Welcome to Ostrobothnia

A study of the development of integration services for newcomers in the Jakobstad area

Malin Winberg

Master's Thesis in Culture and Arts

The Degree Programme of Leadership and Service Design

Turku 2017

DEGREE THESIS

Author: Malin Winberg
Degree Master's degree in Leadership and Service Design
Supervisor: Elina Vartama

Title: Welcome to Ostrobothnia – A study of the development of integration services for newcomers in the Jakobstad area

_____

Date 13.11.2017   Number of pages: 79   Appendices: 7

_____

Abstract

The Integration Port is a newcomer information and support helpdesk based in Jakobstad. It was opened 18.10.2016 as a result of an EU-funded development project running at the Integration Unit in the Jakobstad Region. The aim of the service that is offered by the Integration Port is to support the integration process of all newcomers in the Jakobstad region (Jakobstad, Nykarleby, Kronoby, Pedersöre and Larsmo), regardless of background, by providing them with the help and information that they need.

The research for this thesis, in the form of a Service Design study of the Integration Port, includes the following methodologies: observation, workshops, benchmarking, interviews with both customers and stakeholders, brainstorming sessions a survey questionnaire. Tools such as personas, customer journeys and service blueprints have been developed to aid in the design process.

 The study was conducted to ensure that the Integration Port is exploring, and taking advantage of, every opportunity to reach its target groups as well as analysing the options available to establish an optimally functioning service.

Table of Contents

Appendices

1   Introduction

The aim of the project which this thesis deals with is to help individuals coming to Finland to integrate easier into society. This study is based on the thought that newcomer integration means "a dynamic, two-way process in which newcomers and the receiving society work together to build secure, vibrant, and cohesive communities." which is how Grantmakers Concerned with Immigrants and Refugees (GCIR) define 'immigrant integration' on their website. (Immigrant Integration, 2013)

There is an ongoing debate on immigration around the world. The debate is heated and there are many strong opinions about the issue, both in politics and in other parts of society. This study will not deal with the rights and wrongs of these opinions, however, the word 'immigrant' has come to have somewhat negative connotations to some. To avoid this, in this thesis; other than in quotes, or when talking about 'Immigrant Integration' theories and definitions, the word 'newcomer' will be used instead of 'immigrant'.

According to the Act on the Promotion of Immigrant Integration (1386/2010), whose purpose it is to 'support and promote integration and make it easier for immigrants to play an active role in Finnish society.', integration promotion services and measures are to be provided as part of basic municipal services. All newcomers are to be provided with information about their rights and obligations in Finnish Society and working life coinciding with the residence permit decision, registration of the right of residence, the issuing of a residence card or registration of the population information. Furthermore, all municipalities in Finland have the duty to provide all newcomers with appropriate guidance and advice to encourage integration. (Act on the Promotion of Immigrant Integration (1386/2010), 2010)

As per the GCIR definition of newcomer integration, a successful integration process requires a collaboration, a co-creation, between newcomers and the receiving society.

Such a collaboration can be developed and improved with the aid of methods and tools used in service design.

Service design is still to this day quite a young and evolving approach. There are likely to be almost as many definitions of the discipline as there are practitioners. This is not necessarily a bad thing. As Richard Buchanan, professor of Design, Management and Information Systems at the Weatherhead School of Management at Case Western Reserve University, Cleveland, Ohio writes about design in general:

'Frankly, one of the great strengths of design is that we have not settled on a single definition. Fields in which definition is a settled matter tend to be lethargic, dying, or dead fields, where inquiry no longer provides challenges to what is accepted as truth' (Buchanan, 2001)

It is the commissioner of this thesis study, the Integration Unit in the Jakobstad Region, also referred to as The Integration Unit, who plays host to integration promotion in Jakobstad and surrounding area. The project 'A Good Start in Ostrobothnia, Integrated Service Chains for Immigrants in the Jakobstad Region' began within the Integration Unit 24.02.2016. As it currently stands, the project will be running until 31.12.2018 with Anna Kotka-Bystedt in the role as project coordinator. The aim of the project, which is funded by the European Social Fund, is to improve and ensure access to an integration service for all newcomers in the Jakobstad area (Jakobstad, Nykarleby, Kronoby, Pedesöre, Larsmo). (Integrated Service Chains for Immigrants in the Jakobstad Region, 2017) This project, as well as how it functions within the Integration Unit, will be the subjects of this thesis.

There are two frequently mentioned projects in this thesis. First there is the project named 'A Good Start in Ostrobothnia, Integrated Service Chains for Immigrants in the Jakobstad Region', which is, as mentioned, an EU funded project running at the Integration Unit. From now on this project will be referred to as the GSO-project. Secondly there is the research project of this study, which will be referred to as the 'thesis project'. The thesis project will consist of a service design study of the Integration Port

(also referred to as 'the Port') which is the physical help and information point that has been created as part of the GSO-project.
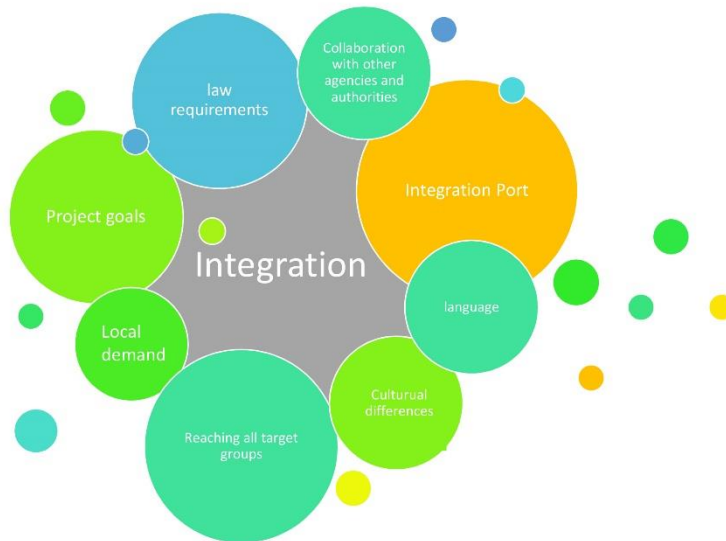
Figure 1: Research reference frame visualisation

The research questions of this study are:

1. Is the Integration Unit reaching all its target groups?

   If not, how can it reach them?

2. Are the services of the Integration Port used in an optimal way?

To fully comply with law requirements the integration process must include the cooperation of many authorities and organisations, which means that there are many stakeholders in the service design study of this thesis, so the first step of the Service design project is to map out all the stakeholders as well as the goals of the GSO-project. (Act on the Promotion of Immigrant Integration (1386/2010), 2010)

A customer journey and a service blueprint will be created based on observations and discussions both with customers, the project coordinator and members of staff at the Integration Unit. The touchpoints will be analysed and used as a tool for the service design study of the Integration Port.

The main goal of the service design study of the Integration Port, is to evaluate and develop the service provided to ensure that service not only will aim to reach all the target

groups but also that it will be attractive to, and function in an optimal way for all its customers at the same time as being viable and sustainable.

The following research methods will be used in the service design project

- Survey by questionnaire
- Observations
- Interviews
- Brainstorming sessions
- Co-creation
- Benchmarking
- Workshops

With the help of the information gathered from the research the following Service Design tools will be used to develop and propose changes and new ideas to the service:

- Personas
- Customer Journey
- Service Blueprint

The proposed changes and improvements will be presented and some also implemented. The suggestions that will not be able to be implemented or tested for various reasons will be given feedback from the project coordinator Kotka-Bystedt.

2   Immigrant integration and Finnish law requirements

This chapter will cover details about the GSO-Project role in the Integration Unit. It will also explain integration law regulations as well as consider the meaning of 'immigrant integration' and how that relates to the GSO-project.

2.1   Law

As mentioned before, the purpose of the Act on the Promotion of Immigrant Integration (1386/2010) is to 'support and promote integration and make it easier for immigrants to play an active role in Finnish society.'. The integration promotion services and measures are to be provided as part of basic municipal services.
(Act on the Promotion of Immigrant Integration (1386/2010), 2010) With the help of GSO-project, the local authorities in Jakobstad and surrounding area can ensure themselves that they are complying with this Act.

The objectives concerning promoting integration on a local level is outlined in Chapter 3 of the Act. Section 29 states that the aim is:
'to support internationalisation, gender equality and non-discrimination at local or regional level and to promote positive interaction between different population groups.'
'The aim is also to promote good ethnic relations and dialogue between cultures' and to 'support the opportunities of immigrants to preserve their own language and culture.'
(Act on the Promotion of Immigrant Integration (1386/2010), 2010)

Section 30 outlines the duties of the municipalities and discloses that it is the municipality who has the responsibility to develop, plan and monitor integration at local level. It is also the duty of the municipality to ensure that the services offered suit the needs of the newcomer as well as to ensure that the services arranged corresponds with local demand.

Services intended for newcomers may, according to the Act, be arranged jointly by more than one municipalities, which is the case in the Jakobstad region. There are five municipalities, Jakobstad, Nykarleby, Kronoby, Larsmo and Pedesöre who are joined

together. The Integration Unit and the Integration Port serve all newcomers to these five areas.

It is stated in section 31 of the Act that the municipality/ municipalities should draw up a programme for promoting integration and multi-sectorial cooperation which is to be approved by each municipal council involved. As this plan needs to suit the demand of service on a local level, it is to be approved by each municipality it concerns and is to be reviewed every four years. The multi-sectorial collaboration includes the municipality /municipalities, the employment and economic development office, the police and other organisations, associations and bodies that provide integration promoting services. Examples of a non-governmental organisation could be a religious congregation or a leisure activity organisation.

Authorities like the centre for economic development, transport and the environment, the employment and economic development office, the Social Insurance Institution as well as others operating in the region are to participate in the drawing up and execution of the programme as well as monitoring its implementation in their own sectors. Non-governmental organisations, local newcomers' organisations as well as religious and employers' organisations may also participate in drawing up and implementing this program, again in their own sectors. (Act on the Promotion of Immigrant Integration (1386/2010), 2010)

A large part of the Act concerns initial mapping and assessments of newcomers which are to be done to establish the support and service needs among newcomers. Any newcomer who is registered as a jobseeker will have his or her assessment done by the employment services. Refugees and asylum seekers as well as other groups, for example, persons with social care needs or vulnerable persons or minors without guardians are assessed by the municipalities. There are also groups who are not required by law to have this initial mapping done, however, the municipality should still offer this service to all newcomers.

Although the initial assessments and mapping is an important part of the Integration services provided and it is as well one of the main six goals of the GSO-project which can

be found on the units web space on www.jakobstad.fi and illustrated on figure 3 in this thesis (Integrated Service Chains for Immigrants in the Jakobstad Region, 2017) it will not be dealt with in depth in this study. The research for this thesis will concentrate on *how to reach* these groups (who are not required by law to be assessed, but who might benefit for it) to offer the assessment, not the actual assessments themselves.

2.2   Immigrant integration and the GSO-project

What does immigrant integration mean and why is it important? It was important both to ask and get an understanding of these two questions before starting the research for this study.

As mentioned in the introduction, Grantmakers Concerned with Immigrants and Refugees (GCIR) define immigrant integration as 'a dynamic, two-way process in which newcomers and the receiving society work together to build secure, vibrant, and cohesive communities.' (Immigrant Integration, 2013) Similarly, The Migration Policy Institute (MPI), which is an independent, non-partisan and non-profit think tank based in Washington DC, describes immigrant integration as 'the process of economic mobility and social inclusion for newcomers and their children'. (Mission, n.d.)

Following these ideas, any integration system or plan should include operations that 'promote development and growth within society' (Mission, n.d.) meaning anything from early childhood care to adult education, healthcare and workforce development. Importantly, the Migration Policy Institute also state that 'Successful integration builds communities that are stronger economically and more inclusive socially and culturally.' (Mission, n.d.)

Matt O'Brien writes about the difference of the two terms: assimilation and integration, in his blogpost for the website Immigration Reform.com, published 29th September 2016. It is critical to understand the difference between integration and assimilation, O'Brien writes. Assimilation generally means 'adopting the ways of another culture and fully becoming part of a different society', integration on the other hand is normally defined

as 'incorporating individuals from different groups into a society as equals.' (O'Brien, 2016) The difference, O'Brien continues, is subtle but significant.

This difference is being taken in consideration in the Finnish law regulations. The act of Promotion of Immigrant integration, as earlier mentioned clearly states for example that the aim of the act is to 'support the opportunities of immigrants to preserve their own language and culture.' (Act on the Promotion of Immigrant Integration (1386/2010), 2010)

According to a report written by Elizabeth Collet and Milicia Petrovic for Migration Policy Institute Europe, titled 'The future of immigrant integration in Europe - Mainstreaming Approaches for inclusion', immigrant integration is a 'comparatively young policy area in Europe' (Collet & Petrovic, 2014). Policies developed initially in the north west of Europe to respond to newly arrived newcomers in the area. The target groups of so called traditional immigrant integration policy was newcomers and their descendants. Collet and Petrovic writes that it is no longer so easy to limit the target group, or beneficiaries of integration policy to only these two groups, as second and third generation newcomers also face some of the challenges their parents and or grandparents faced. Especially in regard to education and employment. (Collet & Petrovic, 2014)

It is because of this, according to Collet and Petrovic that more and more governments are turning to a 'mainstreaming' integration policy, which uses social programming and policy which also target the general population to reach people with a migration background.

In the report Collet and Petrovic compares four European countries, with a longstanding history of receiving and integrating newcomers. These countries were Denmark, France, Germany and the United Kingdom. Finland does not have the same kind of immigration policy history as these countries, however there is of course a growing number of second and third generation newcomers here as well who might be facing some challenges in future.

At the integration Port a lot of effort is being put into reaching and helping first generation newcomers as they arrive, comparative perhaps to traditional immigration integration policy, its aim is to continue to support newcomers throughout their lives and coming generations. The GSO-project, and the collaboration between governmental and non-governmental organisations and bodies which is part of the main goals of the project follows mainstreaming policy ideas.

Mainstreaming can be viualised by using the figure found on an Research article published on the SAGE Journals website. The research article was written by Peter Scholten, Elizabeth Collet and Milicia Petrovic and first published 30.03.2016. In the article Scholten, Collet and Petrovic discuss the concept of mainstreaming in relation to integration governance and visualises four different theoretical models of integration: Differentalism, multiculturalism, assimilation and interculturalism
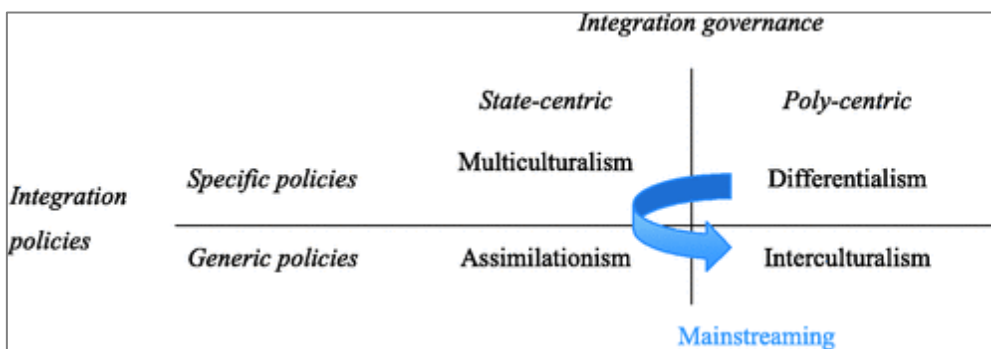
Figure 2: Integration Governance visualisation (http://journals.sagepub.com/doi/full/10.1177/0020852315612902, 14.11.2017)

Differentialism

> the emancipation of group hierarchy, institutions and cultures within an integrative society.

Multiculturalism

> the recognition and promotion of positive relationships between ethnic groups.

Assimilationism

> the adaptive participation of new comers to adhere to the social, cultural and economic tenants/norms of the host nation

Interculturalism

> the renewed sense of belonging via inter- ethnic and cultural relations.

These definitions of the theoretical models explain quite well how European Immigrant integration policy has evolved throughout the years and gone recently from a more state centric model of Assimilationism to Interculturalism which is a poly-centric model. (Collet & Petrovic, 2014)

As mentioned before, the purpose of the Act on the Promotion of Immigrant Integration (1386/2010) describes a poly-centric model, for example in section 31 of the Act it describes the obligation of a municipality/ municipalities to draw up a programme for promoting integration and multi-sectorial cooperation. (Act on the Promotion of Immigrant Integration (1386/2010), 2010)

The ideas listed in the definition of immigrant integration both by the GCIR and the MPI are exactly what the GSO-project goals incorporate. The GSO- project goals retrieved from the integration section of the Jakobstad.fi website (Integrated Service Chains for Immigrants in the Jakobstad Region, 2017) and visualised on figure 3 (page 11) show an overview of the aims of the GSO-project.

The first goal, which is to improve the access to integration services for newcomers as well as the last of the goals, which is to develop basic information on a local level in various languages are the two goals that are dealt with in most detail in this study. The six goals together, however, show the holistic view on promoting integration the project has laid out.

Figure 3: GSO-project goals visualisation from information found on https://goo.gl/WF6x4c

In an interview conducted by thesis writer on 8th September 2017 at the Integration Unit, project coordinator Anna Kotka-Bystedt described the GSO-project and the changes that has happened within the Integration Unit since the project started. The Integration Unit, Kotka-Bystedt explained, used to be part of the Department of Social Services and Healthcare in Jakobstad, but became an independent unit 01.01.2016. Since this there has been a lot of changes, the members of staff have grown from consisting of couple of advisors whose job it was to aid refugees and asylum seekers to now being a total of seven advisors and as the GSO-project started in February 2016, the target groups came to include ALL newcomers regardless of background.

Another important change was the opening of the Integration Port, which is the information and help desk based in Jakobstad. The Integration Port was opened as a direct result of the goals of the GSO-project, which can be found on the website of the Integration Unit and illustrated in figure 3 of this thesis (page 11). (Integrated Service Chains for Immigrants in the Jakobstad Region, 2017)

Kotka-Bystedt explains that the GSO-project is a collaborative project with the main implementer being The Regional Council of Ostrobothnia. All parties participating of this project have the chance to influence the new integration law for the coming Regional Government Reform. Once the project has ended, the changes and reforms to the Integration Unit, for example the Integration Port, will remain in place, funded by the participating municipalities.

