

Designing “Service Systems”

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19 March 2009



Is “Service” a Homonym?

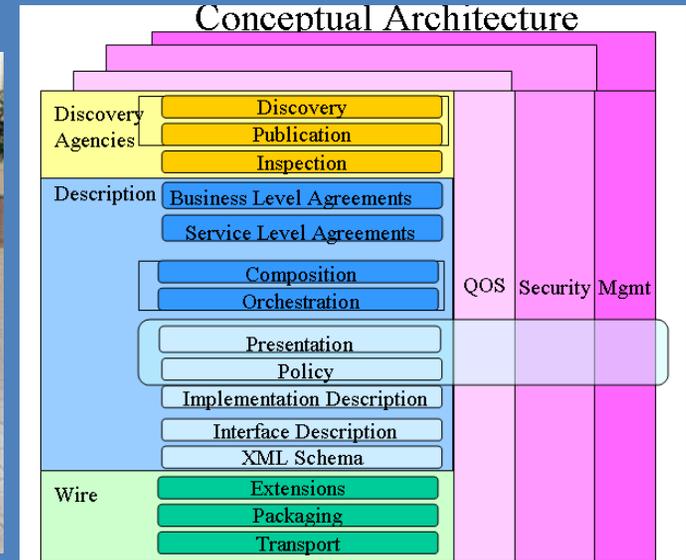
Personal Service



Self-Service



Web Service



If these are all “services,” are there any design concepts and methods apply to all of them?

Service Design Patterns



- Adjusting the absolute and relative amount of interpersonal, physical, and informational interaction
- Adjusting the line of visibility
- Choosing a point of view
- Scoping the service system and the size of the “touchpoint windows”

Service Design Contexts



- Front stage – the continuum from “Personal service” to “Self-service”
- Back-stage intensive
- Multiple devices
- Multiple channels
- Location-based

Each design context emphasizes different goals and constraints and has characteristic design methods

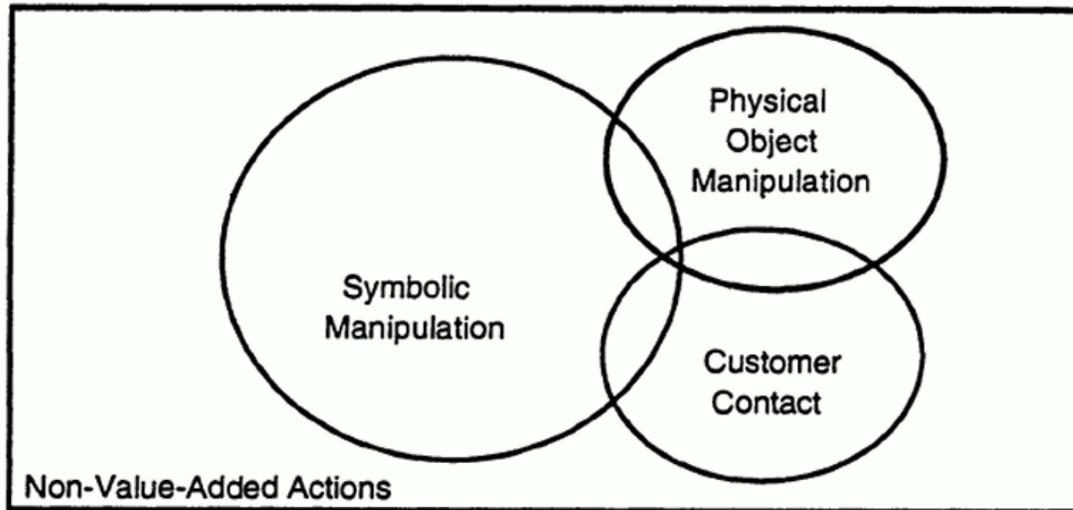


Deconstructing Front Stage “Service” (Apte & Mason)

Service encounters can include:

- Interpersonal interaction
- Physical interactions
- Information processing and interchange

