FULL PAPER

The Dialectics of Service Design between Production and Meaning Stimulation

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Abstract

Service design is an evolving field that traces its origins from industrial design in the 1920s to its formal concept in the 1990s. It focuses on creating value for stakeholders and considers social and ecological factors. Service designers use research methodologies to propose user-centered solutions. Service design is not limited to specific areas and can be applied to various elements. It fosters innovation, improves user experiences, and aims to create a better future by involving users in the design process. Service design is a collaborative and creative approach that focuses on understanding users' functional and emotional expectations. It analyzes all points of contact between organizations and users to improve the overall experience. The goal is to enhance user journeys, scripting sequences of events, actions, and outcomes. Service design involves user-centered thinking, empathy, and collaboration to create meaningful interactions and enrich users' lives. The process relies on specific tools and methods, including prototypes and co-creation workshops, to develop innovative solutions and improve service quality. Service design uses specific tools and methods in stages like exploration, creativity, user testing, and model creation. It focuses on co-construction and prototyping for user-centered solutions. The designer creates reusable tools and fosters a user-centered culture. The process includes analysis, ideation, evaluation, and implementation phases with a focus on user experience. Service design differs from service design, as the former is about overall experiences, while the latter focuses on specific services. The goal is to meet user needs and desires while creating competitive services. Ultimately, service design is a collaborative approach for innovative and lasting solutions.

Keywords: design - production - motivation

Introduction

Design plays an essential role in our daily lives, and its importance continues to grow in response to the evolution of society and its demands. According to Professor Alain Findeli, design is not merely a profession but rather an activity of problem-solving and creation. Today, design goes beyond simply creating objects and adopts a relationship-focused approach. The perspectives and challenges of design have evolved to better address the issues of our current society. The primary goal of design is to enhance the quality of life for individuals by seeking intangible solutions that consider the human aspect. Designers strive to create values related to the comfort and well-being of people, rather than solely focusing on the aesthetics of an object.

This dynamic evolution of design activities is reflected in a shift from profitable industrial design to multidisciplinary approaches, such as service design. The latter contributes to improving the quality of life by addressing the needs and expectations of individuals. Service design is an ever-evolving research field that tackles deeper and more significant issues. It concerns the creation of organizational systems, service development, and behavioral strategies. Designers use a specific research methodology to identify problems and envision appropriate solutions, taking into account social, ecological, political, and cultural considerations, among others.

Service design combines processes, technologies, and interactions within complex service systems to create value for stakeholders. It focuses on the form and functionality of services from the perspective of customers, ensuring that service interfaces are useful, usable, and desirable for customers, and efficient, high-performing, and distinctive for sponsors. (MINVIELLE, 2010)

In the service design process, designers carefully study the needs, desires, and experiences of users to improve the service and propose innovative experiences. Service design is not limited to a specific field of intervention but can be applied to objects, spaces, interfaces, communication methods, and more. It is based on creating touchpoints between users and services, thus promoting interaction between the user and the service. Therefore, service design is a creative and collaborative approach based on a thorough and empathetic understanding of customer needs. Its goal is to analyze and consistently address all touchpoints of the service offered by a company or organization, seeking to enhance the overall user experience throughout their journey.

Ultimately, service design provides creative and strategic solutions to organizations by ensuring a deep and empathetic understanding of customer needs. It improves the quality of services offered and strengthens the connection between the organization and its customers while positively transforming society by enhancing the quality of life for individuals and addressing their needs and expectations more comprehensively.

1. Service Design: A Matter of Concepts

Service design is an ever-evolving field, and it is essential to trace its origins, foundations, and development. By examining significant periods in the history of the design concept, we can better understand its evolution as a method. Let's explore some key stages that demonstrate the historical evolution of service design.

In the 1920s, with the emergence of industrial design (notably at the Bauhaus), designers were primarily focused on the logic of the object, that is, the design of products. Over time, in the

1950s, products were considered more comprehensively, taking into account their functional, aesthetic, safety, and other aspects. Theories started to develop, incorporating disciplines such as semiotics, cognitive psychology, and ergonomics. It was during this period that the "marketing of services" began to appear, especially in Anglo-Saxon countries. The concept of "Service Design" truly emerged in the early 1990s in Germany, at the International School of Design in Cologne (KISD). Its development was primarily based on a user-centered logic, focusing on the needs of the user.

