

DESIGNING A CONSTRUCTION SERVICE USING SERVICE DESIGN

Case Company: Sealing Solutions LLC.

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ABSTRACT

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**DESIGNING A CONSTRUCTION SERVICE USING SERVICE DESIGN
CASE STUDY: SEALING SOLUTIONS**

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The aim of this bachelor's thesis was to create a new service using service design methods for Sealing Solutions LLC, a construction services company in the Upstate of South Carolina, USA. The main goal of the thesis was to use service design methods to create a new consumer service for Sealing Solutions that increases the number of jobs won through the free basement inspection program, improves customer satisfaction in post sales, and reduces the strain on management in managing the basement repair services.

The theoretical framework focuses on how marketing theory relates to services marketing theory as well as service design thinking. The process leading to the choice of service design theory is meant to be clear through the theoretical framework.

Qualitative research methods were used to gather customer data, which was presented, in a workshop with stakeholders and the new service was co-created with stakeholders using service design methods.

The service redesign took insights gathered from service design tools and used them to make a holistic approach to the design of the new service, taking into account all perspectives. The new service design was then analyzed from a services marketing perspective and a plan for implementation was created.

contracting, construction, service design, services marketing, service-dominant logic, small business, entrepreneurship, usa, america, south carolina

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1 INTRODUCTION

The purpose of this thesis is to use service design thinking and tools to improve the design and marketing of the business to consumer wet basement repair services of Sealing Solutions LLC. Sealing Solutions is a construction contracting company operating in the Upstate of South Carolina, USA. The company does work in both residential and new construction waterproofing and sealing as well as various specialty applications. For the purposes of this thesis, the focus will be on the B2C wet basement repair service.

The company provides labor intensive, highly specialized wet basement repair services to homeowners all around the Upstate of South Carolina. Wet basements are a huge problem in the Upstate of South Carolina due to poor drainage in the largely red clay soil. Sealing Solutions has the experience and tools to repair water intrusions, and offers a permanent fix to a potentially dangerous problem. The problem is very widespread in the Upstate due to poor code enforcement in the past, but a majority of the jobs that are bid through the free basement inspection service are not won. Additionally, many customers who have hired Sealing Solutions are unhappy with the level of service after the contract has been fulfilled.

The research within the thesis will attempt to gather information from former clientele and former potential clientele regarding reasons for hiring and not hiring Sealing Solutions as well as troubleshooting problems with post sales service that lead to customer dissatisfaction after services are rendered. Internal stakeholders will also be interviewed and involved in a workshop with the goal of using co-creation methods to design a new service based on internal and external feedback.

1.1 Company and Background

Sealing Solutions was incorporated in 2008 as a limited liability corporation by Tomas Nyblom in Greenville, South Carolina. The company was purchased as Red Rocks LLC., which included all equipment as well as contracts with local builders, many of which remain today. After the purchase, the company was renamed Sealing Solutions. Sealing Solutions began as a B2B contractor in the residential construction industry,

waterproofing concrete foundations for nationwide builders in the Upstate of South Carolina. In the recession of 2008, the business of waterproofing new construction houses took a hit and different applications for Sealing Solutions' expertise had to be explored. A supplier referred a client in Greenville with a leaking basement, and Sealing Solutions accepted the job and completed it, fixing the basement issue and diving into a brand new industry. Customers were extremely pleased with the results and word-of-mouth spread, resulting in more and more wet basement repair work, to the point that it eclipsed new construction waterproofing and the company decided to dedicate marketing resources to this service.

A website was created and a marketing campaign was launched online offering wet basement repair solutions from Greenville's leading waterproofing contractor. Free inspections were offered and more personnel had to be taken on to accommodate the growing workload. Word of mouth jobs were keeping Sealing Solutions very busy, but the free basement inspections were not resulting in many won jobs. The problem also arose that the wet basement repair estimates, being highly specialized services, were taking all of the owners' time as estimators with his specialized skillset were not easy to come by. Because of his resources being stretched so thin, other areas of business began to suffer as well as post sales service. As the owner scratched his head at why these basement inspections were not resulting in many won jobs, the decision was made to analyze the current service as well as customer sentiment to design a new streamlined service which results in more engagements as well as increased sales and customer satisfaction.

1.2 Research Questions

The main research questions for this thesis are directly related to the intended deliverable of a redesigned consumer service for Sealing Solutions. The issue that Sealing Solutions is currently having is that management is being stretched too thin, and the service requires too much involvement from management in the service process. Jobs are also being lost and customer satisfaction is not as good as it could be. Due to the nature of the problems in customer satisfaction as well as management and daily operations, it is concluded that co-creation between stakeholders must be used to hear all perspectives on the problem and ensure that the solution is tailored to all those affected. Thus, the

following research questions were chosen as guidelines for the research and overall goals for the thesis. How can Sealing Solutions use service design and co-creation with clientele and stakeholders to design a new service? How can Sealing Solutions eliminate the problem of lost jobs and improve customer satisfaction? What are some of the things preventing customers from moving forward with their basement repairs? How can a service relying heavily on the owner's expertise move away from the need for hovering management and turn the service into an easily marketable and manageable product offering?

1.3 Structure and limitations

This thesis will be structured in the following way: First the research methodology will be defined and give an overall idea of how the research questions will be approached. Then, the theoretical framework will define marketing concepts, services marketing, service dominant logic. Subsequently, the relation of these concepts to service design thinking will be explored. Next, the theory backing the thesis is a combination of marketing theory and service design theory. Then the service design process and tools will be introduced, showing the tools that were used in co-creating the service with customers as well as the co-creation process and mindset of a service designer. Then the development project will be introduced, giving the project outline, presenting all research and data gathered, as well as presenting the solutions that were created through co-creation with the stakeholders. The development project will then be analyzed and concluded in the final chapter.

The limitations of this thesis are a result of the short timeframe of completion. Service Design theory relies partly on prototyping and analyzing the success of new service designs, but due to the nature of the thesis timeframe, no prototyping could be done. A prototyping plan will be created and implemented in the commissioning organization as the new service is implemented.

2 RESEARCH METHODOLOGY

In understanding customer opinions as well as searching for redundancies and maximizing efficiency in a construction services organization, traditional research methods fall short of creating a full picture of the situation. A traditional marketing plan could not solve the research problem. Because the limitations of the 4Ps of marketing services, marketing theory is more helpful in creating a marketing plan for this construction service, but falls short of providing the tools to redesign the customer experience with the organization. Due to this inability, in this thesis service design methods have been chosen as the main research process, while traditional marketing theory and services marketing serve as a backbone and a frame of reference for the design of the new service.

2.1 Research Process

The research was performed using service design methods and tools as well as co-creation. This process was chosen because it gives an accurate portrait of internal and external perspectives on the service, and allows input from both perspectives in the design of a new service. Taking into account all stakeholder problems allows the group to find the best solutions for everyone involved.

Service design methods were first used to create a current customer journey map based on qualitative research methods. Former clientele were surveyed with open-ended questions regarding their experiences with Sealing Solutions. Participants were selected from Sealing Solutions' former client and recent estimate database. Customers were selected at random and because of this selection process, a random selection of both won and lost jobs was created. Customer opinions were recorded in the form of insights that were recorded onto the predetermined framework of a customer journey map.

When the customer journey map was created, a workshop was held where company stakeholders were given a qualitative survey looking for their perspective on the same problems, which were found in the customer perspective research. After the data was collected, the issues were discussed openly in the workshop to improve information flow. After the discussion, a co-creation session began to recreate the customer journey in a brand new service blueprint. The service blueprint was created by the group and recorded onto a Service Blueprint map.

After the workshop, qualitative analysis of all of the results of the service design tools takes place, analyzing the significance of the results from a services marketing perspective.

3 THEORETICAL FRAMEWORK

3.1 Marketing

Marketing is a term used to describe a process of identifying and meeting human and societal needs. Marketing has been defined as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” According to Kotler and Armstrong (2012, 6), human needs are “states of felt deprivation”, including physical (food, clothing, etc.), social (belonging, love), and individual (self expression, etc.) Marketing is the process of competing to meet those human and societal needs with products and services. (Ama.org 2016; Kotler & Armstrong 2012, 6.)

