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Analysing Cognitive Processes of a Product/Service-System Design Session Using Protocol Analysis

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Abstract
Product/Service Systems (PSSs) are increasingly found in markets and resources are increasingly invested in PSS design. Despite the substantial research into PSS design, the current literature exhibits an incomplete understanding of PSS design as a cognitive activity. This article demonstrates that the methods used to analyse the cognitive behavior of product designers can be used to produce comparable and commensurable results when analysing PSS designers. It provides foundations for adding to the understanding of PSS design by generating empirical grounding for the development of hypotheses. The hypotheses are based on results from a cognitive study of a PSS design session in a laboratory environment using protocol analysis. This study is a part of a larger study comparing PSS design with product design. The results are based on the Function-Behaviour-Structure coding scheme. The results show that PSS design, when coded using this scheme, can be quantitatively compared with product design. Five hypotheses were developed based on the results of the study of this design session concerning where and how designers expend their cognitive design effort. These hypotheses can be used to design experiments that test them and provide the grounding for a fuller understanding of PSS design.

Key words: product/service systems, design behaviour, design cognition, design process, conceptual design

1. Introduction

Today, manufacturers in developed countries regard service activities as increasingly important (Meier, Roy et al. 2010, Baines, Bigdeli et al. 2017). Some manufacturers earn more than half of their revenue from services (e.g. aerospace by Rolls-Royce (2019)). Services here include monitoring, inspection, operation, maintenance, repair, upgrade, overhaul, take-back, training, and consultation. Further, some manufacturers are even strategically shifting from being a "product seller" towards being a "service provider". One reason is that they face intense competition from manufacturers selling lower-priced products. Along with this trend, Product/Service System (PSS) (Morelli 2003, Roy and Baxter 2009) is much debated as a promising concept for a design object in academia as well as industry (Eisenbart, Gericke et al. 2017, Brambila-Macias, Sakao et al. 2018). Many manufacturers are shifting towards service provision while continuing to design and deliver products. A definition of a PSS is "tangible products and intangible services designed and combined so that they jointly are capable of fulfilling specific customer needs" (Tischner, Verkuijl et al. 2002).

According to the definition of a PSS, in designing PSSs, services in addition to products are addressed as part of the design object, which has been often dominated by physical products in manufacturing industries. This may impact the PSS design process, as the design of the service may substantially influence the design process (Hubka and Eder 1987, Visser 2009). Substantial research effort has been expended to understand PSS design (e.g., (Morelli 2003, Bertoni 2013, Sakao and Mizuyama 2014) and to develop support for PSS designers (e.g., (Alonso-Rasgado, Thompson et al. 2004, Komoto and Tomiyama 2008, Medini and Boucher 2019). There are, however, insufficient insights based on empirical research into how PSS design is carried out. There is only a handful of descriptive studies of the processes in the conceptual design of a PSS (e.g., (Sakao, Paulsson et al. 2011, Bertoni 2013, Sakao and Mizuyama 2014, Shimomura, Nemoto et al. 2015). An empirically-based understanding of PSS design processes is underdeveloped compared to that for product design (Purcell and Gero 1998, Kannengiesser and Gero 2015, Hay, Duffy et al. 2017). Currently, it is not possible to answer whether or not designing PSS is different from designing products, and, if so, how it is different based on empirical evidence. Even how to investigate and present differences is not available in the literature.

Motivated by this gap in our knowledge, the research reported in this article aims to demonstrate that the methods used to analyse the cognitive behavior of product designers can be used to produce comparable and commensurable results when analysing PSS designers. To do so, the research adopts the approach of an exploratory case study. It analyses the design process of a PSS design case in a laboratory environment in depth using protocol analysis (Ericsson and Simon 1993). The primary outcome of the research is formalized as a set of hypotheses to be tested by analysing multiple cases using the methods articulated in this research.

The remainder of the article is structured as follows: Section 2 presents the knowledge gap in existing research by reviewing key literature; Section 3 describes the purpose of this article, the research question and the research focus; Section 4 describes the approach and research methods; Section 5 presents the PSS design case; Section 6 shows the results of the analysis; Section 7 discusses the analysis to produce hypotheses; and Section 8 concludes the article.

2. Research motivation based on literature analysis

2.1 Overview of PSS literature

For more than a decade, interest in the type of offering called a PSS has grown, especially in the manufacturing industry, and, as a result, both theory and practice for a PSS have evolved (Oliva and Kallenberg 2003, Baines, Lightfoot et al. 2007, Sakao, Öhrwall Rönnbäck et al. 2013). Existing literature about this integration of products and services suggests classifications, methods and strategies for PSSs, but they tend to be generic in terms of insights provided (Tukker 2015). The rest of Section 2 analyses the literature on PSSs to derive PSS characteristics, which are substantially different from those of products. It further analyses the literature on PSS design to show the incompleteness of the knowledge of the conceptual design of PSSs.

2.2 Characteristics of PSSs

Characteristics of PSSs that are based on a literature review from the perspective of information flows

(Durugbo, Tiwari et al. 2011) are adopted here, and more characteristics are added from the design perspective, as seen in Table 1. There, the characteristics are identified, and their implications for the conceptual design of PSSs are presented.

Table 1. Key properties and characteristics of PSSs and their implication on the conceptual design of PSSs

Property	Characteristic	Implication for conceptual design of PSS
Open process systems	Human activities (Alonso-Rasgado and Thompson 2006) Heterogeneity (Regan 1963) Uncertainty (Erkoyuncu, Durugbo et al. 2011) System architecture System components System behaviour (INCOSE 2015) Inputs and outputs Processes and functions	Apply systems thinking (Baines, Lightfoot et al. 2007). Analyse behaviour as a system. Consider uncertainty (Erkoyuncu, Durugbo et al. 2011).
Business model	Nature of business Customer orientation (Tukker and Tischner 2006) Value proposed (Sakao and Shimomura 2007) Performance of asset (Alonso-Rasgado, Thompson et al. 2004, Baines, Lightfoot et al. 2007) Available resources	Consider business model. Analyse customers (Sakao and Shimomura 2007). Include value proposition (Morelli 2003). Consider system performance. Consider service personnel.
Social construct	Actors' roles and scenarios Technological and socio-cultural interactions (Morelli 2003) Relationship between customer and provider (Baines, Lightfoot et al. 2007)	Analyse actors' roles. Analyse scenarios. Apply co-creation process (Morelli 2003, Alonso-Rasgado, Thompson et al. 2004, Baines, Lightfoot et al. 2007, Smith 2013).

Note: The three properties are taken from (Durugbo, Tiwari et al. 2011), while the characteristics adopt those in (ibid.) and others added by the authors with references. The implication for PSS conceptual design comes from the authors' own elaboration.

The first property of a PSS is open process systems. This means that the PSS is a system with input and output flows in the following sense. Output flows are determined by processes and functions in the PSS, which involve human activities. The human activities (Alonso-Rasgado and Thompson 2006) are characterized by heterogeneity inherited from the generic characteristics of pure service (Regan 1963). The processes in PSSs also involve product behaviours that change over time due to, for example, deterioration. The service heterogeneity and the product change over time are both uncertain (Erkoyuncu, Durugbo et al. 2011). In addition, a PSS's architecture , Figure 1, is a system characterized by interdependency between product and service components (Meier, Roy et al. 2010) and thus the interaction between them (Komoto and Tomiyama 2008). A more complete description of system behaviour can be found in (INCOSE 2015).