Service design is a constantly evolving field of research that delves into deeper and more significant issues. It concentrates on creating organizational systems, developing services, and behavioral strategies. Designers apply specific research methodologies to identify problems and imagine suitable solutions, taking into account social, ecological, political, cultural, and other factors.

According to Professor Brigit Mager, the concept of service design was first presented as a field of study and research at the University of Applied Sciences in Cologne in the early 1990s. In practice, service design combines processes, technologies, and interactions within complex service systems with the aim of creating value for various stakeholders. This value is considered an essential component of service design. Brigit Mager defined the role of service design in her work "The Design Dictionary" in 2008, stating, *"Service design is concerned with the form and functionality of services from the customer's point of view. It aims to ensure that service interfaces are useful, usable, and desirable from the customer's perspective, and effective, efficient, and distinctive from the sponsor's perspective."*[1]

In the service design process, designers carefully study the needs, desires, and experiences of users to improve the service and propose innovative experiences. The goal is to design services that are practical, attractive, cost-effective, and easy to use. Service design is not limited to a specific intervention area; it addresses the core issues of a project and can be applied to objects, spaces, interfaces, communication methods, and more. According to Sylvie Daumal, founder of UX Watch, in her book "Le design d'expérience utilisateur"[2] service design is primarily based on creating "points of contact" between physical or digital spaces and their users, promoting interaction between the user and the service.

2. Service Design: A lever for change and innovation

Innovation through service design primarily involves collaborating with a group of users during the project's design phase. This collaborative work leads to a different way of thinking and encourages the expression of creativity among team members, fostering the emergence of new ideas and a better understanding of the expected value creation. The goal of this approach is to promote increased collaboration by prioritizing methods and tools for creation and innovation that open up new perspectives for development.

Professor Nigel Cross emphasizes that research in service design primarily focuses on the entire design process, seeking to understand "how designers think and work." Currently, the concept of a service design project tends to place more importance on the implementation phase. Thus, in the field of design, a finished product is often presented as a project even though it is already completed. However, Alain Findeli explains that every project has two "regimes": the design regime and the reception regime. In other words, the act of design must

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[1] MAGER, M. (2008). Service Design Definition. Design Dictionary, 354-357. https://doi.org/10.1007/978-3-7643-8140-0_244

[2] Daumal, D. (2018). User experience design : UX principles and methods (3rd edition). Eyrolles.

integrate the moment it interacts with the social world and becomes part of the user's environment. This involves offering actors experiences through design processes or methods. The best approach, therefore, is to design products or services with users, taking into account their environment, skills, and emotions to create an overall experience.

According to Czech philosopher Vilèm Flusser in his work "Small Philosophy of Design,"[3] design is a language, a form of communication that increasingly pervades contemporary practices. It is present in various fields such as housing, health, transportation, and energy. It also extends to the production of products, image technologies, and information. Flusser states that design is a "powerful device" that deals with the aesthetics and functionality of objects and systems while considering their economic and social context. Service design evolves alongside the constant change and development of global culture. Indeed, it is closely linked to information technologies and can play a significant role in shaping our worldview and how we live our lives.

Service design is considered by Professor Birgit Mager as a lever for change and innovation in the public domain. It follows a strategic approach aimed at solving concrete problems. It often involves external partners to bring their professional expertise into the design process, especially to address problems in a more innovative and creative manner. Thus, service designers often collaborate with researchers from different disciplines such as sociology, psychology, anthropology, economics, engineering, etc.

The adoption of service design as an evolving process is rooted in the principle of organizational change and innovation. This holistic approach allows for the combination of knowledge and skills to generate innovative solutions. While social sciences adopt a critical and analytical approach, design takes a functional approach focused on seeking practical, effective, and attractive solutions, leveraging the latest technologies. Its goal is to create a well-ordered, coherent, and harmonious whole to provide a successful overall experience.