The AMA definition of marketing narrows the broad concept down into the following four categories: (Tanner & Raymond, 2011, 8)

1. Creating: The process of collaborating with suppliers and customers to create offerings that have value.
2. Communicating: Broadly, describing those offerings, as well as learning from customers.
3. Delivering: Getting those offerings to the consumer in a way that optimizes value.
4. Exchanging: Trading value for those offerings.

In the instances above, the term ‘value’ has been defined as “the benefits buyers receive that meet their needs”. Value is a personal weight given to the product or service by the customer to gauge how well and efficiently it met the customer’s needs. (Tanner & Raymond 2011, 10).

The four categories of marketing are generally rephrased as the 4 P’s: (Tanner & Raymond 2011, 8.)

1. Product. Goods and services (creating offerings).
2. Promotion. Communication.

3. Place. Getting the product to a point at which the customer can purchase it (delivering).
4. Price. The monetary amount charged for the product (exchanging)

The discipline of Marketing Management has constantly evolved since marketing was first defined. The evolution of marketing management has led to the creation of various ideas of how marketing should be done. The concepts are Production, Product, Selling, Marketing, and Holistic (or societal) marketing. (Kotler & Keller 2012, 17-19).

The **production** concept focuses on maximizing efficiency to create products that are widely available and affordable. This concept has been used since the industrial revolution as the driving force behind industrialization.

The **product** concept focuses on differentiation of product. This concept stands on the premise that consumers buy products based on performance, quality, or feature differentiation.

The **selling** concept relies on the need for salespeople and aggressive sales techniques to sell products. This concept stands on the belief that without a focus on sales, the products would not sell.

The **marketing** concept first arrived in the 1950's and focuses on actively changing the strategy of marketing based on sensed changes in the consumer landscape.

The **holistic marketing** concept includes internal, integrated, performance, and relationship marketing. Holistic marketing is the close collaboration between these disciplines, which results in "development, design, and implementation of marketing programs, processes, and activities that recognize their breadth and interdependencies." Holistic marketing often takes an integrated perspective, using customer data to tailor marketing strategies to the customers' complex needs and the changing marketplaces. (Kotler & Keller 2012, 17-19; Kotler & Armstrong 2012, 10-11.)

Today's marketers are most often taking the holistic marketing approach rather than the outdated marketing concepts of the past. This approach is so often selected because of increased market competition as well as an increasingly savvy customer base. Recent innovation in software and data storage has also made data increasingly available to marketers as well as between departments of an organization. Because of this fact, in order to remain competitive, organizations must use their resources and information to create the most custom tailored marketing strategy for their clientele. FIGURE 1 illus-

trates how a holistic marketing approach integrates all marketing aspects into a single concept. (Kotler & Keller 2012, 18-19.)



FIGURE 1. Holistic Marketing (Kotler & Keller 2012).

The marketing discipline covers such a wide array of theories and ideas that when relating marketing to a chosen topic one must be selective in the theories used and approaches taken to application. In relation to services marketing and service design in today's increasingly efficient and competitive service industries, the Integrated, Internal, Performance, and Relationship marketing approaches must be used as part of a holistic marketing approach. (Kotler & Keller 2012, 18-19.)

3.1.1 Services Marketing

Services make up the bulk of today's economy across Europe and in developed economies around the world. (Lovelock, Patterson & Wirtz 2011, 4).

Though traditionally difficult to define, services have recently been defined as "any act, performance, or experience that one party can offer to another and that is essentially intangible and does not result in the ownership of anything, but nonetheless creates val-

ue for the recipient.” Early research into services sought to differentiate them from goods. Lovelock and colleagues did this by focusing particularly on four generic differences: intangibility, variability, perishability of output, and simultaneity of production and consumption. These qualities together help to define services as different from products, and thus, eliminating product-service confusion. (Lovelock & Wirtz 2014, 7; Lovelock et al. 2011, 7-13.)

When marketing services, there are many more variables than in products, since every part of the service experience is embodied in the service. Lovelock and colleagues argued that services marketing needs to be a fully integrated and synergistic process, because of the complicated nature of services. Lovelock and colleagues argue, ” Marketing in a service economy cannot be divorced from other functions and needs to be incorporated in an overall, customer-focused management perspective.” Services marketers must be fully in-tune with all aspects of the organization, as well as having decision-making control over many of these processes to ensure a synergistic, uniform brand across the entire service. (Lovelock et al. 2011, 17.)

With the distinct nature of services, especially where interaction between service providers and customers are involved, a new model for integrated service marketing and management has been created, based on the traditional model of the 4Ps of marketing. These are the 8Ps of integrated service management. The 8Ps incorporate every aspect of traditional marketing, but include the experiential and management aspects to service marketing promotion that are left out of the original 4Ps. These eight components are:

- **Product elements**
- **Place and time**
- **Process**
- **Productivity and quality**
- **People**
- **Promotion and education**
- **Physical evidence**
- **Price**

The biggest difference between the 4Ps of marketing and the 8Ps of services marketing is the addition of people, process, productivity, and physical evidence. These additions give some insight into the need for integration across the entire organization. The addition of ‘people’ warrants the need for human resources involvement; and means that recruitment, training, and management needs to be in sync with branding and marketing goals to ensure a unified brand is presented. The addition of ‘processes’ brings in logistics and operations management to the mix, understanding that the efficiency of service processes as well as the ease of customer-facing processes is imperative to a quality brand experience as well as to the creation of value for the customer. ‘Physical evidence’ draws on the human need for visual cues when working with services to remind them of the organization involved and lend a professional and unified appearance to the service. The artifacts that consumers take from services are often the only physical remnants of the experience, and thus they must be approached and executed with the utmost care. Physical evidence includes the addition of overall service design, branding, and graphic design. (Lovelock et al. 2011, 18; Lovelock et al. 2011, 26-28.)

According to Lovelock et al. (2011), “Firms whose managers succeed in developing integrated strategies will have a better chance of surviving and prospering. Those that fail to grasp these implications, by contrast, are likely to be outmaneuvered by competitors who are more adept at responding to the dramatic changes affecting the service economy.” As the service economy becomes increasingly competitive, the average efficiency of service organizations increases as a result. In order to remain competitive today, a firm must function as one organism, reacting to customer data and predicting future trends, creating integrated marketing programs, and developing new products and services while maintaining an efficient organization that maximizes the value delivered to the customer.

3.1.2 Value Chain

The Value Chain is a tool proposed by Harvard’s Michael Porter to identify different ways of creating greater value for the customer. The model looks at the overall chain of activities needed to design, develop, produce, market, deliver, and support the products. The Value Chain breaks down the activities into five primary and four supporting activities. The primary activities are inbound logistics, operations, outbound logistics, marketing, and service. The secondary activities are procurement, technology develop-

ment, human resource management, and firm infrastructure. In successful firms, these activities are all coordinated into departments focused on individual processes. These processes include market sensing, new offering realization, customer acquisition, customer relationship management, and fulfillment management. (Kotler & Keller 2012, 34.)

Porter's Value Chain tool helps in integration throughout a firm of a core-marketing plan. By using Porter's Value Chain tool, marketers can sense whether value is being created efficiently for customers as well as innovating and ensuring that the firm will continue to create value as technology and market conditions develop. The lacking factor in Porter's Value Chain is the addition of the customer into the equation and a focus on co-creation of value that is imperative to customer value creation in a market where technology constantly progresses and competitors come and go much more frequently.

3.1.3 Service-dominant logic

According to Polaine and colleagues, "Applying the same mindset to designing a service as to designing a product can lead to customer hostile rather than user friendly results". Service-dominant logic is an approach to marketing recently introduced by Stephen Vargo and Robert Lusch. According to them, products are valued for the service that they provide. With this approach, all products can be considered as services. This approach also recognizes that consumers want value no matter how it is delivered, whether it is via a product, a service, or a combination of the two, Value is the imperative variable. (Polaine, Løvlie & Reason, 19; Lovelock et al. 2011, 9-10; Tanner & Raymond 2011.;)

The critical distinction between goods dominant and service dominant logic lies in the distinction of 'service' rather than 'services'. According to Lusch and Vargo (2006, 30-33), the distinction between 'service' and 'services' in relation to service-dominant logic lies in the shift in thinking from operand to operant resources. This shift is from resources (such as raw materials), which require a service to become valuable to resources that, in themselves are the process of creating value. With this shift in definition of services, lies an entirely new philosophy in regards to managing and marketing services.

