

MODULE 3

# Service Design Foundations

Module 3



# Today in ~90 minutes

**20'**  
Essentials

**10'**  
Video

**15'**  
Brief Article  
Presentations

**10'**  
Mini case study

**25'**  
Recognition  
activities

**10'**  
Self-evaluation

# What is a service?

Service = end-to-end experience helping a person reach a goal

**A service is the end-to-end experience that helps a person reach a goal through steps + touchpoints**

You are visiting a site: think of it as a journey

Map the journey first → extract insights → THEN propose changes

# What Is Service Design?

## Definition

- Service design improves end-to-end services so they work for people and organizations
- It focuses on journeys (steps) and touchpoints (human, physical, digital) plus the delivery system behind them

## Why it matters

- People experience services as a journey, not as isolated features
- Great frontstage can fail if backstage delivery is weak (roles, processes, support)
- Service design helps avoid “feature thinking” and design complete service systems

# Frontstage vs Backstage (reminder)

## FRONTSTAGE

What visitors see/use:

staff, signage, website, QR, ticketing, payment

## BACKSTAGE

What must happen behind the scenes:

ops, coordination, schedules, systems

# Principles of Service Design

5 principles used across service design practice

## The 5 principles

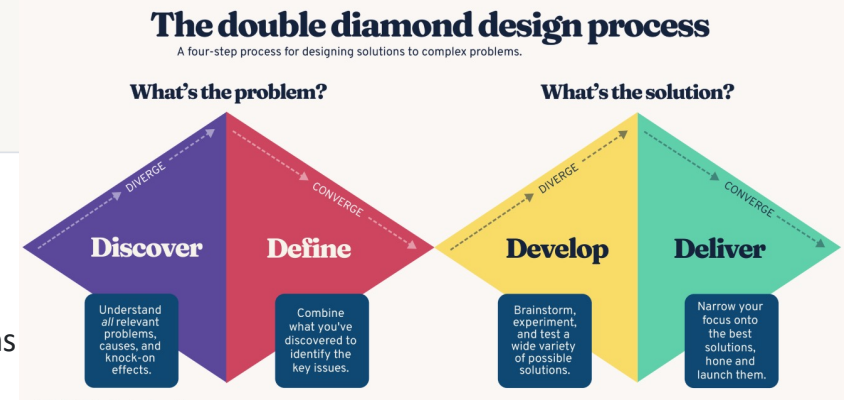
- User-centered: start from real user goals, behavior, and evidence (not assumptions)
- Co-creative: include stakeholders (users, staff, partners) when improving services
- Sequencing: design services as a sequence of steps/moments (before - during - after)
- Evidencing: make the service visible through clear cues, guidance, and service evidence
- Holistic: consider the full system (people, processes, tools, policies, partners)

# The Service Design Process

Double Diamond + service outputs

## Double Diamond

- ❑ Discover: observe, interview, collect evidence about needs and frictions
- ❑ Define: synthesize insights and frame a focused challenge (e.g., HMW)
- ❑ Develop: create concepts and prototype alternatives (journey ideas, blueprint ideas)
- ❑ Deliver: pilot, measure outcomes (KPIs), improve and iterate



Source: Design Council, *The Double Diamond* (official model, CC BY 4.0)

Note: The process is iterative and teams move back and forth when new evidence appears

# Key Components of Service Design

The “service system anatomy” (what a service is made of)

## Service system components


- User-facing: users/segments, journey stages, touchpoints, channels
- Delivery: roles, processes/handoffs, support systems/tools/data, partners
- Management: service evidence, rules/policies/scripts, KPIs, risks/failure points

Frontstage = what the user sees/uses. Backstage = what the organization does to deliver it.

## Service Design Tools (by phase)

### Tool families

- ❑ Discover: observation/service safari, interviews, critical incidents, stakeholder map
- ❑ Define: persona, empathy map, insight statements, HMW
- ❑ Develop: idea generation, journey map (future), storyboard, service blueprint (lite)
- ❑ Deliver: pilot plan, KPIs, risk check, test → measure → improve loop



Blueprinting connects  
frontstage experience to  
backstage delivery

# The one rule for this module

**Don't jump to solutions**  
**Map the journey → extract insights → then**  
**propose changes**

A good insight explains *\*why\** a friction matters (not what to build)

# Video + anchor readings

## VIDEO

Choose 1 (6–15 min):



