

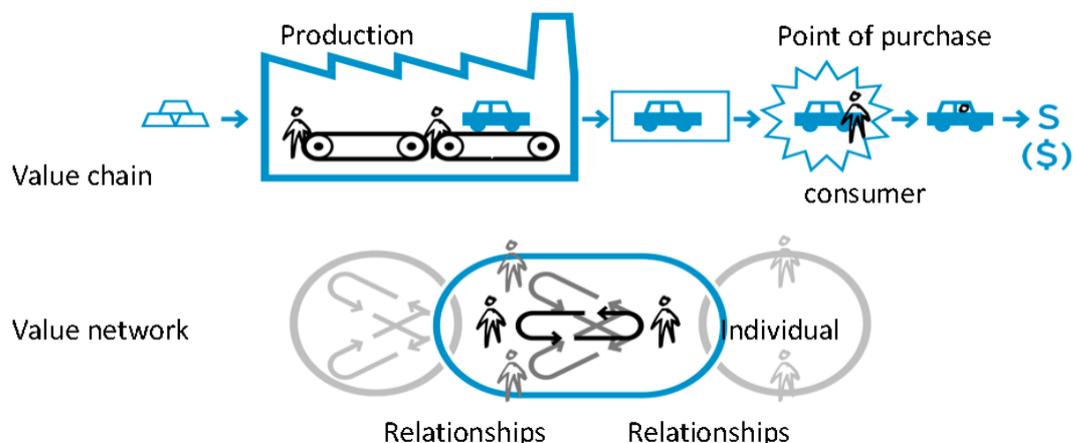
# SERVICE DESIGN: From Health Series to Football Rituals

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## Introduction to Service Design

A paradigm shift has occurred. In the global manufacturing industry, we witness a gradual transition from the previously product-oriented culture towards a more customer and service-oriented culture. This trend is very visible while looking at the growth of service shares in the United States. Today, we are no longer living in a good dominant society. We are now entering the era of the service economy.

The increased importance of the service sector has caused a massive change in the way that we think about what we deliver. A service is different from a product. The difference between product and service lies in the “value in use”. In the past, we often talked about the concept of value chain<sup>1</sup>, where value is measured by the monetary worth or the price customers are willing to pay for a good or service. This framework, however, tends to neglect value for customers. At present, we are looking more into the concept of value network<sup>2</sup>. The value network approach recognizes the relationship between a service provider and individuals. This network of relationship creates value for customer in-use over time.



**Picture 1** The difference between Value Chain and Value Network

Service design allows business to create the value in use via the understanding of user needs. Manufacturers are now looking into establishing long-term customer relationships. Instead of focusing solely on selling a product, they are redeveloping

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<sup>1</sup> A framework used to describe the process by which businesses receive raw materials, add value to the raw materials through various processes to create a finished product, and then sell that end product to customers. The concept was first described by Michael Porter of Harvard University in his 1985 best-seller, *Competitive Advantage: Creating and Sustaining Superior Performance*.

<sup>2</sup> A value network is defined as a value-creating system in which all involved stakeholders co-produce value.

their strategy to match the increasing needs of customers. A great example is Rolls-Royce's TotalCare airplane engine program, which has transformed the engine business into selling an entire field service support system around a product.

### Experiential Service Scale: From Utilitarian to Transformation

Service design evolves over time. At the beginning, the focus was on functionality and services were mostly delivered in a utilitarian manner. Since then, service providers have been working progressively to improve their services. They started to work more closely with customers and see things from the user's perspective. The focus has been shifted from utilitarian to customer-centric, and now, to experience-centric service design.

Yet, the progress did not stop there. To establish a lasting relation, service designers start to dig into what matters to the customers in order to deliver more meaningful services. We are now moving past the focus on experience eccentricity towards an era of transformation – how people feel change by their experiences of products and services. The progress in this field can be illustrated on an experiential service scale as shown in Figure 1.