3. The role of Service Design in improving users' quality of life

The role of the designer has evolved significantly over time. In the past, it was mainly focused on the visual and aesthetic design of products or services. However, with the advancement of technologies and the changing needs of users, the designer now plays a much more diverse and strategic role. Indeed, the work of a service designer is primarily based on a modeling process that requires in-depth observation. It aims to model the user's journey, taking into account all their needs and specificities: how customers, citizens, or employees use the services, what their needs are, and how they interact. To do this, the designer conducts thorough user research using methods such as interviews, surveys, user testing, and data analysis. Through this research, the designer can identify users' needs and pain points, understand how they interact with the product or service, and determine what works well and what needs improvement. This diagnosis facilitates the generation of tailored solutions that optimize the use of the service. Typically, the service designer plays the role of a consultant, facilitator, and organizer, seeking to conduct tests. They work in collaboration with the client and users in a co-design approach. Thus, throughout their work, they alternate between a strategic and operational posture. (Mager, 2012)

According to Vial, the role of the designer can be explained by their curiosity: "The designer is someone curious, curious about techniques, curious about uses, curious about the behaviors of others and their own. Their objective is to infuse elegance and poetry into everyday objects,

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[3] Flusser, F. (2002). A brief design philosophy. Circe

making every moment of life exceptional." This explains why the designer doesn't just create "works" but seeks to design "projects." A project is a set of original formal proposals that structure and organize usage, offering users a unique experience to meet their needs and improve their quality of life, with a particular significance (Vial, 2017). In this sense, the designer is a "reality designer"[4] who seeks to bring about change by transforming an existing situation into a privileged one. Alain Findeli emphasizes that "the design's view of the world is projective."[5] For designer-researchers, the world is perceived as a project to perfect, not just an object to describe, with causes to explain or meanings to understand.

Service design is a project-oriented work aimed at improving living conditions and the quality of the experienced service. It is a future-oriented project constantly evolving and exploring. According to the psychosociologist Jean-Pierre Boutinet, "the project has become a generalized phenomenon in our contemporary society."[6] The project is used by individuals and communities alike to think about their future and guide it based on their priorities. Project approaches rely on the uniqueness of situations to develop creative perspectives. These contemporary societies seek to control and anticipate the future by preparing and foreseeing it. Therefore, to understand the design project, Boutinet emphasizes the distinction between two project logics: the anthropological one, which explores "cultures of the project" as social practices of anticipation, and the epistemological one, which focuses on "disciplines of the project" or "design regimes" that encompass professions and trades as "technical" cultures of design, qualifying as a "projectual" logic. Design projects stand out for their purpose, methods, and philosophy. According to S. Vial, *"the practice of design projects distinguishes itself by its mastery of the formal register, its sensitivity to usage, and its concern for the user experience."[7]* Thus, as formulated by Alain Findeli, to improve the "world's ability," design is a project discipline that philosophically commits to a better and sustainable future. It shifts the object's statistical sense towards an experience dynamic and meaning-giving.

According to B. Mager, service design offers creative and strategic solutions to organizations to deeply and empathetically understand their customers' needs and improve the quality of services offered to them. It aims to create innovative services by generating new ideas and solutions. It also seeks to enhance the customer and staff experience, strengthen the connection between the organization and its customers, anticipate and create new perspectives for future developments. Service design also aims to increase profitability by developing better efficiency in organizational processes, raising employees' awareness of a customer-oriented mindset, and effecting changes in the organization's culture. It is also important to note that service design provides answers to social innovation, education, health, and environmental issues, seeking to identify and develop tools for improving and accepting public policies.

Philippe Mallein, author of the CAUTIC™ method (Assisted Design through Usage for Technologies, Innovation, and Change) and researcher at CNRS, asserts that innovation can only succeed if it has a meaning of use for the user. The designer is called upon to provide a positive meaning in relation to the user's daily environment, their know-how, their relationships, their cultural values, and their imagination. These meanings of use are

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[4] Vial, V. (2013). The gesture of design and its effect : towards a philosophy of design. Figures de l'art, 1(2), 93-105.

[5] Findeli, F. (2010). Searching for Design~Research Questions : Some Conceptual Clarifications. In book : Questions, Hypotheses & Conjectures, 278-293.

[6] Boutinet, B. (2012). Anthropology of the project. PRESSES UNIVERSITAIRES DE FRANCE. P.9. 464 pages

[7] Video interview on the Centre Pompidou website : //www.centrepompidou.fr/

expressed through how users live and conceive of innovation, based on their customary techniques, daily practices, professional and private identities, and their professional or private environment. It is essential to highlight that these criteria enable users to appreciate the possibility of integrating new technology into their existing skills, incorporating innovation into their everyday practices, adapting it to their professional and private identities, and finally adjusting it to their environment. This means that service design leverages the achievements of interaction design and user-centered design, combining them with digital technology skills to create a quality user experience. (Minvielle, 2010)

This approach involves analyzing behaviors and relationships within the environment in which a specific service is embedded. The goal is to raise awareness, improve, and optimize how individuals work, interact, and behave regarding the service. Thus, service design adopts a research method that aims to define the general framework of the problem and generate ideas and solutions to overcome difficulties. (Daumal, 2012) It places people at the center of its concerns and ideally involves users as "equal partners" in the design process."