- [“Introduction to Service Design”](#) (Birgit Mager, KISD)



- [“Journey Maps”](#) (Service Design Academy): practical overview

## READINGS

Skim 1 - 2 (focus on tools):

- Bitner, Ostrom & Morgan, (2008), Service Blueprinting
- Shostack, (1984), Designing services that deliver
- Bitner (1990), The Service Encounter: Diagnosing Favorable and Unfavorable Incidents
- Bitner (1992), Servicescapes

# Servicescape

The service environment as a design lever (for museums / heritage / visitor services)

## What it is

- ✓ The physical (and social) environment where a service happens
- ✓ It shapes how people feel, behave, and judge service quality
- ✓ It affects both visitors and employees

## Classic dimensions (Bitner, 1992)

- ✓ Ambient conditions (light, sound, temperature, scent)
- ✓ Spatial layout & functionality (flow, comfort, usability)
- ✓ Signs, symbols & artifacts (wayfinding, labels, cues)

## Why it matters (service design)

- ✓ Reduces uncertainty and improves orientation
- ✓ Supports inclusive access and comfort
- ✓ Influences time spent, engagement, and flow
- ✓ Creates meaning and atmosphere (experience)

## How to apply it (quick lens)

Ask: What environmental cues help (or confuse) people at key moments? What needs to change in layout, cues, or ambience to support the journey?

## HMW (How Might We) in Service Design

A simple bridge from insights → ideas (without jumping to solutions)

### What HMW is

- ✓ A short design question that turns an insight into an opportunity
- ✓ Format: “How might we ... [enable/solve] ... for ... [a user] ... in ... [a context]?”
- ✓ It is not a solution BUT it keeps options open for ideation

### A good HMW is...

- ✓ Specific enough to guide ideas (not vague)
- ✓ Open enough to allow multiple solutions (not a feature request)
- ✓ Grounded in evidence (what you observed/heard)
- ✓ Written in user language (goal + friction)

Example HMW: “How might we help first-time visitors quickly understand where to start, without needing staff help?”

# Journey Map (Customer/User Journey Map)

What it is and how it connects to service design

## What a Journey Map is

- ✓ A visual timeline of how a person achieves a goal through a service
- ✓ It captures steps + touchpoints across phases (before / during / after)
- ✓ Often includes actions, emotions/mindset, pain points, and opportunities

## How it supports Service Design

- ✓ Turns experience into evidence: where friction happens and why it matters
- ✓ Aligns teams on the end-to-end service (not isolated features)
- ✓ Feeds the next tool: Service Blueprint (adds backstage + support to deliver the journey)
- ✓ Helps prioritize improvements and testable opportunities

# Journey map



## Service Blueprinting (Bitner, Ostrom & Morgan, 2008)

A customer-focused technique for service design & service innovation

### Why blueprinting matters (service design lens)

- ✓ Services are processes and experiences (often co-produced in real time)
- ✓ They are hard to specify with words only → risk of oversimplification
- ✓ Blueprinting makes the service visible end-to-end and keeps the customer central

### What you get (outcomes)

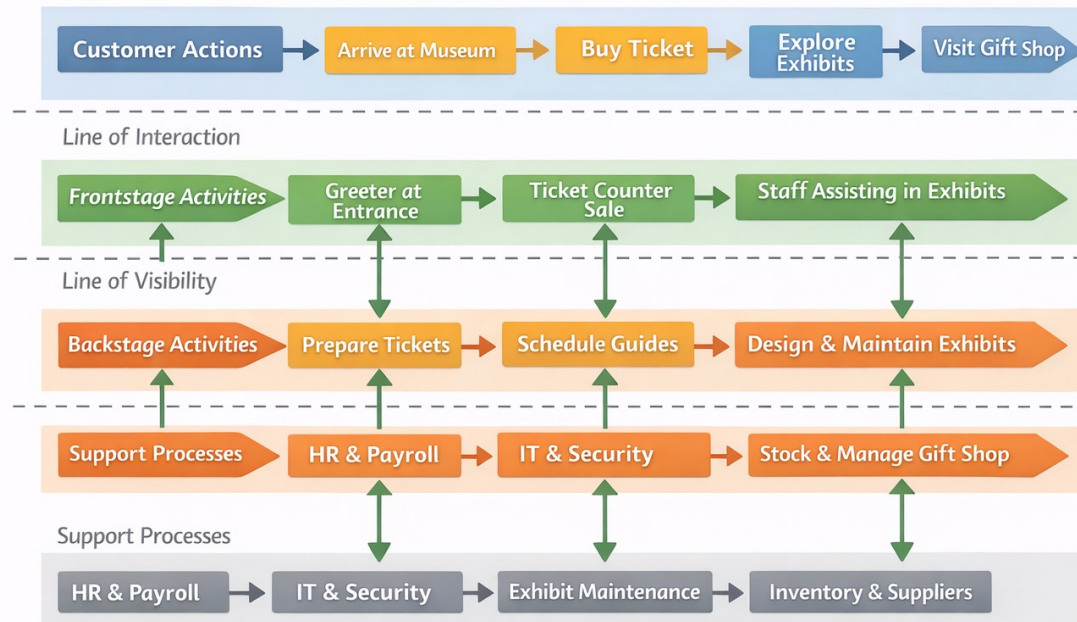
- ✓ Shared “single picture” that aligns teams (platform for innovation)
- ✓ Visibility of roles, interdependencies, and likely failure points
- ✓ Supports both strategic and tactical improvements (experience + operations)