Figure 1 Experiential Service Scale

### What is Service Design?

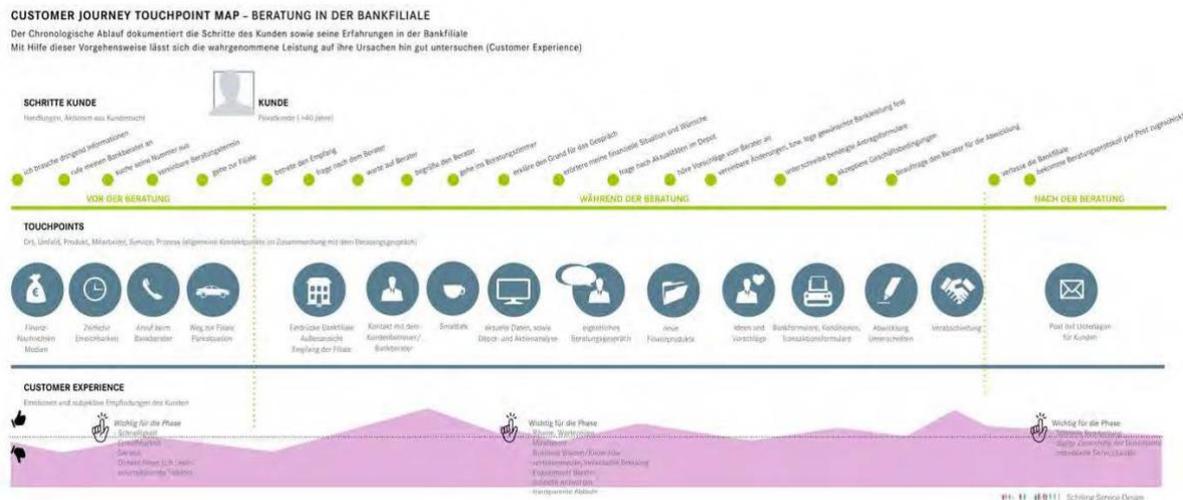
Service design can be defined as “Designed **offerings** to provide **experiences** that happen over **time** and across different **touchpoints**”.

The concept of service design comes from the idea of interactive design, i.e. face-to-face interactions (people-people), or through interfaces (people-technology), combines with service, marketing, and management. The fundamental part of service design is the “offering” or perceived promise of what an experience is going to be.

We design for a different experience. However, designers are also challenged by the fact that there are other things that were going on and around that experience. In other words, there is a need for service designers to understand the sense of “whole experience”, and as a result, we start to extend our points of view from just one point of contact to many points of contact known as “touchpoints”.

Touchpoints are one of the central aspects of service design. They are the points of contact between a service provider and customers. A customer might utilize many different touchpoints as part of a use scenario. These points join up and form a whole experience picture known as a customer journey.

Another important aspect of service design is “time”. Services happen over time, and hence time has also become another material of design.



Picture 2 Customer Journey Touchpoint Map of a German Bank

indicating customer points of contact with the service and their emotional responses in a timeline

## Trygg fra A to Å (Safe from A to Z)

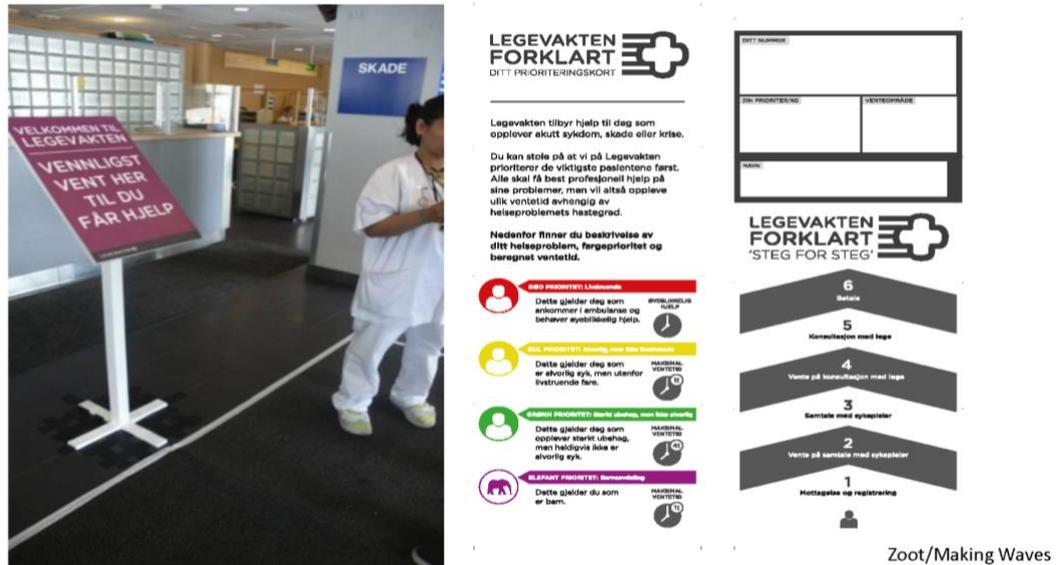
Services are intangible. Customers experience a service as a journey. To facilitate favorable service experiences for consumers, it is therefore crucial to identify the pinpoints – where things perhaps start to go wrong – in a customer journey. A service might be designed beautifully in a utilitarian way but become ineffective in its delivery when customers fail to make a good decision. This is where service design could come in and help them make a better or more informed decision.