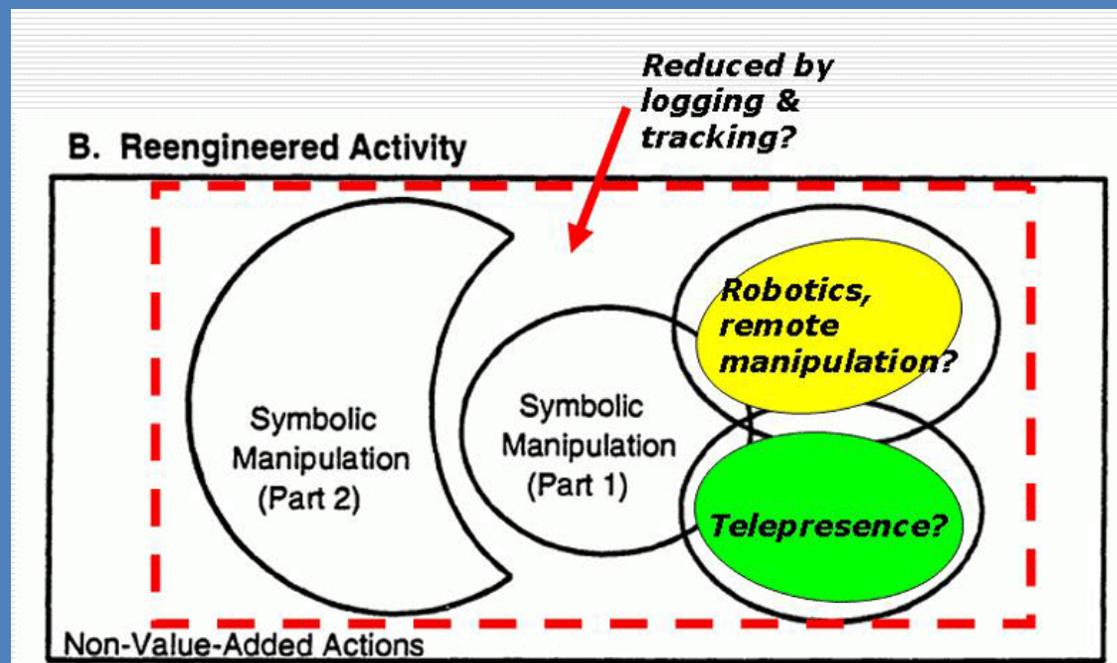
A. Original Activity





... Technology changes these proportions

- Person-to-person, technology-enhanced P2P, and self-service form a continuum
- Information can augment interpersonal and physical interactions
- And can also replace them