3   Research process

In this chapter the research process will be described. The methods and tools used will be explained and some outcomes will be analysed.
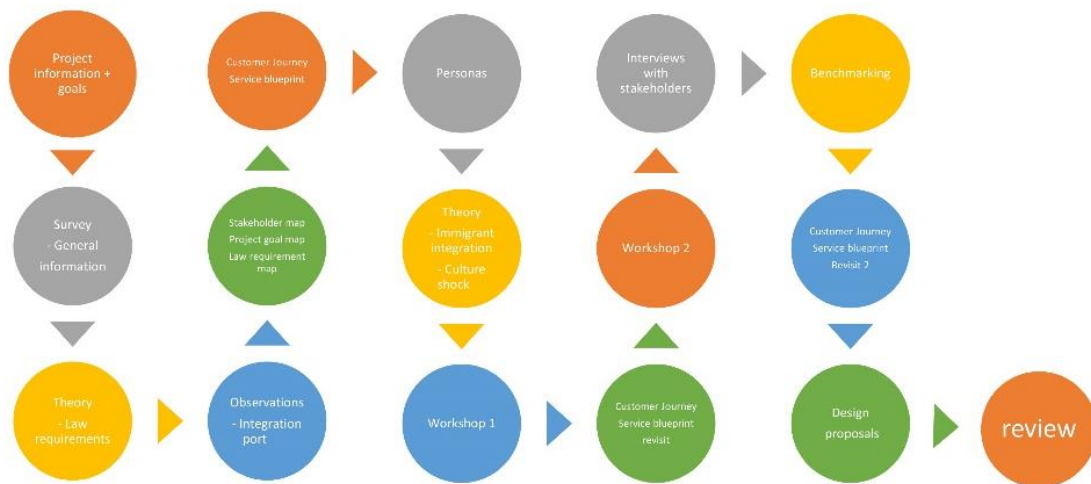
Figure 4: Research process visualisation

3.1   Service Design

The term service design, as well as the approach, is quite new. The term was first used by Lynn Shostack, then Vice President of Citibank in the US, in 1982 (Gibbons, 2017) and Service design was first introduced as a design discipline in 1991, at the Köln International School of design in 1991. (Lazier, n.d.)

In the introduction, the fact that there is not yet one single agreed upon definition of what service design is, was shown in a positive light. This fact may, however, also cause difficulties as discussed by Janna DeVylder, Co-Founder and Principal of the Australian

service design company Meld Studios. Janna describes the declarations, or assertations, that one may come across when discussing service design in her post on the company website www.meldstudios.com.au, published 31.08.2016.

As there is no clear definition, the process of service design can be interpreted individually to some extent. If clients and professionals do not share the same idea of what service design is, it may very well cause misunderstandings before a project has even begun.

DeVylder mentions the declaration: 'service designers think they design everything and own everything, end-to-end' as an example of an opinion which may be held by some people, clients or co-creators. DeVylder does not agree, she describes service design as a specialisation, and compares service design to other specialisations such as graphic-design or industrial-design. Each specialization work, according to DeVylder, within their own form or frame. Services, DeVylder continues, consist of environments, systems, people and tools. A service designer may not be able to design and build the specific system used in the service, nor the furniture or environment in which the service is located, however importantly, DeVylder points out that the work created by a service designer can be used as a brief for other specialists, or even better, the service designer could work together with professionals from other specialisations to create a 'cohesive whole'. (DeVylder, 2016)

The aim of this study is not to try and come up with or even to discuss the existing definitions of the concept, or specialisation, which is service design. Instead a few different explanations or approaches of the process were considered.

In an article on the Designlab website, Meghan Lazier writes about service design:
'Service design draws on many concepts, ranging from user experience, marketing and project management in order to optimize new services.'

On the interaction design institute website, www.interaction-design.org service design thinking is explained as:

'The general principles of service design are to focus the designer's attention on generic requirements of all services. They are complemented by principles that relate to process design, organizational design, information design and technology design' (The Interaction Design Institute, 2017)

And in her article titled 'Service Design 101', published 09.07.2017 on the NN/g (Nielsen Norman Group), Sarah Gibbons defines service design as:

'the activity of planning and organizing a business's resources (people, props, and processes) in order to (1) directly improve the employee's experience, and (2) indirectly, the customer's experience.' (Gibbons, 2017)

These three definitions or explanations picked randomly already show how the approaches and definitions differ from each other. They have similarities but also differences. The differences are, as Matt O'Brian described the difference between assimilation and integration, subtle but significant.

3.2   Service design principles and methods used in thesis project

The service design study for this thesis follows the five principles of service design thinking explained by Marc Stickdorn in the book *This is Service design thinking*. (Stickdorn & Schneider, 2011)

The five principles are:
- Holistic
- User-centred
- Co-creative
- Sequencing
- Evidencing

These five principles will each be used as sub-headings in this chapter and as well as explaining these principles, evidence of how these principles were used in this study will be shown.

3.3   Holistic

'The entire environment of a service should be considered'
(Stickdorn & Schneider, 2011, p. 34)
Stickdorn points out that it is not possible to work in a true holistic way, as it is not feasible to consider every single aspect and detail of a service. However, importantly, as Stickdorn writes: 'the intention should always be to see the wider context in which a service process takes place' (Stickdorn & Schneider, 2011)

Using a combination of many different methods i.e., observations, workshops, interviews and a questionnaire, as well as benchmarking, as many aspects as possible of the service which the Integration Port provides were considered. A customer journey and service blueprint were developed to get a deeper understanding of the service. The location was assessed as well as the opening hours, staff and customer areas and the level of printed information available to the customer. Critically, the pre- and post-service periods were also considered during all of the methods used.

3.3.1   Observations

The research for this study began with observing the day to day activities of the Integration Port. This was to be able get an overview of the need for improvement and to gain a deeper understanding of the focus of the research. The observations were done over a matter on seven days. It was low key, and seen as a starting point for the rest of the project research. There were also observation days later during the research to check on progress.

During the observations, as well as considering the actual service, the whole physical area of the Integration Port and waiting area was analysed. The customer was watched as they progressed through the service.

Over the course of the initial seven days of observations the interactions between customers and advisors were observed and analysed to understand the service needs of different type of customers. The technique used was a mixture, of covert observational research, overt observational research and researcher participation as sometimes the customers were aware of the observations, sometimes observations happened from the next room, and customers were not aware of the observations. (Research in Practice, n.d.) Unstructured questions and follow-up questions were at times asked of the advisors and customers on site. The observation sessions were not restricted to one technique as the idea of the observations was not to collect data, but for the researcher to get a feel of the service, to be able to plan the research ahead.

Figure 5: photos from the Integration Port pre-service design (photo Malin Winberg)

It was noted during the observation sessions that the Integration Port is quite small. Big enough to have the customers that the advisor is dealing with sit down comfortably without feeling cramped. Small enough so other customers are not able to stand and wait in the same room for their turn, which promotes privacy. There is a door which can be closed should the customers want complete privacy when in the Port. There is also a computer and printer in the corner of the room which customers are free to use. Some customers use it to pay bills, or get help with online banking. They might fill in application forms, or browse the internet for other information. There is no privacy for persons using the computer, so it might not be possible to do so whilst the advisor is dealing with someone else at helpdesk. There are many brochures in the display stands, which customers can browse, however the way the brochures are displayed makes the area look messy and unplanned.

During the observations, it was noted that there is no queuing system which can make it difficult for customers if there are many waiting in line or if the customers speak different languages.

Analysis of the actual active service was done as part of the observations. With this means that the rate of customer service and satisfaction as well as the rhythm was analysed. The service is a help desk and customers come in with a variety of questions, it is therefore difficult to document a general journey of the actual service. The advisors often have to think on their feet and treat each query as it comes in. All in all, this worked really well. The advisors were courteous and helpful. They tried to do all they could for the customers. Which was reflected in the customers behaviour. There were of course times where the customers were not happy with the advice they had been given. Perhaps the advisor was not able to give them the resolution they wanted, or the advisor had to refer them to another person or authority. From the information gathered from the observations it was however clear that the advisors tried their upmost to find a solution for each problem and tried to help with each query. So, any customer dis-satisfaction was not based on the advisor not trying to help or doing a good enough job.

The advisors have great product knowledge, but as the range of questions is huge, it is impossible for the advisors to know everything about everything. It was noted that it would be difficult to create an exact document of guidelines for the advisors to follow, as each query had to be considered on an individual basis. However, an interactive and searchable information bank which could be updated as and when an advisor comes across a new issue could be a possibility, so that the advisor could share this information with other members of staff and therefor make it easier for the next person facing the same issue. These kinds of guidelines are being planned by project coordinator Kotka-Bystedt, and the need for this was a known fact from the start of the project, as illustrated in number five of the GSO-project goals.

Figure 6: GSO-Project goal no 5, information found on https://goo.gl/WF6x4c

In this study there will therefore not be any new guidelines planned, suggested or piloted. However, it is important to mention the 5th GSO-Project goal as it is relevant to other parts of the research for this thesis, as is the need for these guidelines.

An example of the need for guidelines which became clear because of the observation sessions, from a discussion with Kotka-Bystedt as well as highlighted in the service rhythm illustrated in the customer journey, was that the advisors end up doing a lot of refugee support related work at the Integration Port help desk. The reason for this is perhaps because the refugee caseworkers also work as the advisors at the helpdesk and it seems the lines between what should be done at the Port and what perhaps should be done with their caseworker at a specific pre-booked appointment are blurred.

If the aim of the Integration Port is to reach and serve all newcomers regardless of background, perhaps the advisors time in the Port could be spent in a more efficient way. Of course, by law, the caseworkers should aid and support their clients during the three-year integration process, however, perhaps the guidelines of what is being done as part

of the Integration Port service needs to be separated from what the caseworkers do as part of supporting the integration plan of their clients. As an example of this could be when the same customers come repeatedly to ask an advisor to pay their bill using online banking. Does it really support integration if the customer does not make the effort to learn and understand the process themselves, but rather gives the task to the advisor to do. Instead of them returning again and again to ask the advisor at the desk to do their online banking, perhaps setting up a private appointment where the advisor can take their time to show the customer how to use online banking is a better solution. Is it not better to ensure that the client understands and is able to do use the online banking system, which means the customer can pay their own bills themselves the next time. Perhaps it takes two or even three such appointments, but in the end, they will not see the Integration Port as a bill paying service, but instead they have learned how to use the system correctly. The advisors time can in this way be freed up in the long run.

3.3.2 Benchmarking

Benchmarking, i.e. comparing your own operation or service to others is essential, not only in when competing for customers as a commercial business, but also for service providers such as the Integration Port. Without the comparison it is impossible to know exactly how well your operation is performing or whether you could do something better.

As an example, given by Ovidijus Jurevicious on the website Strategic Management insight, 85% customer satisfaction might look great, even compared to industry averages. However, if some other organisation easily achieves a 97% rate, your 85% satisfaction rate does not look that brilliant anymore. (Jurevicius, 2014)

Benchmarking helps to get a holistic view of the Integration Port. There are many different methods and ways to do benchmarking. For this study the benchmarking wheel and guidelines found on the Strategic Management insight website was used as a tool for planning and conducting the benchmarking.

According to the website the following steps are to be taken when benchmarking:

1. **Plan.** Assemble a team. Clearly define what you want to compare and assign metrics to it.

2. **Find.** Identify benchmarking partners or sources of information, where you'll be able to collect the information from.

3. **Collect.** Choose the methods to collect the information and gather the data for the metrics you defined.

4. **Analyze.** Compare the metrics and identify the gap in performance between your company and the organization observed. Provide the results and recommendations on how to improve the performance.

5. **Improve.** Implement the changes to your products, services, processes or strategy.
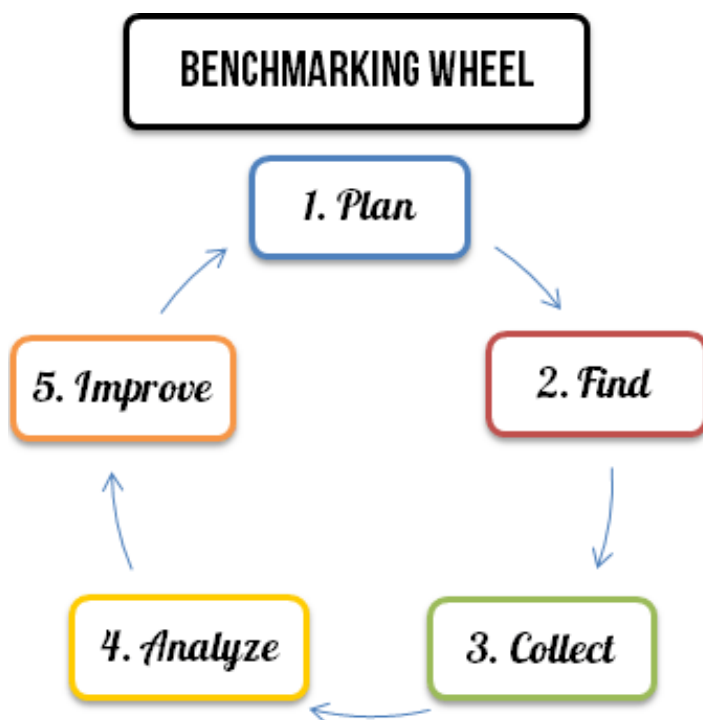
Figure 7:benchmarking wheel from www.strategicmanagementinsight.com

During the benchmarking the Integration Port was compared with the City of Kokkola's Newcomer Information, Guidance and Support Service (translated by thesis writer from Swedish), referred to from now on to as the 'Kokkola Helpdesk' and the Welcome Office, which serves newcomers in the Vaasa region. There are also Welcome Offices in Vöyri,

Korsholm, Malax, Närpes, Kristinestad and Korsnäs, however this benchmarking was done with the information point which is based in Vaasa.

The issues compared were mainly things associated with accessibility, and in general what services are offered by each of the help desks.

Petra Winberg at the Welcome Office in Vaasa and Tuula Löf at the Kokkola Helpdesk were contacted by email on 24.09.2017 and asked to answer the following questions (translated from Swedish)

1. What are your opening hours
2. When did the information helpdesk open?
3. By which means can customers reach your service?
4. Which are your target groups
5. Are some of your target groups difficult to reach?
6. What do you do to reach these target groups?
7. Can you describe the space where you operate, can the customer for example speak privately with an advisor?
8. What additional service do you offer? Is there for example a computer available for customer use?
9. What do you do to reach more customers?
10. How do you market yourselves?
11. What do you do to try and ensure you are providing the best service possible?

Löf gave answers on 25.09.2017 and a total of 11 emails were sent over the next few days regarding the questions. Winberg also sent a reply on 25.09.2017 and no follow up emails was needed.

	Kokkola	Vaasa	Jakobstad
1	Tue 12.00-16.00 Thu 12.00-18.00	Mo-Fri 10.00-16.15 Tu 10-17	10.30-15.30 Closed 12.00-13.00
2	06.09.2016	01.06.2012	18.10.2016
3	Visiting, phone, Email	Visiting, phone, email Facebook	Visiting, phone Email Facebook/messenger
4	All newcomers regardless of background	All newcomers regardless of background	All newcomers regardless of background
5	Difficult to say who is hard to reach, as info point open for all newcomers.	Stay at home parent	Stay at home parent ***
6	We inform about our services at as many relevant places as possible.	reminding social and healthcare workers, who might meet members of this group to tell them about the helpdesk.	Though events, talks, information, being visible and by contacting the social and healthcare professionals
7	A large private room, which has two computers that can be used Simultaneously, which allows you to view same website in two languages.	The helpdesk is in the city library and very open, but there is the opportunity to talk privately	Possibility for complete privacy Usually only one customer in at one time.
8	Tuula Löf will accompany customers to appointments with different authorities or other places where they need a helping hand	Computer available for customer use	Computer available for customer use
9	We inform about our services in several places, for example: schools, city website, at a local international club	Good collaborative network. Meetings With other organisations and bodies regarding integration. Constant promoting	Networking and promoting, every day trying to think about how to reach more customers
10	Local papers, Language schools and Löf travels around the city constantly to promote the helpdesk	Visits to schools where there are international students	Schools, companies, events,
11	We are constantly evaluated through the project Collaborations with other organisations is also a good mirror of our work.	Realising you will have all kinds of different queries, and help accordingly	Listening to customer and honestly trying to help in their enquiries

The opening times vary a lot between the three offices, The Integration Port in Jakobstad and The Welcome Office in Vaasa are both open five days a week Monday-Friday. The Integration Port is open 10.00-15.30 (closed for lunch 12.00-13.00) each day and the Welcome Office is open 10.00-16.15 each day, 10.00-17.00 on Tuesdays. The Kokkola Helpdesk is open Tuesdays 12.00-16.00 and Thursdays 12-18.00. Noteworthy is that although the Kokkola Helpdesk is only open two days a week, it is the only office which is

open beyond normal office hours, which of course is great for customers who cannot make it to the service during office hours.

The Welcome Office in Vaasa has been open since 01.06.2012, the Kokkola Helpdesk since 06.09.2016, and the Integration Port has been open since 18.10.2016. All three info points have opened as a result of different development projects. The Welcome Office started as a development project in 2012-2014. The aim was to create a 'low-threshold information centre for immigrants with centralised and easily accessible information on immigration, recruitment, working life, public authority services and societal issues' (Welcome Office, n.d.). The Integration Port in Jakobstad will continue, funded by the participating municipalities after the GSO-project ends 31.12.2018. And in Kokkola, the current helpdesk opened as part of the EU-funded Osana-project, which objectives are to develop and implement services that promote newcomer participation, integration and employment. (Osana-projektet, 2017)

Just as the GSO-project, the Osana-Project will end 31.12.2018. The plan is that the Kokkola Helpdesk will continue in some form after the project ends, however at this point in time, there has been no final detailed decision according to Löf.

Most customers of each of the three helpdesks come to the physical information point for advice. Tuula Löf reports that she also gets phone calls and a few emails. Petra Winberg says the Welcome Office also gets, in addition to phone calls and emails, a few enquiries through Facebook, although this is not advertised as an official means of contact. The Integration Port in Jakobstad on the other hand, with Anna Kotka-Bystedt in the lead, want to give out as many means of contacting as possible, promoting both Facebook and messenger as a means of contact.

The target groups of all three helpdesks are the same: All newcomers regardless of background.

Löf could not identify any specific target groups that are difficult to reach, but Winberg mentioned partners of newcomers who stay at home with children as one of these target group. This is the same target group identified by the Kotka-Bystedt, and the staff at

Integration Unit as one of the groups that they find difficult to reach, as will be discussed further on in this thesis. Winberg points out that the only organisation that will be in contact with this group would be the health service, for example when the parents take their children to their regular check-ups. Winberg therefor keeps in constant contact with the health centres reminding them to mention the welcome office when they see such clients.

Regarding the space, it was interesting to find out that in Kokkola they have one room where they have two computer side by side. Löf explained that this is very useful when you have customers with limited language skills as you can go for example to Migri's or Infopankki's website on both computers. Choosing Finnish on one computer and the customer's own language (if available) on the other. Both customer and advisor being able to have the same information in front of them in their own language is a huge advantage when trying to find a solution to a problem.

When analysing Löf's and Winberg's answers to questions 5, 6, 10 and 11 which all relate to how they reach their customers, it seems that, just as it is for the Integration Port, it is a case of continuously working to be seen and heard in as many places as possible. By providing information at talks and events, by attending meetings with other stakeholder, by networking and by visiting language schools as well as collaborating closely with other authorities who have dealings with newcomers.

It was encouraging to read the answers to the answers to questions 8 and 12, as they show the lengths that the staff at all offices take to try to provide the best service possible for their client. During the observation sessions at the Integration Port thesis writer could see this in person, and it is clear that the advisors in Kokkola and Vaasa do the same. Winberg points out that at the end of the day, a customer service agent's job is to try to make himself/herself redundant, and Löf's motto is that is plan A does not work, there are many more letters in the alphabet.
This really shows the determination and the eagerness to help, which is so important when doing the job that they do.