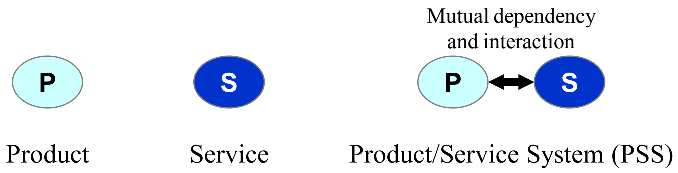

Figure 1. A PSS depicted with the interdependency between its product and service, in comparison with its product and service parts standing alone

The next property is business model, which takes into account the nature of the businesses involved in the product and service. The business model is often defined to include value as its crucial construct (Osterwalder, Pigneur et al. 2010, Mason and Spring 2011). Therefore, value is proposed as an important characteristic of PSSs (Sakao and Shimomura 2007). In addition, customer orientation is a PSS characteristic (Tukker and Tischner 2006). As value often lies in the performance of a PSS as well as its products and services instead of the ownership as such (Alonso-Rasgado, Thompson et al. 2004, Baines, Lightfoot et al. 2007), the performance of a system is relevant as well. The performance depends on available resources such as service personnel, which are therefore a relevant characteristic.

Last, the social construct involving more actors in terms of roles and scenarios than in a pure product is a PSS property. For instance, technological and socio-cultural interactions are relevant (Morelli 2003).

Further, Baines, Lightfoot et al. (2007) assert the relationship between the customer and the provider is an important characteristic of relevance.

2.3 Characteristics of PSS design and previous research

This section describes characteristics of PSS design that are implied from the characteristics of PSSs following Table 1, and key references that show research related to the characteristics of PSS design. The PSS property of open process systems in Table 1 means that the conceptual design of a PSS requires simultaneous and interacting product and service design (Meier, Roy et al. 2010) and, therefore, is potentially more complex than that of its product or service parts alone. This implies the need for systems thinking (Baines, Lightfoot et al. 2007). For designing a system, behaviour as a system needs to be analysed. The behaviour of elements is relevant to design in general (Love 2000), however, the system property of the PSS makes the behaviour as a system especially relevant in the conceptual design of PSSs. Further, the uncertainty mentioned in Section 2.2 needs to be taken into account in conceptual design.

To cope with these characteristics, research modelling PSSs has been reported for developing computer-aided design (CAD) software for PSSs (Sakao, Shimomura et al. 2009) and also a computer tool for PSS engineering with UML (unified modelling language) (Medini and Boucher 2019). In particular, functions in design have been researched with comparisons including PSSs and products (Erden, Komoto et al. 2008, Eisenbart, Gericke et al. 2013). A computer tool to analyse the behaviour of PSSs has been proposed using lifecycle simulation (Komoto and Tomiyama 2008). In addition, a tool to address uncertainty in cost for design and delivery of PSSs is proposed (Erkoyuncu, Durugbo et al. 2011). Further, a method to address failures in PSS design has been proposed (Kimita, Sakao et al. 2017) by extending the failure mode and effect analysis for product design (Stamatis 1995).

As a consequence of the business model property in Table 1, PSS design is expected to consider a business model. More particularly, PSS conceptual design will involve value propositions for various actors including customers (Morelli 2003) and, in doing so, analysing the actors is crucial (Sakao and Shimomura 2007). Further, the performance of a system and availability of service personnel should be considered.

Research on business model development for PSSs is reviewed in (Boehm and Thomas 2013, Lewandowski 2016, Qu, Yu et al. 2016). A design process model for PSSs including value proposition is proposed by Morelli (Morelli 2003). The PSS design process proposed by Alonso-Rasgado et al. (Alonso-Rasgado, Thompson et al. 2004) also incorporates business model aspects such as markets, partnerships, and agreements. In addition, applied research addressing business models on PSS design in the context of sustainability is reported, e.g., in Calabrese, Forte et al. (2018). Analysing customers for PSSs using the Persona concept has been proposed (Sakao and Shimomura 2007). Further, a method to select human resource appropriately for PSSs has been proposed (Shimomura, Kimita et al. 2013).

The social construct property means the need to analyse more actors' roles and scenarios as well as implies that co-creation between customers and a provider may be particularly useful in PSS design. The relevance of co-creation in PSS design is confirmed with the practical case of Rolls–Royce (Smith 2013)[1]. In general, this implies the importance of addressing the contexts where the PSS design is performed.

The PSS-design process model of Morelli (Morelli 2003) considers the social construct and incorporates interaction between customers and a provider. Co-creation is centred in the integrative PSS-design approach consisting of exploration, creation, prototype and testing, and planning implementation by Costa, Patrício et al. (2018). A framework for PSS design that includes a context-sensitivity analysis tool that uses feedbacks from sensors and humans to produce useful information for designers has been proposed (Mourtzis, Fotia et al. 2018).

[1] Smith (2013) provides results of a longitudinal study of, among others, how the performance-based contract with aircraft engines was developed, offered, signed and renewed individually with the US navy. This co-creation process was supported by improving maintenance quality and performance reliability that met the US navy's expectations of Rolls-Royce,

2.4 Gap in the literature on the PSS-design process

Previous research can be classified into prescriptive and descriptive studies. The prescriptive models and methods intended to be used for supporting PSS design have been developed largely based on reasoning using existing design theories and methods for product design or service design (e.g. Alonso-Rasgado, Thompson et al. (2004), Sakao, Shimomura et al. (2009), Kimita, Sakao et al. (2017)). On the other hand, there is a small but growing body of literature on descriptive study with empirical results of actual PSS-design processes. Such studies are based on observations of existing design processes either in laboratory or industrial environments. As an instance of the former, Sakao and colleagues (Sakao, Paulsson et al. 2011, Sakao and Mizuyama 2014) carried out protocol analysis of a PSS design and showed that lifecycle activity is a central notion addressed within the design case. A protocol analysis of PSS-design sessions was performed to investigate effects of a specific feature in CAD software (Bertoni 2013). As an example of the latter, Morelli (2003) described a PSS design process in an industrial environment as an iterative sequence of phases in which problems generate solutions, which, in turn, redefine new problems. This earlier research gives some indication of the characteristics of PSS-design processes; however, none of them answers whether or not PSS design is different from product design, and, if so, what are the differences. Even how to investigate and present differences is not available in the literature.

3. Purpose, goal and research focus

The purpose of this article is to provide foundations for adding to the understanding of PSS design by generating empirical grounding for the development of hypotheses. The goal is to demonstrate that the methods used to analyse the cognitive behavior of product designers can be used to produce comparable and commensurable results when analysing PSS designers. The research reported in this article focuses on conceptual redesign in PSS design, because of the following reasons. First, conceptual design is less well understood than other aspects of design and requires further research. Second, conceptual design in PSS design, where a realization structure for a purpose is not necessarily fixed as a product or service, is peculiar to PSS design (Sakao and Lindahl 2015). Once each realization structure is determined as either a product or service, design will then be more like that of a pure product or pure service, about which more insights are available. Thus, it is more useful to research conceptual design in PSS design. The primary research question is:

Which ontologies and metrics are useful to compare the conceptual design of PSSs with that of products?

4. Method

4.1 Motivation for choice of the approach and the method

The research question is abstract and the approach of an exploratory case study (Yin 2006) is adopted to ensure a methodological fit. Although the use of case studies does not produce statistically significant results, it provides an opportunity to explore and study an event as it actually occurs (ibid.) and the result is expected to help fill the identified knowledge gap. In addition, a case study is useful in formulating a hypothesis by using such approaches as pattern matching, explanation building, addressing rival explanations, and using a logic model (Teegavarapu, Summers et al. 2008). Case studies have been conducted in engineering design research to gain insight into design processes that cannot necessarily be obtained in other ways (Ahmed 2007, Breslin and Buchanan 2008).

Adopting an industry case study as the research method for the purpose of this research may not be satisfactory for PSS design, because a PSS-design case in industry is often affected by issues from pragmatic aspect such as non-optimal organizational settings and thereby does not exploit its full potential (Matschewsky, Kambanou et al. 2018). Such circumstances create a critical disadvantage for using an industry case study for this research and, therefore, a laboratory case study was used. This choice reduces multiple confounding variables found in the industrial practice of PSS design (Matschewsky, Kambanou et al. 2018). A design case in a laboratory environment has the potential to directly generate the information we need about PSS design. Interaction with other actors than designers (e.g., customers) is not addressed in this study. However, most of the implications for conceptual design of a PSS in Table 1 are addressed.