Telepresence & Telerobotics



CMAS



Front Stage and Back Stage

Front Stage: where interactions with service customer / consumer happen

Back Stage: produces information and “stuff” needed by front stage

Placement of “line of visibility” is a design parameter



The McDonalds Experience

Front Stage



Back Stage





Gourmet Restaurant Experience

Front Stage



Back Stage





Benihana Experience

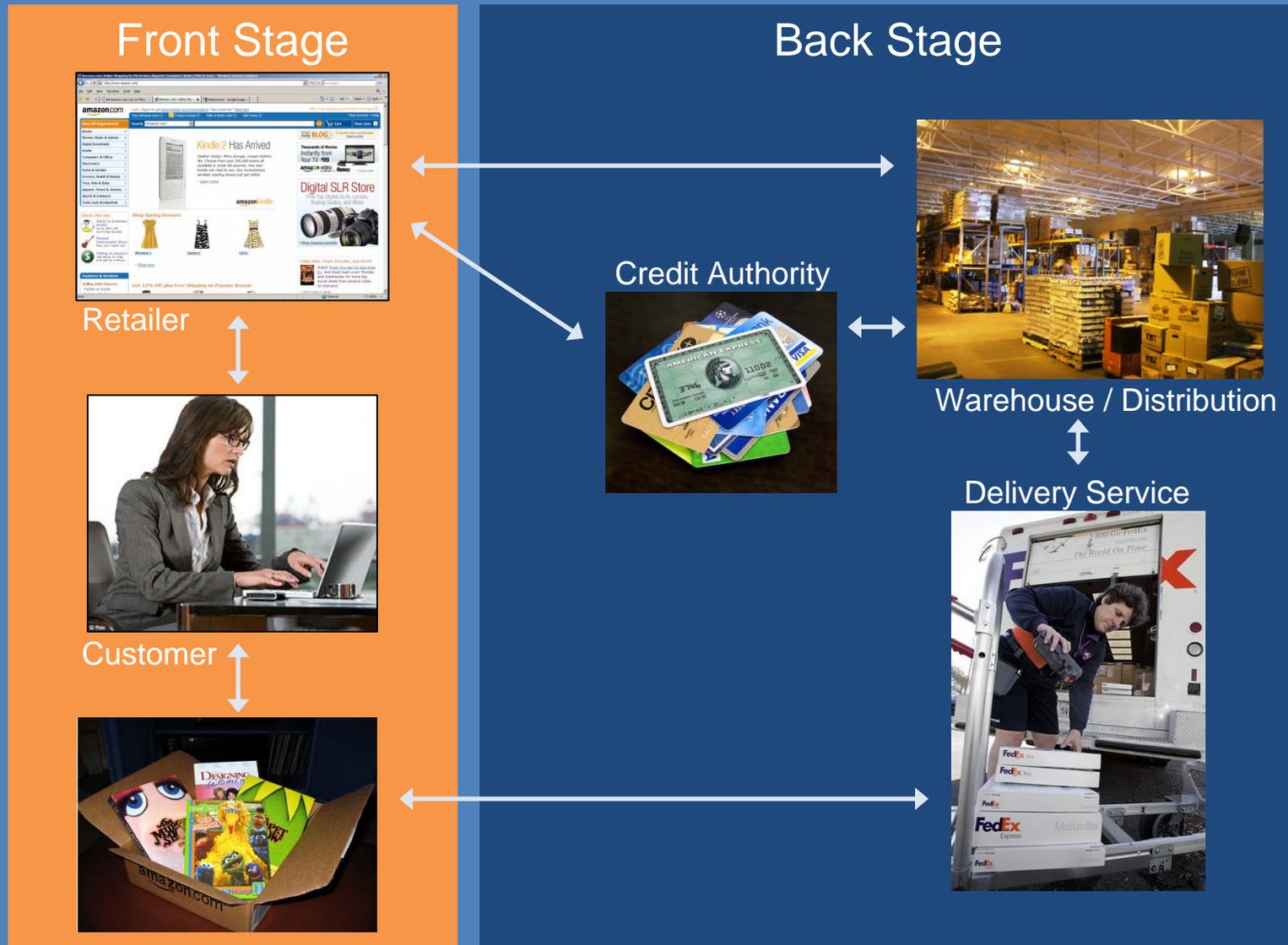
Front Stage



Back Stage



Amazon.Com





Point of View

Designate some actor or service as the focal / primary consumer or customer

Typically the end of value chain or information flow, or where “users” are

Often arbitrary, and other actors or services could be alternative POVs



Who is the Service Customer?

In a teaching hospital

No, I am.

I am.



In a Cooking School?



Back Stage



Front Stage





Multichannel Service System

Physical Store

Virtual Store



THE HOME DEPOT You can do it. We can help.™

SHOPPING CART | ORDER STATUS | MY LIST | MY ACCOUNT | SIGN IN | GREAT ONLINE DEALS

Appliances | Bath | Building Materials | Décor | Doors & Windows | Electronics | Flooring | Kitchen | Lighting & Fans | Outdoors | Paint | Storage | Tools & Hardware

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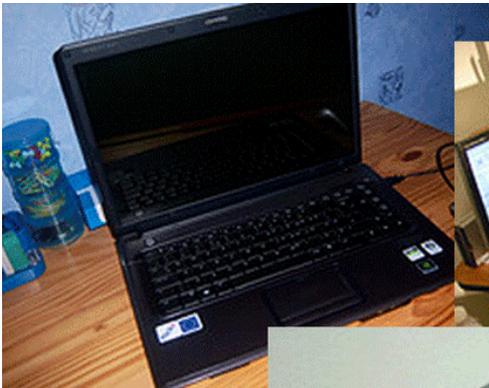
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Multidevice Service Systems



Location-Based / Context-Aware Services



Location-based Service

Context-aware Service

loopt



View your Facebook® friends' latest Loopt posts if they're sharing with Facebook® Connect

- Add as Loopt friend for live location
- Call Heather
- Text Heather
- View Facebook® profile

Notifications when your Facebook® friends get Loopt in!