From the benchmarking, two possible suggestions of changes to the Integration Port came to light:

1. Extending the service beyond working hours.

   Keeping the port open until 18.00 regularly would give customers who cannot make it to the port during office hours a possibility to visit.
   It would not have to be every week, it could be one a fortnight or once a month.

2. Using the two computers simultaneously, when appropriate, as the Kokkola Helpdesk does if there are language issues.

3.4 User-centred

'Services should be experienced through the customer's eyes'
 (Stickdorn & Schneider, 2011, p. 34)

Strictly relying on statistical information when designing a service is not sufficient to get a true understanding of the customer's needs. Stickdorn gives an example of two customers, both born in 1948, male and British. They both have at least two children, they like dogs and they also love the Alps. Stickdorn continues to point out that one of these men could be Prince Charles and the other one Ozzy Osbourne i.e. customers with very different needs and mindsets. (Stickdorn & Schneider, 2011, p. 36)

To truly understand the needs of the customer or service user it is paramount that the service designer uses tools and methods which allows an insight into the individual needs and service experience of the customer as well as seeing the bigger picture.

One of the main goals of the GSO-project is as mentioned before to improve and ensure access to an integration service for all newcomers in the Jakobstad area (Jakobstad, Nykarleby, Kronoby, Pedesöre, Larsmo), regardless of background. To comply with this goal the Integration Port opened its doors 18.10.2016.

Different types of customers, the service provider, which in this case is the Integration Unit and other stakeholders may, depending on background, interests or position in the service chain have difficulties relating to and understanding each other. It is important to be aware of the differences between all the service participants, as a service is an interaction between the customer and service provider and/or other stakeholders. All parties should have a common language, and if the service is to be user-centred, this language should be the one of the customer.

One of the key issues faced by the staff at the Port, which was identified by project coordinator Kotka-Bystedt at the planning meeting of this study in April 2016, is how to reach and serve the newcomers who are not refugees or asylum seekers. Refugees and asylum seekers are obviously welcomed customers of the Integration Port, however, members of these two groups have caseworkers to whom they are assigned to. The caseworkers are based at the Integration Unit, where the Port also is situated, so members of these two groups will automatically familiarise themselves with the Port through their caseworker.

There are many target groups alongside refugees and asylum seekers. To reiterate, the Port is for ALL newcomers, however some groups are more difficult to reach than others. Examples of target groups are so called 'Love newcomers' which are persons who move to the area to be with their partner and students, who may or may not stay on in area after completing their studies. There are individuals moving to the area because of work, and then there is the partner of a member of any of the target groups who perhaps is at home caring for young children. This last group of newcomers, the partners who stay at home, is one of the target groups that is especially difficult to reach according to Kotka-Bystedt. The children might not go to day care, so there could be very little interaction between these individuals and society, which in turn could isolate them unless they are active in other organisations. Reaching these 'hidden' groups is one of the big challenges for the Integration Unit, and this is perhaps when the collaboration between different governmental as well as non-governmental organisations becomes so important.

To begin the journey to reach and understand the needs of all the target groups of the Integration Unit and the Port and to make the service user-centred, an initial questionnaire was designed in collaboration with Kotka-Bystedt and given out to different target groups. Later in the process the questionnaire was handed out again to more respondents and individual interviews were also conducted. Once the customer journey and service blueprints were completed, all the information gathered was used to create personas to be used in the design process.

3.4.1   Survey and interviews with newcomers

To get some initial response on what support newcomers themselves feel they need, a survey (appendix 1) was designed and sent out to newcomers studying Swedish at KREDU (Kristliga Folkhögskolan i Nykarleby) during November 2016. Later, on 02.10.2017 they survey was given out again to language students at Jakobstads Arbetarinstitut, which is the Swedish speaking non-formal adult education centre in Jakobstad.

The aim of this survey was to find out what newcomers to the Jakobstad region thought about the services they received when they arrived. In the survey, the respondents were asked to describe their initial service needs and how the needs were met. They were also asked to describe what information and services they felt were lacking and were asked to provide suggestions on how to improve the services for newcomers. The respondents were also asked about their service needs at present.

There was a total of 35 respondents to the survey. Several of the target groups were covered: refugees, asylum seekers, international students, love-newcomers, People moving to the region because of employment and one person moving over because his mother had married a Finnish man. There was no interpreter available for the respondents when they filled out the survey. The survey was only available in Swedish, Finnish and English. The survey was handed out and left with some respondents and given out to others to be filled out during lecture time.

As Stefan Debois, CEO of survey maker website Survey Anyplace writes on the company website. Questionnaires are a very practical way to gather data as they can easily be targeted to the desired respondent group. A questionnaire is inexpensive and flexible. The researcher can choose to ask open ended or closed ended questions, even multiple choice. Because of this way the researcher can gather a lot of information from a questionnaire. (Debois, 2017)

In the case of the questionnaire designed for this study, the hope was to uncover unknown issues which the respondents faced when arriving to Finland, and the difficulties they have encountered since. The questions therefor had to be open ended.
According to the Tip Sheet on Question Wording, published by the Program on Survey Research at Harvard University, open ended questions 'ask respondents to respond to a question in their own terms.' Instead of being asked to 'to place themselves into one of a limited number of responses which are provided to them'. A questionnaire with open ended questions are more time consuming and difficult to analyse. (Harrison, 2007)

During the sessions where the survey was handed out during lecture time, it became clear that the language barrier was huge. The respondents did not always understand the questions, and when analysing the answers, it was sometimes unclear what the respondent was trying to explain. This pointed out two things. Firstly, the questions of the survey perhaps could have been phrased differently or alternatively there should have been an interpreter service available to the respondents. There was no budget for such a service in this study, unfortunately, and as the same survey had already been answered by so many, changing the survey would have made analysing the answers more difficult.

It proved a better tactic to speak to the respondents about the questions and answers. This was done with 10 students in the beginners' Swedish class at arbetarinstitutet in Jakobstad. During these discussions (whilst they were filling in the questionnaire) the same questions as on the survey were discussed, but there was a lot of open discussion

around both the questions and every person's circumstances. When analysing the results of the survey, both the written answers and the discussions were taken in consideration.

During some of the observation sessions at the Integration Port some customers were asked some of the same questions as on the survey. Not all of the questions were asked, and follow up questions were asked depending on their response. The information given by these customers was also taken into consideration.

The results were quite surprising in that many were quite happy with the information that they had received from authorities when arriving in Finland. The main issue that the newcomers felt that they were having was with language. A majority of respondents, regardless of background felt that they had been well met, and information from different authorities had been clear. All in all, most respondents were happy about living in the Jakobstad region. Many were, however, worried about their job prospects which in turn made them very motivated to learn Finnish or Swedish.

Two very important points were lifted from these surveys and discussions/interviews. Many respondents felt they had adequate information regarding governmental authorities and their rights and obligations. However, many felt they lacked information on social and leisure activities. From an integration point of view, and to promote inclusion, it is critical that newcomers can and will join in with social events and leisure activities available in the region. This is, if they do not have a job, where they will properly start building their social network by mingling with and getting to know more people. Many pointed out it was difficult to make new friends.

If a newcomer will as part of their governmental integration plan be studying Swedish or Finnish full time, they will of course meet other newcomers on the same course, but to meet even more people and to be able to build a social network, getting involved in courses and hobbies could be a great first step. There are many evening, and weekend courses of all kinds offered by for example at Arbetarinstitutet i Jakobstad and Pietarsaaren suomenkielinen työväenopisto (the Finnish speaking equivalent to Arbetarinstitutet). There are also a variety of different sport clubs and other organised

activities where newcomers would have the opportunity to meet new potential friends as well as get a chance to practice their language skills. Marketing these courses more efficiently, and making newcomers that contact the Integration Port aware of these organisations and clubs would surely promote integration.

The other very interesting point that came out was that only a few in the language classes knew about the Integration Port. There are, however, already plans in place to get the language classes in to visit the Port in the near future. If these visits continue regularly, perhaps yearly, the students on these courses will become aware of the port and will be able to come to the Port with their enquiries. This reiterated that the Integration Port needs to be marketed better and seen more out in the community as was already one of the priorities for Kotka-Bystedt.

3.4.2 Personas

Another way to try and understand the language of the customer is by creating personas. A persona is a fictional character whose profile captures the features of a certain social group. A persona assumes the social and demographic characteristics of a group and reflects their needs, desires, habits and cultural backgrounds. The personas created in this study were based on information gathered from observations, brainstorming sessions as well as from the survey results. The personas were later developed further as more information was gained from for example the workshops with members of staff at the Integration Unit.

When creating the personas, the steps Lene Nielsen, Associate Professor and Head of study programme (Technology Innovation Management and Entrepreneurship, business IT and Interaction Design) at the IT University in Copenhagen describes in the book Personas -User Focused Design were referred to. These steps are:

Collection of Data

- Collect as much knowledge about the users as possible. Data can come from many different sources, even from pre-existing knowledge in the organisation.

Form a Hypothesis

- Form a general idea of various users within the focus area of the project, including in what way the users differ from each other.

Everyone accepts the hypothesis

- Support or reject the first hypotheses about the differences between the users.

A number is Established

- Decide the final number of personas.

Describe the personas

- The purpose of working with personas is to be able to create solutions based on the needs of the users. The goal is to prepare persona descriptions that express enough understanding and empathy for the readers to understand the users.

Prepare situations

- The Persona method is directed at creating scenarios that describe solutions. The situations are precursors to scenarios.

Acceptance is obtained by the organisation

- Involve as many project participants as possible in the development of the personas. It is important to obtain the acceptance of the participants of the various steps of creating a persona.

Disseminate knowledge

- For the method to be used in the project team, the knowledge of the persona descriptions should be disseminated to all. The dissemination of knowledge also includes how the project participants will be given access to the underlying data.

Everyone prepare scenarios

- Personas have no value in themselves. Not until the moment where a persona uses the future product does it have real value.

Ongoing adjustments are made

- The last step is about the future life of the persona descriptions. The description should be revised regularly

(Nielsen, 2013) (the text has partly been paraphrased)

Personas were not created for each of the target groups. Instead three important target groups were chosen:

1.   Refugee family – as they are currently the biggest customers of the port
2.   Mum at home with the children
3.   International student with the potential to stay in Jakobstad should he/she find employment.

It was important to analyse these three personas to understand the characteristics and needs of the customer groups to be able to design the service in a way that would benefit these groups.

Target group: Refugee family

Service needs
Help with communication from authorities
Interpreter services
Leisure activities
Evening courses
School and daycare
Information about mosque
Employment and education advice
Help with online services such as banking and bill paying due to language issues.

Saya 46, Khaled 49, and their 3 daughters, 16, 14 and 12 and son 5y fled the war in Syria last year and have seeked asylum in Finland which has been granted.

As the family is quite large, and the age range big, they have many different needs for support and assistance.

The daughters have studied English, however the parents do not know much English.

Khaled is a mechanic, and is motivated to start working again.

Saya wants to train as a nursing assistant eventually but is struggling with the language and finds it difficult to meet non-syrian people to practice her language skills.

They all love living in Jakobstad, they like it because it is a small town and wants desperately to integrate and get to know more people.

The family were very active in their mosque in Syria, religion is important to them and they want to stay active members as well in Jakobstad

Figure 8: Figure 9: Figure 8: Target group persona -refugee family (image from https://www.flickr.com/photos/domsworld/23015568504/in/photostream/ 14.11.2017
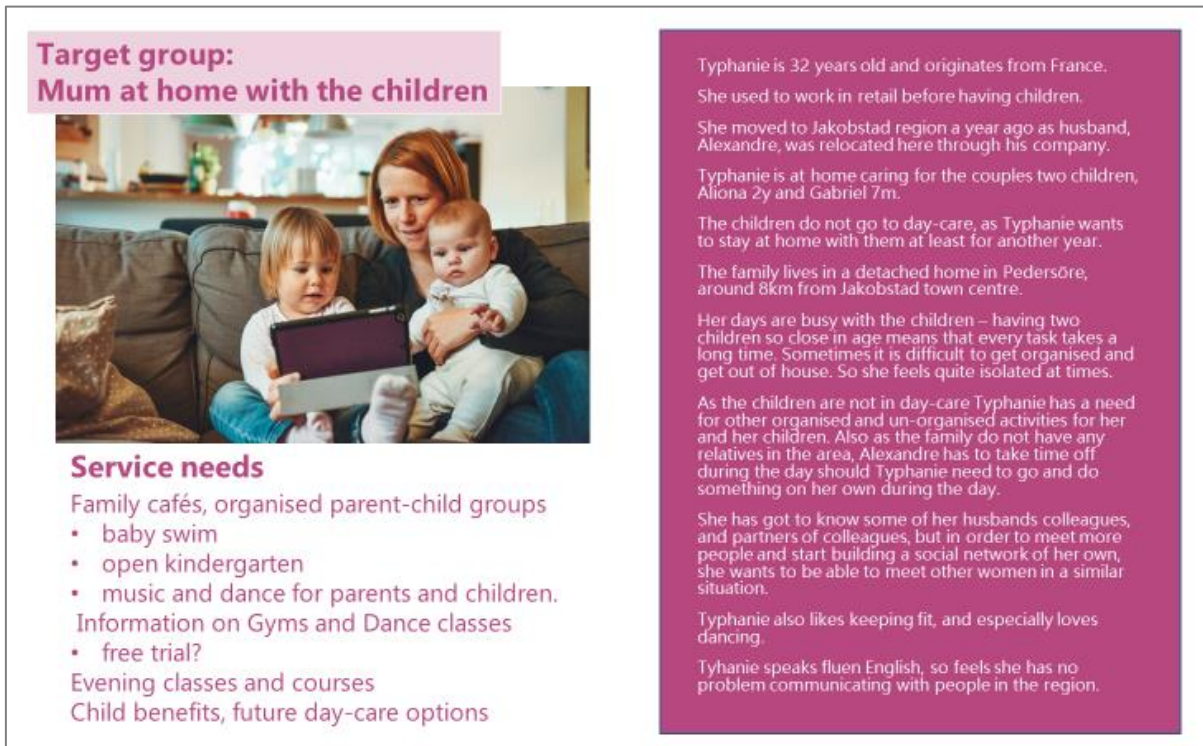
Figure 9: Target group persona – stay at home mum (image https://pxhere.com/en/photo/155669 14.11.2017
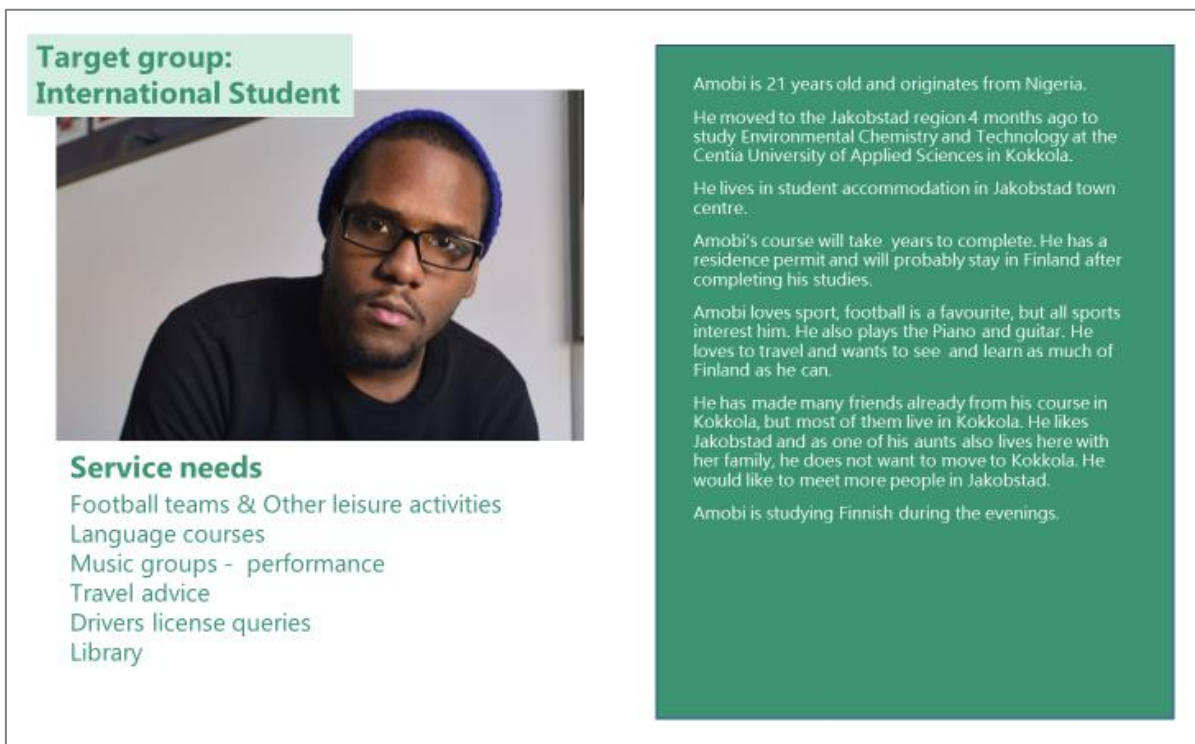
Figure 10: Figure 10: Target group persona: international Student (image: https://pxhere.com/en/photo/911740 14.11.2017

3.5 Co-creative

'All stakeholders should be included in the service design process' (Stickdorn & Schneider, 2011, p. 34)

When providing a service there are many stakeholders, such as front-line and back-office staff, managers as well as the other parties, who are perhaps not even directly linked with the service, but who provide support or work parallel to the service provider. The service designer should 'consciously generate an environment that facilitates the generation and evaluation of ideas within heterogeneous stakeholder groups' (Stickdorn & Schneider, 2011, p. 39)

3.5.1 Stakeholder map

Visualising the different stakeholders and the relationship between the Integration Port and stakeholders allows a deeper understanding of the service the Port provides. The customer is central in the service. The Integration Port, which is part of the Integration Unit runs the service and is the customers first point of contact. The Integration Port is part of several networks of collaborating organisations, both governmental and non-governmental. The Port helps with facilitating and contact and communication between the different stakeholders and the customer by advising on how to contact the different organisations. The advisors at the Port also build communication bridges between the outside stakeholders and the customer, by for example hands-on tutoring, contacting organisations, providing interpreter service and actively seeking solutions to a customer's query.