This leads to the creation of the service-centered view. The service-centered view is a cycle of marketing and management that takes into account the service-dominant logic to co create with customers and remain proactive in the pursuit of innovative and cutting edge services. The service-centered view is as follows: (Vargo et al. 2004, 5.)

1. Identify or develop core competences, the fundamental knowledge and skills of an economic entity that represent potential competitive advantage.
2. Identify other entities (potential customers) that could benefit from these competences.
3. Cultivate relationships that involve the customers in developing customized, competitively compelling value propositions to meet specific needs.
4. Gauge marketplace feedback by analyzing financial performance from exchange to learn how to improve the firm's offering to customers and improve firm performance.

The service-centered view initially focuses on developing core competencies. These can be any qualities of the enterprise which set the enterprise apart from competition or which the enterprise excels at specifically. These types of competencies can range from owner expertise to specialized technology, large workforce, strategic partnerships, or certifications.

The service dominant view then identifies a potential client base for these competencies and searches for a viable place in the market to establish a position. This can be accomplished through market research. In finding potential client bases, it is important to consider all options of individuals or firms who could benefit from the core competencies of the firm in question.

The view then stresses the importance of cultivating relationships with customers that involve developing customized services to meet the customers' ever changing and diverse needs. This process is a co-creation of value in the purest sense between the organization and the customer.

And finally, the service-centered view gauges the marketplace feedback by analyzing financial performance with the intent of improving performance. Using this step to analyze the financial success of the products and services that were co-created with the cli-

ent is imperative to ensure that the value created during the co-creation process is not only beneficial to both parties, but is sustainable for the future of the service and firm. (Vargo et al. 2004, 5-6.)

In utilizing this approach, customers can be involved throughout the process of creating the product or delivering the service to aid in conceptualization, delivery, or consumption as a co-creator of value. The service-centered view is adaptive to market changes and conditions because it is customer-centric while remaining market-aware.

(Vargo & Lusch 2004, 5.)

The service-centered view of marketing creates a firm that is always striving to make better value propositions than its competitors. The focus placed in marketing of core competences places marketing at the core of the organization and created a need for integration within the organization between departments with a focus on marketing to ensure that the core competencies are the focal point of organizational strategy. (Vargo & Lusch 2004, 5.)

The service-centered view of marketing builds on the importance of value creation outlined in services marketing theory and Porter's Value Chain but places a greater focus on the co-creation of value between client and service provider. The value that is created using the service-centered view of marketing is not only reflective of a proven market need, but also is constantly audited for financial viability in the firm. This process, or cycle of innovation reflects a market shift towards more specialized services, tailored to the customer and a marketing focus on customer service extremely prevalent in today's service industries.

3.2 Thinking

Service design thinking allows the use of traditional design methods to work with stakeholders in the organization to co-create value. A vague concept with no common definition, service design thinking can be defined differently as it relates to different projects. As it relates to this research, it is a mindset of approaching complex problems using modern design principles. According to Stickdorn, service design thinking can be categorized as user-centered, co-creative, sequencing, evidencing, and holistic. (Stickdorn & Schneider n.d., 34.)

Service design thinking is user-centered. When creating a service for a customer, it is imperative to view the service from the customers' perspective. As a service designer, one can deal with a wide variety of clientele, from managers to employees, to engineers, and of course – end-users. The user is the individual whose experience is being analyzed and created. (Stickdorn & Schneider n.d., 36-37.)

Service design thinking is co-creative. Perhaps the biggest differentiation between traditional marketing processes and the process of service design is the idea of co-creation. Co-creation allows the service designer to easier get into the user-centric frame of mind. According to Stickdorn, "Putting the customer at the centre of a service design process involves facing the reality that potentially there is more than just one customer group, and each group possesses different needs and expectations." (Stickdorn & Schneider, n.d. 38-39).

Service design thinking is sequencing. When designing a service, one is designing a series of interactions that sometimes overlap, but always follow a sequence of time. Services follow a three-step process of pre-service, service, and post-service. This process is the basic framework of every service. (Stickdorn & Schneider n.d., 40-41.)

Service Design Thinking is evidencing. Service Design must create evidence of an intangible service, or the customer will be unaware that it has taken place, and not so pleasantly surprised at the bill. A service designer must create evidence throughout the service of the behind-the-scenes value that is being created for the user. (Stickdorn & Schneider n.d., 42-43)

Service Design Thinking is holistic. Given the nature of services, there are many variables that contribute to the customers' overall experience of a service. Service designers must take into account as broad of a range of factors as possible to ensure that the service runs smoothly and that nothing has been overlooked. (Stickdorn & Schneider n.d., 43-44)

According to Polaine, Løvlie and Reason, "Service design can be traced back to the tradition of industrial design that was defined in the 1920's by a close-knit community of American designer". These designers wanted to use design principles as well as the

new technologies of industrialization that had been developed during the war to solve common problems and improve the quality of life for the average person. Something similar can be said of service designers today. Service designers aim to use common design principles and theory as well as innovations in technology to improve the quality of services and the customer experience of today. Sasser and colleagues (1978) have defined Service Design as designing, managing and improving the service delivery system. This system includes everything from the conceptualization of a new service offering to a customer's post sales service experience. (Polaine et al 2013. 18-19)

According to Lucy Kimbell, "Of all the disciplines that have something to contribute to service design, marketing is probably the one that can claim to already have done so in significant ways." The new 8Ps of marketing, as referenced earlier in the thesis, as well as the holistic marketing approach and service dominant logic all contribute to the addition of Service Design Thinking to the thesis framework. In co-creating a new service along with stakeholders and clientele in a way that is holistic, creates value for the end user, and contributes to an overall marketing strategy, service design tools have been chosen as a key methodology.

4 SERVICE DESIGN PROCESS AND TOOLS

4.1 Service Design Process

The service process is one that is never finished. The process consists of stages that can, at any point in time be revisited as the process moves backwards and forwards through the steps. Marc Stickdorn describes this process as the iterative service design process. According to Stickdorn, “though design processes are in reality nonlinear, it is possible to articulate an outline structure”. The process is iterative in approach, meaning that it requires repetition and contains many variables that are difficult to place in a specific order. Thus, many iterations of a design process must occur in order to reach the goal of a design that fulfills the service design thinking guideline of being holistic. The many variables are reflections of the 8Ps of Services marketing that were previously mentioned in the thesis and are a representative of the holistic approach to marketing that is taken when service design tools are used in business. In the book, “This is Service Design Thinking.”, Stickdorn uses the Squiggle (Figure 2) as a visualization of the service design process. Many routes and repetitions are taken in order to reach the final goal. It is a linear process, but one that includes many different iterations and repetitions within itself. (Stickdorn & Schneider n.d., 124-127.)

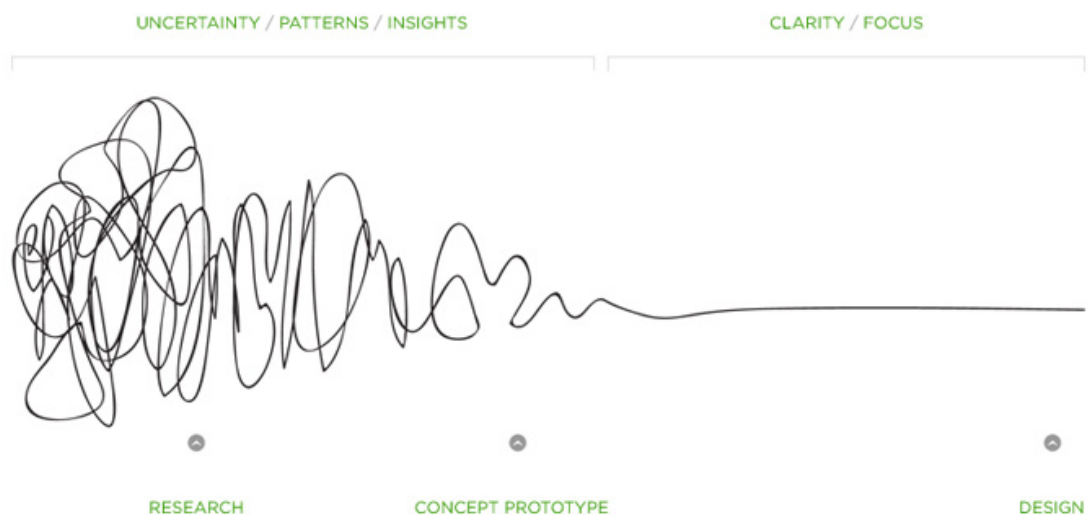


FIGURE 2. (The Squiggle. Damien Newman, Central inc.)