This research adopts protocol analysis as the method to provide empirically-based quantitative evidence and rich qualitative information. Protocol analysis is a rigorous methodology for eliciting verbal reports of thought sequences as a valid source of data on thinking. It is a well-developed, validated method for the acquisition of data on thinking (Ericsson and Simon 1993, van Someren, Bardard et al. 1994). It has been used extensively in design research to assist in the development of the understanding of the cognitive behaviour of designers, including exploratory studies (e.g. hypothesis generation) (Atman and Bursic 1996, Kan, Bilda et al. 2007, Kan and Gero 2018) and hypothesis testing (Mc Neill, Gero et al. 1998, Christensen and Schunn 2007, Kannengiesser and Gero 2015). There have also been recent reviews with insights from protocol studies about methodological aspects (Dinar, Shah et al. 2015) and processes in conceptual design (Hay, Duffy et al. 2017). Using both quantitative and qualitative information is complementary since the interpretation of statistical analyses may be enhanced by a qualitative narrative account (Robson 2002).

Protocol analysis involves the following activities (Kan and Gero 2017):

- videoing of participants,
- transcription of verbalizations,
- segmentation and coding of transcription,
- arbitration of coding, and
- statistical analysis of coded protocol.

4.2 FBS (Function-Behaviour-Structure) ontology

4.2.1 Overview

In carrying out a protocol study, this research makes use of a method for determining and describing design cognition, based on the Function–Behaviour–Structure (FBS) ontology (Gero 1990). This is a design ontology that is independent of the design task, the designer's experience and the design environment, and hence produces commensurable results from different experiments (Gero 2010, Jiang 2012, Gero and Kannengiesser 2014, Song 2014, Kan and Gero 2017). It is, therefore, suitable for use in comparing PSS design with product design. The FBS ontology provides a uniform framework for classifying cognitive design issues and cognitive design processes as depicted in Figure 2 and includes higher level semantics in its representation. Higher level semantics such as problem space and solution space can be derived directly from the FBS representation. The design issues are *requirements* (R), The *function* (F), *expected behaviour* (Be), *structure behaviour* (Bs), *structure* (S) and *documents* (D). The processes are in the ascending order of the numbers in Figure 2: *formulation* (R→F→Be), *synthesis* (Be →S), *analysis* (S→Bs), *evaluation* (Be→ Bs or Bs→ Be), *documentation* (S→D), *reformulation* 1 (S→ S), *reformulation* 2 (S→Be), and *reformulation* 3 (S→F). The rationale of the issues and processes are found in (Gero 1990).

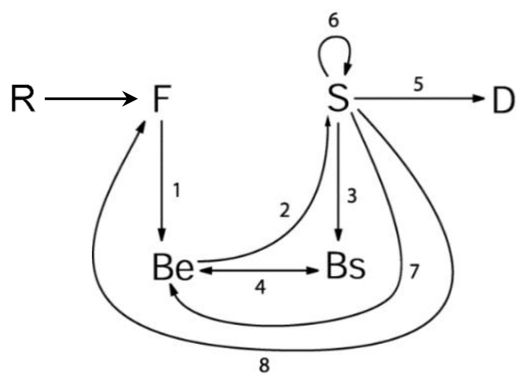

Figure 2. The FBS ontology with its consequential ontology of design processes, labelled 1 through 8 (Gero 1990, Gero and Kannengiesser 2004)

4.2.2 Interpretation and use of FBS scheme

A match between the design issues in the FBS scheme and frequently addressed dimensions in PSS design is shown in Table 2. There is no commonly agreed upon set of dimensions for PSS as a design object so the dimensions by Müller, Kebir et al. (2009) are adopted as a base. The dimensions, which are intended to represent the design rationale, are: needs, values, deliverables, life cycle activities, actors, core product, peripheral product, payment model, and contract (ibid.). These dimensions are a set of mutually exclusive elements of a design object and they are suitable as a support when applying the FBS ontology to the PSS design context. Note that they are different in nature from the characteristics and properties used in Table 1 (Durugbo, Tiwari et al. 2011). This matching is used as a basis for the protocol analysis, where the utterances of the designers are segmented and coded using the FBS design issues. For instance, as shown in Table 2, an utterance is coded as Expected Behaviour (Be) or Structure Behaviour (Bs) when it concerns a lifecycle activity such as repairing a faulty part of a core product of a PSS in question or behaviour of a product such as deterioration of a core product's quality, depending on whether it refers to expectations or performance. Table 2 shows also how the FBS design issues are applied in the product design context. High commonality is found between PSS and product design, while several items are found only in PSS design. This is a consequence of the enlarged design object in the case of PSS design as depicted by Figure 1. The results from an FBS-coded protocol can be measured in multiple ways to provide foundations for comparing PSS design with product design. This research uses the following quantitative measures.

- Tabular statistics: this produces the statistical distributions of the system levels (see Section 4.2.3), the design issues and the design processes, and thus provide quantitative measurements of where designers' cognitive design effort is expended. This can be visualized with cumulative curves (see Section 4.2.4).
- Problem-Solution index: this is a macro-measure that describes whether the designers are spending more of their cognitive design effort on the problem or the solution across time during the design session (see Section 4.2.5).

Table 2. FBS design issues applied in the PSS and product design contexts

FBS design issue	Explanation	PSS design context	Product design context
Requirement (R)	What is required by the client	Needs stated by the client	Needs stated by the client
Function (F)	What it is for	Client's needs as interpreted by the designers and those added by the designers Values	Client's needs as interpreted by the designers and those added by the designers Values
Expected Behaviour (Be)	What it is expected to do	Lifecycle activities Product's behaviour	Product's behaviour
Structure (S)	What it is	Core product Peripheral product Actors Contract elements (in documents) Payment model	Product
Structure Behaviour (Bs)	What it does	Lifecycle activities Product's behaviour	Product's behaviour
Document (D)	What it is documented as	Contract Sketches Deliverables (e.g. service manual)	Sketches Models

4.2.3 System levels in PSSs and products for an FBS design issue

A PSS is a kind of system and is composed of products and services. As system design concerns the system level or the component level, PSS design concerns the level of the whole PSS or the level of products or services in a segment in a design episode. A product is also a system and previous research using protocol analysis adopted the system level for analysing the cognitive behaviour: the levels of a product are differentiated between the whole system and the subsystems of the whole product ((Mc Neill, Gero et al. 1998, Song, Becker et al. 2016)). The subsystems are either products or services in the case of PSS. These levels are applicable to any design issue in the FBS scheme, as shown in Table 3.

Table 3. Explanation of the system level of PSS for a design issue

System level of PSS	Explanation	System level of product
PSS (Product/Service System)	Mainly concerning the PSS as a whole	System: an integral whole
Product	Mainly concerning products in the PSS	Subsystem: details of the subsystem
Service	Mainly concerning services in the PSS	Subsystem: details of the subsystem

4.2.4 Cumulative occurrences, curves and their shapes

The cumulative occurrence (C) of design issue (x) at segment (n) is $C_x = \sum_{i=1}^{n} x_i$, where (x_i) equals 1 if segment (i) is coded as (x) and 0 if segment (i) is not coded as (x). Plotting the results of this equation on a graph with the segments (n) on the horizontal axis and the cumulative occurrence (C) on the vertical axis produces a visualisation of the cumulative occurrence of the design issues.