An example of a service design project on improved customer journey is the project “Trygg fra A to Å” (Safe from A to Z) by the Oslo School of Architecture and Design in collaboration with a design agency, Zoot. The project addresses the challenges faced by a Norwegian hospital to improve efficiency in patient handling and management.

In this project, the design team worked closely with users to get insight into their customer journey. They had also worked with other stakeholders and taken into consideration their constraints. This multi-stakeholder approach allows the team to better understand the problem as a whole picture. Through multiple prototyping and testing, the team was able to come up with a solution which put forth the challenges faced by each stakeholder, resulting in an overall improved service experience.

The hospital previously used a machine to manage queue and classify patients. Users at times, however, fail to correctly identify themselves. As a result, the machine has been replaced by a nurse to efficiently sort patients according to their level of emergency. A patient tag system has also been introduced to separate different groups of patients and provide them with relevant information about the expected wait time, designated waiting area and associated procedures. The hospital has also put

up a more informative website to educate people about different symptoms. This is to help people make a better self-evaluation on whether or not they really need to visit the hospital. The solutions as led by service design and understanding of whole experience resulting in an overall clarity and effectiveness of service.



**Picture 3** Example of design solutions from Trygg fra A to Å (Safe from A to Z) project (Left) A nurse replace the automatic queuing machine correctly classify patients according to symptoms (Right) Patient tags system has been introduced to identify and separate patients

### The Value of Experience Eccentricity – Example of a Norwegian Train Service

Another service design example that demonstrates the value of experience eccentricity is Flytoget, a Norwegian Airport Express. About 15 years ago, Flytoget company was set up to provide high-speed train service between Oslo and the city's main airport. Their core service offering was to provide a safe and punctual transportation service to and from the airport. The head of company envisioned the use of service design to help ensure the best customer experience. In doing so, the company has decided to design all touchpoints to be integrated to deliver a pre-arrival experience of an airport.

In this project, service designers design for classic journeys and different touch points to fit together to ensure seamless experience; from the first step to the departure lounge, information, inflight booklets or even staffs, to carry the experience throughout. The breezy Norwegian atmosphere delivers a message which differentiates the company from the national train service experience. The service was received with great success<sup>3</sup>.

<sup>3</sup> Flytoget has delivered its best result ever, with a turnover of NOK 994 million and a pretax profit of NOK 253 million, in 2014. Since its launch in 1998, the company has paid out an accumulated dividend including provision for 2014 of NOK 1056 million to its owner. In 2016, a total of 6.5 million people traveled by the Airport Express Train. The company claimed a punctuality rate of 96 percent and a customer satisfaction rate of 97 percent.



Picture 4 Flytoget ads, with a message “Check you have a ticket before we do!”