Stakeholder map
Integration Port

social care
healthcare
schools
education

integration port

customer

integration unit

religious communities
voluntary associations
non-formal adult education
leisure organisations
art and music
language schools

police
magistrate
tax-office
concordia
TE-services
kela
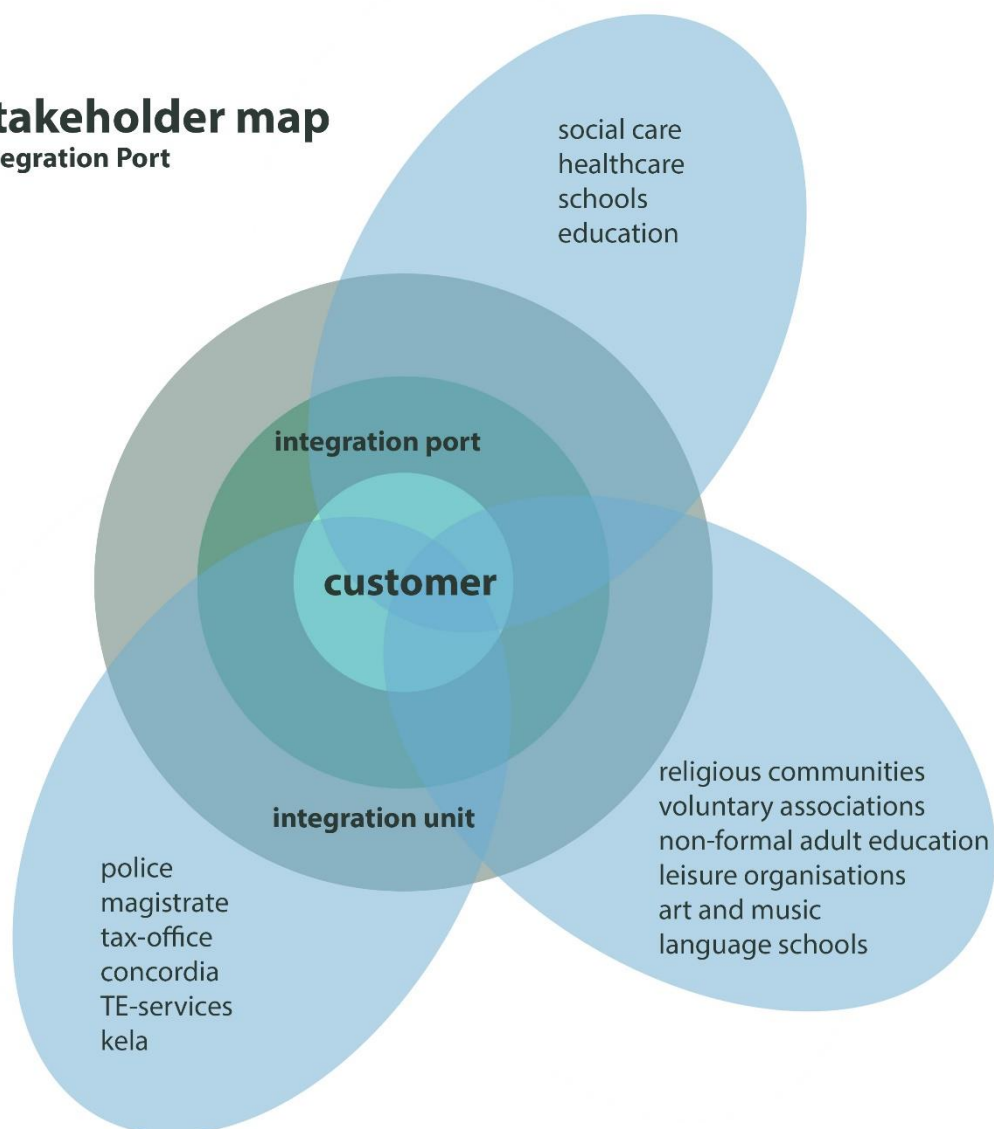
Figure 11: Stakeholder map (developed by Malin Winberg)

3.5.2   Interviews with Stakeholders

To include all stakeholders as mapped out in figure 10 at the same time in the design process is near to impossible due to logistics. It would have been ideal to get members of each of these stakeholder groups taking part in a workshop together. However, as this was not possible, individual interviews, with some of the outside stakeholders, were conducted where the key questions regarding the integration process and the collaboration between stakeholders were asked.

The stakeholders that were contacted were: Marjut Marttila from TE-services, Jeanette Östman coordinator at the Fredrika Libraries, and Monica Nyfors who works for the social services in Jakobstad. Östman and Nyfors were both contacted by email on the 19.09.2017, an answer was received by Nyfors the next day and by Östman 13.10.2017. Marttila was interviewed in person on 3.10.2017.

The questions that were asked were (translated from Swedish)

1. Does your organisation collaborate with the Integration Port (officially or un officially)?
2. How do you collaborate?
3. Does this collaboration support the integration of newcomers?
4. What sort of things would you like to see more of, to support integration in the region? (for example, events, information opportunities, courses, talks etc?)
5. Do you have an opinion on how your organisations collaboration with the Integration Port could be improved to support integration?

From the information that was gathered from these stakeholders, the collaboration between the organisations seems to work really well. The stakeholders inform their clients about the port and give out brochures and vice versa. Marttila from TE-services and Nyfors from social services both describe an un-official collaboration as well as the official one, where they will phone up and ask questions from each other if needed. Social services are of course based in the same place as the Integration unit and Marttila works from one of the rooms in the Integration Unit on a regular basis, so it makes this kind of relationship easier.

Marttila comments that the GSO-project has allowed the collaboration between employment services and to grow and flourish. Social services and employment services are similar in the way that both services support their clients throughout a longer journey ant therefore it is beneficial to support the client further by informing them about and referring them to the Integration Port for further support and help.

The networking that happens between all stakeholders seem to be very important, and very important that information that the different organisations hold for and about the others are correct and updated, as this information is given to clients on a daily basis.

Examples of that the representatives from the different stakeholder groups would like to see more of are:

1. Even better and more efficient language courses and other projects concentrating on teaching the newcomers Finnish of Swedish as soon as possible as they arrive.
2. To teach the newcomers on how to employ themselves (There is a seminar being planned at moment)

When it comes to the kind of service that the Integration Port provides, a service which literally has an impact on someone's quality of life, it is important to remember that there is one more very important stakeholder: the customer!
The customer is not only an end user of the service, but indeed also a stakeholder who should be included in the creation and development of the service. In this study, the customer was treated as such when conducting observations, interviews and the survey.

Östman's reply was not received in time for the development of suggestions of improvement however she contributed with some valuable information. Östman declares that Fredrika libraries have an excellent collaboration with the Integration Unit and Port, she mentions that the focus of the collaboration has been on translating versatile information material about the libraries to enable newcomers who do not have Finnish or Swedish as a mother tongue to, on equal grounds, be able to use the libraries services.
Östman also points out she would like to see more events organised by newcomers themselves rather than 'us' organising events for 'them'. From an integration point of view this is very important.

3.5.3 Workshops

Two workshops with the staff and management of the Integration Unit was organised. The aim was to get an understanding of where problems arise as well as to get some ideas of improvements. Another goal of the workshops was to develop ideas on how to reach and aid all newcomers and to be able to serve on their terms and speak their language - both literally and symbolically.

3.5.3.1 Disney Method

The first workshop was done 15.08.2017. There were eight participants in the workshop - project coordinator Kotka-Bystedt, integration coordinator Pia Fraktman as well as advisors working in the Integration Unit. With exception of Fraktman, who of course is very involved in all the activities of the Integration Unit, all participants take turns in working in the Integration Port, so they all have great insight in the type of customer that comes in and what issues arise on a regular basis.

The method chosen for this first workshop was the Disney Method. The Disney Method is a great workshop method because it is easy to understand. The method is fun as well as quite quick and the end-product of the workshop is often an actual feasible plan.

The plan was to do two separate workshop sessions some time apart as time reserved for the workshops were restricted (two hours per session) and the results from the first workshop would give the participants some food for thought to consider until the next workshop, where the plans and ideas could be refined. The other reason for choosing to do two workshops on two separate occasions was to concentrate on two separate research questions.

During the first workshop the participants were mostly concerned with the second research question:

Are the services of the Integration Port used in an optimal way?

During the second workshop, the participants would concentrate on the first research question:

> Is the Integration Unit reaching all its target groups?
>
> If not, how can it reach them?

Naturally it is impossible to completely restrict the participants to one issue, so there was some overlap however on a whole, the plan to keep to mainly to one research question per workshop was successful.

The initial workshop started with the thesis writer, working as facilitator, introducing the Disney method to the participants. The participants then took part in a short icebreaking exercise and then the actual workshop started.

It was thought best to let the Port operate a few months before the first workshop so that the participants of the workshop, the staff members of the Port, to have more insight into the day to day workings of the Port rather than doing the workshop immediately after the opening of the Port had been implemented.

As per the Disney brainstorming method, the participants took on four personalities, or way of thinking.

The observer

- To gain an overview of how an outside person, customer or stakeholder sees the service at present

The dreamer

- To dream up the perfect scenario. Without any restrictions such as resources or technology.

The realiser

- To look at the dreamers' ideas and try to make them a reality

The critic

- To review and refine the realisers plan and look up the obstacles and pitfalls.

(Business Set Free, 2013)

After these steps had been completed, the participants returned to the realiser and went through again and refined the plan which 'the critic' had come up with.
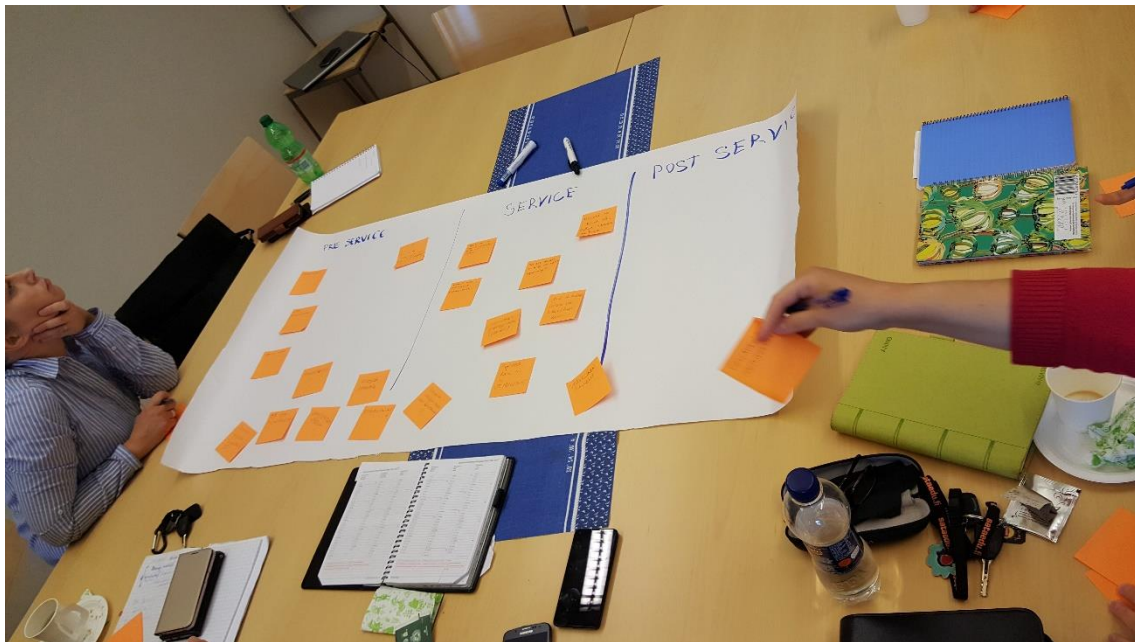
Figure 12: Disney method workshop 15.08.2017 (photo: Malin Winberg)

The workshop was successful as many points were raised and some were also resolved. When the participants initially took on the role of the observer they pointed out that the Port was difficult to physically find, this partly due to the fact that no signage is allowed to be put up on the side of the building nor on the road because of the location being of significant historical importance and therefor being listed. They noted that the waiting area was pleasant and as there are toys available, it makes it easier for people with young children to visit the Port. They did however point out that the waiting area is quite dark and a bit cold and draughty, especially in winter.

The participants also discussed the fact that the opening times of the Port are restricted. The port is open 10.00-15.30, Monday to Friday, and closed for lunch 12.00-13.00 each day. This may cause difficulties for some individuals to visit the port, especially ones who are employed or have other commitments during normal office hours. It may also be harder for customers who live further away to make it to the Port.

As 'the dreamer' the participants dreamed up the perfect scenario where all the advisors knew everything about everything (the Port has become a place where the newcomers ask about EVERYTHING.)

'The realiser' and 'the critic' later analysed these issues and as a result very practical and viable resolutions were thought up:

1   Put up extra lights in waiting area, but do not make it too much of a place to socialise because of noise levels for people working in the offices in the building.

2   Create an online chat, where people could contact the Port for help without them having to call (as sometimes spoken language, for both parties, is more difficult on the phone than in writing). It also makes it easier for people who cannot physically get to the Port for whatever reason. The chat would still only be open the same times as the physical information desk.

3   A bigger online presence was suggested to serve the customers who prefer to do their business online, or who cannot make it to the Port.

4   To invite employees of one of the other governmental stakeholders to work from an office situated in the Integration Unit at times so that the customers of the Port to ask them directly about issues which is out with the expertise of the advisors working at the Port.

5   Guidelines on when to refer to other authorities. Some advisors found that they often try and do everything for the customer themselves, but sometimes it is best to refer them to the correct person authority. It saves both the customers and the advisors time as well as ensures that the customer receives the right advice.

6   The Integration Unit has the possibility to use 'skype business'. It was suggested that the advisors would log in every morning, and update their status accordingly if they were able to be 'on duty' and help customers then and there if an issue which could not be resolved in the Port would arise. Thereby cutting out sometimes confusing queuing systems and unnecessary waiting times.

As the critic, the group pointed out the problems arising with the above suggestions which came as a direct result of the workshop. When continuing the design process,

updating the customer journey and service blueprint as well as by the help of the other methods used, these suggestions will be refined.

3.5.3.2   Empathy map and 'The 5 Whys'

For the second workshop session, on the 26.09.2017, with the managers and staff of the Integration Unit, two methods were planned – 'Empathy Mapping' and the '5 Whys'. There were six participants, all staff members of the Integration Unit, as well as project coordinator Kotka-Bystedt.

The idea was to concentrate mostly on research question no one:

> *Is the Integration Unit reaching all its target groups?*
> *If not, how can it reach them?*

 The first step for the participants was to do a list of target groups that are not coming to the Integration Port for whatever reason or ones that they feel are difficult to reach. After making this list, two groups were to be chosen and an empathy map, which, much like a user persona is 'a collaborative tool teams can use to gain a deeper insight into their customers' (Bland, 2016), were to be created for members of these two target groups. After this, 'the 5 whys' method, which is where you ask the question 'why' five times, to deepen your understanding of a specific problem, was to be done on one, or if time allowed, both of the groups.
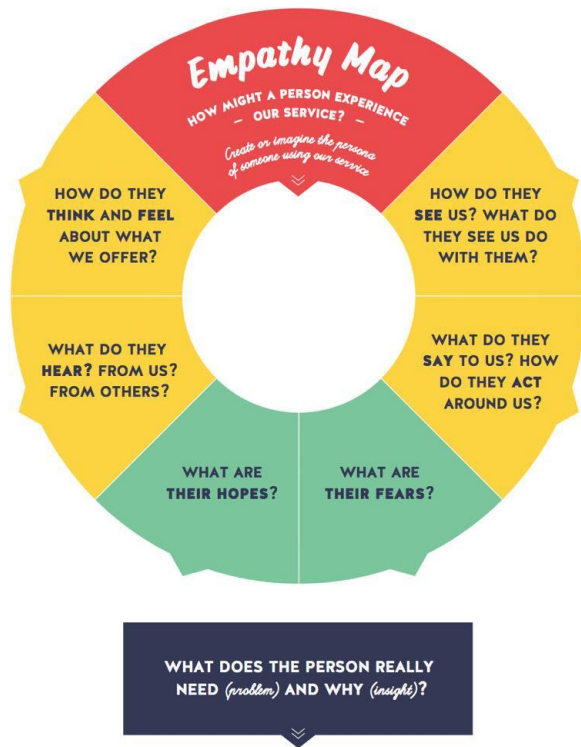
Figure 13: Example of empathy map image 14.11.2017
(http://shop.skillssociety.ca/shop/empathy-map-for-service-design)

After the introduction, the team all contributed to the list of target groups.
The list consisted of:

- Parents who are at home with young children

- Already established newcomers – still in need of hobbies or other activities

- Volunteers wanting to work with newcomers

- International students

- People moving to area because of work

- Local companies who need support with bureaucracy

- The partners of as well as 'love-newcomers'

- Jobseekers

- EU-citizens

- Newcomers in neighbouring municipalities

As the team began to try selecting two groups from this list for the second part of the workshop – the empathy mapping- questions started to arise about how to define some

of these groups, so instead of starting the empathy maps, organically, a brainstorming session about all these groups started.

Rather than trying to rein it in, thesis writer, acting as a facilitator at the workshop decided it would be more effective to continue in what seemed to be creative and passionate direction than to try and stick to the empathy map. To be able to change direction, and to be flexible is crucial as a designer, and to get the best results, when facilitating workshops, it is important to understand your group and realise how you continue when these sorts of situations arise. Sometimes it is advisable to go back and stick to the plan, other times, like this time, it is best to think on your feet and take the workshop in a new direction.

For the discussion not to stagnate it was steered by the facilitator to think about the love-newcomers, and to start the '5 Why's' method by asking:

Why do the 'love-newcomers' in the region not come to the port with their questions?

The answer formulated by the team was:

Because they ask their partners.

Second question:

Why do they ask their partners?

Because they believe the partners have all the right answer!

Instead of continuing asking why question, a discussion started, and evolved to a marketing discussion. The whole idea with this workshop session was to concentrate on reaching all the target-groups. During this discussion, it became clear, by what the participants were saying, that not only is the Integration Port in an unfortunate place geographically, as it is a bit hidden, plus the fact that, as mentioned before, no signage can be put up on the building because of its historic value. The discussion also showed that the Integration Port has an image problem. Many outside people and potential

customers, according to the participants, assume that the port is only for refugees, which of course is not the case.

One of the team members came up with a slogan which was developed to:

Don't ask your partner! Ask the Integration Port!

This slogan might not be a completely sincere suggestion of what the workshop participants would want to use when marketing the Integration Port, however, it opened thoughts and ideas of how to show the Integration Port as what it is intended to be: A help and information point for ALL newcomers, and crucially, promoting integration in the region.

Ideas that the team together with service designer/facilitator came up with during the rest of this workshop session was to evolve the already in place collaboration with for example työväenopisto and arbetarinstitutet by:

- To organise events and outings throughout the year (this already happening in some degree)
    - collaborations with for example language schools, Arbetarinstitutet and Työväenopisto. The collaboration would be beneficial in helping with the actual organisation of the events, the marketing and to open the events to non-newcomers as well - to promote integration.

Examples of events the participants suggested:

- Berry picking in forest
- Boat trip to local islands, like Mässkär during summer
- Walk on ice to Mässkär in winter
- Ice swimming
- Summer theatre visits
- 'Alternative Midsummer'

The first of these new events was decided would be lingonberry picking this autumn (2017). These ideas will be discussed and planned further within the Integration Unit. Thesis writer will not be included in continuing the discussion or planning of these events.