Source: Bitner, M.J., Ostrom, A.L., & Morgan, F.N. (2008). Service Blueprinting: A Practical Technique for Service Innovation. California Management Review, 50(3).

**Rule of thumb: Journey map = user view. Blueprint = delivery view (how the organization makes the journey work)**

# Service Blueprinting

## Service Blueprint: Museum Visit



## Case Study Exemplar: Kaiser Permanente - Nurse Knowledge Exchange (NKE)

Why it's a strong service design exemplar (experience + implementation)

### Context

Large, complex hospital system  
Frontline shift-change handover is a critical service moment

### Service design challenge

- ✓ Improve handover quality
- ✓ Increase real-world adoption by staff

### What they did

- ✓ Human-centered design + change management
- ✓ Fieldwork, prototyping, and implementation redesign

### Key insight (takeaway)

- ✓ Designing the service is not enough
- ✓ You must also design the implementation process

**Why exemplar: Connects service design to organizational change, staff adoption, and long-term outcomes.**

Suggested citation: Lin et al. (2011), International Journal of Design — Nurse Knowledge Exchange (Kaiser Permanente).

## Activity: Mini-Journey map

Scenario: A first-time visitor plans a museum visit

Task (8 - 10 min)

- 1) Put the steps in order
- 2) Choose 2 steps only (most important for you): add emotion (😊/😐/😞), one friction (most important for you), and one evidence question (most important for you):

Friction menu: confusion • waiting • info gap • access • cost

Step cards (mixed):

- Arrive at venue
- Decide to visit
- Search online
- Buy ticket
- Visit exhibition
- Leave / share experience

Evidence question examples:

- What do visitors do first at this step?
- Where do visitors pause, hesitate, or look confused?
- What question do visitors ask staff most often here?

### Activity: Service Blueprint Lite

#### Journey step: Visitor buys a ticket at arrival

Task (10–12 min)

Sort each item into: Frontstage (visible to visitor) / Backstage (non visible)

Items:

- Staff explains ticket options
- Payment terminal
- Ticketing system updates capacity
- Sign at entrance
- Staff shift schedule
- QR scanner
- Internet connection
- Daily pricing rules in system

Reminder: If unsure, ask: does the visitor see/use it directly?  
(Short reasoning is enough.)

## Activity: How Might We?

A good HMW is:

**not a ready-made solution, focused user + need + context**

Observation: Visitors feel uncertain when they arrive because signage is unclear

Why it matters: They lose time and ask staff basic questions.

Task (8–10 min)

Choose the best HMW question and explain why (1 sentence)

**Options**

- A. How might we install a new digital kiosk at the entrance?
- B. How might we help first-time visitors navigate arrival more confidently while reducing confusion and waiting?
- C. How might we redesign the whole museum experience?

# Mini-quiz (Kahoot)

<https://create.kahoot.it/details/b3e5a441-7c17-4ca5-a058-965a7b5d49a8>

# On-site: validate with evidence

## OBSERVE

What actually exists?

What visitors do / don't do

## ASK

Use your evidence questions

Talk to staff + visitors

## CAPTURE

Photos (where allowed)

Notes + quotes

**Remember: You're building evidence-based insights, not final solutions**

# Any Questions?