Figure 2 shows a general representation of such a graph, where a curve with its shape shows characteristics of the occurrences over segments ordered by time. Similar to C_x, the cumulative occurrence (C) of syntactic design process (y) is $C_y = \sum_{i=1}^{n-1} y_i$, where ($y_i$) equals 1 if the transition from segment (i) to segment (i+1) is coded as (y) and 0 if it is not coded as (y).

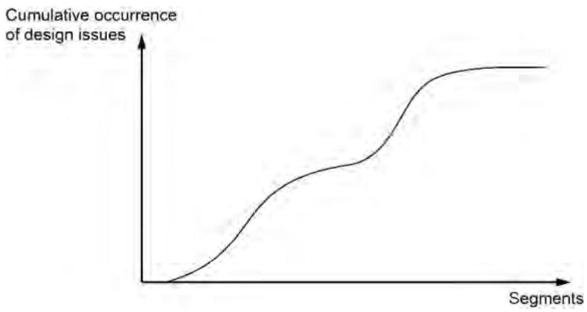

Figure 3. Graphical representation of the cumulative occurrence of design issues in a design protocol. Note: the X-axis refers to the number of segments and not to time although there is a strong correlation between them (Kan and Gero 2017).

4.2.5 Problem-Solution index

The Problem-Solution index (P-S index), whether for design issues or design processes, is a measurement to characterize the overall cognitive style of a designer or design team. It is determined by calculating the ratio of the sum of the occurrences of the design issues or design processes concerned with the problem space to the sum of those related to the solution space, as shown in Equations (1) and (2). The cumulative occurrences of the problem-related issues found on the left-hand side of Figure 2 are: C_R for Requirement, C_F for Function, and C_{Be} for Expected Behaviour. Those of the solution-related issues on the right are: C_{Be} for Structure Behaviour and C_S for Structure. C_D for Document is not counted here, because the D design issue has not been categorized as belonging to either the problem or the solution space. The problem-related processes are formulation (F→Be) referring to C_1, reformulation 2 (S→Be) C_7 *and* reformulation 3 (S→F) C_8. The solution-related processes are synthesis (Be→S) C_2, analysis (S→Bs) C_3, evaluation (Be – Bs) C_4 and reformulation 1 (S→S) C_6. The process documentation (S→D) C_5 is not coded using information that allows it to be placed into either category and is hence not used in the calculation of the P-S index. P-S indexes with a single value facilitate comparisons across multiple sessions and across sessions involving different situations.

$$\text{P-S index (cognitive issues)} = \frac{\sum(\text{Problem}-\text{related issues})}{\sum(\text{Solution}-\text{related issues})} = \frac{C_R + C_F + C_{Be}}{C_{Bs} + C_S} \quad (1)$$

$$\text{P-S index (syntactic cognitive processes)} = \frac{\sum(\text{Problem}-\text{related syntactic processes})}{\sum(\text{Solution}-\text{related syntactic processes})} = \frac{C_1 + C_7 + C_8}{C_2 + C_3 + C_4 + C_6} \quad (2)$$

When the P-S index =1, the cognitive design effort is equally divided between problem and solution.

For values of P-S index < 1, more cognitive design effort is expended on the solution than the problem, and for values of P-S index >1, more cognitive design effort is expended on the problem than the solution.

5. PSS design case

The target design for the study was a conceptual redesign, which was chosen from PSSs provided by manufacturers and on the existing markets. This selected PSS was provided by a manufacturer that develops, manufactures and delivers drilling equipment with its related services such as training, spare parts delivery, maintenance, repair and overhaul, for the construction industry, and could be regarded as a typical PSS provided by manufacturing companies, where such redesign is a more common design activity than designing a completely new product.

The task of this design was to improve at a conceptual level the existing PSS provided by the company. The reason why a conceptual level was set as an endpoint is the research's focus on conceptual design. In addition, the designers were asked to represent the improvement options with the dimensions to describe a PSS (Müller, Kebir et al. 2009). This task, with information about the current PSS offering, was given to a group of three designers and was required to be conducted within approximately one hour. More information about the design task and the information provided to the designers are shown in Appendices A and B, respectively.

The three designers were graduate students from a master's course majoring in mechanical engineering. Each had basic knowledge about PSSs in addition to knowledge in mechanical engineering. The language was Japanese, the mother tongue of the three designers. A poster-sized paper with post-its and pens was used to describe and share information. In addition, a whiteboard and pens were used for complementary communication. They were asked to and did collaborate with each other in developing improvement options together. The equipment used for both audio and video recording consisted of two video cameras with mobile microphones to provide suitable sound recording.

The fact that the design session was performed by graduate students in a master's of engineering program might have influenced the results. As Stempfle and Badke-Schaub (2002) point out, although generalizations from student teams to design teams in industry must be drawn with caution, some insight is expected to be gained into basic thinking processes which are not contaminated by restrictive or unpredictable factors which occur in a field setting. Therefore, the choice of designers is not deemed as a critical problem.

The design session produced nine distinguishable ideas for improving the PSS. These were all effective solutions with respect to the information given to the designers. Thus, the given design session can be regarded as successful.

6. Results of analysing the design session

6.1 Coding

The design session was transcribed and translated into English. Then, the transcription was segmented and coded by two independent coders with experience in design protocol coding. The results of each coder's segmentation and coding were compared and arbitrated by the second author, who has extensive experience in design protocol coding using the FBS coding scheme. When the two coders were unable to arbitrate to an agreement, a third more experienced coder was consulted for a final decision. The episode resulted in 242 FBS-coded segments. The average of the two coder's agreement with the final arbitrated coding was 83%, which is above the threshold for reliability (75%). We used this measure rather than Cohen's kappa as each coder's agreement was measured against the arbitrated version, not against the other coder.

6.2 Narrative description

In the design session, the implications for conceptual design of a PSS based on the PSS properties and characteristics (shown in the right-hand column of Table 1) were observed. In the part of the protocol shown in Table 4, reducing the machine downtime and the cost of the whole PSS as well as enhancing the user safety are raised as purposes of the PSS. This part of the protocol gives relevance to the implications of PSS design derived from the literature analysis, including value proposition (e.g. reducing downtime and cost and enhancing safety), considering performance (e.g. drilling time), considering service personnel (e.g. operators), considering uncertainty (e.g. accidents and varied skill levels of operators), analysing behaviour as a system (e.g. machine breakdowns that will take up a lot of time for the operator and the customer), and analysing scenarios (e.g. insurance cost will be incurred should an operator get injured).

In another part of the protocol shown in Table 5, the roles of service personnel and an expected purchase mechanism are discussed, which are related to actors and the business model, and thereby how a deeper understanding of the PSS receiver is obtained. This part of the protocol also gives relevance to the implications of PSS design, that is analysing customers (e.g. end users), analysing actors' roles (e.g. the service supplier's support role for the PSS receiver), and analysing the business model (e.g. rental or purchase). All the implications of the conceptual design of a PSS in Table 1 were observed except the co-creation process between the customer and the provider, which was beyond the scope in this laboratory setting. The rest of Section 6 shows quantitative results using the measurement techniques outlined in Sections 4.2.3, 4.2.4 and 4.2.5.