The service design Process takes a similar approach to modern design disciplines' in implementation. It follows a double diamond approach of discovery-definition-development-delivery. The search is broadened and narrowed multiple times in order to reframe the research and ensure that nothing is left out in the search for the most holistic approach. The iterative four steps proposed by Mark Stickdorn is a universal service design framework created out of the current service design processes. These steps are exploration, creation, reflection and implementation. They represent the steps taken by service designers often to meet the final goal of designing a new service based on insights. (Stickdorn & Schneider n.d., 124-127.)

Exploration refers to the initial broadening of the double diamond approach. The goal is to take a step back, collecting as much data as possible regarding the service in order to make the most educated decision as possible, regarding the problem to be solved. In this approach, qualitative research methods are often utilized to gather broad customer data that will lead to insight, which drives innovation. According to Polaine, Lovlie, and Reason, the focus, when gathering insights, is on the fifth P of marketing, People. In this stage, “[the designer] works with people to inform the design of a service” (Stickdorn & Schneider n.d.128-129; Polaine, Løvlie & Reason 2013., 38.)

Creation refers to the concept design phase. It is closely related to the reflection stage, but involves creating concepts to solve the problems brought forth by insights from both the exploration and reflection stages. According to Marc Stickdorn, “It is crucial to include all the main stakeholders and work with interdisciplinary teams that include customers, employees, and management...” in creating new concepts. This co-creation is the most imperative facet of service design, and truly what differentiates service design from traditional marketing disciplines. (Stickdorn & Schneider n.d.130-131.)

Reflection is the stage that builds on the ideas generated in the creation stage, picking them apart through testing and prototyping. The next stage in the process is implementation, but more often than not, the reflection stage leads right back to the creation stage. Service design tools are often used to test created concepts through role-play, prototyping, and focus groups during this stage. For the purposes of this thesis, a plan for reflection will be created, but time constraints only allowed the researcher to begin the iterative service design process. (Stickdorn & Schneider n.d.132-133.)

Implementation is the phase during which the process of change takes place. In this stage, designers must take great care, and truly embrace the holistic nature of service design to ensure that all necessary departments are included in the transition in order to remain unified in the often-changing goals of an organization in flux. According to Stickdorn, [when employees] “contribute to the prototyping of certain service moments”, [they have] “a clear vision of the concept”. Due to the co-creating nature of service design, this stage is often relying mostly on organizational stakeholders to implement the created vision for the new service. Again, due to the short timeline of this thesis, an implementation plan will be created, but was not able to be implemented in the given time window. (Stickdorn & Schneider n.d.134-135.)

4.2 Customer Journey Map

The customer journey map is a tool used to help the service designer and organization stakeholders better understand the customer journey through their service. According to Stickdorn and colleagues, “A customer journey map provides a vivid but structured visualization of a service user’s experience.” They are generally organized into touch points, or the different steps of the service process. The other axis on the journey map generally gives insight into the customer experience during the corresponding stage. Journey maps often include customer thoughts, actions, feelings, and overall experience. When properly completed, customer journey maps provide a very insightful portrait into the feelings that are influencing customer satisfaction as well as the thinking and feelings that influence a purchase decision. An example of a customer journey map through an online service providing organic food delivery can be found in FIGURE 3. (Stickdorn & Schneider n.d., 158-159.)

Customer Journey Map - Rehash.Org

Guiding Principles

People should choose this as it emphasises on the use of chemical free organic food

It helps to efficiently utilise organic food wastes from households.

People get food at cheaper rates just by playing their part in segregating the organic waste from the rest.

Customer Journey

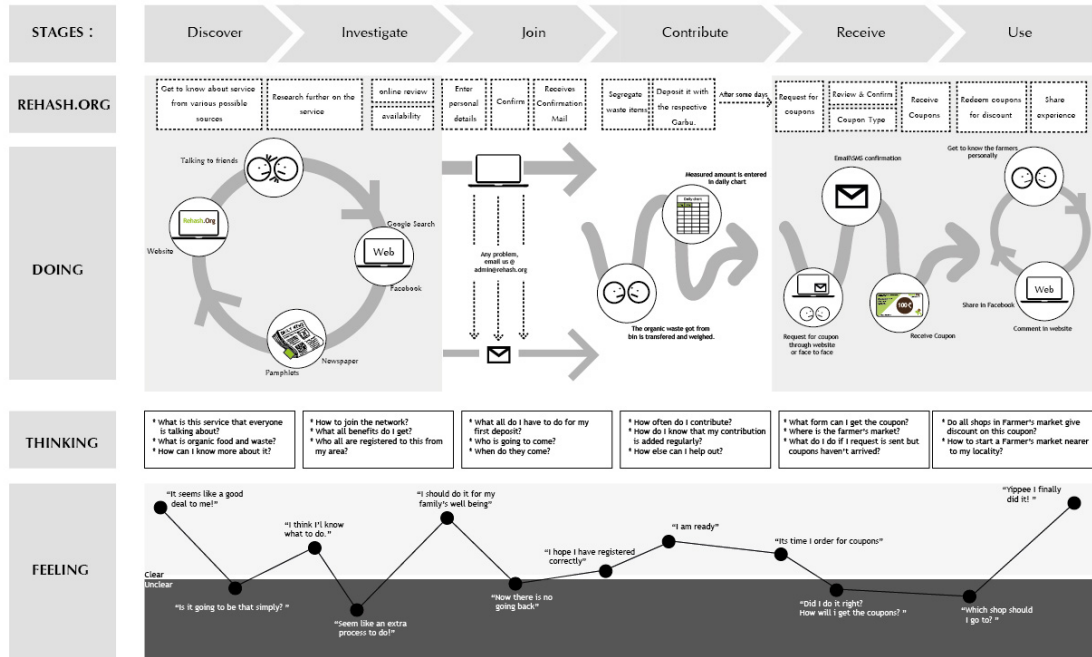


FIGURE 3. Customer Journey map (i-scoop 2016)

Constructing a customer journey map begins with the definition of the touch points between service provider and customer. The most important aspect of creating a customer journey map is the proper definitions of these touch points. Once the touch points are properly defined, the diagram must be co-created with customers to ensure an accurate picture of the customer journey is created. This can be done through workshops, interviews, surveys and observation, or through analytics, but ideally through a face-to-face client to service provider interaction. When customer journey maps have been implemented correctly, they can work in unison with customer personas to increase the connection between the service interaction and the actual customer in the eyes of the service designer. (Stickdorn & Schneider n.d., 158-159.)

4.3 Service Blueprint

Service Blueprints are one of the oldest service design visualization tools used in service design today. According to Kalback (2016), “A blueprint encourages creativity, preemptive problem solving, and controlled implementation. It can reduce the potential for failure and enhance management’s ability to think effectively about new services “. The service blueprint is the overall layout of the service in the form of a timeline of the service. The service blueprint is separated, like the customer journey map, into the customers’ stages of the purchase and work process, but on the other axis, one can see how the customers’ actions coincided with company operations and what type of evidence is given to the customer of their dealings with the organization.

FIGURE 4 is an example of a service blueprint created for a health services company. The top area illustrates the physical evidence as well as the patient and reception actions, while the bottom area that is grayed out illustrates the actions that happen behind the scenes, which the customer is not always aware of. Service Blueprints are immensely helpful because they help the designer to visualize the customer experience and see what the customer does and does not see in the service process.

