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Editorial: *Art and Design* - Ma Li Talks About the Service Design Thinking

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Abstract:

In more than 30 years of development, the research goal of the service design discipline has gradually shifted from demonstrating why services need to be designed and analyzing and summarizing design practice to the in-depth exploration of the theoretical framework, methods, and tools required for service design. Touchpoint is one of the core research fields of service design. By comprehensively investigating the relevant academic research results at home and abroad, this paper combs the origin, definition, classification, significance, research status, and trends of the concept of "touchpoint" in the field of service design, which helps design researchers better understand, observe and design complex services on this basis.

Keywords:

Service Design, Contact Point, Service Process, Design Concept

1. Introduction

Li Ma, Senior craft artist, Master tutor, Deputy Secretary-General of Guangzhou Packaging Technology Association, Published many textbooks, Preside over multiple horizontal topics, Published many papers.

The so-called service design, as the name suggests, is to serve people. If a service-oriented product designer cannot understand the real service scenarios and service objects, it is difficult to gain from the formulation of all strategies. Dr. Ma Li concluded: "service design is a road that requires human beings to constantly explore and learn, but in the end, it may not only affect data and income but also enable users to feel the temperature of our products and the convenience it brings to their lives. Let's inject emotion into products and make life more lovely".

Art and Design: What is service design? What tools or methodologies are there? Why should design be integrated into service design thinking? What is the missing part of service design? What are the many problems and challenges faced by service design? Why fill the missing part of the service design? Now it has reached a stage of

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transition from digitalization to intelligence. Compared with this change, will design thinking and service design produce new features, and how should enterprises adjust?

Li Ma: It can be said that service design refers to the service design to better meet the needs of users and customers. As a comprehensive discipline, it takes users as the center, re-plans organizational resources around users, promote the organizational operation, improves employee efficiency, and finally improves user experience by combing the systematic relationship between people, things, behavior, environment, and society. This concept sounds a little stiff. Simply put: service design provides a systematic and creative way to cultivate innovative social models and behaviors.

2. Why Should We Integrate Service Design Thinking into Our Design?

First of all, we need to clarify the value and importance of service design thinking in product design. With the development and upgrading of the industry, consumption scenarios are also diversified, and the boundary of designers' responsibilities in project design is becoming increasingly blurred. As a link and a system, the service design has different contacts on each link. These contacts are the service points that we can participate in as providers. Therefore, the designer is not only a requirement executor but also the final output is not just a design draft. What we provide is a solution or optimization suggestion, or it may be an expansion of macro direction or ideas. As designers, we can output valuable outputs to the business in all links, and ultimately help the business achieve its goals and build the products into service-oriented products in the true sense of people-oriented.

From the enterprise level, both service design and design thinking are very good first steps in enterprise digital transformation, and also run through the whole process of enterprise digital transformation. In particular, the cross-departmental co-creation of enterprises will help everyone reach a consensus in the digital transformation, fully imagine and create what they should really do in the future, as well as the ranking situation and priorities. Consensus co-creation is too important in an organization. Digital transformation does not mean the introduction of a digital tool. In fact, it is a comprehensive thing. How do you get through your business and how to break your department wall.

Another point is that in the development process of service design, great attention is paid to the use of definitions and toolkits, but these two endpoints are not defined: the part between definitions and toolkits. In fact, instead of focusing on "how to do it", we focus on "why" to fill the gap between the definition and the toolkit. Finally, we define the scope of responsibility and four methods of service design (from inside to outside, from outside to inside, from top to bottom, from bottom to top), so as to promote the discussion between business strategy departments and service design practitioners.

Further, what is service design? This is a relatively young and ambitious people-oriented discipline, which originated from the growing prosperity of the service industry. In a holistic and collaborative way, it creates value for service users and service providers in the whole life cycle of services and arranges the processes, technologies, and interactions that promote service delivery. There are many definitions of service design. Nielsen Norman Group, interaction design foundation, the British government, UX collective, and other organizations have different definitions, and even use a whole book to explain the definition of service design.

What is the missing part of service design? Nowadays, service design has covered or touched almost all aspects of the organization, but there are still some strange places. We can use one sentence to introduce service design but finally come to the description of the toolkit, which is an expanding, detailed, and practical toolkit.

There is a fault in this evolving storyline. Between the definition at the top and the toolkit at the bottom, the middle part of the service design seems to be missing. To fix this deficiency, we examined the previously mentioned service design definitions, methods, and toolkits to establish a clear understanding and fill the gap. But this is only the beginning. Please refer to the feedback collection information at the end of the article.

3. How Do We Define the Scope of Responsibility for Service Design? There Are Four Steps:

Step 1: analyze, decompose the current views on service design into elements, and find differences; Step 2: summarize and construct the core elements into a narrative story; Step 3: establish a guide for this storytelling; Step 4: define the scope and responsibility of service design. (Figure 1, Kookmin University Service Design Course) Four service design methods: from outside to inside, from inside to outside, from top to bottom, from bottom to top.