Table 4. A part of the protocol showing observed implications for the conceptual design of a PSS (1)

Segment number	**Designer**	**Utterance**	**Design issue**	**Observed implication on conceptual design**
204	RK	…somehow reducing this downtime,	F	Include value proposition
205		and then safety.	F	Include value proposition
206		This one is...Cost and	F	Include value proposition
207	RK	"More drilling time." The red circles here.	Be	Consider performance
208	RK	Besides the red circles, the issues are the safety issue and operators with low skills.	Be	Consider service personnel
209		Those... two issues, can be solved... how to reduce downtimes.	Be	Consider performance
210	RK	How to assure safety. (points) MK:/ What is safety… I think safety basically involves sudden accidents. RK:/ Yeah.	Be	Consider uncertainty[2]
211	MK	Therefore, depending on that...well what then? Essentially, breakdowns take up a lot of time. (points)	Bs	Analyse behaviour as a system
212	MK	And, if an operator is injured,	Be	Consider service personnel Consider uncertainty
213		the insurance costs are quite high.	Bs	Analyse behaviour as a system[3] Analyse scenarios
214	MK	That also means there is a considerable amount of variation involved, so it's only related to reducing costs	Bs	Consider uncertainty
215	MK	Well, using the machinery... the machinery	S	
216		is clearly dangerous.	Bs	Analyse behaviour as a system

Table 5. A part of the protocol showing observed implications for the conceptual design of a PSS (2)

Segment number	**Designer**	**Utterance**	**Design issue**	**Observed implication on conceptual design**
17	KK	Yes. Was it about variation? Somehow I don't think they were doing that at all. RK:/ Yes KK:/ So… RK:/ That would be one. KK:/ That's one.	F	Analyse customers
18	KK	Somehow, I think this one is a case peculiar to the site, with [the service supplier].	Bs	Analyse behaviour as a system
19	KK	[The PSS receiver]	S	
20		really relies on [the service supplier].	F	Analyse actors' roles

[2] Sudden accidents are discussed in association with safety, which implies uncertainty of future events during the delivery of the PSS is considered.

[3] The thread from Segment 212 concerns uncertainty and analyses its effect, which implies that the designers analyse behaviour as a system rather than propose value.

21	KK	Then actually…. One of the things is how can the equipment be purchased…	Be	Analyse business model
22	KK	Uh, was it renting? Renting, hmmm. The premise was a little different, but. RK:/ Yeah. KK:/ Well..., so…	Be	Analyse business model

6.3 Design Issue distribution

The distribution of each design issue's occurrence for the entire episode is shown in Table 6. Bs (33.9%) and Be (27.3%) are the two highest occurring issues. The two issues together represent behaviour and account for more than 60% of the total cognitive design effort. These are followed by S (14.0%) and F (13.2%). Their differences to Be are large; S and F each are only approximately one half of Be. These are followed by D (9.9%). The P-S Issue Index for the entire design session was calculated to be 0.88, meaning that across the design session more cognitive design effort is expended on the solution than the problem as explained in Section 4.2.5.

Table 6. Issue distribution [%] and P-S Issue Index

Requirement (R)	1.7
Function (F)	13.2
Expected Behaviour (Be)	27.3
Behaviour derived from Structure (Bs)	33.9
Structure (S)	14.0
Description (D)	9.9
P-S Issue Index	0.88

The distributions of the system levels based on Section 4.2.3 for the entire episode for this case are shown in Table 7. Only Behaviours are analysed here because they had the highest distributions (see Table 6). This shows that different levels are addressed in the design episode. In Behaviour as a total (both Be and Bs), Service received the highest distribution (48.6%), followed by PSS (41.9%), while Product received a much smaller portion (9.5%). Interestingly, Be of PSS was discussed (45.5%) more than Bs of PSS (37.8%), while Bs of both Product and Service (11.0% and 51.2%, respectively) were discussed more than Be (7.6% and 47.0%, respectively).

Table 7. Distributions [%] of the system levels within Behaviour

	Be	**Bs**	**Be and Bs**
PSS	45.5	37.8	41.9
Product	7.6	11.0	9.5
Service	47.0	51.2	48.6
Total	100.0	100.0	100.0

Note: the distributions for "Be and Bs" are the cumulative weighted average of the distributions of Be and Bs.

The moving averages chronologically across the design session of each design issue with a window of 61 segments, corresponding to a quarter of the entire session is shown in Figure 4. The graph begins and ends with the 30th and 212th segments, respectively, as a moving average is plotted at the mid-point of its window. Figure 4 shows that the cognitive design effort for the design issues vary substantially over time and provides a graphical basis for a qualitative interpretation of the results. From Figure 4, the high percentages for both Bs and Be can be seen with the transition over segments. More cognitive design effort was expended on Be after the middle of the session than at any other time. The cognitive design effort expended on Bs is more in the earlier and later parts of the design session. S is addressed more in the early and final parts, similar to Bs. F is also addressed in the early and later parts, but this later part of F occurred earlier than the final part of S.

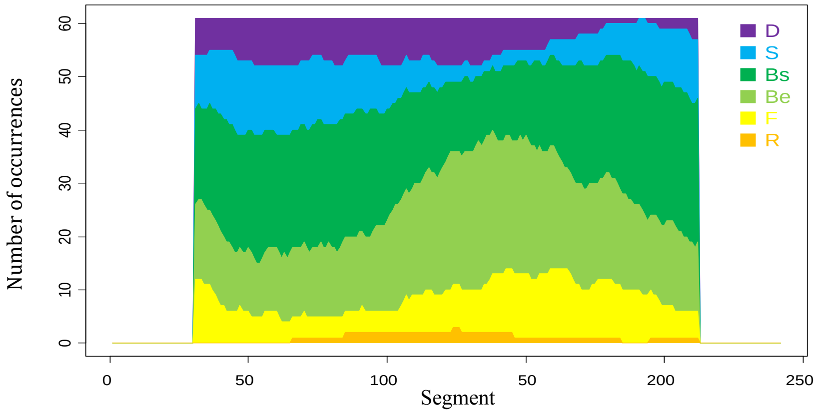

Figure 4. Moving average of cognitive design effort expended on design issues (window of 61 segments)

Examining the source data through its segments, the cumulative occurrence of design issues in the protocol is shown graphically in Figure 5. The values of the graphs at segment 242, i.e., the final points of the episode, correspond to the values in Table 6 and show that Behaviour derived from Structure (Bs) occurred in the highest number of segments. The graphs' shapes in Figure 5 provide for a qualitative understanding of the transition of cognitive design effort over time. In each graph the part with the higher slope indicates that the issue is addressed more frequently. The design issues are different in terms of which parts of the entire design session the issues are addressed more, as represented by the different shapes and slopes. For instance, the high effort received by Be found "after the middle" (as described above) of the session in Figure 4 can be seen between the 100th and 165th segments in Figure 5. The reason for the lag between the middle and the 100th segment lies in the different ways of measurement; an envelope containing 61 segments is used in Figure 4. In addition, an increase of effort in F followed by that in S can be seen between the 160th and 230th segments in Figure 5.