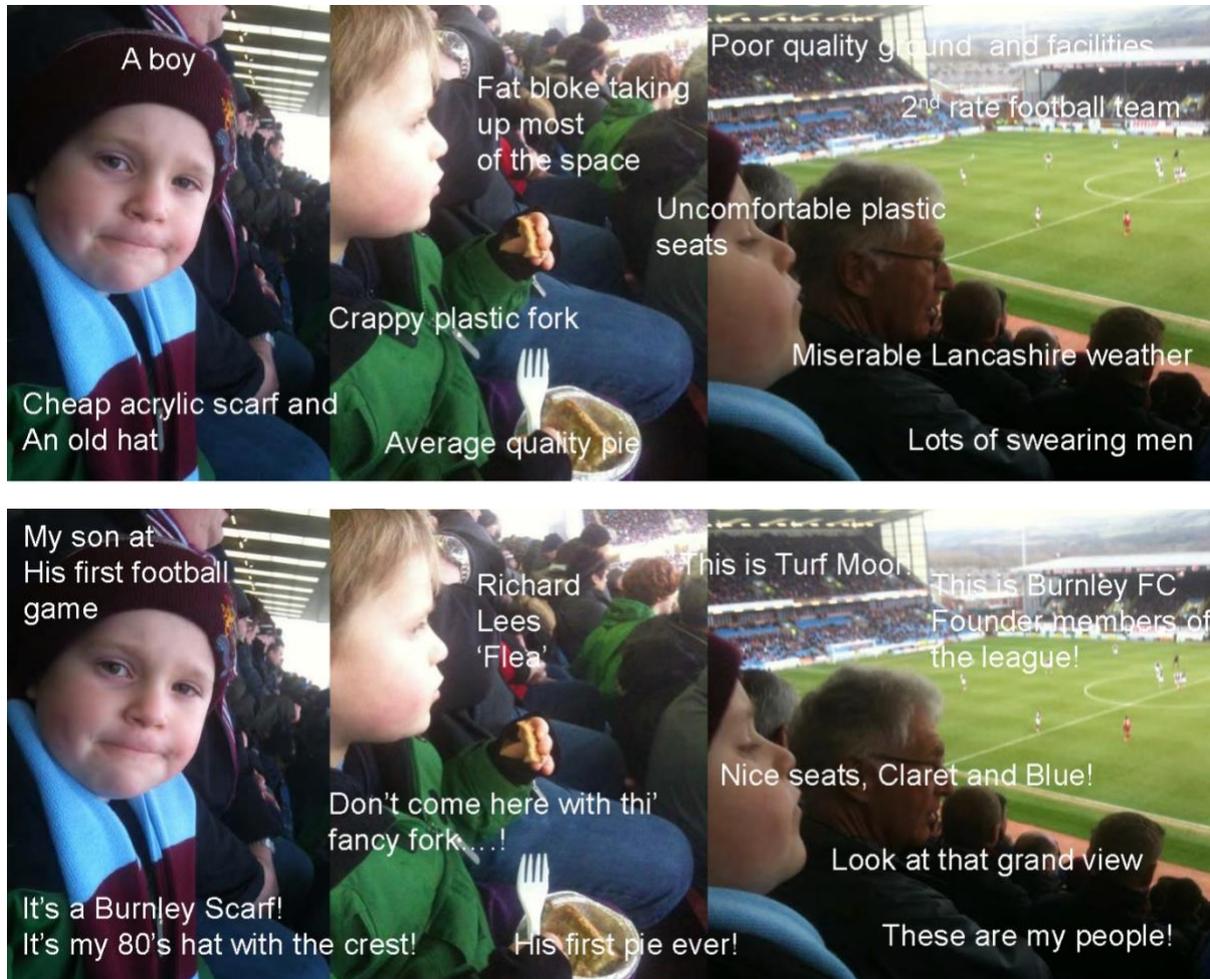
### **Sacred Service – Designing for Expressive and Meaningful Service Experience: the Sacred and Rituals as Materials in Service Design**

Experience eccentricity was one of the biggest movement in service design. At present, the idea of consuming experience has emerged as a part of the new economy. Nevertheless, consumers today are no longer satisfied with just that. They start to seek for meaning and value in consumption – how a product or service product consumed transform, reflect their life or manifest their ways of thinking. Service design now must consider other needs of customers in the service journey that might be existentially more than the fundamentals. To deliver this extraordinary service, Ted Matthews of AHO has discussed this creation of meaningful service experience in his Ph.D. research titled “Sacred Services. Designing for expressive and meaningful service experiences: The sacred and ritual as material for design”

In his paper, Ted Matthews discussed how brands and products today seem to deliver a “sacred experience”. In 2005, Russell W. Belk published a notable article, The Cult of Macintosh, to illustrate the sacralization of consumption in modern days era. The paper discussed how people are having religious experiences buying Apple product and aligned Apple consumer behaviors to religious practice. Such actions facilitate devotion and attached value to the brand and heightened experience of the product. The paper suggests how “consumption has become a vehicle for experiencing the sacred” and how “the ritual substratum of consumption describes properties and manifestations of the sacred inherent in consumer behavior”.

