

SpringerBriefs in Applied Sciences and Technology

PoliMI SpringerBriefs

Editorial Board

Barbara Pernici, Politecnico di Milano, Milano, Italy

Stefano Della Torre, Politecnico di Milano, Milano, Italy

Bianca M. Colosimo, Politecnico di Milano, Milano, Italy

Tiziano Faravelli, Politecnico di Milano, Milano, Italy

Roberto Paolucci, Politecnico di Milano, Milano, Italy

Silvia Piardi, Politecnico di Milano, Milano, Italy

More information about this series at <http://www.springer.com/series/11159>
<http://www.polimi.it>

Francesca Foglieni · Beatrice Villari
Stefano Maffei

Designing Better Services

A Strategic Approach from Design
to Evaluation



POLITECNICO
MILANO 1863

 Springer

Francesca Foglieni
Department of Design
Politecnico di Milano
Milan
Italy

Stefano Maffei
Department of Design
Politecnico di Milano
Milan
Italy

Beatrice Villari
Department of Design
Politecnico di Milano
Milan
Italy

ISSN 2191-530X ISSN 2191-5318 (electronic)
SpringerBriefs in Applied Sciences and Technology
ISSN 2282-2577 ISSN 2282-2585 (electronic)
PoliMI SpringerBriefs
ISBN 978-3-319-63177-6 ISBN 978-3-319-63179-0 (eBook)
<https://doi.org/10.1007/978-3-319-63179-0>

Library of Congress Control Number: 2017951055

© The Author(s) 2018

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Printed on acid-free paper

This Springer imprint is published by Springer Nature
The registered company is Springer International Publishing AG
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

Preface

The argumentation presented in this book is the result of a research process initiated at the Design Department of Politecnico di Milano a few years ago, and matured thanks to a doctoral research developed by Francesca Foglieni, which constituted the starting point for the reasoning articulated in these pages. With this text, we share the urgent need to consider evaluation as a strategic activity that should become an integral part of service design, both in theory and practice. We believe it is necessary to support its role as a lever of growth and change in public and private organizations, and to design better services that answer to current social, economic and environmental challenges. This book relies on the idea that service design has the power to trigger meaningful changes, but for this to happen new directions need to be envisioned and explored for the discipline to evolve. Applied research projects, teaching activities and conversations with expert colleagues and professionals have also been fundamental to the full development of our vision. Our purpose is to open a debate on a topic that still deserves further investigations in the disciplinary field as well as in comparison with other disciplines. We hope that other researchers will share the hypotheses presented here and will prosecute the discussion with passion, dedication and relevant contributions.

Milan, Italy
June 2017

Francesca Foglieni
Beatrice Villari
Stefano Maffei

Contents

1 Introduction	1
References	3
2 From Service to Service Design	5
2.1 Service: A Difficult Word	5
2.2 The Service Economy	7
2.3 Service Marketing and Service Management: The Origins of Service Design	10
2.3.1 From Services as Goods to Services as a Perspective on Value Creation	11
2.3.2 Core Concepts in Service-Dominant Logic and Their Relevance for Service Design	13
2.4 The Emerging Interest in Service Innovation	14
2.5 Why Do Services Need Designing?	16
2.5.1 Service Design and Design for Service	19
2.6 The Strategic Use of Service Design in (Public and Private) Organizations	20
References	22
3 How to (Re)Design Services: From Ideation to Evaluation	27
3.1 Designing New Services and Service Redesign	27
3.2 The Service Design Approach	29
3.3 The Service Design Process: From Research to Implementation	30
3.3.1 Understanding People, Contexts and Relationships	34
3.3.2 Defining Service Scenarios and Concepts	36
3.3.3 Developing Service Ideas	37

3.3.4	Validating Service Ideas	38
3.3.5	Supporting the Service Implementation	40
3.4	Including Evaluation in the Service Design Process	40
	References	43
4	Exploring Evaluation in Service Design Practice	47
4.1	From the Evaluation of Existing Services to the Evaluation of Service Prototypes	47
4.1.1	‘BancoSmart’: A User-Friendly, People-Centered ATM	48
4.1.2	‘Test Tube Trip’: Improving Patient Safety by Reducing the Number of Sampling Errors	52
4.1.3	Designing a ‘New Premium Mobility Service’ for the US Market	56
4.1.4	Evaluating the Impact of Service Design Introduction in Mind Mental Healthcare System	59
4.2	Evaluation in Service Design Through Professional Lenses	64
4.3	Toward the Integration of Evaluation Expertise	65
	References	69
5	Evaluating Services for a Better Design	71
5.1	Why Evaluating Services?	71
5.1.1	Exploring the Meaning of Evaluation	73
5.1.2	Evaluation in the Service Sector	76
5.2	Evaluating Services or Evaluating (Service) Design?	79
5.3	Rethinking the Service Design Process	81
5.4	Designing a Service Evaluation Strategy	83
5.5	Guidelines for Service Evaluation and Design	87
	References	91
6	Service Design and Service Evaluation: Challenges and Future Directions	95
6.1	Building the Future Service Economy	95
6.2	Measuring the Value of Service Design: A Future Challenge for Service Designers	97
6.3	An Interpretive Model of Evaluation in Service Design	100
6.4	New Competencies for Service Designers	103
6.5	Service Design and Service Evaluation: Open Issues	107
	References	110
	Index	113