

Culture of Services

8-4 Designing a Culture

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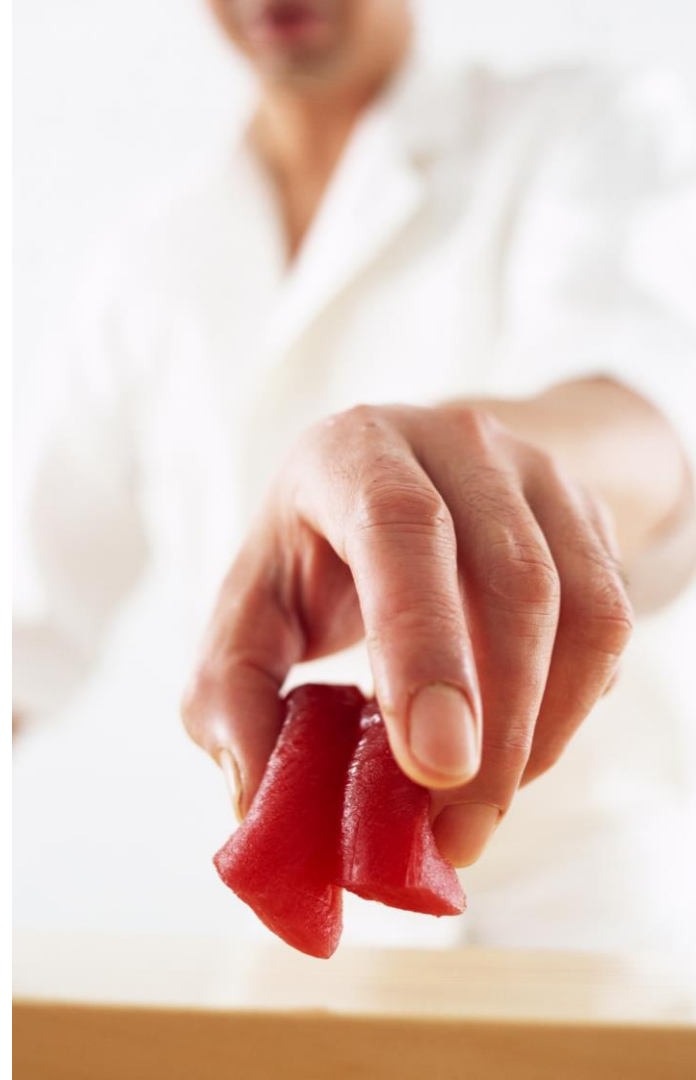
A cultural approach

Successful services embody a new culture.

- McDonald's as a modern culture.
- Starbucks as cultural sophistication
- etc.

How can we design a culture?

- These services cannot be designed by addressing customers' requirements.



McDonald's

McDonald's epitomized a modern culture.

- It negated those who were rooted in but wanted to move out of the premodern culture.

People faced with anxiety as to how to define themselves

- conditioned by the major change of the society.



Starbucks

Starbucks embodied an elitist culture.

- Culturally sophisticated but still accessible to the mass population.

The post-war young generation in the 70s faced the anxiety of proving themselves.

- Cultural sophistication was a critical means to distinguish themselves.

Holt, D., & Cameron, D. (2010). Cultural strategy: Using innovative ideologies to build breakthrough brands. Oxford: Oxford University Press.



Anxiety in self definition

We need to sense people's anxiety in defining themselves

- often due to the major social change.

A new culture emerges as an occasion to let people prove themselves.

- The new culture negates people and challenges them to find a new self.

Design heuristics

Find strange stuff that somehow attracts people.

- Subcultures, aficionados, oddballs...

Figure out what kind of self people seek

- and what they move out of.

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Understand the ambivalence

People have love-hate relationship with the new culture.

- The new culture both negates and attracts them.

Design might embody this ambivalence.

- e.g., elitist but familiar, sophisticated but quotidian, austere but indulgent...

Service design

Enormous opportunities exist for designing service from this cultural perspective.

There is no clear design methodology at this moment.

- But you should have gained a lot of ideas from this MOOC.