4. Service Design: A Creative and Collaborative Approach

Service design, as presented by Sylvie Daumal, is an inventive and collaborative process based on understanding the functional and emotional expectations of users. It involves analyzing and coherently addressing all points of contact between a company or public/private organization and its users. A point of contact can be a physical interface or any other means through which the organization interacts with its users. More broadly, a point of contact can be any tangible element that comes into contact with the customer or user during the use of a service, including the environment, information, product, or people. This shift in focus shows that design is no longer solely oriented towards technical, functional, or economic aspects, but emphasizes the importance of each point of contact in creating an overall satisfying user experience of the service.

The goal of service design is to enhance the user experience throughout their journey by making the service more seamless. It involves creatively scripting a sequence of events, actions, and outcomes to improve the overall experience. This approach aims to organize all information and situations to increase the efficiency, perception, and quality of the service offered. It also involves observing user behavior and conducting a thorough study of their step-by-step journey. By decoding each step, the designer can improve an existing product or feature or create new points of contact that may be missing in the user experience. Thus, service design aims to ensure that the service or product is useful, usable, and aesthetically pleasing (or desirable) for the user. (Norman, 2013)

In this context, the service designer focuses on human relationships, interactions, and user/customer journeys to design tailored solutions that facilitate access to the service and optimize its use. Therefore, the concept of design is concerned with the relationship between a product or service and its user. The service designer is responsible for defining new models or concepts in response to social and/or economic and social changes. They seek to harmonize and reorganize different services, requiring skills and knowledge in cognitive sciences, technology, and, of course, creativity. Service design is a relational construction of experience that adopts a user-centered approach, characterized by user empathy, collaboration among different project stakeholders, and co-creation. (Daumal, 2012) The designer has also become an expert in user experience (UX) design and ergonomics, striving to make products and services easy to use, intuitive, and enjoyable. They work closely with development teams,

marketing managers, and stakeholders to ensure consistency and harmony across various aspects of the project.

It is essential to highlight, as mentioned by Birgit Mager, that the work of the service designer is based on diagnosis and analysis, taking into account the needs and specificities of all stakeholders in a system or project. Furthermore, service design focuses on what users are trying to achieve and what they need on functional, relational, and emotional levels. It contributes to creating a harmonious environment and rethinking the user journey by anticipating all possible interactions.

5. Service Design: From User-Centered Thinking to Service

Service design applies to the new society of information, communication, and exchange, where the value of use has replaced the value of ownership. According to philosopher Marx, a service is defined as a good, a value of use based on perceived usefulness in social relations. In this context, the role of the designer is to conceive consumer products, services, or communication tools. According to S. Vial, design creates an onto-phenomenal effect, an experience that reveals human existence in their space, their service, touching all dimensions of life. As emphasized by Alain Findeli, the ultimate objective of design is to improve or at least maintain the "habitability" of the world in all its dimensions. Thus, it is necessary to highlight that design is a relational construction of experience, meaning that the design of products, services, or spaces is not merely limited to creating aesthetically pleasing objects. Instead, design seeks to create meaningful interactions between users and products or services, placing the human experience at the heart of the design process. (Darras,2014)

Indeed, the user is genuinely at the center of the reflection, seeking to understand what they do before, during, and after their experience with the offered service. The goal is to explore opportunities and solutions to enhance this experience by identifying touchpoints that represent interactions between the user and the service provider *« the analysis of touchpoints, the sum of all points of contact between a brand and a given user, thus creating the user journey »*[8]. According to S. Vial, it is about creating an ordered, coherent, and harmonious whole that leads to a successful overall experience. This requires an empathetic, collaborative, and ethical approach to create experiences that significantly enrich users' lives.