Service System Scope

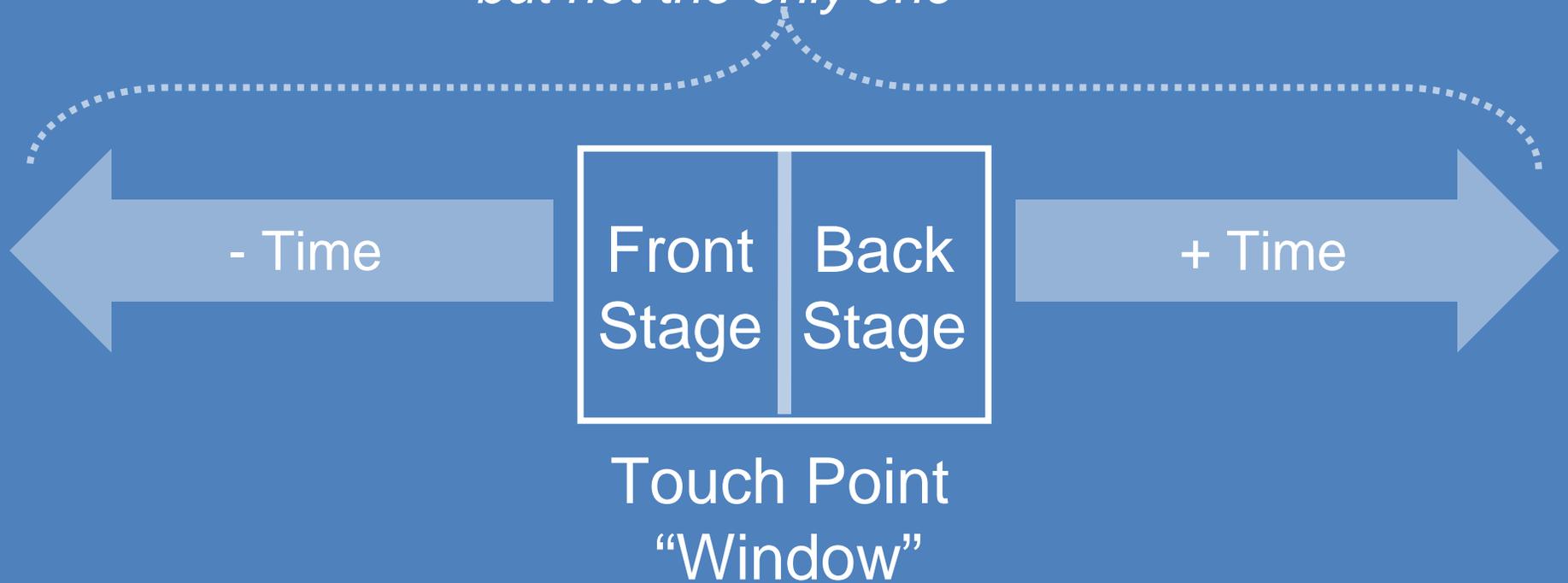


- Design techniques for person-to-person services typically describe the service from the perspective of the customer and emphasize the “touch points”
- But the scope extends before and after these touch points
- The scope is more complex with multiple channels, multiple devices, or location-based services
- Complex service experiences are paths that traverse through multiple service systems
 - Yahoo...Googlemaps...511...BART...Muni...511...
OpenTable...Yelp... OpenTable...Twitter...511