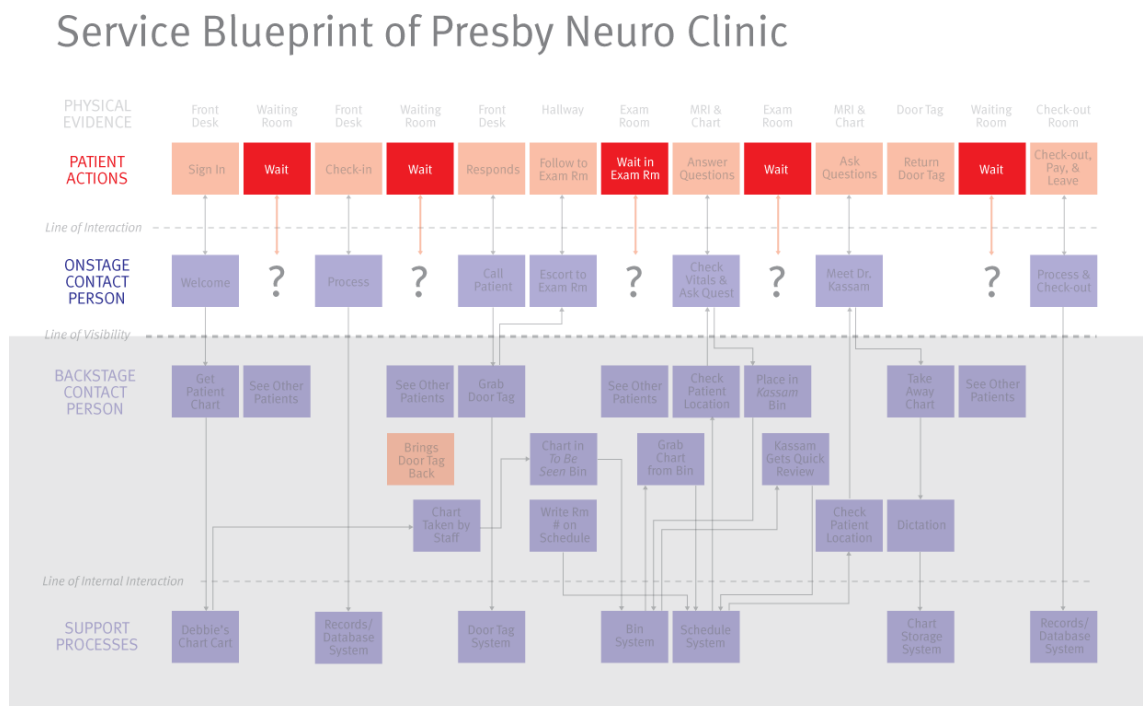


FIGURE 4. Service Blueprint (Servicedesigntools.org 2016)

5 DEVELOPMENT PROJECT

5.1 Case Project and Timetable

The case project was a cross-disciplinary project of designing a new B2C service for Sealing Solutions. Service design methods and tools were used to gather customer data, hold a workshop, and design a new service blueprint for the organization. The data was then analyzed from a perspective of Services Marketing, analyzing the impact on the company's marketing plan.

The entire process took place over the course of 6 weeks. The exploration began during the last weeks of March 2016, beginning with the creation of a client list and formation of the questions, and leading to the customer interviews. Once customer data was acquired, cooperation with management was needed to schedule a workshop with Sealing Solutions employees. A morning in April was chosen when the schedule could be cleared and the laborers and crew foreman were free, as well as the owner of the company. After all data was gathered, the process of analysis and implementation plan took a few weeks, ending with the completion of this thesis, on the 15th of May, 2016.

5.2 Exploring

In exploring the nature of the service problem, the research questions were kept in mind of improving the percentage of jobs won after estimation as well as post-sales satisfaction. These were known problems within the organization, while not driving factors in the exploration phase; they were certainly confirmed during the research. The exploration phase included a brief competitor analysis as well as both an external and internal perspective of the problems with the service.

5.2.1 Competitor Analysis

In the Upstate of South Carolina, many residential building contractors exist who would be willing to take on residential waterproofing projects, but do not actively market residential water damage repair.

There is only one other contractor specializing in the exact area as Sealing Solutions. Sealing Agents is a large, national sealing contractor based in Charlotte, North Carolina. Sealing Agents, like Sealing Solutions, operates in commercial, residential new construction, and B2C services industries. Both companies' service offerings are very similar and jobs are often lost to Sealing Agents. Due to Sealing Agents being a national contractor that is simply franchised in the Upstate, many customers are turned off by the lack of management expertise in the basement repair department.

Other than Sealing Agents, a few franchise competitors exist offering internal fixes for basement moisture issues. These services are much cheaper than the full-service approach taken by Sealing Solutions, but do not offer permanent solutions, and compromise the comfort of internal spaces with water intrusion, sump pumps, and internal drains. Sealing Solutions does not offer these products, and though they are an alternative solution for the customers' problem, Sealing Solutions uses the myriad of benefits over these internal fixes in marketing and does not compete closely with these franchise businesses.

5.2.2 Customer Perspective

In accordance with Vargo and Lusche's Service Dominant logic, Relationships were cultivated with the consumer in order to develop more compelling value propositions for the consumer, and meet their specific needs. (Vargo et al. 2004, 5.)

Due to the nature of the research question, the customer perspective was recorded through qualitative research. First, an interview outline was created (Appendix 1) chronicling the process from the moment the water problem is noticed to the last interaction with Sealing Solutions. In the interview, the process was split into stages, which represented each major stage in the service process, starting with discovery, research, initial contact, and leading to post sales service. The stages were then recorded as stages of a customer journey on a journey map (appendix 2). The rows of the customer journey map include thoughts, feelings, and experience. The intersection between rows and columns chronicles the customer's thoughts, feelings, and experiences through every step of the process. The customer journey map was meant to record the customer's experience as well as satisfaction throughout the course of the service.

The research took place in the form of a phone interview with both previous clients and previous potential clients who were given an estimate but never followed through. The interview list was created chronologically from the list of clients who sent contact request forms to the website. Because of this, it was a realistic sample of the percentage of jobs that are won and lost. During the interview, the script was followed closely, and through active listening, the interviewer recorded customer sentiment at each stage of the process in the form of key words and phrases, as well as overall experience at the various stages. The descriptive words and phrases were recorded onto sticky notes after every call and placed on the corresponding square of the customer journey map. FIGURE 5 shows the journey map after the sticky notes had been placed and overlapped during the interview process.



FIGURE 5. Customer Journey Map

After all of the calls had been placed, the journey map was complete and the responses were written onto the map, highlighting negative, positive, and neutral responses separately. FIGURE 6 shows the completed journey map when the customers' response

stage were “overwhelmed”, “dizzy”, “nervous”, and “desperate”. Overall the research and planning stage is an unpleasant experience for the average customer.

The initial contact with Sealing Solutions brought about a more positive sentiment on average. The customers called the number on the website to schedule a free basement inspection. They appreciated that the employee ‘sounded knowledgeable’ and that scheduling was prompt. Though overall quite uneventful, customers had positive experiences with their initial contact with the service provider.

During the estimate stage, customers said they met with the estimator and looked at the problem together. They asked questions and the estimator replied. Overall customers said the estimator seemed knowledgeable and gave many options. A few said it seemed expensive, even at the estimation stage. Upon receiving the price estimate, customers often felt “shocked”, and even “terrible” at the high costs demanded by the quotation. All customers echoed the same issue with the estimate phase: “hard to get an estimate”. They remarked that there was “no follow-up” after the estimate was sent, “no contact”, and that the estimator was often “unresponsive”.

The crucial decision making process often took a few weeks to a month on average, with a few customers deciding against the service. Customers’ thoughts were that they loved the confidence Sealing Solutions had in the fix and that they themselves believed in the solution. They were turned off by franchises and looking for a more genuine organization. They felt that Sealing Solutions was trustworthy, looked for expertise from Sealing Solutions, and also looked for honesty from the contractor. The feeling customers got at the decision making stage was that the job would be done right. The overall experience was that the customers who went ahead with the work either trusted Sealing Solutions the most, or went with the cheapest option. A few customers added a suggestion that estimators be more personal in their delivery of quotations, meeting the potential client to go over possible solutions and answer any questions that one may have.

During the work phase, most clients oversaw the work to some degree, either throughout the process or just sporadically. Jobs took up to 8 days to complete. Some customers were unsatisfied at how long it took and some said that the workers seemed professional and that it seemed like “a lot of work”. One customer remarked that he “felt bad for the workers” because it seemed like such a tough job. Their sentiments were mostly that

they trusted the process, and it felt good to have it done. Overall, many customers would recommend Sealing Solutions at the work stage, and many remarked that the problem was left solved and the jobsite left clean. One customer remarked that his job still had not been finished.

