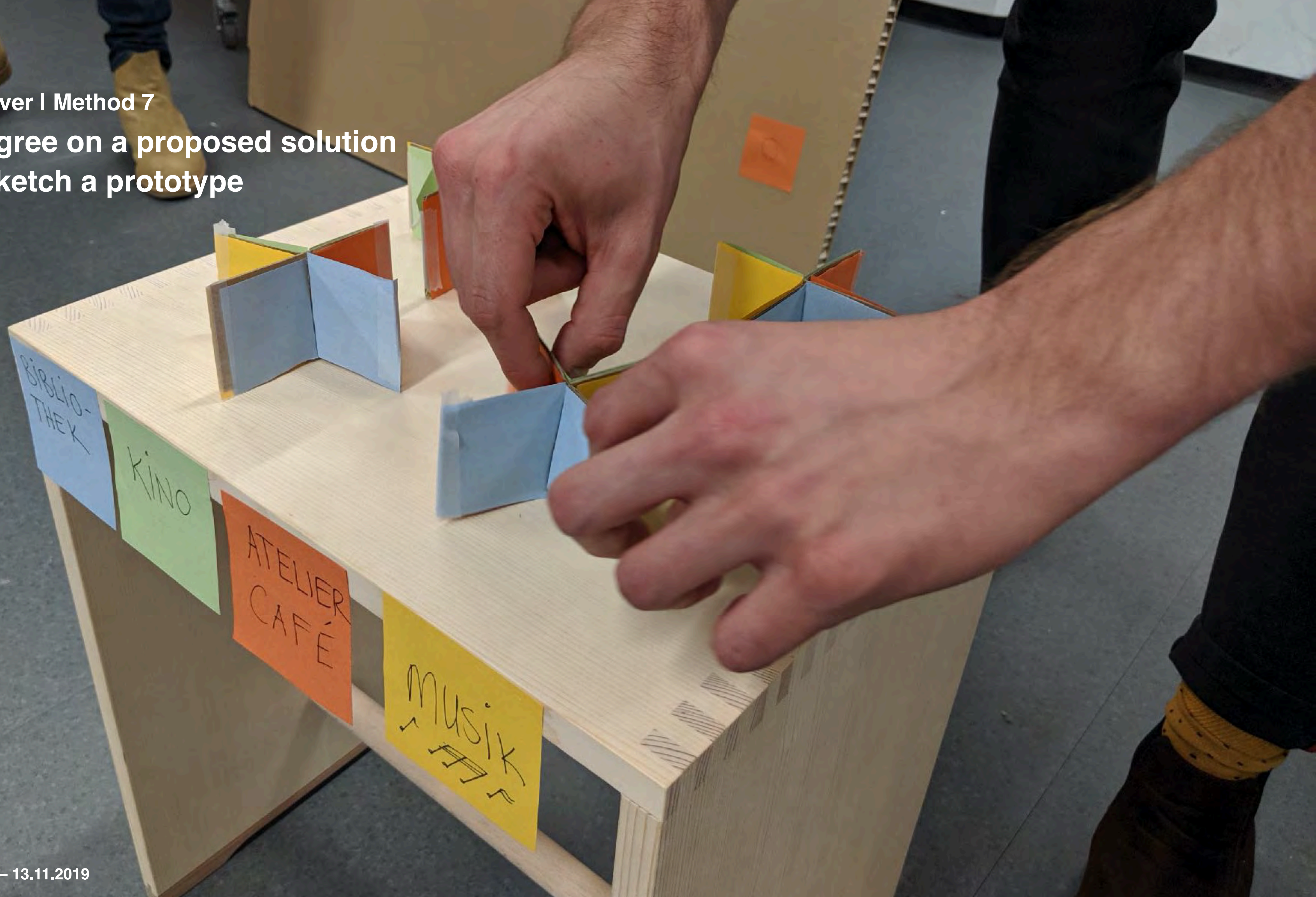


Objectives

- Taking product or service to launch
- Ensure customer feedback mechanisms are in place
- Share lessons from development process back into the organisation.

Deliver I Method 7

- Agree on a proposed solution
- Sketch a prototype



Deliver I Method 8

Present the identified problem and your proposed solution.



Create a Pitch

Now that your idea is pretty well set, you'll want to communicate it to funders, partners, consumers, everyone!



Kontakt

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