Ted Mathews, in his writing, argues that the sacred experience can be positive and memorable and that we could actually design for this kind of experience to happen. He develops and proposes a research methodology to illustrate how the sacred experience is constructed between ritual, myth and a participating community. In other words, there seem to be comparable themes between service design and sacred

theory. The study of the sacred offers rich and varied material that could expand the content and practice of service design and thus Matthews envisioned the sacred theory to be a possible future service design tool.



**Picture 5** The concept of measured and expressed value

: comparison a boy's first-time experience watching a football match.

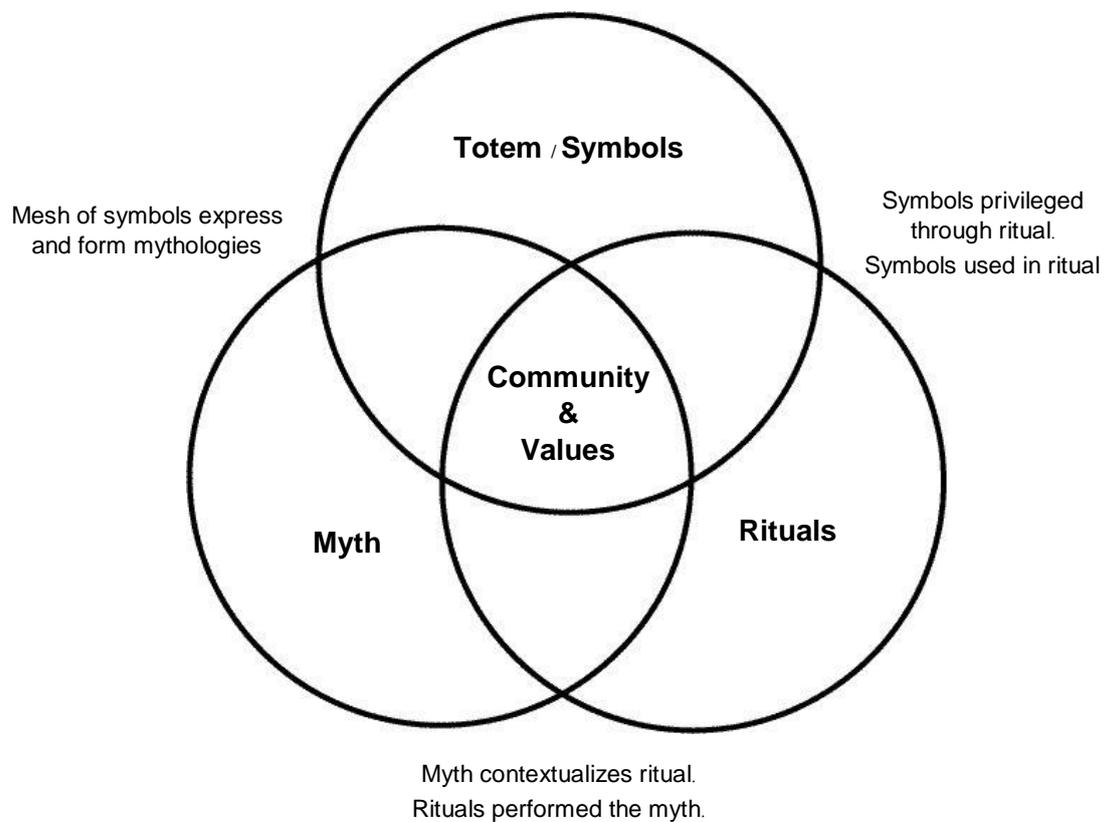
The first picture illustrates measured value while the second picture illustrates expressed value. Often, designing of services focus on experience and quality efficiency. However, not everything should or can be designed in that way. The experience is subjective, and often the core of an experience is affected by communities and values. The question is – does the current service design practice such experience to be designed for?

### Designing Meaningful Moments – Example of the Norwegian football team

Rituals and traditions can be designed. Some of the more familiar invented traditions include that of royal ceremonies celebrated by the royal families in different kingdoms. The process to design rituals and traditions as such could be regarded as a combination of service design method and the sacred theory. To illustrate how service design could translate into meaningful moments, let us examine the case study of Norwegian Football team.

National football is arguably a community ritual. It is a reflection and performance of national mood, values, and identity. Great football experiences depend not only on the play on-field but also on a contextual understanding of the moment, the sense of self in place and of belonging that can lead to highly emotional and meaningful moments.