Most of the negative feedback was observed in the follow-up and warranty section, though it was overwhelmingly from only two dissatisfied former clients. They said that they called a few times, emailed photos, and had a couple of minor issues. They remarked on the poor communication and that some did not feel the job was complete. One dissatisfied customer remarked that he felt ripped off because of the poor post sales communication, though his job was completed properly. The overall sentiment in post sales was that there was poor follow-up, no communication, and dissatisfaction with the lack of warranty paperwork.

5.2.3 Internal Perspective

The internal perspective was recorded at the start of the workshop. Stakeholders in the company including the interviewer, president of the company, crew foreman, and laborer, representing every level of management in the small firm, were present for the morning workshop. The workshop took place early in the morning on a workday with bagels and coffee. Stakeholders were immediately given a questionnaire (appendix 3) regarding their personal opinion regarding the research questions, as well as asking for any suggestions or comments about Sealing Solutions as a whole. The questionnaires were filled out individually and then reflected on as a group.

Overall employee sentiment echoed the lack of professionalism and organization in the estimation and quotation process as well as the need for better physical evidence (in the form of uniforms, brochures, etc.). Everyone involved in estimation remarked that the often-extended period of time between inspection and delivery of quotation is a probable cause of many lost jobs. Stakeholders remarked that they agree that the customer is looking for confidence and felt that when they were confident of a fix during estimation, the job was more likely won. They remarked on a shortage of managerial resources, contributing to the estimate woes as well as post-sales issues. They also recognized that leaving a job completely cleaned made callbacks less likely and seemingly improved customer satisfaction.

5.3 Creation

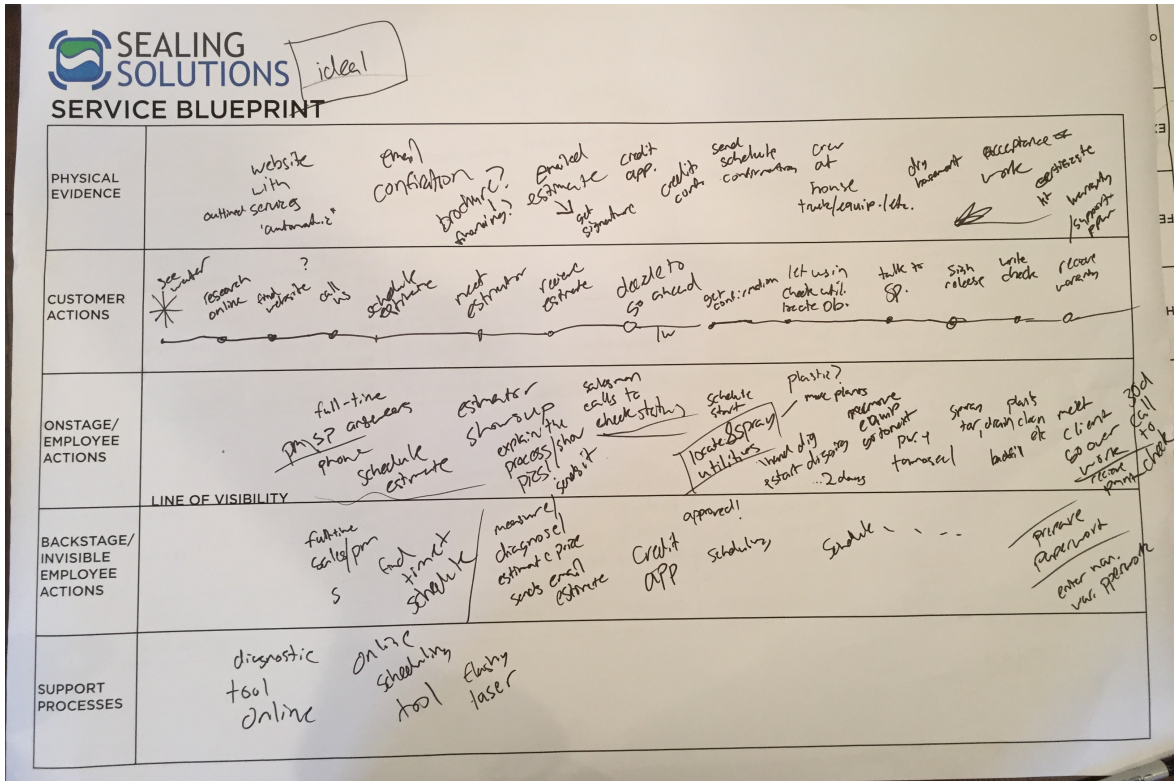
When the stakeholders were finished giving their perspective on the need for solutions, they were presented with the customer journey map created from the customer perspective. The customer journey map had many similarities with employee sentiment, such as in the need for a shorter response time between inspections and delivery of quotation. As the stakeholders were presented with this survey data, a discussion was begun noting all of their additional ideas, given the new customer input. These ideas served as the insights driving the need for change in the service as well as providing justification for the main research problems. These in-depth insights were as follows:

- The customer is stressed out from the very beginning
- Online presence could be more comforting and informational
- Customers were generally displeased during the pre-work and post-work phases and generally pleased with the work being accomplished.
- Employee confidence is hugely important
- More physical evidence/ info at the initial contact may comfort the homeowner
- Must be clear with the customer during estimation stage what the potential fixes are and what they could cost
- Estimates should be delivered promptly and followed up with a personal call
- Customers generally trust Sealing Solutions' expertise
- Customers often simply cannot afford the fix
- Communication needs work
- A dedicated salesperson is needed in order to service customers properly
- Documentation of fix may improve post sales satisfaction

These in-depth insights were created based on the internal and external perspectives as well as during the brainstorming session and are directly relatable to the main research questions of increasing the number of jobs won and reducing the reliance on the owner in management. These insights provide valuable qualitative data with which the stakeholders were naturally able to formulate possible solutions to the research problems.

After the brainstorming session, a blank service blueprint was presented to the stakeholders. The interviewer then informed them of the next task: to use both customer in-

put and internal analyses to recreate Sealing Solutions' wet basement repair services in a way that solves the research questions as well as issues brought up in internal and external analyses. The entire exercise took about three hours, and an entirely new service blueprint (FIGURE 7) was co-created by the organization's stakeholders, taking into



account both qualitative research and the insights derived therein.

FIGURE 7 (Co-creation Service Blueprint)

From the very beginning more care is given to the customer in the research and planning stage. As soon as customers find Sealing Solutions online, the website would include detailed service information and an online diagnostic tool would be implemented to prepare customers for the shock of the scope of fixing their problems. They could either call Sealing Solutions or schedule a basement inspection online through an automated system in order to reduce time spent taking sales calls. A full time salesperson and project manager would be appointed to answer sales calls as well as checking and appointing resources for the basement inspections.

When an estimate has been scheduled, an email confirmation would be sent to the homeowner including a time window and how to prepare for the basement inspection (clearing a path to the problem areas, documenting water issues, etc.). The email con-

firmation would need to be automated or written by the salesperson. At this stage, the salesperson would schedule the estimator and ensure that all necessary information is shared in the schedule. When the estimator arrives, the client meets the estimator and pinpoints his/her issues, explaining the situation. The estimator inspects the property, using a guidebook written by Sealing Solutions to determine possible roots of the problem. The estimator will then share photos of different repair solutions as well as a brochure including product and finance information. The estimator then takes photos to include in the estimate and measurements to aid in estimation. No later than the day after the inspection, all estimates will be created, approved by management, and emailed to the client. The e-mailed estimate will include multiple solution options as well as a credit application. The salesperson will keep a record of all sent estimates and follow up with a call 1 day and 1 week later, as well as an email 1 month later.

When the customer decides to go ahead, they simply fill out the credit application supplied in the email, which will prompt a confirmation email as soon as they are approved. Upon approval, the customer is contacted by the salesperson to confirm the schedule, and the confirmed schedule time is sent in a confirmation email, along with basic information on what to expect next. Behind the scenes, the crew foreman will ensure that materials are ordered and on hand as soon as the schedule are confirmed.