Service System Scope



*Time is a primary dimension of scope
but not the only one*





The Restaurant Experience



Service Scope

Touchpoints



Primary Producer



Supply Chain



Delivery



The Stage



The Massage Experience

Touchpoint



The Amazon Experience



Touchpoint

Service Scope

Touchpoint



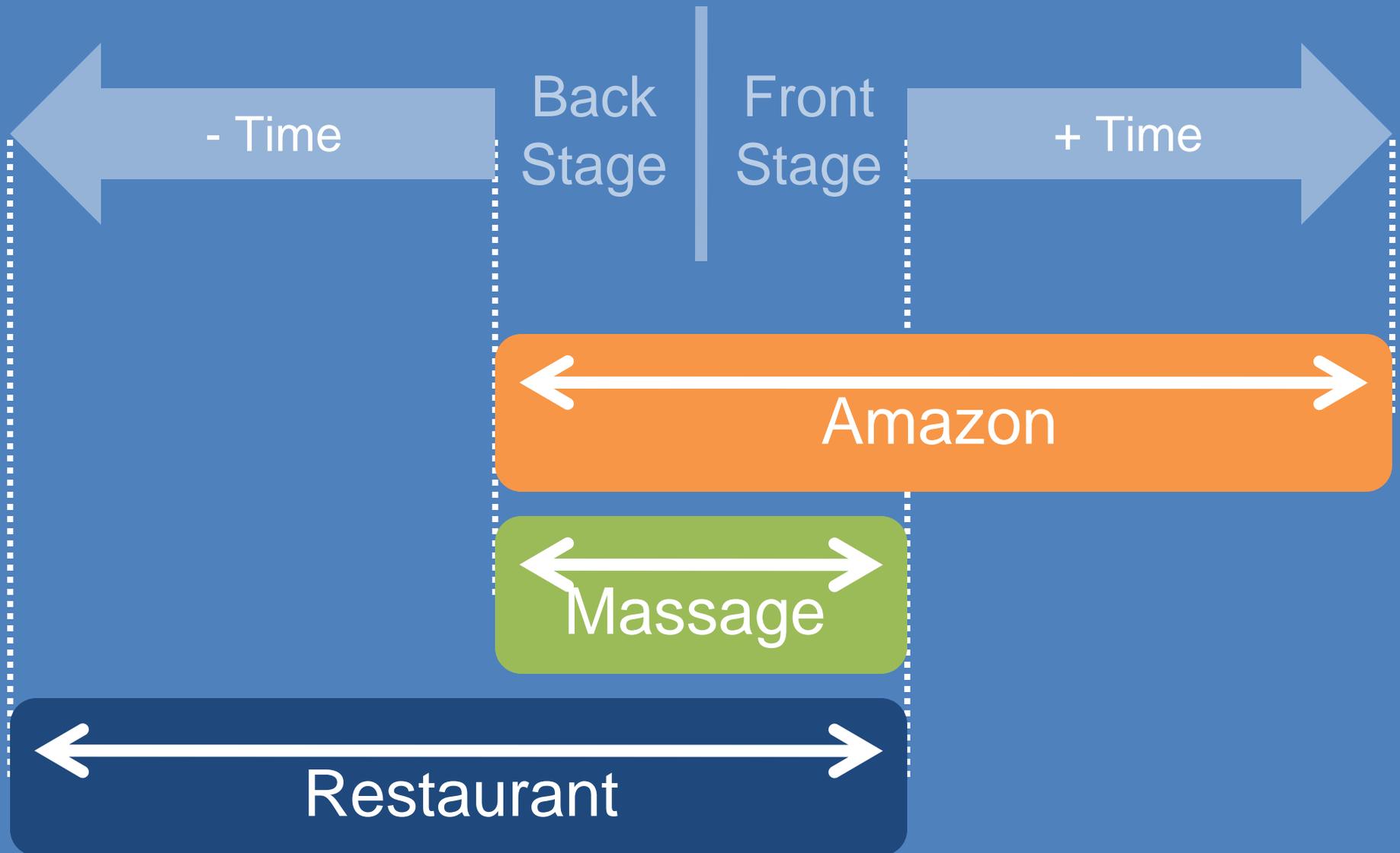
The Stage

Warehouse

Wrapping / Distribution

Stage Again

Service System Scopes





A Methodology?

- “Service system” is too broad for a prescriptive design methodology
- Iterative scoping (and defining the POV in) the service system determines relative importance of each context
- Choose a portfolio of appropriate design methods for the combination of contexts



Portfolio of Methods

- Front stage emphasis
- Back stage emphasis