Another idea that came out of the second workshop was to do a marketing campaign which shows in little snippets what they do at the Integration Port. It can be a picture of something relevant, under the heading 'In the Port today' or similar, and could be released as a series both on social media as well as perhaps in a local paper. Thesis writer will be included in the planning of this campaign, and further development of these ideas will be shown in the suggestions chapter of this thesis.

3.6   Sequencing

'The Service should be visualised as a sequence of interrelated actions'
(Stickdorn & Schneider, 2011, p. 34)
Marc Stickdorn wants us to imagine a service as a movie (Stickdorn & Schneider, 2011, p. 40) as he describes services as 'dynamic processes that take place over a certain period of time' (Stickdorn & Schneider, 2011, p. 40). A timeline, Stickdorn continues, to show this journey is paramount when designing a service as the rhythm of a service will influence a customer's emotional state. Customers might for example feel stressed if something is too rushed, or get frustrated or bored if something takes too long or might even abandon the service completely if something gets too complicated.

A customer journey and its touchpoints are an important tool to deconstruct the service and identify the problem areas. This tool allows the service to be viewed in a timeline but also gives evidence of the emotional state of the customer. It is possible to understand how the customer feels at different points during the service. The customer will react in a certain way depending on how he/she is made to feel during the service use and it is possible to influence the customers reactions by adapting the journey and ensuring the customer journey is smooth, attractive and user-friendly. By analysing the detailed

customer journey and service blueprint with all their touchpoints thoroughly it is possible to design an improved system and service. (Stickdorn & Schneider, 2011)

A customer journey with touchpoints as well as a service blueprint was created and analysed with the customers of the Integration Port in mind. Both the customer Journey and Service Blueprint was revisited and developed throughout this study to visualise the service before and after the service design project. Both versions of each of the tools can also be found as appendices.

A goal for the service design study is to improve the customer journey. By identifying the emotional state of the customer, in this case by highlighting positive feelings in green, neutral in yellow and negative feelings in red, one can measure the success of the project or design by the emotional state of the customer, i.e. if the post service design customer journey has more positives and less negatives than the customer journey developed before the service design project, it should be able to be considered to some point successful.

3.7 Evidencing

'Intangible services should be visualised in terms of physical artefacts'
(Stickdorn & Schneider, 2011, p. 34)
Emotional associations enhance customers' perceptions of the service they have received. As an example of this Stickdorn mentions a bottle of free shampoo from the hairdresser. This can 'prolong service experiences beyond the mere service period far into the post-service period'. (Stickdorn & Schneider, 2011, p. 42) This in turn can increase loyalty, and as relevant for this study, the customers may be more likely to recommend the service to other people.

It was difficult to incorporate this fifth principle in the service design study of the Integration Port. The service provided consists of help and advice. As we are not dealing with a tangible product, nor a purchase where for example product aftercare and product loyalty comes into play. The challenge was how to ensure, by evidencing that the

customers of the Integration Port not only would fondly remember their experience with the Port but also would 'spread the word' so to speak as the real strength in the service is correct advice and knowledgeable members of staff.

There has been pens created with the Ports name on, as well as some canvas bags which can be given out and used as marketing material, however, it is not something which could not be classed as evidencing nor given out to every customer after each visit to the port. To successfully create an evidencing experience of the port, something else had to be created.

Inspired by the idea that the printed material already created in fact perhaps could be used as evidencing came the idea of creating a compressed brochure with contact information to a selection of stakeholders as well as other organisations that provide services which promote integration.

This brochure would include a blank section where the advisor could write in additional information which would be individual to the customer in question, as well as an appointment section at the back, in case the customer wants to make an appointment to see an advisor privately. This brochure will be explained and visualised in more depth in the chapter 4. Suggestions and Results.

4   Suggestions and Results

In this chapter all improvement and development suggestions that were presented to project coordinator Anna Kotka-Bystedt will be introduced and visualised. Some of these suggestions have been put in place and implemented, and some have been left as suggestions at the end of this study. As mentioned before, Kotka-Bystedt has commented on these suggestions, in her written assessment of the study (appendix 7.6)

4.1   About the study

The timeframe for the study of the Integration Port spanned over 19 months. It began with an information meeting with the newly appointed project coordinator in April 2016, and was finalised in November 2017. At the end of the study, some suggestions of improvement were, as mentioned, implemented but many were still at suggestion stage. There are several reasons why this was the case.

In an ideal world, all the suggestions that came out of the service design project of the Integration Port could have been able to be piloted and tested. If this study were to continue until the end of the GSO-project, there would perhaps have been the opportunity to do so. However, to do this kind of study on a project which is limited both in time and resources, and to have the study only span part of the project length puts limits on what one can implement. Improvements and results had to be shown by Kotka-Bystedt for financiers along the way, but there were also budget and other issues with some suggestions as approvals along the chain had to be seeked.

The Integration Port, although a result of the GSO- project, is to be continued after the project ends 31.12.2018, financed by the participating municipalities, therefore any changes would also have an impact on future budgets and plans. There are also very strict guidelines that all parties of the GSO-project must abide by, and of course as the services that Integration Unit provide comes under municipal services, there are therefore municipal laws and stipulations to abide by as well. Because of this, project coordinator Kotka-Bytedt has given feedback on any suggestion that remained at suggestion stage in a written assessment (appendix 7.6)

All the suggestions of improvement as a result of this study were not presented at one time to the commissioner. During the study, many suggestions and ideas had come out of co-creation such as workshops and brainstorming sessions and meetings where the service was discussed. A lot of the work, especially the marketing and information material designed to improve visibility of the Integration Port was suggested and implemented as the study went on.

All the suggestions however were presented and discussed with Kotka-Bystedt on 13.10.2017. The only exception was the compressed information brochure, which was presented and discussed, by email, on the 27.10.2017. During the meeting on the 13.10.2017 an overview of all suggestions was presented, both what had already been implemented, things that were being implemented at the time as well as future suggestions.

The presentation was done by PowerPoint (appendix 7.5). Each of the points were suggested, explained and discussed. This PowerPoint presentation together with a deepened information document was later sent to Kotka-Bystedt who was to forward the documents on to Integration Coordinator Pia Fraktman as well as to Head of Staff Eva-Maria Emet.

The suggestions were given for pre-service, service and post service periods. Over the course of the research, repeatedly the pre-service period was identified, both by the staff and managers of the Integration Unit, as well as by thesis writer as he main problem area. *How to reach the customers* and how to improve visibility and accessibility. So, a lot of time was put into trying to find solutions for this.

The main problems in the *pre-service* period were:
   Marketing
   - To create the correct look for the Integration Port
   - To find the right outlets for marketing
   - To reach all the target groups

   Visibility
   - To collaborate fully with relevant organisations for the Integration Port to become 'a household name'
   - To be visible where potential customers go, for them to learn about the Port
   - Bigger online Presence, website, blog

Accessibility

- To work around the signage ban, to be able to show customers where the Port is
- Bigger online presence, promoting for example the use of messenger as a means of getting in contact.

The main problems in the *service* period were:

Content

- Could different things be highlighted to reach more customers

Online Presence

- To reach all the target groups

The main problems in the *post service* period were:

Follow up

- To continue customer touchpoints beyond the actual service period

Feedback forms

- To gain customer feedback and be able to continuously develop the service

Evidencing

- Of course, customers will return if they have another problem, however, how can the port leave a positive memory using evidencing?

Some of these problems or issues cross over the service periods, for example increasing the Integration Port's online presence would not only help with marketing and visibility within the pre-service period. It could also be a platform where all the content of the service could be highlighted and shown, it could also be used to access the service, in other words a customer could conduct his/her business online instead of coming to the Port itself. Post service touchpoints, such as availability of a feedback form could also be an added online service. Because of this, the suggestions in this chapter have been done as tangible examples rather than dividing them into Pre-Service, Service and Post-service groups.

4.2   Integration Port Layout

The suggestions for the layout and usage of the Integration Port area were:

- Better display system for brochures inside the port
- Queueing system
- Brochures available in waiting area
    - Alternatively, a screen which showing adds and information
- Privacy for computer user
- Using two computers simultaneously when appropriate

The first suggestions of improvements relate to the layout of Integration Port and its facilities. The Layout of the Integration Port as it currently is serves a purpose and has been designed as a helpdesk. At the counter the advisor can help customers both standing up and sitting down, whichever the customer prefers. There is a phone which can be handed to the customer in case the advisor is helping them with a phone call or in case the customer needs interpreter services. The computer screen which the advisor works on can be turned for the customer to view the screen.

The layout of the Integration Port means that it is within the Port where all the help and advice happen. There is a computer is in the corner which customers can use. Brochures are displayed on two spinners and on a display stand on the counter. The spinners take up a lot of space and makes the area look quite untidy. Using clear brochure display systems which attach to the walls would clear a lot of floor space and make the Integration port look cleaner. The displays could consist of shelves, where different sizes of brochures could sit side by side, or it could consist of individually sized pockets as per figure 18.

Figure 14: Images of the Integration Port (photo: Malin Winberg)

Figure 15: Suggestions of brochure displays for information port (Malin Winberg)

 The waiting room, which is outside of the Port consists of a seating area and some toys for children. As the research of this study progressed and when looking at all different target groups of the Integration Port it became clear that the there are many different potential customers of the port with many different needs. Some customers might not

need to come and speak to an advisor, they might just want to browse for a brochure, perhaps for example regarding leisure activities.

The layout of the port means that to for example to browse through the brochures, the customer must come into the port as there are no brochures in the waiting area. If the door to the Port is closed due to the advisor dealing with a customer, the customer wanting to look at brochures will potentially have to wait quite a while. Even if the door is open it may feel intimidating to walk into the Port, especially if a customer is being helped at the time.

Figure 16: Images from waiting area before service design (photo: Anna Kotka-Bystedt)

When analysing the customer journey, it shows that this is also a problem area for the rhythm of the service. If a customer has to wait in order to just browse a brochure, it

reflects negatively the service. Having brochures available in waiting area would take advantage of the customer's 'dead time' and perhaps aid in the process of integration as the customer finds an interesting or useful course or hobby or other activity to take part in.

Inside the port, there is a computer, which customers can use. Sometimes they will want the advisor to help with their online enquiry, whatever it may be. Other times a customer will conduct their business themselves, without the aid of an advisor. There are security issues to consider with the computer and it is therefore not advisable to move the computer to the waiting area. But it could make the service run smoother if there was a possibility to create some privacy at the computer area so that both persons using the computer, and a customer present with the advisor could be in the room simultaneously. There is always an option to close the door to the port, stopping anyone else from entering and using the computer should a customer want to speak to an advisor in confidence.

When using the benchmarking method and comparing the Integration Port with the the City of Kokkola's Newcomer Information, Guidance and Support Service and the Welcome office in Vaasa. Tuula Löf at the Kokkola helpdesk described using two computers simultaneously by bringing up the same information in both Finnish and the customer's native language to bridge language barriers. This seemed as such a good method that it was also suggested to be used at the Integration Port when needed.

As mentioned before, many of the suggestions remain at suggestion level. It would have been great to be able to try the Port layout suggestions for example, some of which, as the feedback from commissioner (appendix 7.6) will show, has already been tested but perhaps not to the same extent as suggested in this study, however, there is for example not the resources to buy new brochure displays due to budget restrictions.

There has also been an attempt to have brochures available in the waiting area, however it seemed that some of the children of waiting customers would see the brochures as toys and would mess them up of take them out of their displays. It is

possible that a contributing factor to this is because the customers have to wait a considerable time in the waiting area. Perhaps by smoothing out the rhythm of the service journey, i.e. by for example ensuring that there are guidelines on what work is done at the helpdesk, and what is done by appointment only as well as for example adding a divider in the room to give privacy for a computer user (and therefor ensuring there could be two customers being 'helped' at the same time) would cut waiting-times enough for the children not to get bored with waiting, and leaving the brochures in the displays. Perhaps investing in a few more toys and some pens and paper, or perhaps a blackboard which could be easily cleaned for use again the next day, as well as a children's table with a few books would help as well, as it is known that a lot of customers do bring their children to the Port.

There is no queueing system available, which can be confusing for customers. Perhaps another way of giving the customers information whilst they are waiting, but avoiding placing physical brochures in the waiting area could be by combining the queuing system with a screen which shows adds and information. Perhaps here the 'At the Port Today' Adverts (which will be presented later in this chapter) could also be shown. These are thoughts and ideas which unfortunately cannot be developed at this stage as the suggestions cannot be piloted.
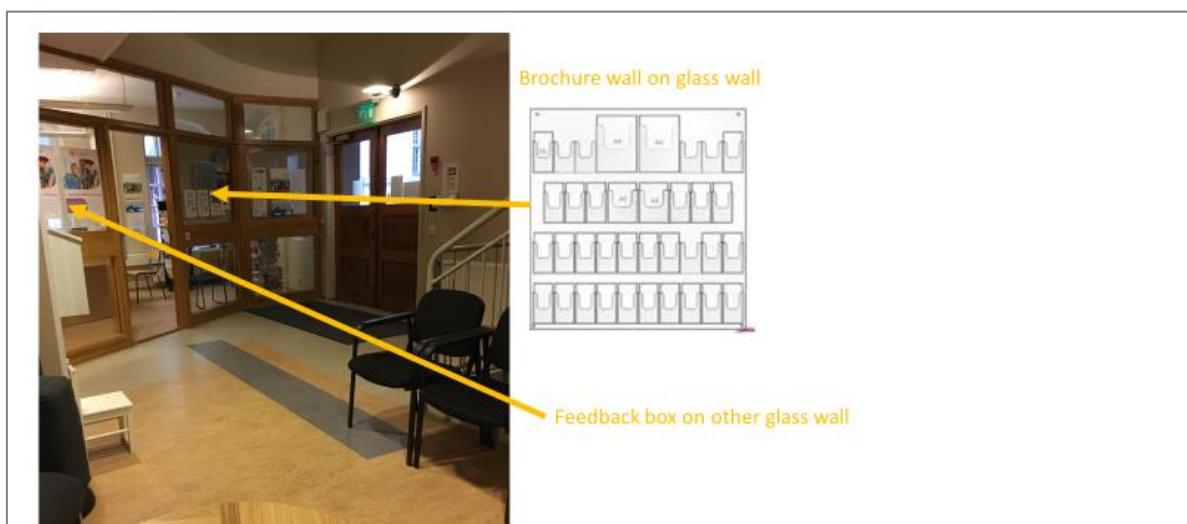
Figure 17: Suggestions in waiting area image 1 (Malin Winberg)

Figure 18: Suggestions in waiting area image 2
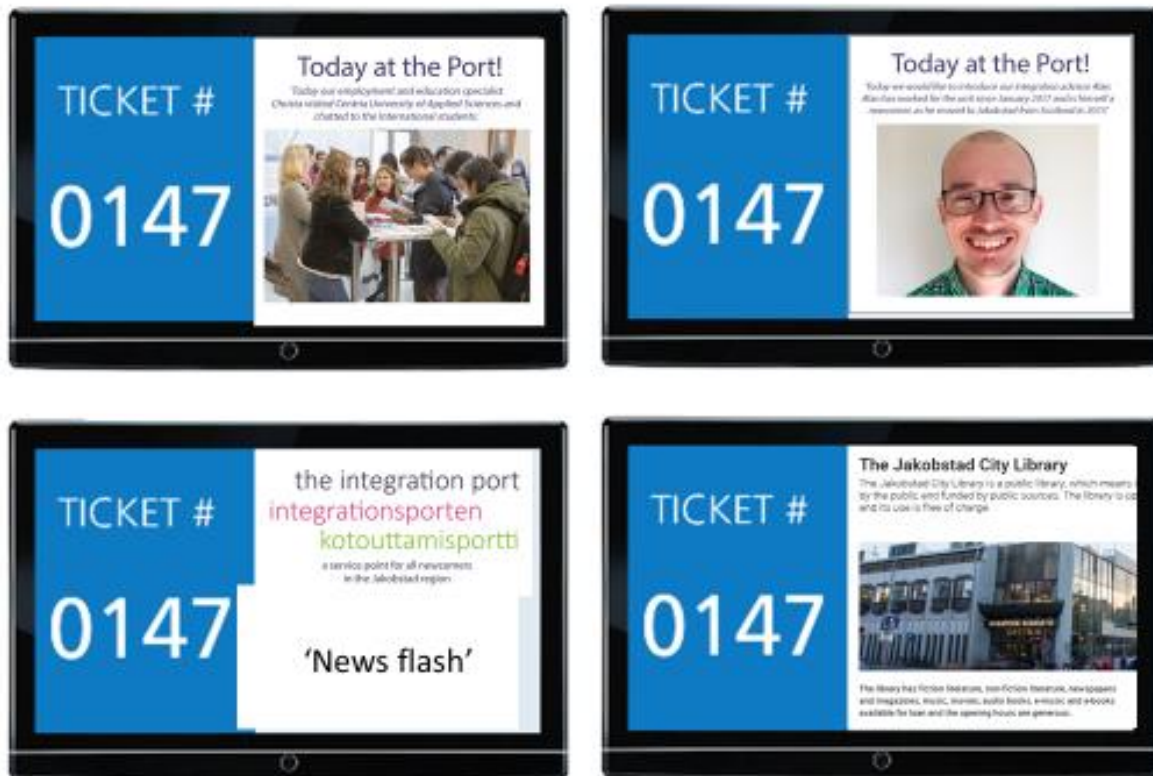
Figure 19: Queueing system visualisation (photo: Dieter Berghmans)

4.3   Marketing and information

As per goal number 6 of the GSO-project, the Integration Unit was to produce basic information material in several languages, both online and written form.

Figure 20: goal no 6 of GSO-Project

With the help of this Service Design study, The Integration Unit was able to go deeper and develop this further as part of the service. There was somewhat of a snowball effect with the marketing and information material in the sense that one idea inspired another. In the end a 'look' that can be associated with the port was created.

4.3.1   Printed material

During the observations, the customers' use of the entire service point area as well as the actual facility were analysed. It was noted that there were many brochures available to the customers, however some of them were only printed in Finnish and/or Swedish which raised the question of the relevancy of these brochures as many of the customers that come to the Port are not able to read Swedish or Finnish. Many of newcomers will of course aim to learn either Swedish or Finnish (or both) and to fully integrate into Finnish society it is of course a huge advantage to know at least one of the native languages. All authorities and organisations cannot be expected to print their information leaflet in every language spoken in the region, however there are other ways to make the leaflets easier to understand for someone with limited language.

There are different views and opinions when one is co-creating with different types of people with different backgrounds. As mentioned in chapter 3 making a service user-centred is very important from a service designers point of view. The language of the service should be the one of the customer. In the case of the Integration Port this of course could have several meanings. One could see it as actually speaking or providing information in the customers native language, or it could mean that every part of the

service is designed to be as user-friendly as possible to the customer. From the staff at Integration Unit's point of view, integration might be the key word, and what it means to integrate someone in society. So perhaps a service which is completely done in the spoken language of the customer is more user-centred, but is it integrating?

The suggestions of how to design the new brochures and information material, as well as some of the ideas for what was needed to be added into the brochures came from many of the methods that were used throughout this study and the guidelines which had to be adhered to were provided by Kotka-Bystedt.