When the crew arrives at the house, the foreman meets the homeowner to get approval of a work release, locate utilities, and inform of the scope of the work and preliminary timeline. The equipment is delivered and the work is scheduled in 3 trips: 1d dig and wash, 1d seal, and 1d fill and clean. The employees are only present as work is being done and jobs are finished in no more than three to four days. As the job is completed, the foreman meets the homeowner, presents the work approval paperwork which has been prepared by the salesperson, the homeowner signs the paperwork and receives a certificate of completion. The customer is then presented with a paper invoice as well as an emailed invoice. When payment is received, in the form of a credit card, check or online payment, warranty paperwork is provided and explained. If financing is used, the homeowner signs the waiver, and the salesperson must procure payment from the financier. After the service is complete, the homeowner will receive a follow-up email at 30 days to check on things and request a recommendation.

In FIGURE 8, the service blueprint has been cleaned up and presented in a legible and easy to follow chart. The boxes move chronologically from left to right, with each color representing a different stakeholder in the organization. The third line from the top represents the line of visibility, or customers' line of sight and the y-axis line on the right represents the point when work commences and the job has been awarded.

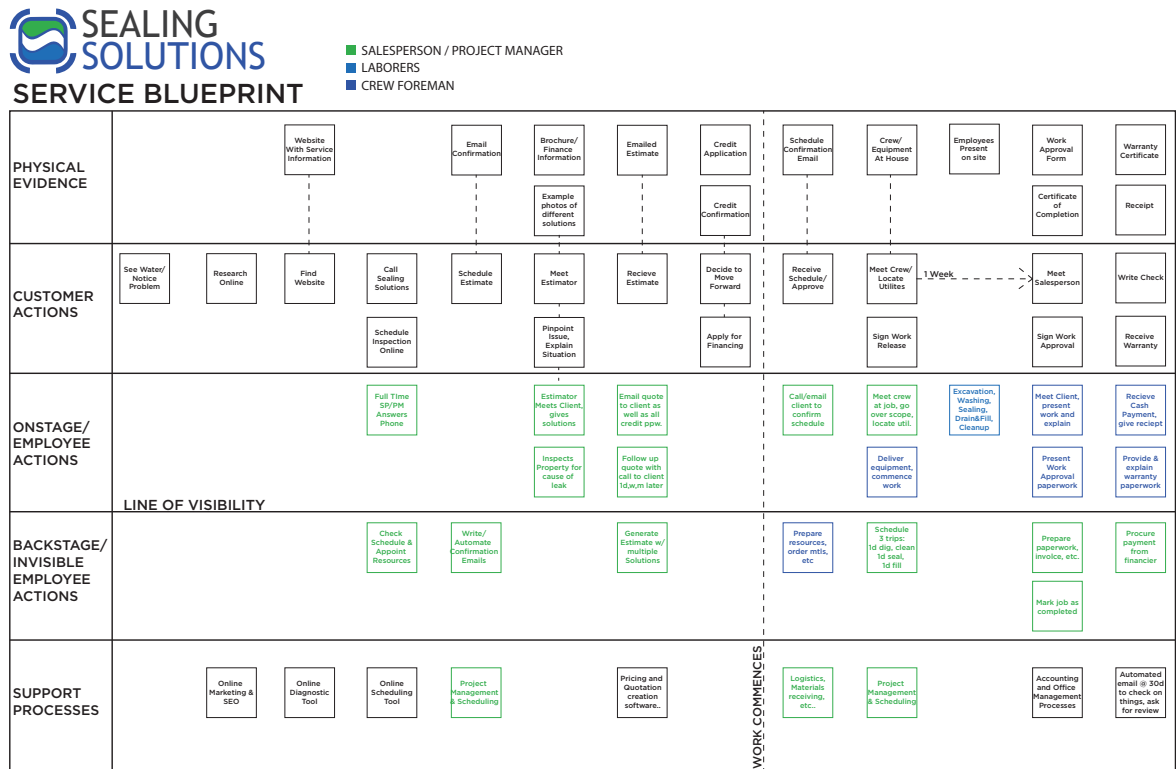


FIGURE 8 Service Blueprint FINAL

5.4 Reflection and Implementation Plan

In the service dominant logic, the fourth premise is the need for analysis of marketplace feedback to ensure financial performance and efficiency of the firm's offering. This is essential in this new service design, as valuable resources were allocated to the service. Marketplace feedback will need to take place in order to ensure that jobs are being won using the newly designed service, as well as ensuring that jobs remain profitable.

For the purpose of this thesis, time constraints did not allow prototyping of the redesigned service or any implementation of the service blueprint. An implementation plan has been created which includes prototyping and reflection in order to ensure the quality and viability of the new service before the organization is too invested in the project.

The reflection phase of the service design process serves as the pilot program of the process. In this phase, the crew foreman will be promoted to the sales position and put in charge of the implementation of the changes. A designer will be hired as a freelancer to create brochures, email templates, and online scheduling and diagnostic tools, as well as the i.t infrastructure to handle the information, and a standardized price list for estimates will be created to simplify the estimating process and reduce wait times. Financing will be arranged through a local bank, and paperwork will be kept on hand. The pilot implementation will begin as soon as all documents are created and the systems are in place. The estimates will immediately be done according to the new service design, and a pilot program of 3 jobs will also follow the service blueprint. All costs will be counted as business expenses, but the number of jobs estimated vs. won will be recorded and compared to the previous figures. Profitability of the three pilot jobs will be recorded, averaged and compared with the average profitability percentage prior to the new service design. After a few months, depending on the results of the profitability analyses as well as the percentage of jobs won, another workshop will be held where we assess the success of the pilot program with stakeholders in the organization and decide on what changes must be made and whether further implementation is a viable option.

Following the reflection phase, when changes have been made and the service has been streamlined, implementation will include further investments in infrastructure to handle an increased workload due to the more efficient bidding and estimation processes. To aid in implementation, the influence on holistic marketing plan will show how the different departments must react to the newly redesigned service. (Vargo et al. 2004, 5)

Internal Marketing

Internal marketing of the newly redesigned company culture will take place in the form of the workshops. As stakeholders are co-creators in this newly redesigned service, marketing the change internally is only a matter of training employees in their new roles and ensuring that stakeholders stick to the new plan even as problems arise.

Integrated Marketing

The marketing campaign touting the newly redesigned service must be created by the marketing department; services must be correctly defined and planned out in collaboration with management and the diagnostic tool must incorporate managerial expertise in assisting customers in researching their problems before they are brought to Sealing Solutions. Communications also include newsletters and confirmation emails as inspections are scheduled and estimates are sent. These emails must reflect Sealing Solutions' strategy of providing the best solution for water problems as well as provide educational material to clientele to better understand the nature of the work that is to be done, and what types of things are influencing the high costs of the service.

Performance Marketing

As the reflection phase of the service design process continues, feedback will be gained internally and externally to ensure that the service redesign is meeting the research goals as well as adapting to future problems and improving customer satisfaction. As a culture is created around the basement repair service, brand equity will increase as Sealing Solutions becomes synonymous with trustworthiness and expertise in an industry that is plagued by franchises and unskilled contractors.

Relationship Marketing

Relationship marketing will be continued in the form of email newsletters when the customers provide contact information to the newly designed web platform. The salesperson checking in after estimates are sent as well as after the work has been completed will improve relationships with potential and existing customers and customer testimonials will share the customer service provider relationship with the customer base.

Eventually, more sales staff as well as additional foremen will need to be hired to handle the increased workload and as scheduling gets more difficult, more crews may be needed to complete the work. Workshops will continue to be held every two months to continue the assessment of the success of the program as well as to reframe and reevaluate the service processes to ensure that the organization can be proactive in solving organizational problems and ensuring maximum organizational efficiency as well as customer and stakeholder satisfaction.

5.5 Analysis

The added salesperson serves to decrease the strain on management while increasing the customer's personal interaction with the organization. An estimating and employee guidebook will be created to reduce strain on management further and allow more estimating staff to be easily trained to know what to look for in wet basement issues. More follow-up emails as well as brochures and physical evidence are intended to remind the customer of the service provider long after the estimate has been provided in the long decision making process and follow-up emails and calls are in place to ensure that the client does not forget their wet basement issues. A plan for implementing financing options has been created because of the high cost of the service as well as the large number of customers who were stressed about the high cost of the repair or simply could not afford it. Pre and post work waivers have been added to ensure that the customer feels that the work is completely done before the crew leaves the site. This is an effort to increase post sales satisfaction and reduce the number of callbacks down the road.