Service design is a value-creating process that combines utility with aesthetics to improve the living environment. It is a design activity aimed at organizing events, situations, information, communication, and actions towards a social group, individuals, users, to increase the effectiveness, perception, and quality of the design. Service design tends to involve users in the design process to generate experiences, ideas, and solutions to solve problems. According to S. Vial, the value of experience lies at the core of design, as it aims to create a lived experience. This involves giving human existence an enchanted dimension, improving and enriching the quality of the experience as it is lived. Design, as a project, aims to create a better world. Therefore, the service designer is called upon to share, imagine a project or an object primarily intended for others. The project is a complex process of objectification of subjectivity through image and discourse, proposing, exposing, explaining, rationalizing, and legitimizing. The designer does not conceive based on their own desires but on the desires of

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[8] Minvielle, M. (2010). Experience Design : A Valuation Tool for Goods and Services (1st edition). DE BOECK SUP. p.69.

others. Hence, the designer must explain their conceptual approach, justifying choices of forms, colors, materials, etc., providing reasons that translate the objectification of the project and that must make sense to others. Japanese graphic designer Kenya Hara adds that the

essence of design lies in the process of discovering a problem shared by many people and attempting to solve it. Since the root of the problem lies in society, everyone can understand the solutions and processes imagined to solve the problem, in addition to being able to see the problem from the designer's perspective.

According to cognitive science researcher Don Norman, service design is a project linked to human factors such as emotion, perception, memory, action, etc., while seeking to apply the principles of cognitive psychology to the domain of everyday life and design. Therefore, it is essential to talk about user-centered design or, as it is often called, user experience (UX), which is evidence-based. This evidence is essentially based on "the needs and interests of the user, which emphasizes creating usable and understandable products." According to Norman, service design must encourage the user to determine what to do and describe what is happening. Although the term "service design" emphasizes the service produced by the company or institution, at the heart of the process lies the user's lived experience. Therefore, it is important to show how service design takes a holistic approach to the service from the user's perspective and takes an empathetic approach to the context.

It is therefore crucial to involve users in different phases of the project (strategy, study, design, implementation) as it allows going even further and raising issues that the designer may not have thought of. Co-designing a solution with the targeted users helps save time by avoiding back-and-forth between the field team and the design team. Involving users not only facilitates considering all the factors they can raise but also better accompanies change. Ultimately, to ensure that the solution is adequate, it is wise to test it in the field to adjust the final details before its final implementation.

6. Service Design: From Thought to User-Centered Service

Service design applies to the new society of information, communication, and exchanges, where the value of use has replaced the value of possession. According to philosopher Marx, a service is defined as a good, a value of use based on perceived utility in social relationships. In this context, the role of the designer is to conceive consumer products, services, or communication tools. As S. Vial points out, design creates an ontophanic effect, an experience that reveals human existence in its space, service, touching all dimensions of life. Alain Findeli emphasizes that the ultimate goal of design is to improve or at least maintain the "habitability" of the world in all its dimensions. Therefore, it is essential to highlight that design is a relational construction of experience. This means that the design refers to the idea that designing products, services, or spaces is not merely about creating aesthetically pleasing objects. On the contrary, design seeks to create meaningful interactions between users and products or services, placing the human experience at the heart of the design process.

Indeed, the user is genuinely at the center of the reflection, seeking to understand what they do before, during, and after their experience with the offered service. The goal is to explore opportunities and solutions to enhance this experience by identifying touchpoints that represent interactions between the user and the service provider. According to S. Vial, the aim is to create an ordered, coherent, and harmonious whole that results in a successful overall experience. This requires an empathetic, collaborative, and ethical approach to creating experiences that significantly enrich users' lives.

Service design is a value-creating process that combines usage and aesthetics to improve the quality of life. It is a design activity that aims to organize events, situations, information, communication, and actions towards a social group, individuals, users, with the goal of enhancing efficiency, perception, and design quality. Service design tends to integrate users

into the design process to generate experiences, ideas, and solutions to solve problems. According to S. Vial, the value of experience is at the heart of design because it seeks to generate an experience to be lived. This involves giving human existence an enchanted dimension, improving and enriching the quality of the lived experience as it is. Design, as a project, aims to create a better world. Therefore, the service designer is called upon to share, to imagine a project or an object primarily intended for others. The project is a complex process of objectifying subjectivity through images and discourse, which proposes, presents, explains, rationalizes, and legitimizes. The designer does not design based on their own desires but on the desires of others. Therefore, the designer must explain their conceptual approach by justifying their choices of forms, colors, materials, etc., providing reasons that translate the objectification of the project and must make sense to others. The Japanese graphic designer, Kenya Hara, adds that the essence of design lies in the process of discovering a problem shared by many people and attempting to solve it. Since the root of the problem lies in society, everyone can understand the imagined solutions and processes to solve the problem, in addition to being able to see the problem from the designer's perspective.