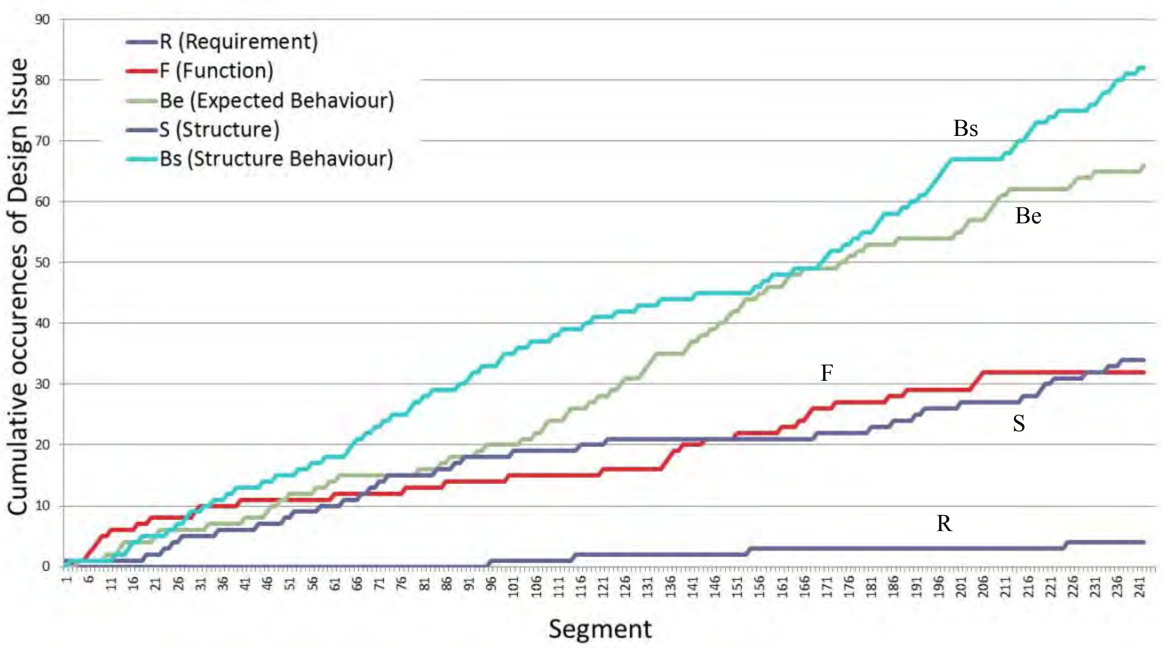

Figure 5. Cumulative cognitive design effort expended on design issues

In order to quantify the shape of each graph, a linear approximation was conducted for each design issue's cumulative effort across the session. Figure 6 shows, as an example, the result for design issue Bs. The coefficient of determination was calculated as 0.9911 in this case and indicates a high linearity. The coefficients for the design issues are shown in Table 8. The linearity of Bs, Be, and F is sufficiently high with the threshold for linearity for R^2 being 0.95. Those for D and S are very close to the threshold for linearity. Only R clearly fails to meet the threshold for linearity. This means that the design issues Bs, Be, and F can be regarded as being constantly focused on during the design session.

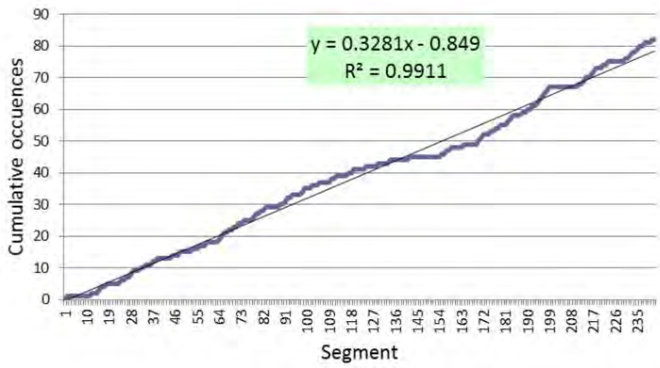

Figure 6. Result of linear approximation of the cumulation of design issue Bs

Table 8. Coefficients of determination from linear approximations of the cumulative occurrences of each design issue

Requirement (R)	0.9057
Function (F)	0.9649
Expected Behaviour (Be)	0.9832
Behaviour derived from Structure (Bs)	0.9911
Structure (S)	0.9462
Description (D)	0.9472

6.4 Syntactic design process distribution

The distribution of each syntactic process, aggregated for the entire episode, is shown in Table 9. The percentage of each process is a ratio of its occurrence over those of the eight processes, with the sum of all the eight percentages being 100%. Note that "Be – Bs" (4. Evaluation) is a bidirectional process unlike the others, which are uni-directional as indicated by "→".

Table 9. Syntactic process distribution [%] and P-S Process Index

1: Formulation (F→Be)	12.9
2: Synthesis (Be→S)	7.9
3: Analysis (S→Bs)	25.7
4: Evaluation (Be – Bs)	45.5
5: Documentation (S→D)	1.0
6: Reformulation 1 (S→S)	1.0
7: Reformulation 2 (S→Be)	5.0
8: Reformulation 3 (S→F)	1.0
P-S Process Index	0.24

Evaluation, referring to the comparison process between Be and Bs, occurred with by far the highest frequency (45.5%) of all the processes. Since Be and Bs sit in the problem space and solution space, respectively, this shows the high frequency of transition between these two spaces. Considering this, one could infer that evaluation is a characterizing process of PSS design based on this design session's result.

The second highest frequency is that of analysis, referring to the process from S to Bs (25.7%). The total of the frequencies of these top two, evaluation and analysis, is 71.2%, and one can say these two are the dominant processes. Analysis is followed by formulation, referring to the process from F to Be (12.9%). The top three distributions of evaluation, analysis, and formulation indicate that behaviour is the dominant design issue within the syntactic processes as well as that the behaviour is at the end point of the processes rather than the starting point.

Figure 7 shows moving averages of each syntactic process with a window of 61 segments. The reason why the total number of occurrences per each window is not always 61 is that these eight syntactic processes are not collectively exhaustive. For instance, the transitions from F to S occurred but are not counted as a formal syntactic design process. The F to S process is based on learning through experience rather than design reasoning (Kannengiesser and Gero 2019).

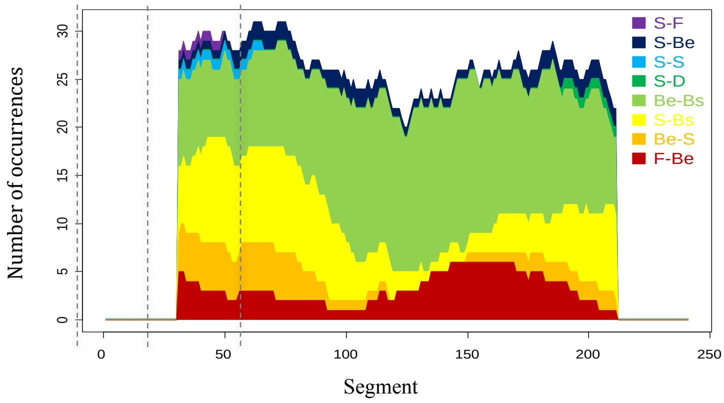

Figure 7. Moving average of cognitive design effort expended on syntactic processes (window of 61 segments)

The majority of syntactic processes change over time, and the whole session could be divided into four phases across time, shown by three dotted lines in Figure 7. From the beginning to approximately the 90th segment, the major syntactic processes are F→Be (Formulation), Be→S (Synthesis), S→Bs (Analysis), and Be – Bs (Evaluation). After this and up to approximately the 120th segment, Be – Bs (Evaluation) and S→Bs (Analysis) are dominant. Then, up to the 160th segment, Be – Bs (Evaluation) and F→Be (Formulation) are dominant. In the last phase, the dominant processes are Be – Bs (Evaluation) and S→Bs (Analysis).

Interestingly, Be – Bs (Evaluation) occurred substantially throughout the session, though the second and third phases include more occurrences. Except for Be – Bs (Evaluation), the whole session could be understood in this way: The first phase is occupied with F→Be (Formulation), Be→S (Synthesis), and S→Bs (Analysis); the second with S→Bs (Analysis); the third with F→Be (Formulation); and the fourth with Be→Be (Evaluation) and S→Bs (Analysis).

Shifting to a more microscopic view of syntactic processes' occurrences, Figure 8 shows cumulative occurrences of each syntactic process on the vertical axis. The values of the graphs at segment 241 correspond to Table 9, showing, e.g., that Be – Bs occurred with the highest number. From the shapes of the graphs the following steeper slopes are observed: Be – Bs (Evaluation) from the 92th to 145th and from the 155th to 178th; S → Bs (Analysis) from the 50th to 75th and from the 220th to 240th; F→Be (Formulation) from the 140th to 165th; and Be→S (Synthesis) from the 45th to 65th. These observations are a set of the processes' most frequent occurrences within narrower windows and give a different view from that in Figure 7 because of the difference in granularity.