From a perspective of Services Marketing, the new service design makes many changes to the marketing plan of the organization. The 8Ps of marketing offer a perfect portrait of the scope of the changes to the organization that will be brought by the newly redesigned service. The new additions to the 8Ps of Services Marketing are as follows:

- **Product elements**
 - Streamlined product offerings will be created and offered through the online diagnostic tool.
- **Place and time**
 - More interactions will be moved online as the diagnostic takes place through the online tool, estimates can be scheduled online, and all confirmations happen through email.
 - Time spent waiting for a reply from the service provider will be greatly reduced as resources are allocated to place a greater focus on customer service.
- **Process**
 - The entirely new process is streamlined to assist in management processes and improve efficiency throughout the organization
- **Productivity and quality**

- Productivity is increased as a service plan ensures that crews know what to do at all times
- Service is designed for the completion of multiple jobs at once, increasing productivity.
- **People**
 - The addition of the dedicated Salesperson and Project Manager creates a responsible party for the entire b2c department, reducing management strain and improving customer relationships through increased reactions with stakeholders.
- **Promotion and education**
 - The estimator guidebook will assist in creating a culture of education across the organization.
 - Promotion will happen in the form of the new marketing campaign, touting the newly designed service as well as online diagnostic tool.
- **Physical evidence**
 - New Uniforms, Brochures, website, email confirmations and certificates of completion all contribute to the new physical evidence offering.
- **Price**
 - No changes to the price will take place as a result of the new service design.

6 CONCLUSION

The purpose of this thesis was to redesign the business to consumer services of Sealing Solutions to solve the research problems of low customer engagement numbers after free estimates, poor customer satisfaction after the service, and overly management intensiveness of the current service offering. Service design tools were determined to be the most effective tool at creating a holistic approach to solving these internal and external issues. Service design thinking was used in conjunction with co-creation methods as well as qualitative research to gather customer data outlining customer sentiment with the current service offering as well as internal sentiment with organizational issues. A customer journey map was created and analyzed during the workshop held with company stakeholders and a new service blueprint was created, taking into account the newly discovered information regarding internal and external sentiment. The service blueprint outlines the service from start to finish and covers all customer interactions with the service provider as well as what Sealing Solutions needs to do in order to implement these changes. An implementation plan was then created using Vargo and Lusch's Service Dominant Logic and the entire plan was analyzed from a services marketing perspective.

Overall, the newly redesigned B2C service seems to be adequate in offering a solution to the problems plaguing Sealing Solutions in the wet basement repair department. The new plan will now be implemented, but the service design process will continue throughout implementation, always taking a step back, holding workshops, and continuing the workplace culture of co-creation to ensure that Sealing Solutions is always on the cutting edge of creating value both internally and externally.

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APPENDICES

Appendix 1. Interview Outline

Appendix 2. Customer Journey Map

Appendix 3. Stakeholder Questionnaire

Appendix 4. Service Blueprint

Appendix 1. Interview Outline

CUSTOMER INTERVIEWS—DISCUSSION GUIDE

I am a student researcher looking for information regarding your recent experience with Sealing Solutions. Would you kindly take a few minutes out of your day to discuss your experiences with me to help us better our services and ensure that you have had a satisfactory experience. I'm going to quickly move through the entire work process—from start to finish, and would ask you to kindly comment on your feelings and experiences along the way.

1. Background: Tell me a little about your experience? How did you notice the moisture issued in your basement? Was it a major problem or a minor problem at the time? How did you feel about having to have this work done?
2. Research: How did you find Sealing Solutions? What modes of research did you use? Did you research the issue yourself before calling someone out to see ?
3. How did you initially contact Sealing solutions? What were your thoughts after the initial contact with Sealing Solutions? Was it a positive Experience? How did you feel about Sealing Solutions as a professional contractor?
4. Estimate: Did you meet the estimator on site? How did the experience with the estimator go? Did he attempt to explain the issues to you? Did eh prepare you for the scope of the work? Did the estimator seem knowledgeable? How did the cost estimate make you feel?
5. Decision Making: How difficult was the decision making process? How long did it take you to make the decision? Did you have to contact Sealing Solutions or did they contact you to check on the status? What were the important factors that affected your decision making? Could something have made the decision easier? What was your level of trust in Sealing Solutions? What was their level of professionalism?
6. Work Phase: Were the workers prompt in starting your job? Did you oversee the workers? How did you feel about the level of professionalism of the work staff? How would you describe the experience of having the work done

at your house? Did you trust in the process as you saw them working? Do you feel like enough was done? Was the site left in a good condition?

7. Follow Up: Was the problem sufficiently solved? Were there any call backs? Did post sales service meet your expectations? Would you recommend Sealing Solutions to a friend?
8. Suggestions: Do you have any suggestions that could improve your experience overall?



Customer Journey

STAGES	INITIAL	RESEARCH & PLANNING	INITIAL CONTACT	ESTIMATE	DECISION MAKING	WORK PHASE	FOLLOW UP & WARRANTY
DOING							
THINKING							
FEELING							
EXPERIENCE							
OPPORTUNITIES							

Appendix 2. Customer Journey Map

Appendix 3. Stakeholder Questionnaire

Workshop #1

What do you think are some areas needing improvement in our estimating process?

What do you think are some areas needing improvement in our customer service processes?

What do you think are the main reasons that we do not land jobs and how would you propose to improve them?

What do you think is the main cause of customer dissatisfaction? How can we improve that?

Appendix 4. Service Blueprint



<p>PHYSICAL EVIDENCE</p>	<p>Website With Service Information</p> <p>-----</p> <p>Email Confirmation</p> <p>Brochure/ Finance Information</p> <p>Example photos of different solutions</p> <p>Emailed Estimate</p> <p>Credit Application</p> <p>Credit Confirmation</p>	<p>Schedule Confirmation Email</p> <p>Crew/ Equipment At House</p> <p>Employees Present on site</p> <p>Work Approval Form</p> <p>Certificate of Completion</p> <p>Receipt</p> <p>Warranty Certificate</p>
<p>CUSTOMER ACTIONS</p>	<p>See Water/ Notice Problem</p> <p>Research Online</p> <p>Find Website</p> <p>Call Sealing Solutions</p> <p>Schedule Inspection Online</p> <p>Schedule Estimate</p> <p>Meet Estimator</p> <p>Receive Estimate</p> <p>Decide to Move Forward</p> <p>Apply for Financing</p>	<p>Receive Schedule/ Approve</p> <p>Meet Crew/ Locate Utilities</p> <p>Sign Work Release</p> <p>Excavation: Washing, Sealing, Drain/Fill, Cleanup</p> <p>Meet Client, present work plan, explain</p> <p>Sign Work Approval</p> <p>Write Check</p> <p>Receive Warranty</p>
<p>ONSTAGE/ EMPLOYEE ACTIONS</p>	<p>Full Time S/P/PH on-site / Phone</p> <p>Estimator: Meets Client, provides solutions</p> <p>Inspects Property for cause of leak</p> <p>Email quote to clients as credit ppw.</p> <p>Follow up quote with call to client 1d/3m later</p>	<p>Call/email client to schedule</p> <p>Meet crew at job, go over schedule, locate utility</p> <p>Deliver equipment, commence work</p> <p>Present Work Approval paperwork</p> <p>Provide & explain warranty paperwork</p>
<p>BACKSTAGE/ INVISIBLE EMPLOYEE ACTIONS</p>	<p>Check Schedule & Appt Resources</p> <p>Write/ Automate Confirmation Emails</p> <p>Generate Estimate w/ multiple solutions</p>	<p>Prepare resources, order mtl's, etc.</p> <p>Schedule 3 trips: 1d dig, clean 1d fill</p> <p>Prepare paperwork, invoice, etc.</p> <p>Procure payment from financier</p>
<p>SUPPORT PROCESSES</p>	<p>Online Marketing & SEO</p> <p>Online Diagnostic Tool</p> <p>Online Scheduling Tool</p> <p>Project Management & Scheduling</p> <p>Pricing and Quotation Creation Software</p>	<p>Logistics, Materials receiving, etc.</p> <p>Project Management & Scheduling</p> <p>Accounting and Office Management Processes</p> <p>Automated email @ 30d to check on things, ask for review</p>

WORK COMMENCES