According to cognitive scientist Don Norman, service design is a project related to human factors such as emotion, perception, memory, action, etc., seeking to apply principles of cognitive psychology to everyday life and design. Therefore, it is crucial to talk about user-centered design or, as it is often called, user experience (UX) design, which is based on empirical evidence. This evidence is essentially based on "the needs and interests of the user, which emphasizes creating usable and understandable products." According to Norman, service design should encourage the user to determine what to do and describe what happens. Although the expression "service design" emphasizes the service produced by the company or institution, at the heart of the process is the experience lived by the user. Therefore, it is important to show how service design adopts a holistic approach to service from the user's point of view and to have an empathetic approach to the context.

Thus, it is crucial to engage users in different phases of the project (strategy, study, design, implementation) because it allows delving further and raising issues the designer might not have thought of. Co-designing a solution with targeted users saves time by avoiding back-and-forths between the field team and the design team. User involvement facilitates not only considering all factors they can bring up but also providing better support for change. Ultimately, to ensure the solution is adequate, it is wise to test it in the field to adjust the final details before implementation.

7. The Main Methods and Tools of Service Design

The process of thinking and action in service design relies on specific tools and methods, organized into several stages and based on the concepts of co-construction and prototyping. The phases of exploration, creativity, user testing, and model creation overlap to foster exchanges and adjustments. These tools can evolve over time and be reappropriated by teams. This is where the service designer comes in, creating reusable tools and sharing best practices to improve the service and develop a user-centered culture within the organization. These tools can be used to analyze practices by involving all users in redefining a public project,

driving change by working on the needs and skills of each individual to promote cohabitation. This development process also allows presenting complex situations using graphic expressions, mock-ups, creating prototypes of new uses, and producing innovative solutions.

According to Sylvie Daumal, the use of prototypes is particularly relevant for complex or long-term activities. Each prototype must be tested and modified based on test results until it no longer presents major issues. Gauthier Picard, an associate professor in computer science, proposes three development process models - the V model, the spiral model, and the waterfall model - which help assess the approach of an innovative project. It is essential to consider the difficulties a designer may face in their design process, such as delays, budget overruns, underestimation of working hours, unexpected obstacles related to external partners, or the withdrawal of essential stakeholders, as highlighted by Margaret Rousse in her article on implementation.

Designer Jean-Louis Frechin considers service design as "the art of experience," explaining that "experience is what the human, user, or customer perceives, sees, and feels in front of the offer proposed to them." The focus is on individuals' needs. With the development of the concept of design, the invention of the project also evolves, moving from the idea of a design method and technicality to an experimental method based on scientific knowledge. This shows that design as a project adopts a methodological approach centered on "signs." Brunelleschi confirms this by stating that a methodology of design is a methodology anticipating the realization of the work and allowing the projected construction to be represented through drawing.

Based on the aforementioned, the conceptual approach of service design is entirely user-centered. It helps businesses and societies stand out by improving their existing services to make them more appealing, user-friendly, efficient, and culturally appropriate. It also helps them innovate and create new services while responding to societal changes. Thus, according to Daumal, service design is a "method" used to improve service quality, develop new offerings or approaches. Its goal is to rethink and redefine services to offer customers an experience that meets their needs and desires. Based on research conducted on service design, several essential principles have been identified, including:

In a co-creation workshop, the conceptual process of a project is orchestrated by a facilitator who organizes and guides all activities. The main facilitator, often the project designer, is accompanied by one or several co-facilitators. At the beginning of the workshop, the facilitator presents the general context of the project, its starting point, and its challenges. This step allows for exchanging and sharing objectives with participants, reminding them of the reason for their presence.

Subsequently, the designer plays the role of facilitator as the main person responsible for the flow of the co-design workshop. They structure the different stages and develop a detailed program that explains the methods and tools used to analyze problems and generate more solutions. The activities within the creativity workshop are divided into several parts, each with a specific objective.

a. The Analysis / Inspiration Phase

The first step in the design process aims to identify the expectations and needs of the targeted users by encouraging the search for solutions. It allows for prioritizing the needs and

requirements of users based on their importance in relation to the product or service to be developed, as well as technical feasibility. This step involves determining a specific problem by studying and analyzing the environment and needs.