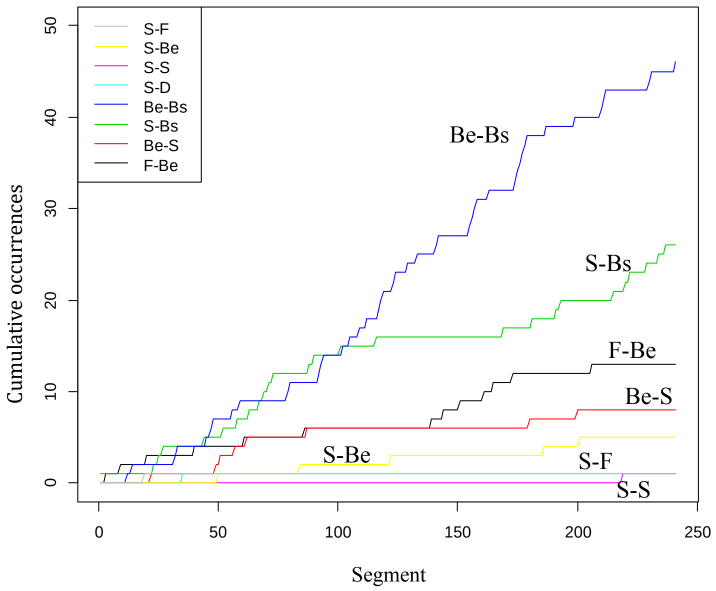

Figure 8. Cumulative cognitive design effort expended on processes

6.5 Problem-Solution index series

The Problem-Solution issue index for the entire session is 0.88, as shown in Table 6. The P-S issue Indexes from session deciles are found to vary over time, as shown in Figure 9. The maximum is 4.25 in the sixth decile, while the minimum is 0.22 in the tenth decile. The deciles with the index greater than 1 are the first, fifth, sixth, and seventh deciles. This means that the problem space is focused on more than the solution space in those deciles.

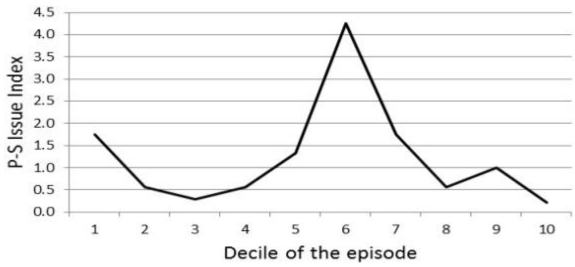

Figure 9. P-S Index in deciles over the design session

The sixth decile has by far the highest P-S Index, as indicated in Figure 9. This corresponds to a window right after the middle in Figure 4, where Be has its peak and F is also discussed. In addition, it coincides with the third phase in Figure 7, where F→Be and Be – Bs are dominant syntactic processes. Also, the index increases from the third to the sixth decile, while it decreases from the sixth to the eighth decile. It means that in this design session, the space addressed shifts from the solution to the problem towards the six decile and then shifts back to the solution.

7. Discussion

7.1 Comparability and commensurability of PSS and product design

The results obtained from analysing these PSS designers in Sections 6.3, 6.4, and 6.5 showed that the methods used to analyse the cognitive behavior of product designers can be used to produce comparable and commensurable results between PSS and product design. The methods adopt the FBS ontology and the metrics such as design issue distributions and design process distributions, answering the research question in the positive. The comparability is based on the method described in Section 4 including the matching between PSS and product design as shown by Tables 2 and 3. The commensurability is demonstrated further in Sections 7.2 and 7.3.

7.2 Design issues

To demonstrate the commensurability and formulate hypotheses, design issues are investigated based on results from the PSS design episode (Sections 6.2 and 6.3) and from analysing characteristics of PSSs and PSS design (Sections 2.2 and 2.3). From Table 6, the dominance of behaviour (Be and Bs) is in contrast to the dominance of Structure in studies of designing products (Yu, Gu et al. 2015). The percentage of Be and Bs in total is calculated based on Table 6 as follows:

$$Be + Bs = 27.3 + 33.9 = 61.2.$$

This means Behaviour was addressed for 61.2% of all the design issues. This originates partly from the discussion of behaviour as a system and performance of products and services (as shown in Section 6.2 with observation of the partial protocol of Tables 4 and 5). In addition, the high linearity of the cumulative occurrence of Bs (with an $R_2 = 0.9911$ in Figure 6) and that of Be (with an $R_2 = 0.9832$ in Table 8) indicates that behaviour was discussed constantly during the entire process. Other design issues, such as S (14.0%) and F (13.2%), received some, but much less, cognitive design effort. This means the designers were not uniquely focused on behaviour but a mixture of behaviour, structure, and function, with behaviour dominating.

The results of the analysis in Sections 2.2 and 2.3, Table 1, theoretically shows the relevance of *behaviour* as a design issue in the conceptual design of a PSS: *behaviour* as a system with various types of uncertainty is expected to be analysed substantially due to the PSS's property of being an open process system. In addition, the performance of products and services is expected to be analysed due to the PSS's property of being a business model. Therefore, cognitive effort spent for behaviour in a PSS design was expected.

The reasoning shown above, based on the analysis of this design session and the literature on PSS leads to the following hypothesis, Hypothesis 1 (H1).

H1. In the conceptual design of a PSS, the behaviour of the design is the dominant design issue.

The degree of dominance of behaviour found in this PSS design episode is uncommon in product design. PSS design and product design are compared in Table 10 utilizing the same FBS coding scheme (Jiang, Gero et al. 2014), which resulted from a conceptual product design by mechanical design majors and product design by industrial design majors. Be and Bs in total in product design received 35.4% (15.6% + 19.8%) and 41.8% (13.5% + 28.3%) in the two studies shown in Table 10. They are substantially lower than the 61.2% in this PSS design session.

Table 10. Design issue distributions [%] from multiple studies of product design as compared to this study (of PSS design)

Study	Ref.	R	F	Be	Bs	S	D
Conceptual PSS design by mechanical engineering major	this study	1.7	13.2	27.3	33.9	14.0	9.9
Conceptual product design by mechanical design major	(Jiang, Gero et al. 2014)	1.1	12.1	15.6	19.8	31.2	20.1
Product design by mechanical design major	(Jiang, Gero et al. 2014)	1.8	11.4	13.5	28.3	28.0	16.9

The cognitive effort spent on S (14.0%) in this PSS design session is substantially lower than in product design. In addition, the analysis of characteristics of PSSs and PSS design (Sections 2.2 and 2.3) does not sufficiently explain the difference specifically for structure. Based on the reasoning above, the following hypothesis, Hypothesis 2 (H2) is formulated.

H2. More effort is spent on behaviour in the design of PSSs than in the design of products alone.

Examining the results in Table 7, the system level (the PSS as a whole) and the component level (products or services within the PSS) are both addressed substantially in Behaviour: 41.9% for the system level and 48.1% for the component level (Be and Bs in total). This accords with the literature analysis in Table 1, which indicates that systems thinking is expected to be applied in PSS design. In this study, analysis in terms of the levels was performed only for Behaviour, and this leads to the following hypothesis, Hypothesis 3 (H3).

H3. In the conceptual design of a PSS, substantial effort is spent on the behaviour of the PSS as a system as well as its products and its services.

Using the Problem-Solution issue index in the FBS scheme, design issues are discussed further here. As described in Section 4.2.5, where this index is greater than 1, the problem space is focussed on more than the solution space, and the reverse applies when the index is less than 1. The P-S index from the entire episode is 0.88 as shown in Table 6. However, looking at the temporal distribution of the P-S index, Figure 9, at four of the ten deciles of the episode, the P-S issue index exceeds 1 in this design session.