Information material about the Integration Port and the integration services provided was to be printed in several languages was per the GSO-project goals. So, putting that goal to action and by considering what was noted during the observations and other parts of the research, suggestions of how to improve these brochures were for example new images and clearly visualised information. As well as a new fresh look to the brochures, it was important to illustrate in images and overall feeling what the Integration Port and the Integration Unit stands and show the service they offer. Certain colours and logos had to be used to comply with rules set up by both the municipality and the European Social Fund, but there was a possibility to make the information and marketing material attractive, practical and user-friendly for the customers of the Port.

The main information brochure about the Port was to be translated into several languages as before it had only been printed in Swedish, Finnish and English. Both the layout and content of the brochure needed updating.

The thesis writer is also a designer and educated in graphic design so was asked to do a quote for the work. The quote was accepted and so the information brochure design assignment got started and could be included in this thesis. The initial graphic design assignment was for a brochure, a flyer and business cards.

One of the research questions for this thesis concerns whether the Integration Port is reaching and attracting members of all its target groups. One way to increase the odds would be to make the marketing and information material more attractive, translating it to as many languages as possible, and ensuring the brochures are distributed widely. It was important to try and shake the Integration Port's 'image problem': that the Port is understood to be a helpdesk only for refugees and asylum seeker, which became apparent during the workshops with the staff and managers of the Port. By giving the brochure a contemporary and clean feel the hope was to appeal to as many customers and target groups as possible. The brochures will be distributed and placed in many public places where there are many other brochures available. It was important to make the brochures eye catching, informative and user friendly. People must want to pick them up to read them!

The layout restrictions of the poster, were the strictest of the three. A model had to be used for the poster and there were guidelines of colours, fonts and amount of text. So very little scope for change.
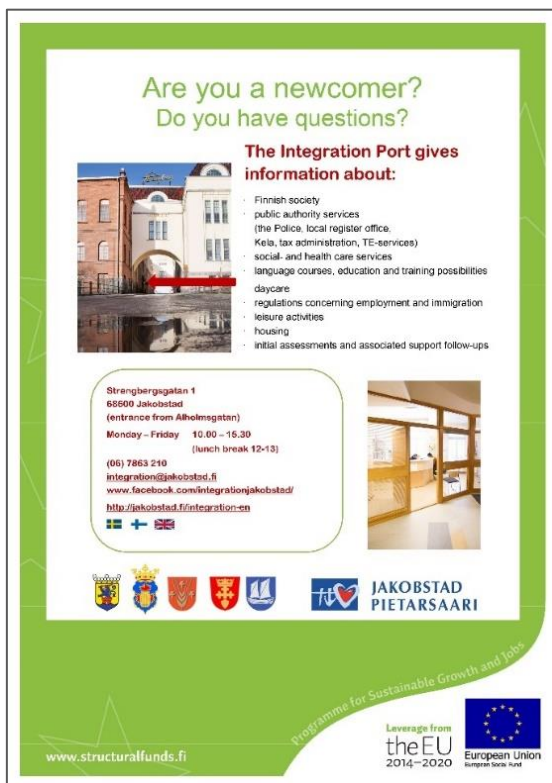
Figure 21: Information poster for the Integration Port (Photos: Dieter Berghmans)

For the business cards, the model or colour scheme of the European Social Fund or a related integration project *Finland – my home* had to be used.

Figure 22: Mitt hem logo http://kotouttaminen.fi/sv/finland-mitt-hem 22.06.2017

The European Social Fund have models for business cards, but with very little possibility for amendment. It was therefor decided that working with the logo and colours for 'Finland -my home' would work better as it would be possible develop a business card which would stand out and to be more appealing for the customers.

The requirements of the client/commissioner (The Integration Unit) was that there were to be no images, and the colours of the project needed to be used. The logos of the participating municipalities as well as the two EU logos had to be clearly visible. Appointment business cards were also commissioned.

Figure 23: Final Business card design

Figure 24: Final appointment business card design

The information brochure was to be a A5 size, four-page brochure, with images, information on what the Port does as well as contact information and a map. Photographer Dieter Berghmans was hired to take the images that were to be used for the brochure. The first print run was of brochures in Swedish, Finnish and English, after which brochures in Albanian, Arabic, Bulgarian, Czech, Estonian, Hungarian, Farsi, French, Romanian, Russian, Somali, Spanish, Thai and Vietnamese were also printed.

Figure 25: English version of brochure – outside (Photos: Dieter Berghmans)
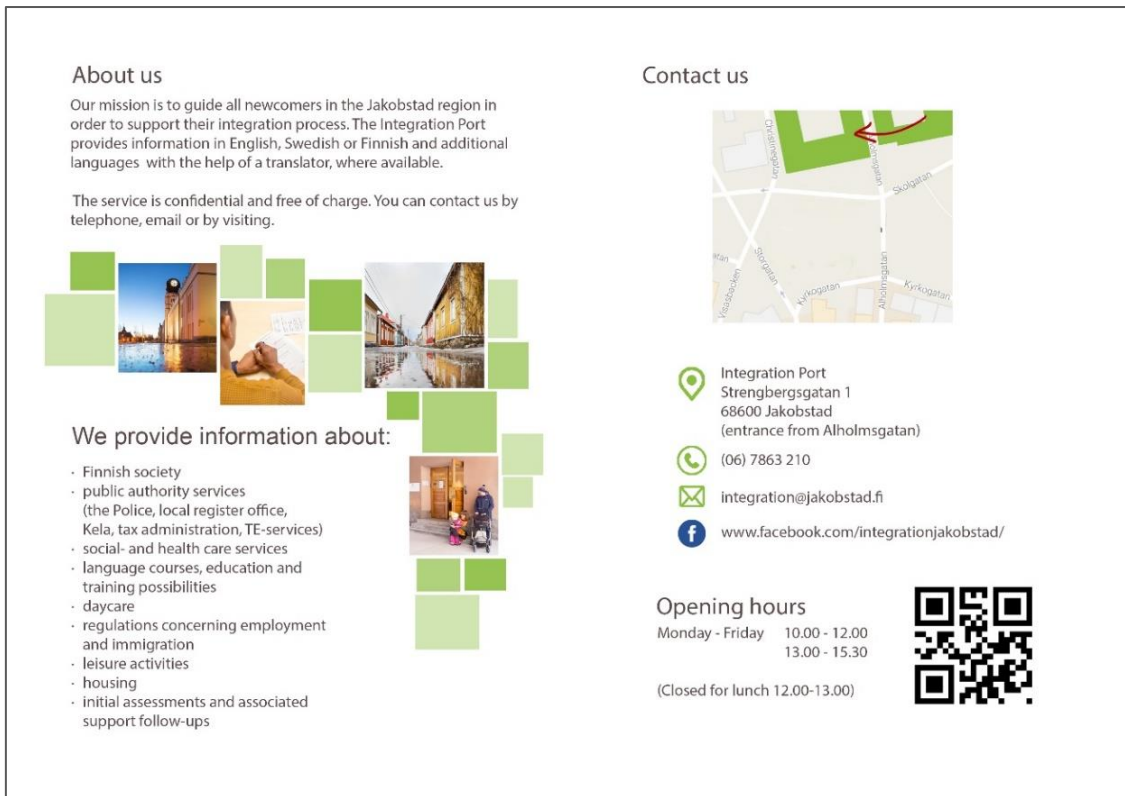
Figure 26: English version of brochure - inside (Photos: Dieter Berhmans)

The flyer which was designed was a more compact version of the A5 information brochure.

Figure 27: Image of flyer, front and back (Photos: Dieter Berghmans)

Other printed material which was developed as a means to increase visibility and accessibility of the service was a poster for an A-board, using the same design features as the business cards and information brochures. The idea was to put this sign outside the Integration Port, as a way around the signage ban. The same A-board but with a different information poster would be used at future events.
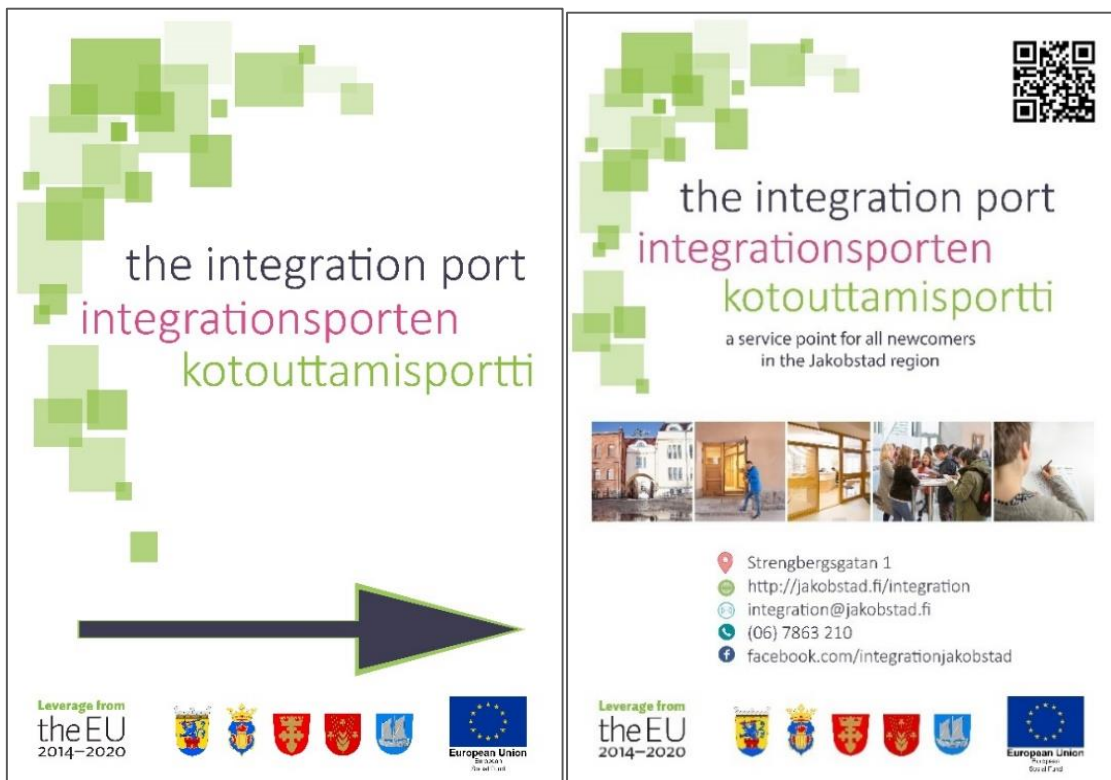
Figure 28: Posters for A-Board (Photos: Dieter Berghmans)

To introduce evidencing into the service a compressed, folded information brochure was designed. It is a brochure combined with an appointment business card. This allows the advisor at the Port to hand out a lasting memory and snippet of the service to each customer. The brochure contains contact information to the Port itself as well as for a selection of stakeholders. The advisor can write down additional information for the customer in the blank part of the brochure and there is also an appointment layout on the back of the brochure in case the customer wants to make an appointment to see one of the advisors on a pre-booked time.

Figure 29: side A of foldable information brochure

Figure 30: Side B of foldable information brochure

4.3.2 Jumbo Screen Advert

Further suggestions of how to improve visibility and reach more members of target groups, especially the hidden groups which are difficult to find, was to ensure that information about the Integration Port was available where the members of the target groups go. Already the team at the Integration Unit are working tirelessly to promote their service with for example schools and businesses / employers. However, some of the groups cannot be reached this way.

In the beginning of this research an attempt to reach newcomer parents, who are home with children and do not as part of their integration plan attend for example language classes. The theory was that the one place these parents could be reached would be at the health centre, as they will take their children there for regular check-ups.

A research permission was sought with the Department of Social Services and Healthcare in Jakobstad. The application was denied on the grounds of client confidentiality and information security. It seemed impossible to find a way to get in contact with these individuals without breaking the rules on information security. Because it was not possible to contact these individuals directly, the hope was to reach them, and others, out in the community by making sure that the information about the Integration Port was readily available. When conducting the benchmarking, Petra Winberg of the Welcome Office in Vaasa mentioned that they try to get in contact with members of this group by reminding the clinical staff at the health centres to mention the Welcome Office when meeting with a client from this target group. This is of course an option for the Integration Port as well.

One idea that Kotka-Bystedt brought forward was to advertise on a jumbo screen, operated by Citygruppen rf, situated in the town centre. The option of using this screen was first discussed at the planning meeting of the Christmas opening collaboration which will be discussed in the next part of this thesis. And shortly after, thesis writer developed the design. The initial advert will be showing for six months, starting November 2017.

Figure 4-32: image of

Figure 31: jumbo screen advert (Photos: Dieter Berghmans)

4.3.3   Information Events and Markets

As another means of increasing visibility an information and marketing event was planned in collaboration with Citygruppen and other stakeholders at their Christmas opening event Friday 1st December 2017. This is Jakobstad's official Christmas inauguration which is a family event when the town's Christmas lights are switched on. There will be entertainment for children as well as a variety of market stalls.

The integration port will be handing out gingerbread biscuits from a so-called Christmas hut and staff members will be there to give out information and answer questions.

This event will hopefully help in informing more people about the Integration Port and what they do. And hopefully this event will aid in reaching more potential customers as well as leaving them with a fond memory of the Port. One of the target groups that were discussed in the second workshop were also volunteers that would like to help the Integration Port in their efforts to promote integration. This kind of event has the

potential to not only create a relationship with future customer, but also with future volunteers.

Other suggestions which the Port could do, which was suggested because of this study, to increase their visibility are:

- To put up stalls at local markets and events

  -To be where the potential customers are
- Sponsored brochure stands, where a selection of brochures which shows the service that the Integration Port provides as well as some of its main partners could be placed around the community

4.4   'Today at the Port' Marketing campaign

During the second workshop with the staff and managers at the Integration Unit, the possibility of a marketing campaign both in printed and social media was discussed. The idea is to introduce the service that the Integration Port offers but also the staff. The campaign would consist of a series of adverts, or snapshots, including images and a little text, to illustrate the broad range of services that the port offers. Not only will this serve as marketing of the Port, it will also become a user-friendly, customer-centred way of the customer to receive information and learn about the service. There are contact details on each of these adverts which will guide the customer to the service, be it online or at the actual information port.

After refining the discussions, the suggestions are:

- A series of adverts in the paper 'Jeppis Weekly'
- To post the same adverts on social media – Facebook
- To invite newcomers to share their stories or thoughts and post with a related image on the Integration Ports Facebook page
- To hang the same adverts along the pedestrian street in central Jakobstad

The same adverts that are used in printed media, could also be used online. The online adverts could be posted on social media such as Facebook.

Figure 33: Example 1 of 'Today at the Port' advert for Paper (Photo: Dieter Berghmans)

Figure 34: Examples of 'Today at the Port' advert for Paper (Photo: Malin Winberg)

Figure 35: Example of Facebook blog post (image: 14.11.2017 https://pxhere.com/en/photo/1336552)
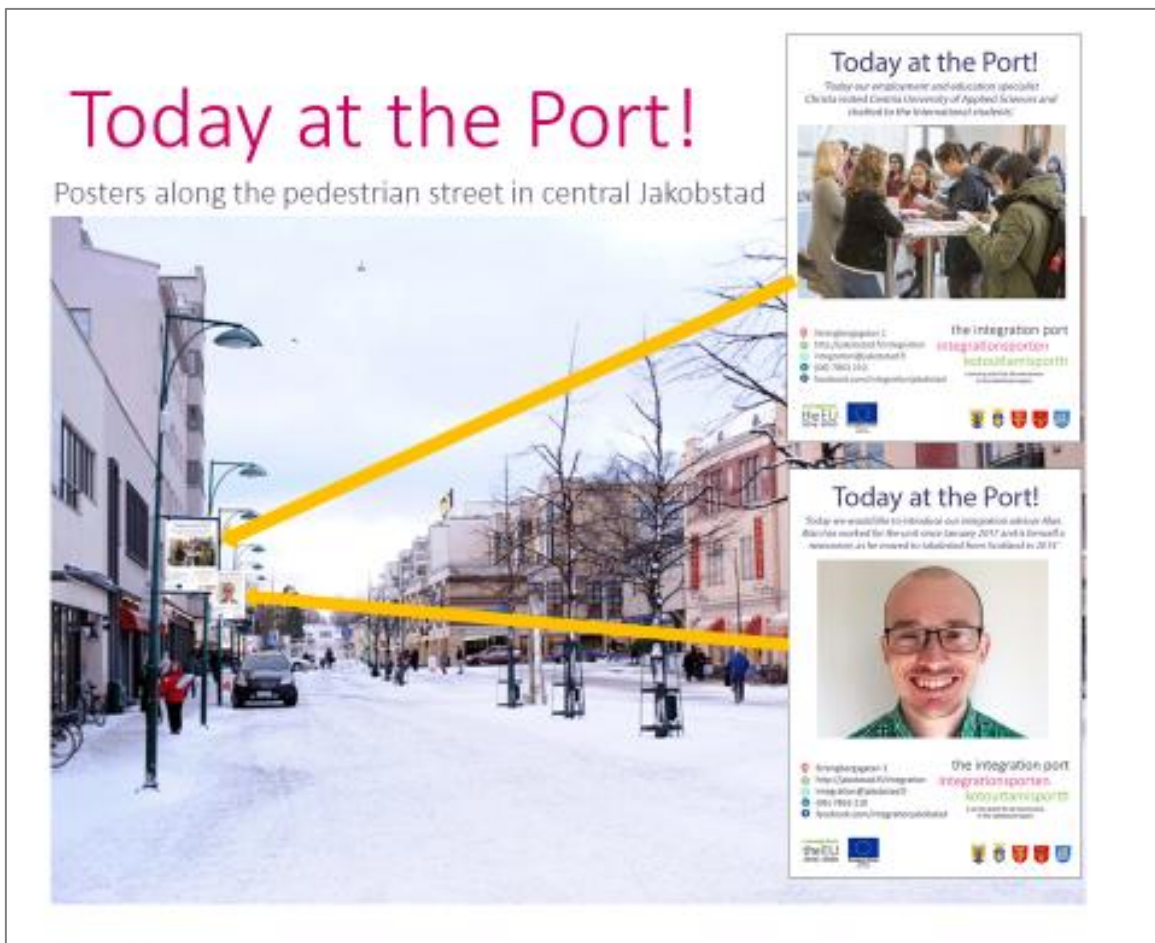
Figure 36: Today at the Port advertising suggestion (Photos: Malin Winberg, Dieter Berghmans)

4.5   Content of the Service

The content of the service is already very well designed and developed. There could perhaps be additional services that could be offered by the Integration Port. These additional services will be presented in this part of this chapter.

4.5.1   Independent website

There is always the option to increase the online presence of an organisation. Resources and manpower (to update the service as well as to respond to online enquiries) must be considered when planning to implement these sort of ideas as thy will be ongoing. At present, information about the Integration Unit and the Integration Port can be found on the City of Jakobstad website, www.jakobstad.fi. The Integration Port also has a Facebook page, however no independent website.

When doing the benchmarking, it was noted that the welcome office has a website, and perhaps it would be an idea for the Integration Port to produce something similar. However, it is important to have a strategy on how the website is managed and serviced after it has been published.