The design or ideation phase involves generating, developing, and testing ideas and solutions based on the expectations and needs collected during the analysis phase. The goal is to

understand the environment in which users operate and their mental schema. This phase results from the analysis of user tasks, specific work context, as well as the study of spatial environment ergonomic principles and recommendations.

b. The Evaluation / Implementation / Iteration Phase

In this phase, the designer aims to evaluate the usability of the product or service and validate user satisfaction in accomplishing evaluated tasks. Various evaluation methods are used, such as user testing. This method involves placing the user in a real situation of using the product or service and observing the difficulties encountered as they progress. During this experimental phase, the designer seeks to improve their conceptual process while preparing another approach that will be tested again.

Regarding qualitative measures, the designer seeks to evaluate the success rate in accomplishing tasks and the number of errors made. They also assess the time required to complete each task and the number of steps involved. The notion of quality is directly linked to satisfying needs. According to Hugues Marchat[9], in his article "La gestion de projet par étapes analyse des besoins,"[10] a product is considered satisfactory in terms of quality if it fulfills all the functions useful to the user. Qualitative measures aim to understand social phenomena in their natural context, for example, the adoption of a clinical practice by healthcare professionals and how it varies depending on the context. Surveys, field observations, interviews with users, and close dialogue are useful tools and methods for measuring this impact.

As for quantitative measures, the designer aims to assess the potential use of a product or service while considering user satisfaction. The quantitative approach allows checking hypotheses through questionnaires based on structured interviews. Questionnaires are designed to produce necessary and evident data for experimental analysis. Quantitative analysis mainly relies on representative and large samples. Quantitative methods allow describing observed phenomena on samples and estimating what will happen for other users.

By combining these two approaches, qualitative and quantitative, the designer can conduct measurements in the field of user experience, not just measuring this experience. The designer is interested in researching and studying the work environment, for example, through field observations and the creation of personas. In the design and evaluation phase, the designer can conduct user tests in the laboratory on a small sample, as well as remote non-moderated user tests to collect data from a larger sample. Statistical methods can then be used to describe observed phenomena and estimate their occurrence in the total population.

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[9] Hugues MARCHAT: founder of training and consulting firms specialized in project management. He supports project managers, middle managers, and company executives in both private and public sectors in implementing organizations, methods, and project management tools.

[10] Marchat, M. (2011). Analyse of needs : Project management in stages (2nd edition). Organization Editions. P.5.

At the end of this article, it is important to emphasize the difference between two terms: service design and service design. They are two distinct concepts, although related, in the field of design and user experience design. It is essential to understand their difference to apply them adequately in specific contexts. Service design is a typology of design that deals with the design of user experience, not only on the delivered product. It focuses on user research, ideation, journey design, and creating user-friendly interfaces. Service design

focuses on the overall user experience and aims to solve problems and improve weaknesses in the existing service.

On the other hand, service design is a more complex approach as it redefines the relationship between services, such as in the case of hospital environments when discussing emergency services. It focuses on the specific design of each individual service within an organization or a service portfolio. Rather than looking at the overall user experience, service design focuses on designing, creating, and improving specific services to meet customer needs. It is a strategic approach aimed at creating competitive, relevant, and attractive services for users.

Summary

service design is a user-centered collaborative approach that allows working on specific projects using animation methods and innovation techniques that actively involve users. Its goal is to place the user at the center of the reflection to provide them with solutions, products, or services that meet their expectations and desires. Thus, it is essential to consider all user needs during the creation and innovation process to generate new and lasting situations.

Service design involves designing comprehensive, user-centered, and harmonious experiences throughout a service, considering all user needs and specificities, as well as stakeholders involved. It is a powerful approach for creating efficient, compelling, and memorable services. The service design encompasses a set of methods and tools inspired by the design approach. It is divided into three major phases: inspiration, ideation, and implementation. The goal is to identify and understand the problem and its environment, in order to generate ideas and solutions to find a concept that addresses it. These two steps help give a concrete form to the concept and realize the project. The innovation lies in understanding the different stakeholders and exploring new ideas. By promoting sharing among these stakeholders, service design aims to reconcile interest in the product, its feasibility, and its viability.

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