In product design, the P-S issue index is substantially lower than that in PSS design found by this study, according to (Jiang, Gero et al. 2014). From Table 10, the P-S index for the two studies of product design is calculated as:

$$(1.1+12.1+15.6) / (19.8+31.2) = 28.8 / 51.0 = 0.56$$

$$(1.8+11.4+13.5) / (28.3+28.0) = 26.7 / 56.3 = 0.47$$

The problem space is expected to be discussed in PSS design partly due to its business model property (see Table 1): a customer is to be analysed to define the value proposed. Further, according to Alonso-Rasgado et al. (2004), a PSS customer aims to obtain a functional performance to be expected at the customer's own settings, i.e., the customer's purposes and does not necessarily appreciate the hardware as such (a partial solution). The literature points out the importance of addressing purposes and expectations rather than only solutions. These support how PSS design tends to spend more cognitive design effort on purposes and expectations, which are closely linked to value. The literature referred to in this paragraph states that the problem space becomes more relevant in the conceptual design of a PSS, as compared to that of product design. This is borne out in the results of this PSS design session.

In sum, the PSS design case exhibited parts with a higher P-S issue index, where the expected roles of service personnel, the expected scenarios of product usage, and the purpose of the PSS receiver were discussed. This discussion is expected to occur more frequently according to the theory of PSS design as compared to product design and is, therefore, considered to be reproducible in other PSS design. This reasoning leads to the following hypothesis, Hypothesis 4 (H4).

H4. THE CONCEPTUAL DESIGN OF A PSS PRODUCES A HIGHER PROBLEM-SOLUTION INDEX THAN THAT FOR PRODUCT DESIGN.

7.3 Design processes

Distributions of the syntactic processes of the FBS scheme from this session are shown in Table 9. The distributions of analysis and evaluation from the entire episode were calculated as 25.7% and 45.5%, respectively, i.e., about 70% for both. Examples of analysis and evaluation are shown in Table 4, where they are concerned with the system as a whole. PSS design and product design are compared in Table 11 (Jiang 2012, Jiang, Gero et al. 2014). Analysis and evaluation in total in product design received 30.5% (15.4% + 15.1%) and 25.5% (15.0% + 10.5%) in the two studies shown in Table 11, which are substantially lower than in the PSS design. On the other hand, documentation (S→D), reformulation 1 (S→S), and reformulation 3 (S→F) in the PSS design received substantially lower distributions than in the two studies of product design.

Table 11. Syntactic process distribution [%] from multiple studies of product design as compared to this study (of PSS design)

Study	Ref.	F→Be	Be→S	S→Bs	Be–Bs	S→D	S→S	S→Be	S→F
Conceptual PSS design by mechanical engineering major	this study	12.9	7.9	25.7	45.5	1.0	1.0	5.0	1.0
Conceptual product design by mechanical design major	(Jiang, Gero et al. 2014)	6.2	6.1	15.4	15.1	20.6	17.9	2.4	10.5
Product design by mechanical design major	(Jiang, Gero et al. 2014)	5.9	6.3	15.0	10.5	20.3	27.3	3.4	6.7

In the literature on the processes of PSS design, analysis as a system, performance, and customers are raised as important issues, as shown in Table 1. In design in general, analysis of a design solution is regularly followed by evaluation. Evaluation is carried out against the expectation for a solution and is thus an activity to reason about a design solution and a design problem to be solved (Pahl and Beitz 1996). Reasoning between the solution and problem spaces, which corresponds to evaluation, is also implied to be substantial in PSS design by Morelli (2003): he asserted the importance of an iteration between problems and solutions. Komoto and Tomiyama (2008) state that PSS design involves finding a mapping between activities in a service environment and value. From this and the results of this explorative case study, hypothesis 5 (H5) is generated.

H5. In the conceptual design of a PSS, analysis and evaluation are the dominant processes.

8. Conclusion and future work

Product/Service Systems (PSSs) have received steadily increasing interest by practitioners, especially among manufacturing companies integrating services with products to combat low-priced product manufacturers. After analysing the literature about PSSs, characteristics and properties of a PSS as compared to physical products were derived, and further, their implications for PSS conceptual design were derived. Knowledge about differences between designing PSSs and products is, however, underdeveloped: even how to investigate and present differences is not available in the literature. Motivated by this lack and the need of insights for the differences between PSS and product design, this article aims to provide foundations for adding to the understanding of PSS conceptual design. To meet this aim, a PSS design case in a controlled environment was analysed and compared with product design using the same coding scheme. Five hypotheses were created.

Attention should be paid to several conditions for this PSS design case analysed: the task was performed in a controlled environment without interacting other actors than designers. In addition, the designers were students majoring in mechanical engineering. Since the results are based on a single case, these conditions might have influenced the results. However, the product design used as a reference was performed with the same conditions in order to produce commensurability. Driven by these five hypotheses, further research to analyse more PSS design sessions and compare them with product design is needed to generalize insights into PSS design obtained in this study.

The measurement and calculation techniques adopted in this research are shown to effectively produce quantitative results about PSS design in a commensurable way with product design. This article has demonstrated the successful use of a method for determining and describing design cognition, based on protocol analysis utilizing the FBS coding scheme for PSS design. The techniques and the method can be re-used for further research addressing a larger number of design cases to derive statistically significant knowledge.

A number of promising future works are envisioned building upon this research. First, analysing more PSS design sessions, as stated above, is needed to enable statistical significance for generalizing insights. Second, different types of PSS design are of interest to be researched: e.g., new design involving use-oriented or result-oriented service (Tukker 2004). Third, analysing design sessions by different types of designers such as experienced practitioners is needed. Fourth, different compositions of designers in a group are important to be analysed: e.g., a heterogenous setting where individuals possess different expertise or roles. Fifth, evaluation of effects of PSS-design methods and tools on PSS design processes is needed. Comparisons with an earlier work on product design (e.g., (Kannengiesser and Gero 2017)) would be valuable.

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Appendix A. Design brief for the PSS design session

Concerned company

This design is carried out for the company who develops, manufactures and delivers drilling equipment for, e.g., the construction business. The firm is named Company Alpha based in Sweden. Training, spare parts delivery and MRO (maintenance, repair and overhaul) are part of the company's service portfolio.

Client

The PSS receiver is a general construction company named Company Beta who makes tunnels for roads in mountains is the client of Company Alpha. Beta's client is the government (Ministry of Land, Infrastructure, Transport and Tourism) in Japan. Beta's suppliers include two service suppliers, Company Gamma and Company Delta, providing construction services at the tunnel site.

Design background

In much of the manufacturing industry today, numerous companies' business offerings are a combination of physical products and services. Service here includes operation, maintenance, repair, upgrade, take-back, and consultation. Manufacturers especially in developed countries today regard services as crucial. The motivation of Company Alpha to provide PSSs is to create higher value for its customers/users. Company Alpha sees potential to improve their PSSs.

Design object

The object addressed was one of the major PSSs (Product/Service Systems: a marketable set of products and services capable of jointly fulfilling a user's needs) and provided by Company Alpha. Instead of selling a physical product alone, i.e. a drilling machine, Company Alpha also delivers warranty of quality, original spare parts in time, early information on the next MRO activity, grease and oil of adequate quality, cleaning equipment, and a service binder. Lifecycle activities are early fault detection, MRO prognostics and execution including scheduling, transport of spares to the field and take back of rotatable and broken parts.

Design task and deliverable

A redesign task of the existing PSS by Company Alpha was to be completed in a group working in a cooperative manner. The deliverable was requested in a form of rational improvement options of this PSS and represent them on the provided PSS dimensions.

Benchmark

No information was given to the designers.

Budget

No constraint was given to the designers.

Appendix B. Information provided to designers prior to the session

The designers were provided opportunities to study the existing PSS through materials such as brochures from Company Alpha explaining the overall information about the products and services and by visiting a real tunnel construction site located in Japan. This site was observed by the designers, where the same core product, Figure B1, and some of the services (spare parts delivery as shown in Figure B2) of the PSS were provided by Company Alpha. Staffs of Company Alpha gave additional information about the products and services to the designers at the site.

Figure B1. The drilling machine in use at a tunnel construction site

Figure B2. The spare parts at a tunnel construction site

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