Figure 1. Kookmin University Service Design Course.

a. From outside to inside: a classic customer-centered approach. The project starts from the client, extends to employees, touches on partners, and is included in the company organization, and then either end or further includes the ecosystem.

b. From top to bottom: often initiated by ecosystem drive. Driven by competitive pressure, this method starts from within the organization, including partners and employees, and finally achieves customer-centric results.

c. From the inside out this method is the only one that originated from within the organization. In today's reality, the industry is replaced by the platform, and it cannot be completed without partners. So the arrow of this method passes through this part more obviously. Like the previous method, customer focus is the last part to be solved, otherwise, this order will not be sustainable.

d. From bottom to top: this method starts from the internal grass-roots changes, starting from the employees. Start with small, user-oriented pilot projects. Only in this way can the organization realize internal innovation, accept the promotion of employees, and finally expand it to customers.

We believe that the above four narrative methods basically cover the scope of responsibility of service design. This is a systematic discipline that needs to start with pilot projects or one-time projects, but we should keep the strategic objectives of the project in mind from the beginning. In our view, if we cannot traverse the participants in the above order or change the direction, we cannot achieve sustainable results.

4. What are the Many Problems and Challenges Faced by Service Design?

It is often described as the integration of different disciplines, such as "service design borrows everything and people to solve problems", and points out that "there is a lot of confusion and lack of clarity in service design". Therefore, service design lacks its own field, cannot implement the plan, and relies heavily on the wishes of other disciplines and departments to implement it. Service design is addition, not subtraction. Service design first paid attention to the contact between the organization and consumers, then added attention to employees, and then began to pay attention to the ecosystem of the organization's operation. Now, more and more practitioners describe service design as the design organization itself. When designing projects, they often mention that "service design should be added here". The integrity of service design is one of the charms of this field. At present, it is only a reference discipline, but in the long run, service design will lose its due scope of responsibility.

Service design pays too much attention to "how to do". Finding a service design reference book or article is much easier than finding its strategic approach. Of course, knowing when to use which tool is important, but this is only part of service design. The focus of service design is on practical operation, which is not suitable for formulating business strategies. It has a fatal problem: from the inside out, pay more attention to service designers rather than project beneficiaries.

The core of all the above problems is that service design practitioners usually do not call themselves "service designers". On the one hand, this title does not exist in many organizations; on the other hand, in consulting companies, the mentioned rate of the word "service design" is very low, and people do not have a clear understanding, which also brings difficulties to the promotion of service design. Practitioners often use established terms, such as strategy, organizational development, user experience, and even marketing. Therefore, service design not only faces the above challenges but also does not do enough in promoting its own field.

At present, most of the visualization of service design focuses on a specific tool (journey map) or specific method (double / three / four drill model) or borrows the expression of other disciplines. These should be used to explain the content of the service design framework, which is either stuck in the definition stage or trapped in details. In either case, these are serious mistakes. The whole framework focuses on the service design implementers from the inside out, rather than the beneficiaries of the project.

5. Why Fill the Missing Part of the Service Design? Before Making Suggestions, Let's Stop and Think: Why Fill the Gap Between the Service Design Definition and the Toolkit?

From the perspective of designers, they don't care about how to define, pay attention to similarities, rather than differences between disciplines, and find common ground with partners, which may make their work more efficient.

However, there is still a problem. These gaps to be filled may only apply to a few excellent organizations, special situations, or ideal environments. But for growth in any field, we need to pay attention to its scope of responsibility, budget, and, ideally, profit and loss responsibility. As long as a field depends on the opinions and budgets of other departments, when there is a conflict between the two, the dependent

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department will put its responsibilities first and give up the responsibility of paying attention to service design. Therefore, for service design, it is the scope of responsibility, not the definition, that needs to be clear. This determination is more conducive to promoting the foundation of the service design discipline. Otherwise, service design will be regarded as a discipline that is "universally applicable but useless", and even as a strategy and tactic that forcibly puts authority over other departments, which is annoying.

With the integration and development of the whole industry, the boundary of designers' responsibilities is becoming more and more blurred. The integration of online and offline makes the design link longer and longer. An excellent designer should not only understand vision and interaction, but also understand products, operations, user research, etc.

Therefore, the product of designer output is no longer a single design draft, perhaps an optimization proposal, a description of a direction, or the presentation of ideas, etc. A good designer should be able to output valuable products to the business in all links of the whole link, and finally promote the business to achieve its goals.

Many enterprises fail in digital transformation because they fail to return to the perspective of customers. If you take customers as your first step, re-imagine how your business should be done, for whom you should do it, and what your customers need. Then we will see what matching processes and methods we use to achieve it. This is what we really should do, rather than simply optimizing or digitizing the existing business.

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