In the first workshop, the idea of a website was discussed, however there are municipal rules and regulations which stops the possibility to create an independent website at this point. It is however still a suggestion as part of the service design project.

4.5.2   Online Chat and Opening hours

For many reasons some customers do not have the time or possibility to get to the Integration Port during opening hours. The suggestion of an online chat came up in one of the workshops, and has already been implemented in the sense that these is the possibility to contact the port by messenger. As a first step this seems sufficient. There is no current need for elaborate online chat system, however perhaps the fact that messenger can, and that it is one of several recommended means of contact could perhaps be made clear in social media posts and in adverts.

From the benchmarking exercise came the idea of perhaps extending the service beyond working hours. Keeping the port open until 18.00 regularly would give customers who cannot make it to the port during office hours a possibility to visit. It would not have to be every week, it could be one a fortnight or once a month.

4.5.3 Highlighting Different Services

Perhaps by highlighting many different service areas by the power of marketing campaigns and 'sponsored brochure displays' mentioned before could spark the interest of different target groups. By showing potential customers the wide range of issues that the Port can advise on will attract more customers to the Port. The service is user-led, the advisors will help and advice on any customer query.

To do this, of course the message must come out in the marketing and information material available to the customer. the 'Today at the Port' campaign is the perfect outlet for these messages.

Discussing with organisations to perhaps get a 'free trial' at courses and leisure activities would also promote the newcomers to take part in these important social network building activities.
.

4.5.4 Events and outings

To promote integration, events and outings could be planned. This option was discussed during the second workshop at the Integration Unit, and plans have already started to put this ideas into action.

Importantly, these events and outings are to be marketed, in collaboration with for example Arbetarinstitutet i Jakobstad, which of course will mean that the information will reach a wider audience, not just the Integration Port's customers. This way

hopefully there will be many participants of equally as many backgrounds, newcomers and non-newcomers.

4.6   Feedback

According to the GSO goals (figure 3) follow-up appointments after initial assessments are to be developed. This issue was not dealt with as part of this thesis study; however, the lack of aftercare or post-service touchpoints was highlighted in the customer journey and Service blueprint which was created.

The suggestion therefor is to have both an online feedback form and the possibility to leave physical feedback inhouse. The online feedback form could perhaps be offered through Facebook in case it is not possible to develop it as part of the website. However, then there will be a problem with anonymity. The best thing would be to be able to leave anonymous feedback both physically and electronically.

Another suggestion to keep in contact with a customer post service would be to allow the customer to sign up for a Newsletter or SMS list. Which could be generated on a regular basis by the Integration Unit. The newsletter or SMS message could for example include news and highlights as well as information on future events.

5   Customer Journey and Service Blueprint after Service Design

During the research the customer journey and Service Blueprint were re-visited and developed numerous times, as shown by the process chart. There is no doubting that would all the suggested changes and improvements have been piloted and evaluated whilst in use, both the Customer Journey and the Service Blueprint would have been able to be developed even further, and perhaps new solutions would have come out of the results. It is still however important to be able to visualise if only by the power of imagination how a customer would experience the changes and improvements.

6   Conclusion

The aim of this research was to undertake a detailed service design study of the Integration Port, which is an information helpdesk operated by the Integration Unit in the Jakobstad Region. The Integration Port opened as part of the implementation of goals set for the EU-funded development project 'A Good Start in Ostrobothnia, Integrated Service Chains for Immigrants in the Jakobstad Region' (GSO-Project). The purpose of the Integration Port is to ensure access to integration services for all newcomers in the Jakobstad region, regardless of their background.

The most important aspects to consider, for this study, were to analyse how to reach all the Integration Port's target groups and how to best serve all its customers.

To be able to turn the needs of the customers of the Integration Port into tangible improvement suggestions, it was important to consider law regulations as well as to understand the principle ideas and definitions of immigrant integration parallel to using appropriate research methods. It was also vital to fully comprehend the goals of the GSO-project and the service which the Integration Port aims to provide.

The research questions of this study were:
1. Is the Integration Unit reaching all its target groups?
   If not, how can it reach them?
2. Are the services of the Integration Port used in an optimal way?

To answer these two questions and taking into consideration the goals of the GSO-project, the service design study was conducted using a variety of tools and methods and following the five principles of service design explained by Marc Stickdorn in the book This is Service Design Thinking:
These principles are:

Holistic

'The entire environment of a service should be considered'

User-centred

'Services should be experienced through the customer's eyes'

Co-creative

'All stakeholders should be included in the service design process'

Sequencing

'The Service should be visualised as a sequence of interrelated actions'

Evidencing

'Intangible services should be visualised in terms of physical artefacts'

 (Stickdorn & Schneider, 2011).

The chosen research methods included observation, benchmarking, a survey as well as interviews with customers and potential users, workshops with staff and managers of the Integration Port and interviews with outside stakeholders. Tools such as personas, stakeholder map, customer journeys and service blueprints were developed. Combined, these methods and tools took into consideration the customer, front-line and back-office staff as well as other stakeholders.

All of the research methods used dealt with both research questions to some degree. During the benchmarking, for example, where the Integration Port was compared with the corresponding helpdesks of neighbouring cities, Kokkola and Vaasa, both the actual service and the way that the employees at the helpdesks were trying to reach their target groups were compared. Simply by asking a few well planned and defined questions and analysing the answers two new suggestions of improvement came to light: The idea to keep the Integration port open after business hours regularly for customers who cannot get to the helpdesk during its current opening hours, as well as the suggestion to use two computers simultaneously.

The survey and interviews with existing customers and/or potential users were designed to gather information that would aid in answering both research questions.

This was also the case when developing the target group personas, the stakeholder map, the customer journey and the service blueprint.

The workshops sessions with the staff and managers of the Integration Port were planned to concentrate on one of the questions per workshop, however there were also crossovers. In the first session, the Disney method was used, and in the second workshop, the 5 Whys method had been planned. During the second workshop the method ended up being abandoned half way through as the workshop morphed organically into a brainstorming session. Both these workshops were very successful with several suggestions, relating to both research questions coming out of each of the sessions.

All of the methods used produced results and suggestions. The workshops were the most successful of the methods if comparing the number of ideas for improvement that were produced from each method. Without the supporting information gathered from the other methods and tools used in this study, however, the ideas from the workshops would not have been able to be developed fully to tangible improvement processes.

There were many suggestions, related to all of the service periods, i.e. pre-service, service and post-service, that were developed as a result of the research. Some of these suggestions were implemented, other were not. The ones that were implemented were mostly related to increasing the visibility and accessibility of the Integration Port.

Examples of implemented suggestions were an information brochure about the Integration Port printed in 17 languages, an arrow sign to be put outside the premises to guide customer to the Port, other posters and flyers, an advert for a Jumbo screen in the centre of Jakobstad, business cards, appointment business cards, as well as a small size information brochure which includes contact information to the Port, important telephone numbers and website links. This brochure also works as an appointment card and there is also space for further notes and information.

The idea of a marketing campaign started because of one of the workshops conducted as part of this thesis study. This marketing campaign, which has the working title of 'Today at the Port' is still in planning stages, but will be likely to include adverts in local papers, and online on social media. There will be advertising on a jumbo screen in the centre of Jakobstad (this has already been implemented) and other suggestions for the campaign was posters which could be displayed in the city centre, as well as blog posts, for example on Facebook, by both staff and customers of the Port

As mentioned some of the suggestions were not piloted or implemented. Examples of suggestions that were not implemented were layout suggestions, improvement suggestions to online presence and communication and process suggestions. The reason for this was mainly budgetary or due to municipal or project rules and regulations as well as time restrictions. Hopefully, however, the suggestions made have served as food for thought and perhaps as the GSO-project continues some of them might be tested.

As evidenced by the research for this study, the Integration Port staff and management do a lot to ensure that they reach all their target groups as per research question 1. They have increased their visibility and accessibility and are actively promoting their services with the public, potential customers and relevant stakeholders and project partners. However, as some of the suggestions which came out of this study, were not piloted or implemented the questions till remains whether more could be done. In reference to research question 2, the evidence from this study show that the service is used in as optimal way as possible at present, and both staff and managers are open to change and improvements within the framework of municipality and project guidelines.

The GSO-project is facilitating the Integration Unit in its very important quest of promoting the inclusion and integration of all newcomers in the Jakobstad area. To have had the opportunity to contribute to this development, as well as to the service which the Integration Port provides has been immensely satisfying and the outcome of this study has hopefully been useful to both the Integration Port and its customers.

7 References

Act on the Promotion of Immigrant Integration (1386/2010), 2010. *Ministry of Employment and the Economy, Finland.* [Online]
Available at: http://www.finlex.fi/en/laki/kaannokset/2010/en20101386.pdf
[Accessed 01 12 2016].

Bland, D., 2016. *Solutions IQ.* [Online]
Available at: https://www.solutionsiq.com/resource/blog-post/what-is-an-empathy-map/

Buchanan, R., 2001. Design research and the new learning. *Design Issues*, (4), pp. 3-23.

Business Set Free, 2013. *Business set free.com.* [Online]
Available at: http://www.businesssetfree.com/disneys-creativity-strategy/
[Accessed 21 November 2017].

Collet, E. & Petrovic, M., 2014. *the Future of Immigrant Integration in Europe - Mainstreaming Approaches for Inclusion,* Washington DC: Migration Policy Institute Europe.

Debois, S., 2017. *Survey Any Place.* [Online]
Available at: https://surveyanyplace.com/questionnaire-pros-and-cons/
[Accessed 21 November 2017].

DeVylder, J., 2016. *Meld Studios.* [Online]
Available at: http://www.meldstudios.com.au/2016/08/31/what-service-design-is-and-what-it-is-not/
[Accessed 14 November 2017].

Gibbons, S., 2017. *NN/g Nielsen Norman Group.* [Online]
Available at: https://www.nngroup.com/articles/service-design-101/
[Accessed 14 November 2017]
.
Harrison, C., 2007. *Harvard university.* [Online]
Available at: https://psr.iq.harvard.edu/files/psr/files/PSRQuestionnaireTipSheet_0.pdf
[Accessed 21 November 2017].

Immigrant Integration, 2013. *Grantmakers Concerned with Immigrants and Refugees (GCIR).* [Online]
Available at: https://www.gcir.org/integration
[Accessed 02 08 2017].

Integrated Service Chains for Immigrants in the Jakobstad Region, 2017. *Jakobstad - integration.* [Online]
Available at: https://www.jakobstad.fi/nyinflyttade-en-us/integration-en/projects/integrated-service-chains-for-immigrants-in-the-jakobstad-region/
[Accessed 02 06 2017].

Jurevicius, O., 2014. *Strategic Management insight.* [Online]
Available at: https://www.strategicmanagementinsight.com/tools/benchmarking.html
[Accessed 09 October 2017].

Lazier, M., n.d. *Designlab.* [Online]
Available at: http://trydesignlab.com/blog/what-is-service-design/
[Accessed 14 November 2017].

Mission, n.d. *The Migration Policy Institute.* [Online]
Available at: https://www.migrationpolicy.org
[Accessed 24 10 2017].

Nielsen, L., 2013. *Personas - User Focused Design.* London: Springer-Verlag .
O'Brien, M., 2016. *Immigration Reform.com.* [Online]
Available at: http://immigrationreform.com/2016/09/29/the-important-difference-between-assimilation-and-integration/
[Accessed 29 October 2017].

Osana-projektet, 2017. *Kokkola.fi.* [Online]
Available at:
http://www.kokkola.fi/hallinto/hankkeet/konserni_ja_keskushallinto/sv_SE/osana_hanke/
[Accessed 25 October 2017].

Research in Practice, n.d. *Rsearch in Practice.* [Online]
Available at:
https://www.rip.org.uk/~ftp_user/observations/files/assets/common/downloads/observations.pdf
[Accessed 20 November 2017].

Stickdorn, M. & Schneider, J., 2011. *This is Service Design Thinking.* Hoboken,New Jersey: John Wiley & Sons, Inc..

The Interaction Design Institute, 2017. *The Interaction Design Institute.* [Online]
Available at: https://www.interaction-design.org/literature/article/the-principles-of-service-design-thinking-building-better-services
[Accessed 14 November 2017].

Welcome Office, n.d. *Welcome Office.* [Online]
Available at: http://www.welcomeoffice.fi/sivut/frontpage/welcome-office.php
[Accessed 2 August 2017].

8   Table of figures

Questionnaire

This questionnaire is aimed at newcomers to Jakobstad and surrounding area. The information will be shared with The Department of Social Services and Health Care in Jakobstad to aid with the project 'A Great Start in Ostrobothnia, Integrated service chains for immigrants in the area surrounding Jakobstad' and the results of this research will also be published in the Master's Thesis of Malin Winberg for Novia University of Applied Sciences.

Age: ....   Gender: Male/ Female
                                                              (Please circle)

When did you move to the area? .... (Month & year)

Where are you originally from? ....

Did you move directly from abroad to this area or did you live somewhere else in Finland before moving here?

                    Directly from abroad / moved from another part of Finland   (Please circle)

If you lived in a different part of Finland first, please name place and time lived there.

....

What brought you here?
(specifically to Jakobstad and surrounding area)

....

....

....

What specific service needs did you have when you moved here?
(i.e which governmental departments did you need to speak to,
Did you need any help registering, and or with social and family issues?)

....

....

....

....

What information did you need?
(Both legally and also socially)

....

....

....

....

How did you find the process of moving here?
What obstacles did you encounter?
Were you able to get the information you needed?

....

....

....

....

....

What service needs do you have today?

Do you find it is easy to find the information you need?

....

....

....

....

Are you aware of the Integration Port?   YES / NO   (please circle)

Have you visited the Integration Port?   YES / NO   (please circle)

Do you welcome an info point where you can discuss your needs?

Any suggestions on what information / services you find important to include?

....

....

....

Any suggestions from your personal experience that would make the move to this area and the integration in to the society smoother and easier?

....

....

....

....

Thank you very much for your help!

Customer Journey Before Service Design

pre-service

- Little is known about the Integration Unit and the Integration port. People assume it is a helpdesk for refugees and asylum seekers only
- Customer gets welcome letter as a result of them registering with Magistrat.
- Customer can get information on internet, social media, printed brochure or out in the community. They can also get information through case worker.
- The information material is printed on plain paper and does not look very professional. Only available in FIN/SWE/ENG
- Opening Hours are limited but available online. It is possible to send message electronically in out of office hours.
- Customer goes to address, can also call or send message via email, facebook or messenger
- Finds it difficult to find as NO SIGN, and confusing where to go in
- Once inside Customer comes in - easy to find the Integration Port
- Waiting room is pleasant, comfortable seating. Somewhat dark
- There is no queuing / ticket system. It can be difficult to know who is next especially if there are groups or customers speaking different languages.
- No brochures in the waiting area, customer might get bored whilst waiting, or perhaps only wants to browse brochures. Not possible if integration port advisor is with someone at the time.
- It is possible, but can be intimidating to go through to the integration port to use computer or browse brochures
- There are a few toys for children. But as there are many children that join their parents or guardians to the port it might be worth adding a few more toys/ activities for children
- It can be a long wait because some customers come to the port with complicated issues
- There is no way of knowing how many are in front of you because of no queuing system
- It is possible, but can be intimidating to go through to the integration port to use computer or browse brochures

service

- The Integration port area is quite small. Positive as customers get privacy - only one customer at the time in with advisor
- Computer in the Port can be used by customers to get information on governmental webpages, fill in applications, pay bills or generally get help with their enquiry
- The Integration port area is quite small. Negative as it feels cramped if someone for example wants to use the computer whilst advisor is with another customer
- Customer has to wait their turn even if they just want to use the computer and does not need the advisors help.
- The brochure display system is messy, and only available inside the port
- The door for to the integration port can be closed for privacy
- There is no privacy for computer users.
- Interpreter in Arabic (90% of current customer base speak Arabic) available on site. Staff member speak a multitude of languages including Swedish, Finnish, English, German, French, Arabic and Italian
- If interpreter is not at present, the advisor can ask help from an advisor who speaks the customers language (if available) or use Phone interpreter service
- Advisors are trained to help in many things and will try to help where they can. They will help with anything from advising on leisure activities to tax office and banking queries as well as contacting embassy and other authorities.
- Advisors will help, or give information, or pass on to other authority whom appropriate. Best for customer to get the correct advice!
- Some issues the advisors cannot help with and need to forward to other authorities or organisations. Guidelines?
- Only one person in port at time, so as some issues are complicated . The customers have to wait a long time sometimes.
- Most enquiries are dealt with at the port
- Refugee caseworkers on site, so if a more complicated issue arise it is possible to ask the caseworker directly, or set up an appointment for another time
- There are times when customers perhaps would be better with a pre-booked appointment. Guidelines on what to do at helpdesk and what not needed?
- Some issues are not resolved or Advisors cannot help - may for example not have the authority to influence in a complex issue
- There may be language issues if interpreter is not available, or communication problem with another authority which is not being resolved
- Integration port has no influence on authorities, onlyadvisory /information desk.
- Customer may return over and over again asking for the same thing which advisor cannot help with
- Advisor can only refer customer to the correct authority

post-service

- Most issues are resolved during visit in port, if not phone calls or follow up meetings are set up
- Customers come back when they again encounter something they need help with
- The advisors at the port are also caseworkers who will be in continuing contact with clients if they are asylum seekers / refugees

Customer Journey After Service Design

pre-service

- By advertising in media, social media and by organising events in community. In collaboration with for example the library, language schools and adult education. The integration port and the service it offers is well known
- Customer gets welcome letter as a result of them registering with magistrate.

  They can also get information through case worker.
- Customer can get information on internet, social media, printed brochure or out in the community.

  It is possible to send message electronically in out of office hours.
- The information material has a contemporary look and all communication has a 'branded' look.

  Printed information about the service in 13 languages
- Opening hours are limited but available online.

  It is possible to send message electronically in out of office hours.
- Customer goes to address - can also call or send message via email, facetool or messenger
- Customer sees an A-board, arrowed sign for the integration port when he/she approaches the address.

  And a sign on the door
- Once inside Customer comes in - easy to find the Integration Port
- Waiting room is pleasant, comfortable seating.

  Light has been added
- There is a ticket number machine by the entrance to the waiting area. The customer takes a queue number
- There are some brochures to browse whilst waiting for your turn
- There is a small table with some paper and pens for children to draw on, and a blackboard of which they can use chalk on.

  As well as some toys there are also some books for children to read.
- It can be a long wait because some customers come to the port with complicated issues
- The customer can keep track of the progress of the queue because they have a ticket number.
- It is possible, but can be intimidating to go through to the integration port to use computer

service

- Port area is quite small

  Positive as customers get privacy - only one customer at the time in with advisor
- Computer in the Port can be used by customers to get information webpages, fill in applications, pay bills or generally get help with their enquiry
- Port area is quite small

  Negative as it feels cramped if someone wants to use the computer whilst the advisor is busy with another customer (and that customer does not need privacy)
- There is privacy (divider screen) for computer users
- (A divider screen around the computer, makes it possible to use the computer even if the advisor is busy with another customer (and that customer does not need privacy)
- The brochure display walls take up little space and gives the integration port an airy feel
- The door for to the integration port can be closed for privacy
- Interpreter in Arabic available on site. Staff member speak a multitude of languages including Swedish, Finnish, English, German, French, Arabic and Italian
- If interpreter is not at present, the advisor can ask help from an advisor who speaks the customers language (if available) or use phone interpreter service
- Advisors are trained in many areas and will try to help where they can.
- Advisors will help, or give information, or pass on to other authority where appropriate.