In 2015, the Norwegian Football Association has established a research project with AHO to enhance football experience of fans attending national team games at the national stadium. Using a methodology of research by design, appropriate theory from social anthropology relating to myth and ritual, the “ sacred theory” , was operationalized into a new service design model with the aim of orchestrating a new match day experience – to create the memorable and meaningful experience that people will look back to, more than just footballs.



**Picture 6** Symbol, Myth and Rituals – how they interact and form community and values



**Figure 2** Three paths of ritual structure

The resulting strategy does this by building a believable contextualizing myth that reflects the reality of the national men's team. It then 'performs' this myth through, storytelling, ritual structures and staged ritual interactions to further engage fans and players in the time leading up to, during and after the game, with the aim of creating a rich context and a dramatization that would build emotional entrainment toward a state of fan 'collective effervescence'.



**Picture 7** Call to Adventure

Prior to the game, fans will receive email and a sealed box package, with letter and t-shirt from Norwegian football association, calling them to play for the country.

Note that service designer makes use of cartoons to express service expression

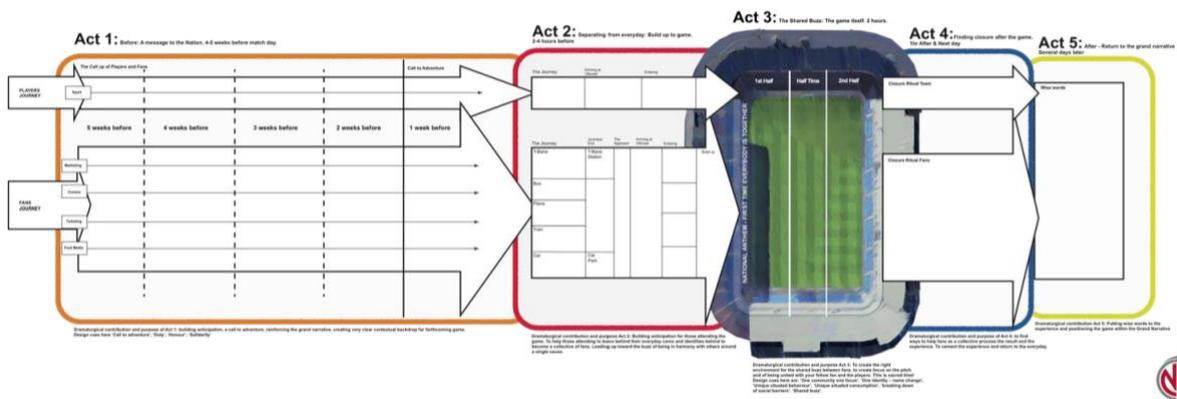
Start with symbolic and totem, the team has redesigned the team badge and associated brand merchandise to exhibit pride, solidarity, rawness, and ferocity relate to Norwegian landscape in its design. The team creates ritual dramaturgy by paralleling the Norwegian football team with the classic image of David vs Goliath, playing the "quest of the underdog story. The team has laid a 6 years journey to build the conceptual model for the brand. They no longer consider the product as a single football match, but a 6-year storyline punctuated in episodes.

The model has resulted in a new aesthetic for match day through a series of interventions at the national arena that include the stadium dressing, the theatrics of player arrival, storytelling within the stadium and the opening ceremony. Service designers establish strong context towards service mythology via the use of ritual dramaturgy to design meaning in all these touchpoints. Results suggest that orchestrating the match day experience in this way offers innovation in the designing, in 'joined-up' experiential planning and in new aesthetics, from a meta to detailed level, of the staged football event.



**Picture 8** Quest of the Underdog

The Image of David vs Goliath was used to portray the fight of the Norwegian Football Team against a more powerful opponent to create a storyline and provoke the sense of commonness.  
 “Even if Norway lose, you will still come because you are part of us, the underdogs”



**Picture 9** Diagram of Five Act Service Journey  
 designing meaningful moments by tying touchpoints together to build people up emotionally

## Conclusion

The concept of combining sacred theory with contemporary practice in service design is a very recent topic. Nonetheless, it appears to offer new structures to time and perspectives on human behavior that could be rich material for service design. It is by far an interesting area of study. At present, a great deal of research is still needed to identify the best way to synchronize the two areas.

## Reference

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