  Best for customer to get the correct advisor
- Some issues the advisors cannot help with and need to forward to other authorities or organisations. Guidelines?
- Only one person in port at time, so as some issues are complicated. The customers have to wait a long time sometimes.
- Most enquiries are dealt with at the port
- Refugee caseworkers on site, so if a more complicated issue arise it is possible to ask the caseworkers directly, or set up a private appointment.
- There are clear guidelines to what work is to be done at the help desk, and when a private appointment is needed
- All advisors log into skype business every day showing the advisor on duty at the helpdesk if they are available to help with tasks not suitable for the help desk.

  Thereby cutting unnecessary queuing and appointments
- Some issues are not resolved or Advisors cannot help - may for example not have the authority to influence in a complex issue
- There may be language issues if interpreter is not available, or communication problem with another authority which is not being resolved
- Integration port has no influence on authorities, compulsory information desk.
- Customer may return over and over again asking for the same thing which advisor cannot help with.
- Advisor can only refer customer to the correct authority
- As there are clear guidelines of when a private appointment must be made. Time is freed up for the online services, respond to enquiries and promoting the service in different media.

post-service

- Customers issues are normally resolved during visit to port, if not phone calls or follow up meetings are set up
- Customers are able to sign up for Newsletter and or SMS messaging service where they will be kept in the loop of any events, happenings or changes to the service.
- possibility to give feedback both at the integration port and online. Customer can choose if they want to be contacted regarding the feedback.

  The feedback will be checked regularly.
- Customers contact the port again, when they encounter something new they need help with
- The advisors at the port are also caseworkers who will be in continuing contact with clients if they are asylum seekers / refugees
- Customers are able to to be in contact with the Port at events, happenings and outings as the integration port will be visible at local markets and brochures about the service and associated organisations will be available in more public places.

Service Blueprint Before Service Design

	Pre-service	service				Post service
Physical evidence	Broschure					
Customer actions	Finding information about the Integration Port	Contacting the Integration Port	Arriving at the Integration port	Queuing at the Integration Port	Receiving service at the integration port	Leave the Integration Port
Front of stage interactions	Facebook page, Jakobstad's website, newcomer information pack	Phone calls, emails, messenger chats			Customer explains enquiry, advisor listens and tries to resolve on-site · Customer explains enquiry, advisor listens and refers to other person or authority · Customer explains enquiry, advisor listens and books possible private appointment	
Back of stage interactions	Facebook posts, keeping website and printed information updated, sending out information packs	man the phone, check emails, messenger chats			Phone calls, emails, messenger chats, internet searches, training, guidelines, internal IT systems	
Support processes	Printed information Brochures, out in community Website, Facebook, Marketing and Information Event Collaboration with the magistrate and other stakeholders		Printed material , map		Guidelines on work processes. Collaborators, printed information material, Internet. Knowledge base, IT systems and support	

Service Blueprint
Integration Port

Before Service Design

Service Blueprint After Service Design

	Pre-service		service			Post service
Physical evidence	Brochure, advertising poster, adverts in paper		A-sign (arrowed) showing the way,	Electronic queuing system + ticket numbers	Business cards, compressed information leaflet	Business cards, compressed information leaflet, feedback forms
Customer actions	Finding information about the Integration Port	Contacting the Integration Port	Arriving at the Integration port	Queuing at the Integration Port	Receiving service at the integration port	Leave the Integration Port
Front of stage interactions	Facebook page, Jakobstad's website, newcomer information pack, marketing campaign, Jumbo screen advert,,events	Phone calls, emails, messenger chats			Customer explains enquiry, advisor listens and tries to resolve on-site / Customer explains enquiry, advisor listens and refers to other person or authority / Customer explains enquiry, advisor listens and books possible private appointment	Customer receives feedback form, and compressed info brochure with relevant info
Back of stage interactions	Facebook posts, keeping website and printed information updated, sending out information packs, Keeping all brochure and adverts up to date	man the phone, check emails, messenger chats, blogs, facebook posts			Phone calls, emails, messenger chats, internet searches, training, guidelines, internal IT systems	
Support processes	Printed information Brochures, out in community Website, Facebook, Marketing and Information Event and other campaigns. Organised events and outings Collaboration with the magistrate and other stakeholders		Printed material , map		Guidelines on work processes. Collaborators, printed information material, Internet. Knowledge base, IT systems and support	

Service Blueprint
Integration Port

Before Service Design

PowerPoint Presentation of Suggestions

the integration port
integrationsporten
kotouttamisportti

| Pre Service	Service	Post Service
Marketing	Content	Follow Up
Visibility	Online presence	Evidencing
Accessibility		Feedback form

Suggestions

Integration Port and waiting area layout

- Better display system for brochures inside the port
- Queueing system
    - The screen would show adverts at same time
- Brochures available in waiting area
- More toys for children
- Privacy for computer user
- Using two computers simultaneously when appropriate

Brochure Display suggestions

Suggestions

- Use the walls
- Clear display system
- Set sizes or 'open' shelf

- Use the walls
- Clear display system
- Set sizes or 'open' shelf
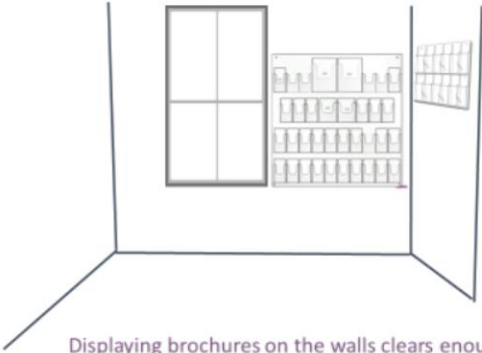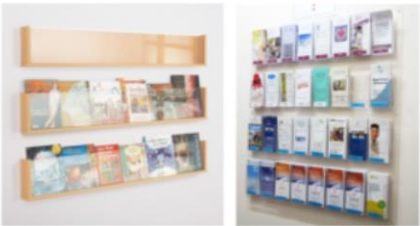
Displaying brochures on the walls clears enough floor space to put in divider for computer usage privacy

Brochure wall on glass wall

Feedback box on other glass wall

Suggestions
waiting area layout

There is not a lot of space and by extending the children's place you will probably loose one chair

Move one chair

A selection of toys in the drawers

A book stand on top of shelves

A black board on the side of double shelves


Suggestions

# Digital queuing system + screen

- Showing adverts & ticket numbers

Suggestions

Today at the Port Marketing campaign
• In local paper, online, social media and blogs
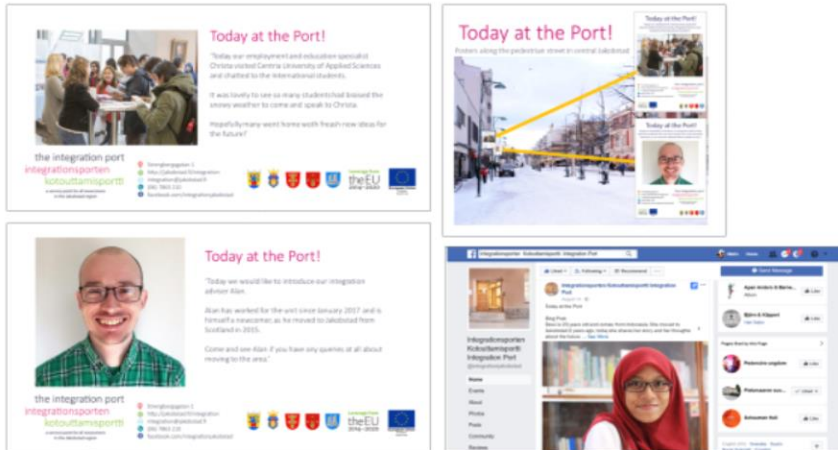
Suggestions

Integration Port and waiting area layout

• Independent Website
• Online chat
• Opening hours
• Highlighting different Sevices
• Events and Outings
• Feedback

Commissioner Assessment

Projektkoordinator Anna Kotka-Bystedt
En bra start i Österbotten - Integrerade servicekedjor för invandrare i Jakobstadsnejden
Integrationsenheten i Jakobstadsnejden

Utlåtande

Malin Winberg

Det ESF-finansierade projektet En bra start i Österbotten – Integrerade servicekedjor för invandrare i Jakobstadsnejden startade i februari 2016. En av projektets huvudpunkter är att starta upp en infopunkt som betjänar alla nyanlända i hela Jakobstadsregionen (Jakobstad, Nykarleby, Pedersöre, Kronoby och Larsmo). Infopunkten som fått namnet Integrationsporten (Kotouttamisportti/Integration Port) inledde således sin verksamhet 18.10.2016. I mars 2017 öppnade Integrationsporten även en filial i Kronoby och ytterligare en filial planeras öppna i Nykarleby under vintern 2017/2018.

Malin Winberg började i samarbete med undertecknad det konkreta arbetet med utvärdering och planering av marknadsföringsmaterial hösten 2016. Under sensommaren/hösten 2017 höll Winberg två workshops.

(a) workshops

Under två separata workshopstillfällen arbetade representanter från integrationsenheten med följande frågeställningar: hur kunde vi få "Porten" att fungera optimalt? Hur ska vi nå ut till alla våra målgrupper?

En utmaning i utvecklingen av "Portens" verksamhet har varit att nå ut till målgruppen icke-flyktingar, dvs. internationella studeranden och arbetskraftsinvandrare. Workshopparna gav oss nya infallsvinklar och idéer hur vi kunde nå nya potentiella kunder. Teamet uppskattade också valet av arbetsmetod, den s.k. Disneymetoden.

(b) utvärdering av kundbetjäningen i Porten

Vid 7 olika tillfällen har Winberg följt med och genom observation kartlagt kundmöten vid Integrationsporten.

Utvärderingen som ingår i Malin Winbergs avhandling har för såväl projektets som Integrationsenheten del utgjort en viktig komponent i den interna utvärderingen av arbetet i "Porten". En extern utvärdering ger därtill tyngd till den kontinuerliga projektrapporteringen till finansiären.

Program för hållbar tillväxt och jobb

Hävkraft frånEU 2014–2020

Europeiska unionen
Europeiska socialfonden

(c) utarbetande av marknadsföringsmaterial för Integrationsporten i form av layout av bl.a. broschyrer, flyer, affischer och visitkort.

Integrationsportens marknadsföringsbroschyr finns på 17 antal språk och Winberg har layoutat materialet i samarbete med undertecknad. Winberg har på ett flexibelt tillvägagångssätt och professionellt bemötande ringat in det budskap undertecknad eftersökt inom ramen för projektet. Integrationsporten har nu ett enhetligt och stilrent marknadsföringsmaterial.

Projektbudget samt regler och riktlinjer

Nedan följer kommentarer på Malin Winbergs utvecklingsförslag som alla berör budget samt riktlinjer och regler.

Arbetet med att planera och starta upp Integrationsporten sker inom ramen för det ESF-finansierade projektet där även kommunerna i Jakobstadsnejden deltar i finansieringen. I projektet ingår även att kartlägga vilka grundläggande informationsmaterial på lokal nivå som redan finns tillgängligt och vad som saknas samt främja sysselsättningen för nyanlända genom att stöda övergången till arbetslivet. Därtill sker en kontinuerlig kartläggning över servicebehov och integrationstjänster i Jakobstadsnejden via projektets samarbetsparter, dvs. utbildning och skola, hälso- och sjukvård, magistraten, polisen, FPA, skattebyrån, näringsbyrån Concordia, församlingar, socialbyrån, TE-byrån samt föreningar och frivilliga. Projektet styrs av förutom Europeiska socialfondens regelverk, även de kommunala riktlinjerna. Dessa riktlinjer och regelverk sätter sin prägel på i vilken utsträckning förslag och idéer kring marknadsföring går att implementera. Ett tydligt exempel här är det faktum att Integrationsenheten inte får sätta upp skyltar på byggnaden vi verkar i p.g.a. att byggnaden är skyddad. Ett annat exempel på hur projektfinansieringen styrt arbetet med att utveckla Integrationsportens synlighet är att det inte finns budgeterat medel för renodlad marknadsföring av Integrationsporten. Däremot finns medel budgeterat för 'material' vilket gett oss möjligheten att inom vissa ramar utveckla Integrationsportens synlighet men även här har spelutrymmet varit begränsat då lösöret, d.v.s. inredningen av Integrationsportens utrymmen fallit under budgetmomentet flat rate och inte kunnat finansieras med direkta projektmedel. Därför har kostnadseffektiva lösningar prioriterats framom nyanskaffningar.

Alla större omändringar i Integrationsenhetens utrymmen måste därtill gå via tekniska avdelningen och ger därmed inte projektet friheter att t.ex. måla utrymmet.

1. *Marknadsföring ute på fältet*

Undertecknad har marknadsfört Integrationsporten ute i nejdens språkskolor men besöken har gett vid handen, liksom i Winbergs avhandling, att direkta studiebesök vid Integrationsporten ger en tydligare bild av var infopunkten är lokaliserad. Tilläggas bör att i

6. *Distansrådgivning via t.ex. Messenger*

Är under planering sedan en tid tillbaka. När bemanningsschemat i "Porten" är färdigutvecklat kommer någon form av distansrådgivning att införas och marknadsföras utåt. Teamet diskuterade under en av Winbergs workshops möjligheten att genom sms informera "Portens" kunder om aktuella ärenden. Efter ytterligare diskussioner framfördes ett förslag att använda WhatsApp som en dylik kanal. Teamet beslöt således att ta i bruk WhatsApp eftersom den ger möjlighet att skapa flera olika informationsgrupper och på så sätt kunna rikta rätt information till rätt målgrupp. En aspekt i arbetet med "Portens" kunder är dock att den absoluta majoriteten gärna uppsöker "Porten" personligen. Ytterst få kunder tar kontakt via e-post och telefon trots att kontaktuppgifterna finns synliga på vårt marknadsföringsmaterial. Detta utesluter dock inte möjligheten att testa metoden och gör förhoppningsvis att vi når nya kundgrupper.

7. *Kundfeedback*

Ett system för kundfeedback är under planering tillsammans med tekniska avdelningen.

8. *Samarbete med skolor i regionen kring evenemang där "Porten" kunde marknadsföras*

Som bäst sker planering av ett marknadsföringsjippo i samband med stadens julöppning på torget 1.12.2017. I samarbetet deltar bl.a. yrkeshögskolan Centrias internationella studeranden, Citygruppen och biblioteket.

9. *Marknadsföringskampanjer i den lokala pressen*

Kontakt har tagits med Österbottens tidning och JeppisWeekly och båda tidningar förhåller sig positiva till idén.

Utmaningar

Winberg har lyckats identifiera de målgrupper vi fortsättningsvis försöker nå (internationella studeranden, hemmamammor, familjeinvandrare).

Program för hållbar tillväxt och jobb

Hävkraft frånEU 2014–2020

Europeiska unionen
Europeiska socialfonden

Integrationsporten söker ännu sin optimala verksamhetsform. Infopunkten har alla möjligheter att utvecklas till en än mer kundvänlig och modern enhet i enheten men i dagsläget med de personalresurser Integrationsenheten har och inom det byråkratiska ramverk Integrationsporten verkar, sker förankringen och utvecklingen långsamt. Det står dock helt klart att en fortsatt satsning på att synliggöra "Portens" service för målgrupperna icke-flyktingar står högt på prioriteringslistan, detta i enlighet med avhandlingens resultat samt den ursprungliga projektplanen.

Sammanfattning

Malin Winbergs avhandling har gett projektet en omfattande kartläggning av vilka marknadsföringskanaler och möjligheter som står till buds när vi vill nå målgruppen icke-flyktingar. Utvecklingsförslagen i avhandlingen ger Integrationsenheten beredskap att när tillfälle så ges, ha en klar bild av hur enheten kan gå tillväga beträffande skräddarsydda lösningar i kundorienterad service. Resultatet av Winbergs kartläggning av vilken service och information språkstuderanden i Jakobstad upplever att de saknar gav nyttig information som vi kommer att beakta än mer i utvecklingen av vår service.

Även om många av förslagen i avhandlingen inte är möjliga att testa eller genomföra p.g.a. främst budgetmässiga skäl, kan det i framtiden vara möjligt att pröva dessa. Därför har avhandlingen även på lång sikt ett mervärde för integrationsenheten.

Marknadsföringsmaterialet har tack vare Malin Winbergs insatser gett Integrationsporten en enhetlig och fräsch profil.

En viktig aspekt är dock att även om Integrationsportens kundgrupper utgörs av nyanlända med ett annat språk får det inte bli ett självändamål i sig att erbjuda all information Integrationsporten producerar på x antal främmande språk. För att den nyanlända alls skall ha en förusättning att komma in i det finländska samhället och hobbyverksamhet krävs språkkunskaper i svenska eller finska. Om all information serveras på kundens språk har denna ingen orsak att ta till sig information på svenska och finska. Vi ser detta på vår egen enhet där integrationshandledare som talar klienters modersmål favoriseras framom integrationshandledare med svenska, finska eller engelska som modersmål – detta p.g.a. "att det går snabbare om jag får förklara mitt ärende på arabiska".

Är det ändamålsenligt att tillämpa ett 'Service Design' – perspektiv i utvärderingen av en kommunal verksamhet? Det fungerar då verksamheten söker ett nytt och annorlunda grepp beträffande verksamhetsanalys; nya innovativa idéer presenteras på ett - sett ur kommunalbyråkratisk synvinkel – modernt och företagslikt sätt. Häri ligger också en viss problematik då kommunala verksamhetsenheter har mindre spelrum än företag. Regler,

instruktioner och budgeter sätter många gånger stopp för innovativ utveckling. Ur den kommunala verksamhetens synvinkel ses inte heller alltid estetik som huvudsyftet när information och kommunal service ligger på agendan. Detta har sina naturliga orsaker, t.ex. att kommunal verksamhet till största delen finansieras med skattepengar och att fokus därför läggs på att servicen uppfyller det som är lagstadgat och så kostnadseffektivt som möjligt. Avslutningsvis kan undertecknad konstatera att det gedigna arbete Malin Winberg gjort inom ramen för sin avhandling samt i utvecklingen av ett kundvänligt marknadsföringsmaterial stöder det fortsatta arbetet med att förankra Integrationsporten och gett undertecknad nya infallsvinklar på serviceproduktionen.

Jakobstad 26.10.2017

Anna Kotka-Bystedt
projektkoordinator
En bra start i Österbotten – Integrerade servicekedjor för invandrare i Jakobstadsnejden

Program för hållbar tillväxt och jobb

Hävkraft
frånEU
2014–2020

Europeiska unionen
Europeiska socialfonden